

BIRMINGHAM CITY COUNCIL
COUNCIL BUSINESS MANAGEMENT COMMITTEE

MONDAY, 19 NOVEMBER 2018 AT 14:00 HOURS
IN COMMITTEE ROOM 6, COUNCIL HOUSE, VICTORIA SQUARE,
BIRMINGHAM, B1 1BB

A G E N D A

1 **NOTICE OF RECORDING**

Chairman to advise meeting to note that members of the press/public may record and take photographs except where there are confidential or exempt items.

2 **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 **APOLOGIES**

To receive any apologies.

4 **MINUTES**

3 - 6

To confirm and sign the Minutes of the last meeting.

5 **DELEGATED AUTHORITY TO CHIEF EXECUTIVE AND CHIEF OFFICERS (CORPORATE DIRECTORS) – AMENDMENT TO THE CONSTITUTION IN RELATION TO PROPERTY**

Report of the Corporate Director, Economy.

Report to follow.

6 **REVIEW OF POLLING DISTRICT AND PLACES**

7 - 26

Report of the Head of Electoral Services.

- 27 - 60**
- 7 **BIRMINGHAM CITY COUNCIL WORKFORCE STRATEGY 2018-2022**
- Report of the Director of HR
- 61 - 64**
- 8 **THE LORD MAYORALTY FORMULA**
- Report of the City Solicitor.
- 65 - 72**
- 9 **CITY COUNCIL AND CBM FORWARD PLAN - NOVEMBER 2018**
- To inform members of forthcoming items for City Council and Council Business Management Committee meeting agendas.
- 73 - 76**
- 10 **COUNCIL AGENDA FOR THE NEXT MEETING**
- To consider the Council agenda for the next meeting.
- For information the order of Notices of Motion at this meeting will be Labor, Conservative and Liberal Democrat.
- 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.
- 77 - 78**
- 11A **DISPENSATION FOR NON-ATTENDANCE OF A COUNCILLOR AT COUNCIL MEETINGS**
- Report of the City Solicitor.
- 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'.

<p>COUNCIL BUSINESS MANAGEMENT COMMITTEE 22 OCTOBER 2018</p>

**MINUTES OF A MEETING OF THE COUNCIL BUSINESS MANAGEMENT
COMMITTEE HELD ON MONDAY 22 OCTOBER 2018 AT 1400 HOURS,
IN COMMITTEE ROOM 6, THE COUNCIL HOUSE, BIRMINGHAM**

PRESENT: Councillor Ian Ward in the Chair;

Councillors Robert Alden, Kerry Jenkins, Brigid Jones, Gareth Moore, Martin Straker Welds and Mike Ward.

NOTICE OF RECORDING

- 2794 The Chair advised the meeting to note that members of the press/public may record and take photographs except where there are confidential or exempt items.

DECLARATIONS OF INTEREST

- 2795 Members were reminded that they must declare all relevant pecuniary and non pecuniary interests relating to any items of business to be discussed at this meeting. If a pecuniary interest was declared a Member must not speak or take part in that agenda item. Any declarations would be recorded in the minutes of the meeting.

APOLOGIES

- 2796 No apologies for non-attendance were received.

MINUTES

As a matter arising from the minutes of the last meeting, Councillor Robert Alden, referring to Minute No. 2791, queried whether the money from the consultants who had given poor advice had been recouped and whether they been given further work from the Council. Kate Charlton, City Solicitor, indicated that she did not have the details to hand but could confirm that the company had not received any further work relating to governance issues from the City Council since the previous advice. The Chair concurred with that position.

Councillor Mike Ward referring to the paragraph attributed to him on page 5 of 38 indicated that he had also said that he would not want good people to be

deterred from being a or becoming a Councillor because of a lack of IT skills and he wished the minutes be amended to reflect that. The Chair indicated that any Members having difficulty using IT in the 'paperless' environment perhaps because of medical issues would be considered for a different approach on a case by case basis.

- 2797 That, subject to the above amendment, the Minutes of the last meeting held on 22 August 2018 were confirmed and signed by the Chair.

APPOINTMENTS

The Chair drew Member's attention to the recommendation set out on the agenda which was agreed.

Councillor Mike Ward proposed and it was agreed that Councillor Baber Baz be appointed to the Education Awards (Review) Sub-Committee in place of himself for the remainder of the 2018/2019 Municipal Year.

Emma Williamson, Head of Scrutiny Services, in respect of the Independent Remuneration Panel, indicated that Honorary Alderman Fergus Robinson was the Conservative nominee and she requested that the Committee note that and agreed for the appointment to be reported to City Council. That was agreed.

- 2798 **RESOLVED:-**

- (i) That Councillor Alex Yip be appointed to the Education Awards (Review) Sub-Committee in place of Councillor Matt Bennett for the remainder of the 2018/2019 Municipal Year;
- (ii) that Councillor Baber Baz be appointed to the Education Awards (Review) Sub-Committee in place of Councillor Mike Ward for the remainder of the 2018/2019 Municipal Year; and
- (iii) that the Council Business Management Committee recommends to City Council that the following person be appointed to the Independent Remuneration Panel as follows:

<u>Appointee</u>	<u>Term of Office</u>
Hon. Alderman Fergus Robinson	14 September 2018 – 14 September 2022 New appointment

OVERSEAS TRAVEL AND INWARD DELEGATIONS FROM ABROAD

The following report of the Chief Operating Officer - Strategic Services was submitted:-

(See document No 1)

Lloyd Broad, Head of European Affairs, made introductory comments relating to the report and in response to comments from Councillor Robert Alden indicated that he was not aware of any of the visits being within the 4 weeks' notice but

agreed that the urgency and reasons of such visits would be highlighted in future reports. In respect of the reference to Finance and Governance by some visits he explained that this was the paying Directorate.

Referring to the final bullet point on page 20 of 38, Councillor Robert Alden requested more detail relating to the number of meetings held. Lloyd Broad undertook to email the details of the number and nature of the meetings to Members of the Committee. In response to another observation by Councillor Robert Alden he undertook to correct typos on page 24 of 38 in future reports.

2799

RESOLVED:-

- (i) That approved Member and officer overseas travel be noted;
- (ii) that the details of inward delegations from abroad be noted; and
- (iii) that it be noted that with effect from 19 January 2016 authority for foreign travel by City Council Members and officers will only be granted when 4 weeks' notice has been given. Visits proposed with less than 4 weeks, notice will be refused unless under EXCEPTIONAL CIRCUMSTANCES which will require written documentation and an extremely robust reason for travel.

CITY COUNCIL AND CBM FORWARD PLAN

The following City Council and CBM Forward Plan was submitted:-

(See document No 2)

Councillor Robert Alden referred to the investigation into flooding and the production of a Section 19 report and queried whether Ward Councillors had been asked to provide details of known flood problems. Emma Williamson, Head of Scrutiny, undertook to contact relevant officer relating to that query.

2800

RESOLVED:-

That the City Council and CBM Forward Plan be noted.

COUNCIL AGENDA FOR THE NEXT MEETING

The following draft agenda was submitted:-

(See document No 3)

During a discussion it was agreed to allocate 60 minutes to agenda item 9 and therefore the meeting would finish at 1900 hours.

2801

RESOLVED:-

That, subject to the above amendments, the draft agenda be noted.

OTHER URGENT BUSINESS

The Chair was of the opinion that the following item be considered as a matter of urgency in order to expedite consideration thereof and instruct officers to act if necessary.

All Birmingham's Children ABC Campaign

2802 Councillor Gareth Moore indicated that he believed that all Councillors had received an email from the above charity. He had concerns as to whether they had permission to use the Council's Coat of Arms and were officially supported by the City Council and the Children's Trust. It was noted that the email was a series of demands.

Kate Charlton, City Solicitor, undertook to investigate Councillor Moore's queries.

AUTHORITY TO CHAIR AND OFFICERS

2803 **RESOLVED:-**

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

The meeting ended at 1413 hours.

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CHAIR

Report to:	COUNCIL BUSINESS MANAGEMENT COMMITTEE
Report of:	HEAD OF ELECTORAL SERVICES
Date of Decision:	19th November 2018
SUBJECT:	REVIEW OF POLLING DISTRICT AND PLACES
Wards affected:	ALLENS CROSS, EDGBASTON, NEWTOWN, NORTHFIELD, SHELDON, SOHO AND JEWELLERY QUARTER AND YARDLEY EAST

1. Purpose of report:
1.1 To consider amendments to the boundaries of Polling Districts within the wards in line with the feedback received following the May 2018 poll.

