

<b>Report to:</b>	<b>CABINET</b>	<i>Exempt information paragraph number – if private report:</i>
<b>Report of:</b>	Chief Operating Officer	
<b>Date of Decision:</b>	13 <sup>th</sup> September 2017	
<b>SUBJECT:</b>	Performance Monitoring Quarter One April to June 2017	
<b>Key Decision:</b> Yes	<b>Relevant Forward Plan Ref:</b>	
<b>If not in the Forward Plan:</b> (please "X" box)	<b>Chief Executive approved</b>	<input type="checkbox"/>
	<b>o&amp;s chairman approved</b>	<input type="checkbox"/>
<b>Relevant Cabinet Member(s):</b>	Councillor Ian Ward – Deputy Leader	
<b>Relevant O&amp;S Chairman:</b>	Corporate Resources and Governance – Councillor Mohammed Aikhlaq MBE	
<b>Wards affected:</b>	All	

<b>1. Purpose of report:</b>
<p>The purpose of this report is to:</p> <p>1.1 Highlight progress between April and June 2017 (unless otherwise stated), in meeting our vision and forward plan key performance and organisational health targets,</p> <p>1.2 Notify Cabinet of areas of particular success, any issues requiring attention and remedial activity in place to deal with these.</p>

<b>2. Decision(s) recommended:</b>
<p>That Cabinet:</p> <p>2.1 Considers the progress against our vision and priorities council plan and organisational health targets for the period 1<sup>st</sup> April to 30<sup>th</sup> June 2017. In particular, those areas where we have performed well against our targets and any issues requiring attention.</p>

<b>Lead Contact Officer(s):</b>	Angela Probert	Lourell Harris
<b>Telephone No:</b>	0121 303 2550	0121 675 4602
<b>E-mail address:</b>	<a href="mailto:angela.probert@birmingham.gov.uk">angela.probert@birmingham.gov.uk</a>	<a href="mailto:lourell.harris@birmingham.gov.uk">lourell.harris@birmingham.gov.uk</a>

<p><b>3. Consultation</b></p> <p>3.1 <u>Internal</u></p> <p>Cabinet members, directors and directorate staff have been involved in discussions around the performance against the targets contained within this report and attached appendices. Otherwise this paper is a factual report on progress and no other consultation has been required.</p> <p>3.2 <u>External</u></p> <p>No external consultation required.</p>	<p><b>4. Compliance Issues:</b></p> <p>4.1 <u>Are the recommended decisions consistent with the council's policies, plans and strategies?</u></p> <p>This report provides a position statement about how well are doing against the targets we set in March 2017 towards achieving our outcomes and priorities, as set out in the council's vision and forward plan.</p> <p>4.2 <u>Financial Implications.</u></p> <p>The vision and forward plan forms a key part of the budgeting and service planning process for the City Council that takes account of existing finances and resources, and sets out the key strategic and operational outcomes that the City Council wish to achieve. Implications on the Council's budgetary position arising from issues highlighted in this report will be reported in the periodic corporate budget monitoring statements received by Cabinet.</p> <p>4.3 <u>Legal Implications</u></p> <p>There are no legal implications arising from this report.</p> <p>4.4 <u>Public Sector Equality Duty. (see separate guidance note)</u></p> <p>Our key vision and priorities council plan and organisational health measures are designed to ensure significant improvement in service quality and outcomes for the people of Birmingham – some have a particular focus on disadvantaged groups. Non-achievement may have a negative impact on external assessments of the City Council and could put relevant funding opportunities at risk.</p>
--	--

## 5. Relevant background/chronology of key events:

### 5.1 Overall Context

Our vision and forward plan commits us to addressing the many challenges and opportunities that the City of Birmingham will face in the future. It aims to reset the long term position of the City Council and recognise the challenges and opportunities that Birmingham as a city, and our citizens, face.

Our vision and forward plan, approved by Cabinet earlier this year, clearly sets out the City Council's vision for '**A city of growth where every child, citizen and place matters**' – and in other words '**a great place to grow up, live, succeed and grow old in**'. The drivers of change that we set ourselves (connectivity, inclusivity, and sustainability) create the link to our priorities, in addition to the importance that neighbourhoods and place have in shaping the lives of our citizens and our city.

In May, Cabinet agreed the key performance and organisational health targets for measuring success against our outcomes and priorities during 2017/18.

This report summarises our performance successes and progress against our key targets (for those areas where we have either performed exceptionally well above our targets, or where we still have further progress to make, for the period April to June 2017), with a summary of reasons for performance and, where relevant, any actions being taken to bring performance back on track.