2. Recommendations :
<p>2.1 That the suggested alterations to Polling Districts within:</p> <p> Allens Cross Edgbaston Newtown Northfield Sheldon Soho and Jewellery Quarter Yardley East </p> <p>2.2 Wards be approved with effect from publication of the annual revised Register of Electors on 1 December 2018</p>

Lead Contact Officer(s):	Robert Connelly
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List of Appendices to this Report:

1. Map for Allens Cross ward
2. Map for Edgbaston ward
3. Map for Newtown ward
4. Map for Northfield ward
5. Map for Sheldon ward
6. Map for Soho and Jewellery Quarter ward
7. Map for Yardley East ward

3. Relevant background/chronology of key events :

- 3.1 The new Ward scheme came into effect at the City Council elections on 3 May 2018. The Council has a duty to keep the Polling Districts (PDs) under review and undertook a citywide review in 2017 to bring them into line with the new ward boundaries
- 3.2 Following the May 2018 poll, the split of polling districts and the suitability of polling station venues was reviewed taking into account any feedback received from elected Members, MPs, candidates, main party agents / organisers.
- 3.3 Comments were received in respect of 7 wards, and the Acting Returning Officer has identified some suggested improvements in respect of these 7 wards.
- 3.4 These new suggestions were circulated to all Members, MPs, main party agents / organisers for feedback.
- 3.5 All comments were considered before final decisions made.
- 3.6 In deciding on the suitability of suggestions, the Acting Returning Officer has tried to take all relevant factors into account. There are no prescribed or fixed rules and each case is taken on its merits. The following are the main (informal) guidelines:
 - A policy of “minimal disruption” has been followed
 - All electors should be given reasonable facilities for voting.
 - Replacements for temporary porta cabins should be found if possible
 - Ideally, the polling station should be within its own Polling District, unless there is no reasonable alternative available
 - Up to 2,000 electors may be allocated to one polling station (if the premises are suitable two polling stations - up to 4,000 electors – may be provided, etc.) based on Electoral Commission guidance
 - No polling district to have less than 1000 electors – unless a natural boundary makes this a necessity, or the polling district must be kept separate in order to identify the streets contained as being part of a different constituency from the rest of the ward
 - No polling station should be shared by more than one ward – unless no other suitable polling venue is available
 - Any new premise/polling stations identified should have good access for people with disabilities
 - Where possible, natural boundaries are to be used e.g. railways, major roads, waterways etc.

- The Acting Returning Officer has a preference to use, wherever possible, any room in a school maintained or assisted by a local education authority, or a school in respect of which grants are made out of monies provided by Parliament to the person or body responsible for the management of the school (this includes Academies). This use of schools guarantees that rooms are available each year, even at short notice, and are free of charge, though extra charges for heating, lighting and caretakers etc. are met by the Acting Returning Officer. Schools have good access and are usually in a prominent position within the polling district and are well known landmark buildings.

3.7 Council Business Management Committee now needs to decide on the final polling district boundaries for the aforementioned wards.

3.8 When agreed the proposals will come into effect from 1st December 2018 when the new annual register of electors is published.

3.9 Allens Cross Ward

Proposal

Following feedback from voters at the local elections in May 2018 regarding the distance to their allocated polling station, it is recommended that polling district ALC1 is split along the pathway to the south of Meadow Brook Road at Merritts Brook. Electors to the south of this revised boundary would continue to cast their vote at Bellfield Infant School on Vineyard Road, whilst electors to the north of the boundary would cast their vote at Shenley Lane Community & Sports Association, 472 Shenley Lane.

Should such an amendment take place then the electorate at the station would be as follows:

Polling District	Polling Station	Current Electorate	New Electorate	No of Stations
ALC1	Bellfield Infant School	2288	1238	1
ALC4 New PD	Shenley Lane Community & Sports Association, 472 Shenley Lane.		1050	1

Shenley Lane Community & Sports Association is not only outside of the newly created polling district, it is also outside of the Allens Cross ward, however, we have been unable to locate anything suitable that would create a more accessible and natural passage for these electors within the polling district. The venue has been used previously as a polling station prior to the Boundary Review and it provides good access and facilities. Whilst it is now situated outside of the Allens Cross Ward, it is the most accessible place for a polling station for the residents of Shenley Lane, Meadow Brook Road, Spiceland Road and nearby roads.

Views on the Proposal

Views on the proposal have been sought from the MP, the Ward Councillors and the agents/organisers of the main political parties. No adverse comments have been received to date. Any responses will be reported at the meeting. The proposal is supported by EMMF (Electoral Matters Members Forum).

Necessary Alterations

Move the following streets currently in polling district ALC1 into the newly created polling district ALC4.

Bramble Close	Merritts Hill
Brookside	Old Park
Coln Close	Paxford Way
Clun Road	Shenley Lane
Cutsdean Close	Spiceland Road
Gentian Close	Verbena Road
Kerry Close	Wirral Road
Long Mynd Road	Wisteria Close
Meadow Brook Road	

3.10 Edgbaston Ward

Proposal

Following feedback from residents in Vincent Drive, Roman Way, Leasow Drive and Bullace Croft regarding the distance to the polling station when voting at the local elections in May 2018, it is recommended that polling district EDG4 is split using the back of the buildings on Hospital Drive as the boundary line. Newman House would be retained for the streets to the north and the TMO Office, 27 Underwood Close would be used as the polling station to the south. This venue has previously been used as a polling station.

Should such an amendment take place then the electorate at the station would be as follows:

Polling District	Polling Station	Current Electorate	New Electorate	No of Stations
EDG4	Newman House	1834	1572	1
EDG8 (New PD)	TMO Office 27 Underwood Close		262	1

Whilst this change does create a very small polling district, the area is surrounded on both sides by the Queen Elizabeth Hospital, Birmingham University and the ward boundaries, affording little choice for electors as both Newman House and the polling station in the adjoining EDG7 polling district, St Francis Hall, Edgbaston Park Road, are some distance away. Many of the residents in this area are elderly and would benefit from this proposed change.

Views on the Proposal

Views on the proposal have been sought from the MP, the Ward Councillors and the agents/organisers of the main political parties. No adverse comments have been received to date. Any responses will be reported at the meeting. The proposal is supported by EMMF (Electoral Matters Members Forum).

Necessary Alterations

Move the following streets currently in polling district EDG4 into the new polling district EDG8 –

Bullace Croft	Mindelsohn Way
Hospital Drive	New Fosse Way
Leasow Drive	Roman Way
Metchley Lane	Underwood Close
Metchley Park Road	Vincent Drive (part)

3.11 Newtown Ward

Proposal

Following feedback after the local elections in May 2018, it is recommended that polling district NEW3 is split using Newtown Row as the boundary line. Electors to the west of Newtown Row will continue to cast their vote at Chilwell Croft Academy, whilst electors to the east of Newtown Row would cast their vote at Calvary Church of God in Christ, 1 Burlington Street.

Should such an amendment take place then the electorate at each station would be as follows:

Polling District	Polling Station	Current Electorate	New Electorate	No of Stations
NEW3	Chilwell Croft Academy	2296	1671	1
NEW 5 (New PD)	Calvary Church of God in Christ		625	1

Whilst this change does create a small polling district, Newtown Row is a natural barrier and electors to the east of this major road would find it easier to cast their vote at the proposed venue.

Views on the Proposal

Views on the proposal have been sought from the MP, the Ward Councillors and the agents/organisers of the main political parties. No adverse comments have been received to date. Any responses will be reported at the meeting. The proposal is supported by EMMF (Electoral Matters Members Forum).

Necessary Alterations

Move the following streets currently in polling district NEW3 into the new polling district NEW5 –

Allesley Street	Moorsom Street
Aston Brook Street	Newtown Middleway (part)
Bourn Mill Drive	Park Lane (part)
Boxhill Close	Parliament Street
Bracebridge Street	Phillips Street
Burlington Street	Potters Lane
Chilworth Close	Rudgewick Croft
Dunsford Croft	Salstar Close

Elkington Street	Shefford Road
Galena Way	St Stephens Street
High Street	Sutton Street
Leatherhead Close	Thomas Street
Miller Street	

3.12 Northfield Ward

Proposal

Following feedback from parents and the Head Teachers at St Laurence Infant School and St Laurence Junior School after the local elections in May 2018, it is recommended that polling district NOR1 is split using Victoria Common as the boundary line. Electors to the north of Victoria Common would cast their vote at St Laurence Junior School, whilst electors to the south of Victoria Common would cast their vote at St Laurence Infant School.

Should such an amendment take place then the electorate at the station would be as follows:

Polling District	Polling Station	Current Electorate	New Electorate	No of Stations
NOR1	St Laurence Junior School	3071	1002	1
NOR5 (New PD)	St Laurence Infant School		2069	1

Whilst this change will involve the use of both schools, using only one school in May 2018 created safeguarding issues as both schools share the same site entrance. This meant that there was no clear separation between electors using one school and pupils attending the other. By using both schools, both will be closed addressing both the safeguarding issues and inconvenience/confusion to parents with children at both schools.

Views on the Proposal

Views on the proposal have been sought from the MP, the Ward Councillors and the agents/organisers of the main political parties. No adverse comments have been received to date. Any responses will be reported at the meeting. The proposal is supported by EMMF (Electoral Matters Members Forum).

Necessary Alterations

Move the following streets currently in polling district NOR1 into the new polling district NOR5 –

Bristol Road South (part)	Hole Farm Road
Bunbury Road (part)	Innage Road
Cornfield Road	Maryland Drive
Dinmore Avenue	St Joseph's Avenue
Garland Way	St Laurence Road
Heath Road South	

3.14 Sheldon Ward

Proposal 1

Following feedback after the local elections in May 2018, it is recommended that electors in SHE5 who currently cast their vote at The Sheldon Ivy Leaf Sports Club, would find it more convenient to cast their vote at St Thomas More RC Church, 130 Horse Shoes Lane, B26 3HU. This venue has been used previously as a polling station and provides good access and facilities.

Should such an amendment take place then the electorate at the station would be as follows:

Polling District	Current venue	Proposed venue	Electorate	No of Stations
SHE5	The Sheldon Ivy Leaf Sports Club, 2296 Coventry Road	St Thomas More RC Church, 130 Horse Shoes Lane, B26 3HU	3375 (subject to change in proposals 2 and 3)	2

Views on the Proposal

Views on the proposal have been sought from the MP, the Ward Councillors and the agents/organisers of the main political parties. No adverse comments have been received to date. Any responses will be reported at the meeting. The proposal is supported by EMMF (Electoral Matters Members Forum).

Necessary Alterations

To relocate the polling station venue from The Sheldon Ivy Leaf Sports Club to St Thomas More RC Church.

Proposal 2

Following feedback after the local elections in May 2018, it is recommended that 605 electors currently in the far western end of polling district SHE5 (part of Coventry Road, New Coventry Road and Wagon Lane) are moved into polling district SHE2. These electors would cast their vote at St Thomas More RC Church (see proposed change of venue in Proposal 1), but it would be more convenient for them to cast their vote at the polling station for SHE2, Lyndon Green Infant School.

Should such an amendment take place then the electorate at the station would be as follows:

Polling District	Polling Station	Current Electorate	New Electorate	No of Stations
SHE5	St Thomas More RC Church, 130 Horse Shoes Lane, B26 3HU (see Proposal 1)	3375	2770	2
SHE2	Lyndon Green Infant School	3173	3778	2

Views on the Proposal

Views on the proposal have been sought from the MP, the Ward Councillors and the agents/organisers of the main political parties. No adverse comments have been received to date. Any responses will be reported at the meeting. The proposal is supported by EMMF (Electoral Matters Members Forum).

Necessary Alterations

Move the following streets currently in polling district SHE5 into existing polling district SHE2 –

Coventry Road (part)
Keswick Road (part)
New Coventry Road
Wagon Lane (part)

Proposal 3

Following feedback after the local elections in May 2018, it is recommended the boundary between polling districts SHE4 and SHE5 is redrawn splitting the area vertically from Westley Brook down to Coventry Road. Electors to the east of the boundary would vote at Mapledene Primary School and those to the west would cast their vote at St Thomas More RC Church, 130 Horse Shoes Lane, B26 3HU.

Should such an amendment take place then the electorate at the station would be as follows:

Polling District	Polling Station	Current Electorate	New Electorate	No of Stations
SHE4	Mapledene Primary School	2551	2924	2
SHE5	St Thomas More RC Church, 130 Horse Shoes Lane, B26 3HU (see Proposal 1)	2770 (after proposal 2)	2397	2

Views on the Proposal

Views on the proposal have been sought from the MP, the Ward Councillors and the agents/organisers of the main political parties. No adverse comments have been received to date.

Necessary Alterations

Move the following streets currently in polling district SHE5 into existing polling district SHE4 –

Ann Croft	Marian Croft
Arden Oak Road	Olorenshaw Road
Coventry Road (part)	Sheldonfield Road
Gillman Close	Shepherd Road
Glencroft Road	The Glade
June Croft	

And

Move the following streets currently in polling district SHE4 into existing polling district SHE5 –

Cranes Park Road (part)	Salcombe Avenue
Dovercourt Road (part)	The Laurels
Forest Hill Road	Warmington Road
Ivydale Avenue	Whitcroft Road (part)
Morestead Avenue	

3.15 Soho and Jewellery Quarter Ward

Proposal 1

Following feedback after the local elections in May 2018, it is recommended that polling district SHQ2 is split using the Midland Metro tram line as the boundary line. Electors to the south of the tram line would continue to cast their vote at the United Reform Church, whilst electors to the north of the tram line would cast their vote at St Michael's CE JI School.

Should such an amendment take place then the electorate at the station would be as follows:

Polling District	Polling Station	Current Electorate	New Electorate	No of Stations
SHQ2	United Reform Church Lodge Road (corner of Lees Street)	2866	1616	1
SHQ8 (New PD)	St Michael's CE JI School, Piers Road		1250	1

Whilst this creates the need for an extra polling station venue, it is accepted that the Midland Metro tram line is a barrier and that electors to the south of the line would find it easier to cast their vote at the proposed venue.

Views on the Proposal

Views on the proposal have been sought from the MP, the Ward Councillors and the agents/organisers of the main political parties. No adverse comments have been received to date. Any responses will be reported at the meeting. The proposal is supported by EMMF (Electoral Matters Members Forum).

Necessary Alterations

Move the following streets currently in polling district SHQ2 into the new polling district SHQ8–

Allens Road	Park Avenue
Ashwin Road	Park Road (part)
Bacchus Road (part)	Piers Road
Benson Road (part)	Queens Avenue, Factory Road
Claremont Road	Radnor Road
Dover Street	Richmond Road
Factory Road	Scholars Close
Harris Court, Park Avenue	Soho Avenue

Newton Place	South Road
North Western Terrace	St Michaels Road
Oak Bank	Vicarage Road

Proposal 2

Following feedback after the local elections in May 2018, it is recommended that polling district SHQ3 is split using Birmingham Canal as the boundary line. Electors to the north of the canal would continue to cast their vote at Oasis Academy Foundry, whilst electors to the south of the canal would cast their vote at Church of God of Prophecy, Aberdeen Street.

Should such an amendment take place then the electorate at the station would be as follows:

Polling District	Polling Station	Current Electorate	New Electorate	No of Stations
SHQ3	Oasis Academy Foundry	1886	1502	1
SHQ9 (New PD)	Church of God of Prophecy, Aberdeen Street		384	1

Whilst this change does create a very small polling district, Birmingham Canal is a natural barrier and that electors to the south of the canal would find it easier to cast their vote at the proposed venue.

Views on the Proposal

Views on the proposal have been sought from the MP, the Ward Councillors and the agents/organisers of the main political parties. No adverse comments have been received to date. Any responses will be reported at the meeting. The proposal is supported by EMMF (Electoral Matters Members Forum).

Necessary Alterations

Move the following streets currently in polling district SHQ3 into the new polling district SHQ9–

Aberdeen Street	Lansdowne Street
Ansbro Close	Magdala Street
Blackford Street	Norman Street
Bryant Street	Peel Street
Carlisle Street	Wellington Street (part)
Clinton Street	Western Road
Dudley Road (part)	Winson Green Road (part)

3.16 Yardley East Ward

Proposal

Following feedback after the local elections in May 2018, it is recommended that the boundary between polling districts YAE2 and YAE3 is redrawn to run along Church Road, then across the back of the playing field and sports ground towards the ward boundary. The 652 electors to the east of Church Road including Blakemere Avenue, Dove Close, Croft Close and Oakhurst Drive would find it more convenient to travel to the polling station currently in polling district YAE2 - St Edburgha's Church Hall.

The 434 electors to the north of the playing fields and sports ground – the Vibart Road and Farnol Road area would find it more convenient to access St Edburgha's Church Hall in comparison to their current station at United Reform Church in Moat Lane.

Should such an amendment take place then the electorate at the station would be as follows:

Polling District	Polling Station	Current Electorate	New Electorate	No of Stations
YAE2	St Edburgha's Church Hall, School Lane	1984	3070	2
YAE3	United Reformed Church, Moat Lane	4084	2998	2

Whilst this change will increase the number of polling stations at St Edburgha's Church Hall, the venue is large enough to accommodate the increased electorate and has good access and facilities.

Views on the Proposal

Views on the proposal have been sought from the MP, the Ward Councillors and the agents/organisers of the main political parties. No adverse comments have been received to date. Any responses will be reported at the meeting. The proposal is supported by EMMF (Electoral Matters Members Forum).