The report is supported by two appendices which provide fuller details of performance against all of our targets, including actions being taken to ensure any underperformance is being tackled efficiently, and measures are in place to bring performance back on track as soon as is practicably possible. This information will be uploaded on to the council's website to enable citizens to see the progress we are making, and where we need to make more effort.

### 5.2 Vision and Priorities Council Plan Measures (Appendix 1)

#### i. Summary

For our key performance measures, overall strategic performance analysis is made up of 28 performance indicators of which performance results are available for 18. For the other 10 measures, results are not yet due as they are reported on a less frequent basis e.g., annually or half yearly.

Taking the above into account, for the period April to June 2017, **15 of 18 measures (83%) exceeded, met or were within acceptable tolerance levels of their target**. A significant improvement of 38 percentage points on our end of year performance (45%), and 15 percentage points better than that achieved for the same period in 2016.

For 7 measures, we are able to provide a direction of travel against how we performed at the end of March 2017. We are not able to provide a direction of travel for the others as they are new, amended, or not comparable to previous results.

Of the 7 comparable measures, performance against 5 improved, and for 2 performance deteriorated.

## ii. Council Plan Measure Successes

Listed below are our Council Plan successes for the first quarter of this year i.e., those where we performed better than where we planned to be by the end of June 2017.

### a) Housing Priority

- Exceeding the June target (2,500), **we prevented or relieved 2,575 cases of homelessness**. Assisted by a grant obtained from the Department of Communities and Local Government (DCLG) last year, a small team was established to focus on preventing homelessness within the private rented sector. Officers have been meeting weekly to review arrears cases where eviction was imminent, and through our partnership arrangements with Midland Heart and Shelter, visiting officers have been negotiating and mediating to help people remain in their homes. In addition, support is also provided to applicants who are willing to seek out accommodation in the private rented sector, through our partnership work with Let to Birmingham.
- **86 empty properties were brought back into use**, 11 more than expected at this time of year and due to a focussed effort to deal with outstanding empty properties.
- During the period, we were able to **make available 99.63% of our council housing as a percentage of stock**. This success has been attributed to improved repair times for void properties, and remains ahead of target (98.80%).

### b) Jobs and Skills Priority

- Through the Council's influence on contract management, there has been a significant **increase in apprenticeships within other organisations**. Our target of 2% has been exceeded by 30 percentage points.

## iii. Other notable successes for Birmingham

- **Swimming** - The Birmingham Synchro Girls team won a number of medals at the Novice Competition held at Walsall Swimming Baths in May 2017. As well as the individual winners the whole team won **Bronze in the under 12 Grade 1** category, **Gold in the under 12 Grade 2** category and **Bronze in the 13-15 year** category. Sam Osborne has been selected to compete with Team GB in the Youth Olympics in August. Isobel Griffiths will represent Team GB at the Mare Nostrum in France and Caitlin Hubbard will represent England as part of a young team to race alongside Team GB also in France.
- One of our Adults social workers won an award for **Exceptional Dignity in Care** at the Birmingham Care Awards at the end of June. This award acknowledges, celebrates and rewards excellence in care delivery across the whole health and social care spectrum, and is extra special because nominations come from care providers themselves.
- **Careline Service** - The Careline Services team, who operate a 24-hour, 365-day community alarm service that provides support to older and vulnerable people to live independently, have again been successful in gaining **the Telecare Services Accreditation (TSA) for another year**. TSA is a nationally-recognised body which sets out a framework and guidelines for community alarm services.