Necessary Alterations

Move the following streets currently in polling district YAE3 into YAE2.

Blakemere Avenue	Jennifer Walk
Blakesley Road (part)	Malthouse Grove
Church Road (part)	Queens Road (part)
Cockshut Hill (part)	Sedgemere Road (part)
Croft Close	Stoney Lane (part)
Dove Close	The Cedars
Farnol Road	Vibart Road
Gayhurst Drive	

Signatures of approval to submit the report to Committee:

Signed:

Title:

Dated:

List of Background Documents used to compile this Report:

Feedback on the arrangements in place for the May 2018 poll from Councillors, members of the public and Head Teachers.

Allens Cross Ward

Proposed Polling Districts 2018

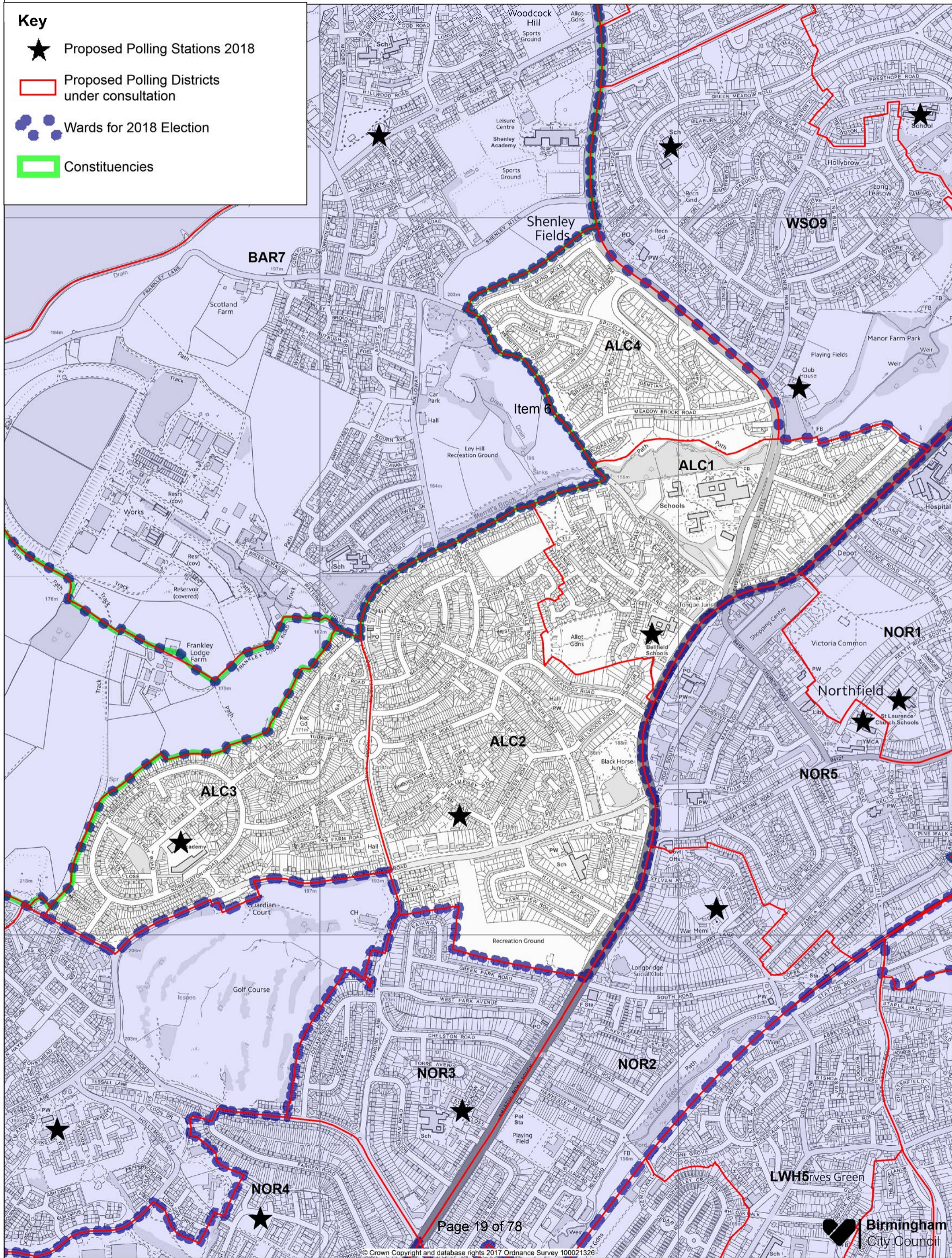
Key

★ Proposed Polling Stations 2018

Proposed Polling Districts under consultation

Wards for 2018 Election

Constituencies



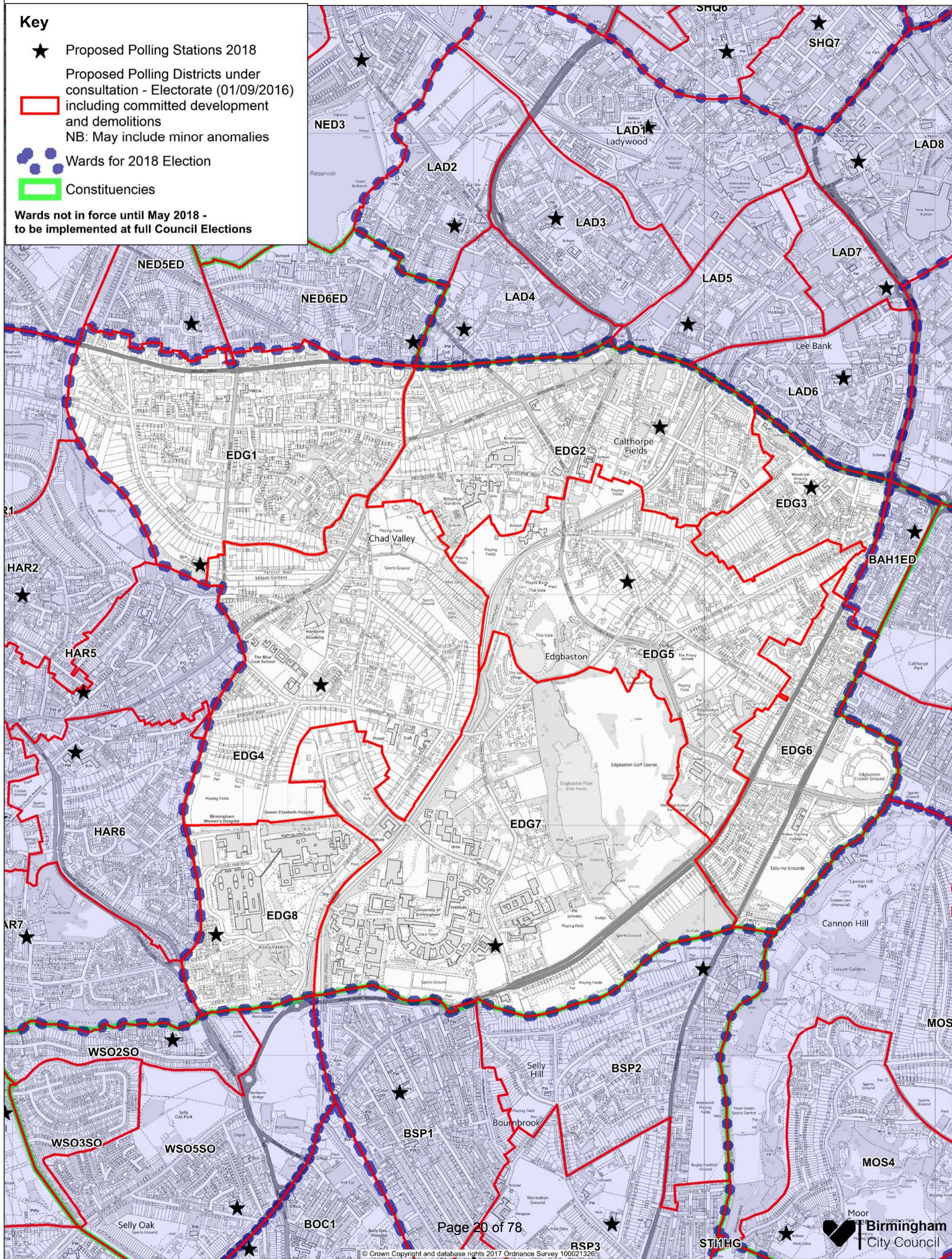
Edgbaston Ward

Proposed Polling Districts 2018

Key

- ★ Proposed Polling Stations 2018
- Proposed Polling Districts under consultation - Electorate (01/09/2016) including committed development and demolitions
NB: May include minor anomalies
- Wards for 2018 Election
- Constituencies

Wards not in force until May 2018 -
to be implemented at full Council Elections



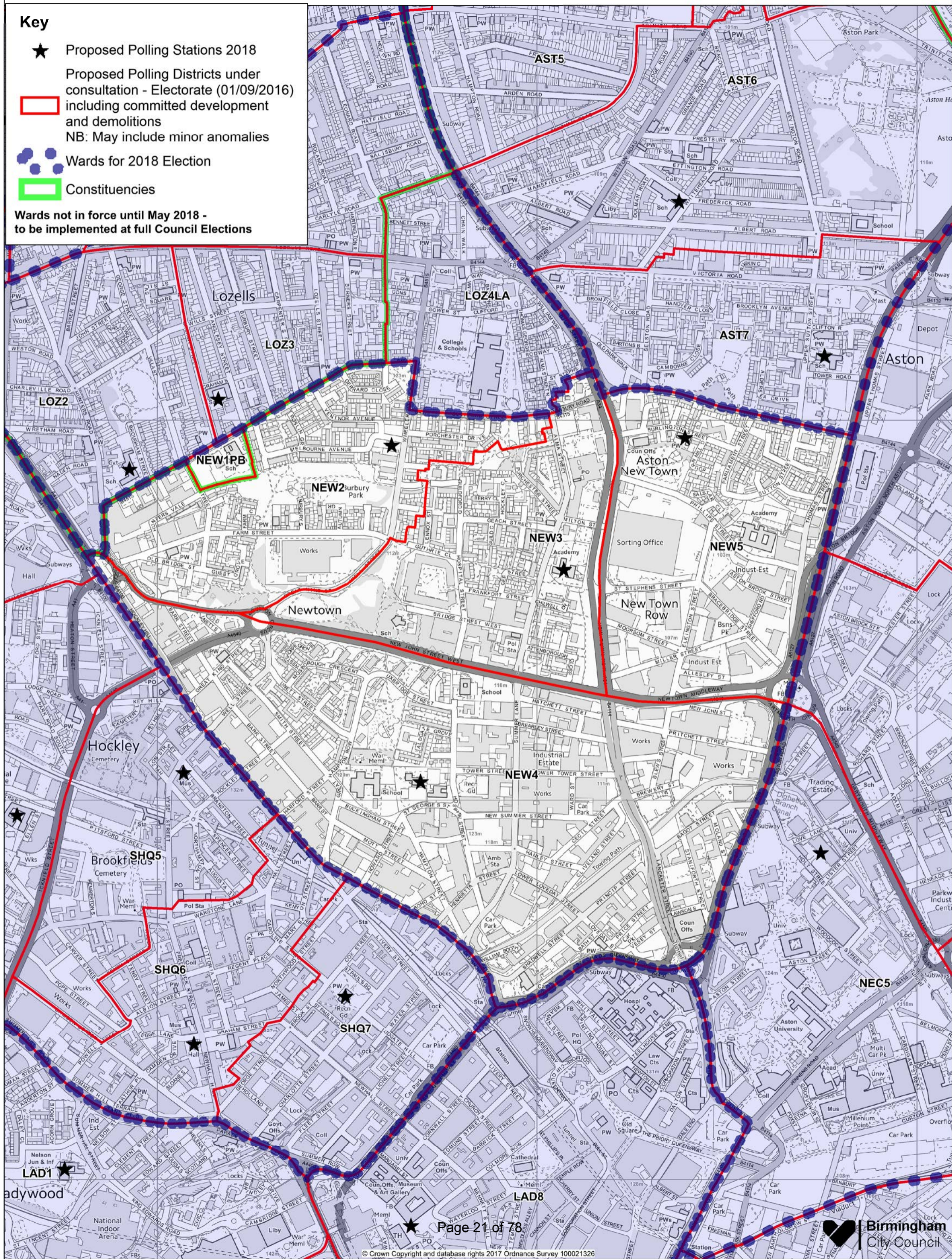
Newtown Ward

Proposed Polling Districts 2018

Key

- ★ Proposed Polling Stations 2018
- Proposed Polling Districts under consultation - Electorate (01/09/2016)
- including committed development and demolitions
- NB: May include minor anomalies
- Wards for 2018 Election
- Constituencies

Wards not in force until May 2018 -
to be implemented at full Council Elections



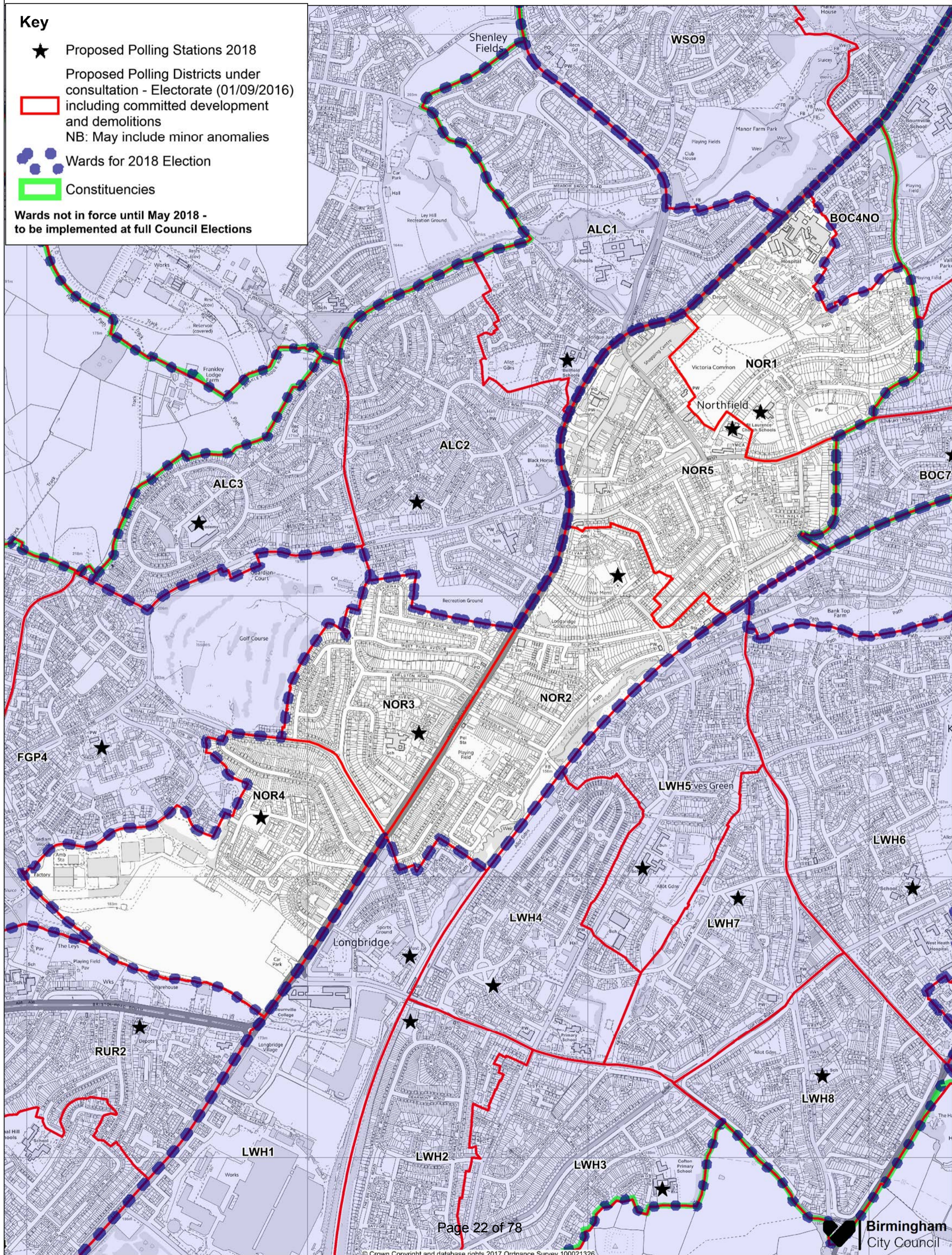
Northfield Ward

Proposed Polling Districts 2018

Key

- ★ Proposed Polling Stations 2018
- Proposed Polling Districts under consultation - Electorate (01/09/2016) including committed development and demolitions
NB: May include minor anomalies
- Wards for 2018 Election
- Constituencies

Wards not in force until May 2018 -
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Sheldon Ward