- **Celebrating learning in the city** - In mid-June Birmingham City University held their annual 'Practice Learning Celebration Day', with **Birmingham Adults winning the Best Local Authority Award**. Two staff members were runner up for the Best Local Authority Sector Practice Learning Manager and Best First Learning Placement Practice Educator categories.
- **Bringing Communities Together** – A community based and focused Health and Wellbeing event held in July at Handsworth Park. The event, coordinated by an Adults Social Care Facilitator, was held in partnership with UK Legends of Legends, Mind, Birmingham Care Group, Bless 2 Bless homeless project, Oscar Birmingham Sickle/Thalassemia and Handsworth and Aston combined cricket club. The event was attended by approximately 1,500 people throughout the day and was a family-based, free-to-attend event, offering a range of fun activities, community cricket match and music. But the real focus was on providing information, advice and support on mental health issues and conditions especially affecting African- Caribbean and Asian communities, such as sickle cell and thalassemia.
- **Two awards for the City Council at this year's Insider Midlands Residential Property Awards** – One for our building scholarship programme. Building Birmingham Scholarship took **Skills and Training Scheme of the Year** in recognition of the range of people the scholarship is benefiting, from those achieving first-class degrees to those gaining skills and experience in the workplace. The second, for '**Social Housing Provider of the Year**', for our ability to overcome major funding and planning restrictions to create a number of impressive and much-needed residential developments in the city.
- **West Midlands Community Inspiration Awards** - A number of Public Health, Innovation Team staff have been shortlisted as finalists at the 2017 West Midlands Community Inspiration Awards under the Public Services category. The nominations are for the following awards:
  - **Health and Wellbeing Award** for their work and in a personal capacity. One provides support and referral for people with substance misuse dependency issues, and another supports communities to improve their health and wellbeing.
  - **Education Services Award** for the apprentice scheme within Public Health which actively supports care leavers in applying for jobs.
- **Birmingham Lakes** – External recognition by the Evening Mail for one of our street scene managers, who has been volunteering in his own time to tidy up and clean Birmingham Lakes.
- **Big Birmingham Bikes** – Joint winners of the 2017 Ashden Award for Clean Air in Towns and Cities. The Ashden Awards are given to pioneers in sustainable energy and are a globally recognised measure of excellence.
- **CityServe award** - Congratulations to Cityserve who won the MJ (Municipal Journal) Achievement Award 2017 for the Best Council Services Team at an awards ceremony in London in June. Cityserve is the council's leading provider of non-education services to schools in Birmingham, supporting almost 300 school catering partnerships and feeding 70,000 students in Birmingham every day. The award came hot on the heels of last year's APSE (Association for Public Service Excellence) Awards, where Cityserve were finalists for 'Best Commercial and Entrepreneurial Initiative' and winners of the 'Best Catering Team' UK.

#### iv. Council Plan Measures that have not met their Quarter One Target

Listed below are those measures where we are not yet on track:

##### a) **Children Priority**

- 67.7% (21 of 31) **schools that were inspected during the term that were rated as good or outstanding**. Of the other 10, 6 required improvement and 4 were deemed inadequate.
- The provisional result for the percentage **of children making at least expected progress across each stage of their education** indicates that at 65.9%, we are around 5 percentage points away from our desired target, which is also the national average. It should be noted, however, that we are narrowing the gap between our performance and the national average. This improvement has been predominantly attributed to a rise in Literacy and Maths. Birmingham Education Partnership leads on school improvement on behalf of the Council.
- We have experienced a slight increase in the number of **households living in temporary accommodation** (4.39 per 1,000 households). However we have successfully prevented homelessness overall, and are working hard to ensure applications in temporary accommodation are applying on the council's housing register for permanent accommodation.

#### 5.3 Organisational Health Measures (Appendix 2)

For our organisational health measures, overall strategic performance analysis is made up of 29 indicators of which results were available for 17. 2 of these are trend measures and do not have a target. For the purpose of this first report these have been excluded from the overall count of measures deemed as achieving or missing their target.

Results for the other 11 measures are reported annually and will be made available to Cabinet as they become available.

Excluding the 2 trend measures, of the remaining 15 results, 11 (73%) exceeded, met or were within acceptable tolerance levels of their target.

##### i. Successes

Listed below are the Organisational Health successes at June 2017 – where we performed better than where we planned to be by the end of June 2017.

##### a) Citizens

- We answered 98% of **complaints within 15 working days**, 8% above the 90% target we set ourselves at the beginning of the year and 4 percentage points better than March 2017.
- We have also seen good performance in the percentage of **citizens who have transacted digitally with the Council**, achieving 27.1% against a target of 22.7%.

##### b) Governance

- We responded to 95.04% of **Freedom of Information requests**, 10 percentage points above our quarter one target, and an improvement of 4.83 percentage points on the previous quarter's result.
- **The percentage of council plan measures achieved** – 83% for this first quarter, as explained earlier in this report.
- We had no **Local Government office reports** in June and no **Ombudsman complaints** which resulted in reports being issued.

## ii. Organisational Health Measures that have not met their Quarter One Target

Listed below are those measures where we are not yet on track:

### a) Workforce

- **Workforce expenditure** – at the end of June, there is a forecasted potential end-of-year overspend of £4.8m.
- Levels of **sickness absence** increased by 0.4 days to 9.86 days per full time equivalent member of staff, above the target of 9.25 days. However, year-to-date absence levels are 0.69 days (6.71 percentage points) lower than in the same month last year.
- **Number of accidents per 1,000 employees** - performance has increased for the second consecutive month. Aggression and assault appear to be the main feature of reports. Work is in hand to review risk assessments and current control measures towards reducing incidents in the future.

### b) Governance

- We successfully defended **83% of judicial review challenges** during the period. However, this was not enough to reach our target of 95%. We had 4 unsuccessful defences - 3 in People Directorate and 1 in Place Directorate.

5.4 The attached appendices provide a more detailed breakdown of performance for all of our key performance and organisational health measures, along with commentary which explains performance, and where relevant, summarises any remedial actions that have been taken or are planned to bring performance on track.

The four symbol style for monitoring progress reflects the 'as at position' against targets. A 'Star' means performance was significantly exceeding the target, the 'Tick' indicates performance was on, or above target (but not significantly above), the 'Circle' shows performance was below target, but within an acceptable tolerance level, and the 'Triangle' tells us that performance is off target and worse than agreed tolerances. This style of reporting is to enable services to better manage measures at lower risk and members to focus on those areas that require particular attention.

## 5.5 General

Once approved by Cabinet, information of progress against all targets in this report will be published on the Council website: [www.birmingham.gov.uk/performance](http://www.birmingham.gov.uk/performance) in line with previous practice.

**6. Evaluation of alternative option(s):**

This report provides progress against the council's strategic outcomes, and the measures in place to achieve them. If this report was not provided, Cabinet, in its entirety, would not have an overview of progress against the Council's key performance and organisational health measures, or actions being taken to bring performance back on track.

**7. Reasons for Decision(s):**

To advise Members of progress against outcomes, including, any actions being taken, or planned, to bring performance on track.

**Signatures****Date**

Cabinet Member: .....

.....

Chief Officer: .....

.....

**List of Background Documents used to compile this Report:**

- 2016/17 Council Business Plan Measures – End of Year Performance Monitoring (April 2016 to March 2017)
- Vision and Forward Plan 2017-2020

**List of Appendices accompanying this Report (if any):**

1. **Appendix A – Key Performance Measures – April to June 2017**
2. **Appendix B – Organisational Measures – April to June 2017**

**Report Version****Dated**

## **PROTOCOL PUBLIC SECTOR EQUALITY DUTY**

- 1 The public sector equality duty drives the need for equality assessments (Initial and Full). An initial assessment should, be prepared from the outset based upon available knowledge and information.
- 2 If there is no adverse impact then that fact should be stated within the Report at section 4.4 and the initial assessment document appended to the Report duly signed and dated. A summary of the statutory duty is annexed to this Protocol and should be referred to in the standard section (4.4) of executive reports for decision and then attached in an appendix; the term 'adverse impact' refers to any decision-making by the Council which can be judged as likely to be contrary in whole or in part to the equality duty.
- 3 A full assessment should be prepared where necessary and consultation should then take place.
- 4 Consultation should address any possible adverse impact upon service users, providers and those within the scope of the report; questions need to assist to identify adverse impact which might be contrary to the equality duty and engage all such persons in a dialogue which might identify ways in which any adverse impact might be avoided or, if avoidance is not possible, reduced.
- 5 Responses to the consultation should be analysed in order to identify:
  - (a) whether there is adverse impact upon persons within the protected categories
  - (b) what is the nature of this adverse impact
  - (c) whether the adverse impact can be avoided and at what cost – and if not –
  - (d) what mitigating actions can be taken and at what cost
- 6 The impact assessment carried out at the outset will need to be amended to have due regard to the matters in (4) above.
- 7 Where there is adverse impact the final Report should contain:
  - a summary of the adverse impact and any possible mitigating actions (in section 4.4 or an appendix if necessary)
  - the full equality impact assessment (as an appendix)
  - The equality duty – see page 9 (as an appendix).

## Equality Act 2010

The Executive must have due regard to the public sector equality duty when considering Council reports for decision.

The public sector equality duty is as follows:

1	<p>The Council must, in the exercise of its functions, have due regard to the need to:</p> <ul style="list-style-type: none"> <li>(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;</li> <li>(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;</li> <li>(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</li> </ul>
2	<p>Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none"> <li>(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;</li> <li>(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;</li> <li>(c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.</li> </ul>
3	<p>The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.</p>
4	<p>Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none"> <li>(a) tackle prejudice, and</li> <li>(b) Promote understanding.</li> </ul>
5	<p>The relevant protected characteristics are:</p> <ul style="list-style-type: none"> <li>(a) age</li> <li>(b) disability</li> <li>(c) gender reassignment</li> <li>(d) pregnancy and maternity</li> <li>(e) race</li> <li>(f) religion or belief</li> <li>(g) sex</li> <li>(h) sexual orientation</li> </ul>