Proposed Polling Districts 2018

Key



Proposed Polling Stations 2018



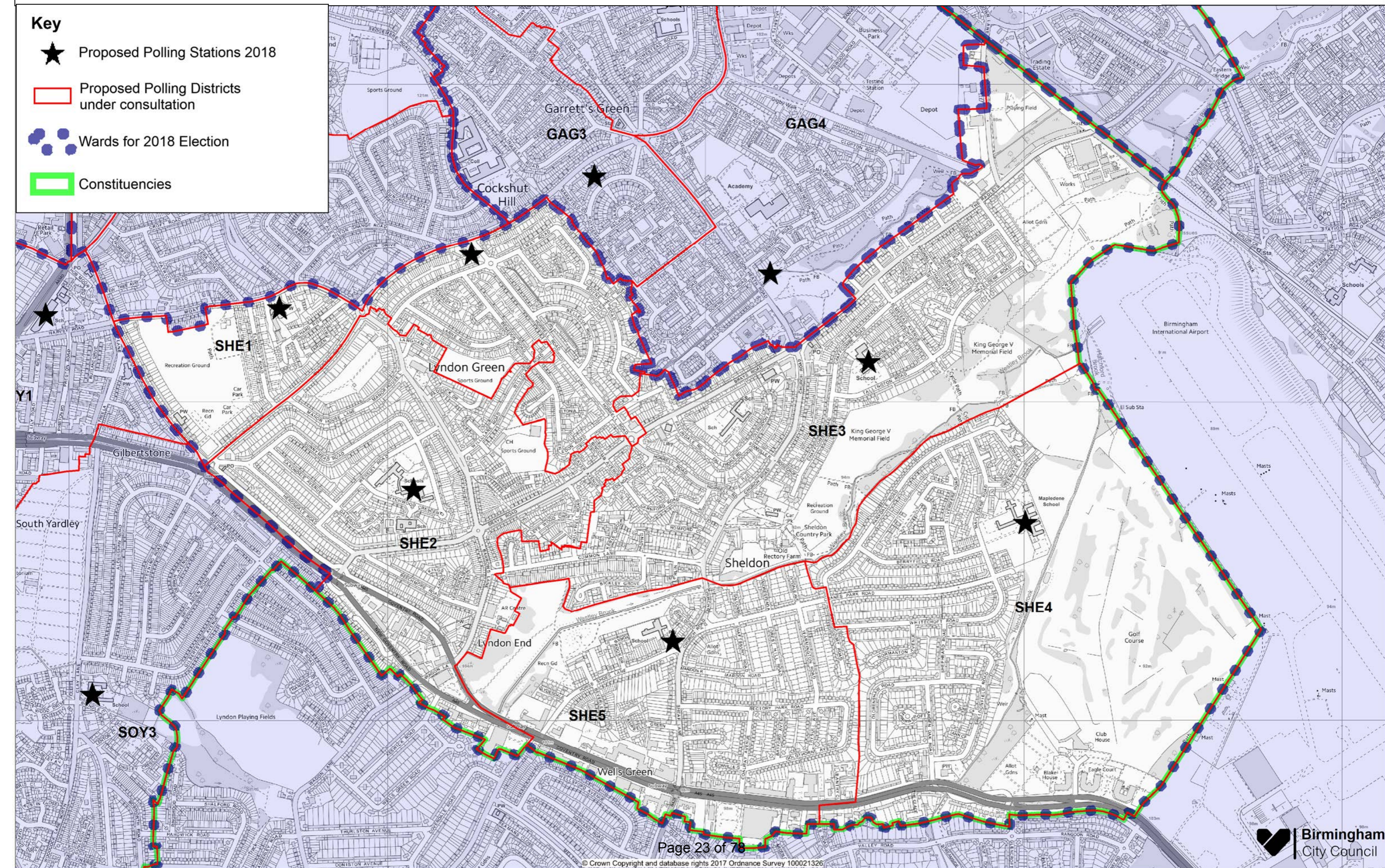
Proposed Polling Districts under consultation



Wards for 2018 Election



Constituencies



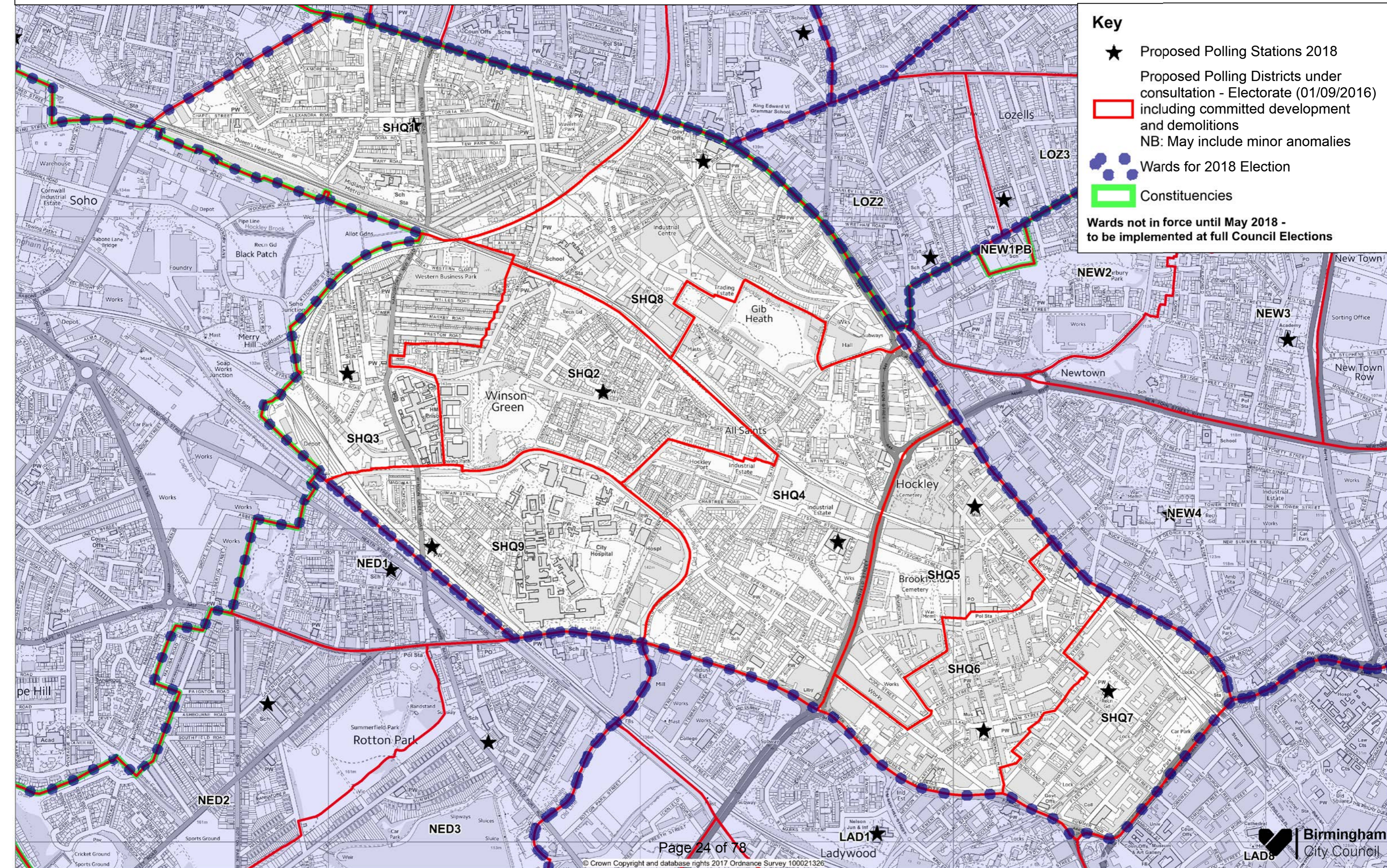
Soho & Jewellery Quarter Ward

Proposed Polling Districts 2018

Key

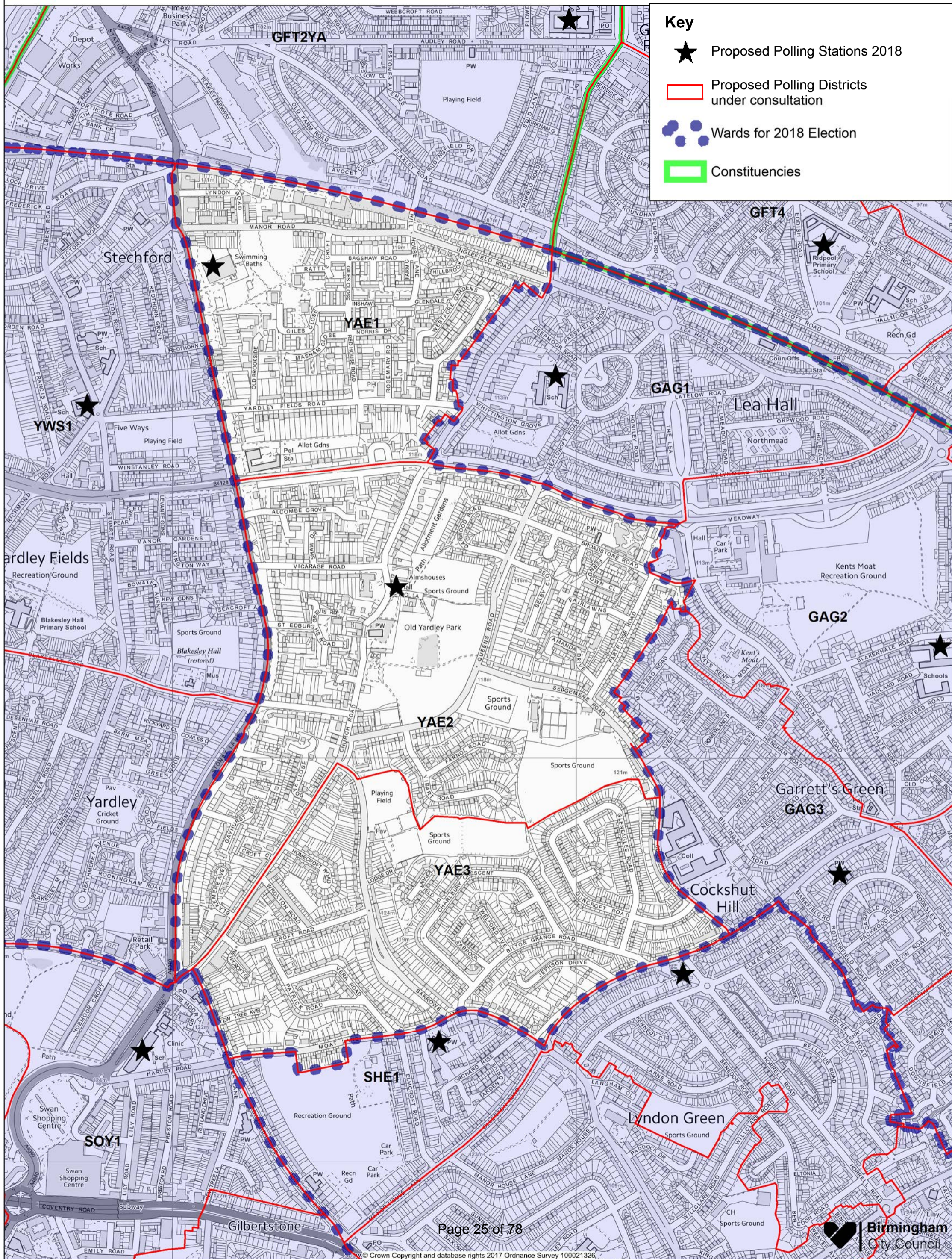
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Wards not in force until May 2018 - to be implemented at full Council Elections



Yardley East Ward

Proposed Polling Districts 2018



BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

Report to:	COUNCIL BUSINESS MANAGEMENT COMMITTEE
Report of:	Dawn Hewins, HR Director
Date of Meeting:	19th November 2018
Subject:	Birmingham City Council Workforce Strategy 2018-2022
Wards affected:	All

1. Purpose of report:

- 1.1 To provide an overview of the Workforce Strategy documents attached:
 Birmingham City Council Workforce Strategy 2018-2022
 Birmingham City Council Workforce Strategy 2018-2022 – Research and Evidence
 Birmingham City Council Workforce Strategy 2018-2022 – Implementation Plan

2. Decision(s) recommended:

That Council Business Management Committee:

- Note the Birmingham City Council Workforce Strategy 2018-2022 and agree the implementation plan;
- Support the four key priorities of the strategy and agree the actions contained within the implementation plan to deliver against these priorities.

Contact Officers: Dawn Hewins, Tracy Kirton

3. Relevant background/chronology of key events.

- 3.1 As an organisation, our priority is making a positive difference every day to people's lives by providing efficient services through working differently. A growing and ageing population increases demand for services at a time when funding pressures are high. A skilled and engaged workforce is crucial to achieving our vision that Birmingham is recognised as a city of growth where every child, citizen and place matters.
- 3.2 To deliver our vision we must change our organisation both structurally and culturally, recognising we must have:
- Greater integration between services and functions
 - Better insight and intelligence
 - Be leaner and more agile
 - More collaboration as one council
 - Consolidate our support service to realise efficiencies
- 3.3 The Birmingham City Council Workforce Strategy 2018-2022 is therefore underpinned by the following design principles:
- Delivering political priorities and outcomes
 - Focusing on excellence in customer experiences
 - Robust commissioning of outcomes and ensuring delivery of the right service both internal and external
 - Enabling economic growth
 - Prevention and early intervention
 - Encouraging innovation and commercial approach
 - Evidence based decision making

- 3.4 The right workforce is also needed to deliver our Council Priorities:
- Birmingham is an entrepreneurial city to learn, work and invest in
 - Birmingham is an aspirational city to grow up in
 - Birmingham is a fulfilling city to age well in
 - Birmingham is a great city to live in
 - Birmingham residents gain the maximum benefit from hosting the Commonwealth Games
- 3.5 To ensure the workforce strategy is robust we have learnt from others, researched at regional and national level and have been guided by the Birmingham Improvement Panel. The results from our Staff Survey 2018 have provided insight from our workforce. The Workforce Strategy 2018-2022 – Research and Evidence document captures this evidence base.
- 3.6 Through pre-engagement we have shaped the strategy further and taken on board comments and feedback from:
- The Chair of Overview and Scrutiny
 - Extended Leadership Team
 - Trade Unions
 - Overview and Scrutiny
 - Birmingham Improvement Panel
 - Corporate Management Team
 - Elected Members Team
- 3.7 As a result the Birmingham City Council Workforce Strategy 2018-2022 Implementation Plan focuses on four priorities over the next 4 years:
- **“Workforce Planning and Managing Potential”** - Workforce planning toolkits, Recruitment, Career development, Succession Planning, boost skills and improve economic productivity through apprenticeships, internships and graduates
 - **“Performance and Development”** - Performance management skills, Change management, Systems and Technology, Workforce Development Plan
 - **“Leadership and Management”** - Leadership, managers and aspiring managers development programmes, resilience, business acumen, governance, Management Competency Framework
 - **“Engagement, Reward and Wellbeing”** - Staffs survey, Engagement champions, Celebrate diversity, Staff recognition and reward schemes, Values and behaviours
- 3.8 The implementation plan will ensure actions which have the most urgency and importance and greatest impact are delivered during year 1 of the 4 year strategy, and as we learn and develop as an organisation the implementation plan will be adjusted to ensure we continue to deliver a 21st Century Workforce.
- 3.9 In order to monitor the effectiveness of the Workforce Strategy strong governance will be in place with a Workforce Strategy Board established, and key performance indicators of our success measures closely monitored and reported upon.

Signature: D Hewins

Chief Officer: Dawn Hewins

Birmingham City Council Workforce Strategy 2018 – 2022



Vision

To be an employer of choice, demonstrated by a highly performing diverse workforce, capable of managing and planning innovative and financially robust service delivery to enable the city to grow and ensure every child, citizen and place matters.

Introduction and context

Purpose

The Council Plan sets out a clear vision for the future and enables us to define a strategic approach to how we will develop our current and future workforce with the right skills, environment and culture to enable the council to deliver, with declining resources, our outcomes.

Scope

This strategy provides a framework to all staff by providing direction on; workforce planning, performance and development, leadership and management, engagement reward and wellbeing.

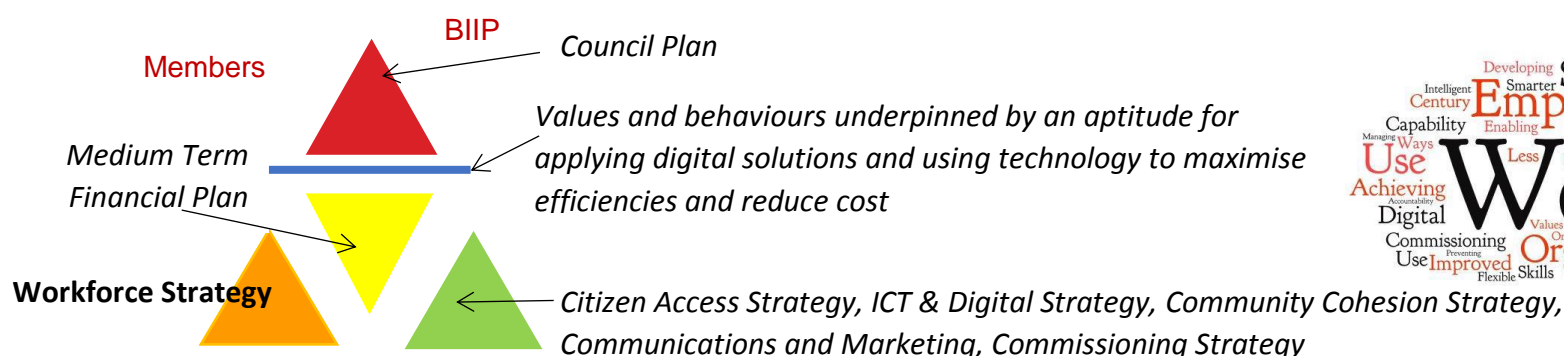
Delivery

The delivery of the strategy will enable the council to develop a high performing workforce, composed of diverse, skilled, adaptable, engaged, empowered and creative teams. Our structures will bring us closer to our customers where a solution focused approach is supported by a modern and progressive organisational culture.

We will deliver effective and efficient services, underpinned by core values and behaviours, ensuring a great city to grow up, live, succeed and grow old in, as outlined in our priority outcomes.

Item 7

Links to the Council Plan and Policy Framework



This strategy will sit alongside a number of other strategies, improvement plans and the medium term financial planning cycle which will enable us to become the right kind of organisation to deliver better outcomes for our residents.

“One Council”

We have to embrace innovative and more efficient ways of working, including doing much more in partnership, in order to meet the expectations of residents and achieve the standards set by our national peers. The Corporate Governance Improvement Plan June 2018 reflects the LGA criteria of an effective organisation. This plan and other key drivers for change and improvement of our “organisational health” will be implemented through the Workforce Strategy, namely:

- Effective **political leadership and managerial leadership**, working as a constructive partnership with a modern, progressive **organisational culture**.
- Effective governance and decision making arrangements that respond to challenges and manage **performance**, change, transformation and disinvestment.
- Capacity and resources focused in the right areas in order to deliver the agreed priorities, supported by relevant **organisational and workforce development** and;
- A **financial plan** in place to ensure its long term viability and evidence it is being implemented successfully.

Outcomes – where do we need to be?

<p>Effective financial management and accountability which reduces duplication, drives efficiencies and balances the books.</p>	<p>High performing workforce where we have the right skills and behaviours, supported by an induction, appraisal and development programme. Change is embraced through effective internal communications and visible leadership to reinforce the direction of travel.</p>	<p>Recognised as a modern and fit for purpose employer of choice where our recruitment, career development and reward and recognition structure align with workforce plans and employee satisfaction levels and the number of people wanting to come and work for us increases.</p>
<p>Staff empowered to make creative and innovative decisions and equally participate in all aspects of service delivery and development.</p>	<p>Excellent management across the council supported by a regular leadership and management development programme and robust HR policies and processes, underpinned with positive industrial relations.</p>	<p>A highly motivated and engaged workforce who value the opportunity to feedback opinions and feelings through on-going engagement initiatives and the annual staff survey, in the knowledge that these are heard and acted upon.</p>
<p>Evidence based decision making, planning and delivery supported by accurate workforce data and projections of workforce needs and efficiencies both of our workforce and those we need to commission services from.</p>	<p>Effective Political Leadership and managerial leadership, working as a constructive partnership which generates solutions at the pace required.</p>	<p>Workforce policies and practices are positively embraced, embedded and consistently applied into everyday practice, supporting a culture of transparency and trust which embraces change.</p>

Making it happen

PRIORITY ONE - WORKFORCE PLANNING AND MANAGING POTENTIAL

- Build positive industrial relations across the city council, working together to make a positive difference
- Re-launch our workforce planning tool to help services think about, and plan, their workforce requirements
- Revise our induction programme to successfully on-board new colleagues
- Provide more opportunities to boost skills of the wider workforce through work experience, apprenticeships and graduate schemes that help improve economic productivity
- Design Career Frameworks linked to service specific workforce plans to address recruitment and retention of hard to fill roles
- Organisational agility and new ways of working is supported by the ICT & Digital Strategy and transformation teams to generate income and deliver transformed services
- Review recruitment processes to ensure we attract the best people across the community and recruit for the right behaviour and value mind-set
- Manage potential across our diverse workforce to ensure all staff have the opportunity to flourish to support and drive achievement of the council’s priorities

PRIORITY TWO - PERFORMANCE AND DEVELOPMENT

- Enable managers to support staff with development planning, supporting them to reflect on their performance, giving and receiving feedback and helping staff to be solution focused and to take personal responsibility for their own performance and development through a revised appraisal system
- Focus development activities on increasing our leadership capability and capacity for leading employees through change and creating a culture of collaborating with others, having a commercial focus, and building a resilient customer focused workforce
- Review performance processes, systems and technology to ensure they are fit for purpose for a smaller more agile and adaptable workforce
- Ensure that staff understand their role, the contribution they make to the council and what they can do to achieve the required levels of high performance
- Our learning and development offer is accessible to all, affordable, efficiently delivered and aligned to emerging development priorities to become 21st Century Public Servants
- Ensure systems and processes facilitate the extraction of valid and reliable data to inform financial planning, business forecasts and monitoring of the “organisational health”











PRIORITY THREE - LEADERSHIP AND MANAGEMENT

- Managers develop their leadership capability at all levels to build trust and resilience, maximise the potential of their teams and lead the way in enhancing our capacity for working in collaboration and partnership
- Leadership is found at all levels of the organisation and we encourage our dispersed leadership to grow
- Launch a management development programme for existing and aspiring managers which focuses on managing staff, resources and budgets based on analytical evidence based planning
- “Balance the books” through strategic planning, enhanced business acumen and clear understanding of the impact of financial decision making
- Effective joint working between members and officers will be evident through induction, governance, information sharing and peer support as part of member and senior officer development programmes
- Senior officer development programme cements cross directorate team working and peer learning, effective governance and improved communication and engagement

PRIORITY FOUR - ENGAGEMENT, REWARD AND WELLBEING

- Work together to revisit the set of common behaviours that allow us to live our values every day and express our sense of personal responsibility and pride in working at Birmingham City Council
- Be recognised as an employer of choice and celebrate diversity in our workforce and local community through staff awareness and a culture of respect and inclusivity
- Revisit policies and practice to support staff to genuinely feel they can be who they are and feel confident in a supportive environment, able to contribute their ideas and opinions and work in partnership with others
- Create development and network opportunities so staff relay to others positive stories about our council as a supportive employer that encourages confidence and diversity
- Provide timely information and guidance to enable the proactive and consistent management of sickness absence
- Promotional campaigns to ensure staff are aware of the benefits and well-being support available to them
- Review our Staff recognition and rewards scheme to offer a more flexible and personal touch to celebrating the commitment and hard work of staff

Our success measures

 An increasing amount of staff choose to provide diversity data	 Increased numbers of opportunities for Care Leavers, Interns and Graduates	 Attendance rates are higher	 Reduced operating expenditure per employee	 All staff report having an appraisal
 Majority of staff report satisfaction with their development plans	 Staff survey completion rates increase	 We have more applications from local residents	 All new starters receive their induction within 2 months of starting	 Financial contracts for all managers



Birmingham City Council

Workforce Strategy

2018-2022

Research and Evidence



Introduction

Birmingham is one of the most culturally diverse cities in the UK. The council is a vibrant and dynamic organisation with a workforce that reflects the make-up of its community. The diversity of the city and the cohesion between its different communities are major factors in Birmingham's characteristic vitality and energy. In Birmingham, 70% of the working age population (16-64) are economically active; 64.4% are employed. As an employer, we have an indisputable bearing on the economic development of the city and an essential responsibility as a role model for other local employers.

As an organisation, our priority is making a positive difference every day to people's lives by providing efficient services through working differently. A growing and ageing population increases demand for services at a time when funding pressures are high. A skilled and engaged workforce is crucial to achieving our vision that Birmingham is recognised as a city of growth where every child, citizen and place matters. We are proud of our staff, we recognise the challenges and opportunities that lie ahead for our city and it is only through our staff that these will be met. We are therefore pleased to introduce our Workforce Strategy.

Drivers for workforce change

As we work to turn the vision and priorities into reality, we must also continue to make significant savings. Funding cuts and local pressures have required annual savings of £642m over the last seven years. We anticipate having to make further cuts of £123m by 2021-22.

Consequently Birmingham City Council of the future will look and operate very different from the one we had ten years ago.

The Council Plan, 2018 Stock Take report and Corporate Improvement Plans have provided the strategic overview to this strategy, whilst the Staff Survey 2018 has provided a rich insight into the needs, aspirations and commitment of the workforce we have to take this forward together.

Moving forward workforce plans will focus on activities to recognise and embed a culture and workforce:

- Where the customer is at the heart of everything we do.
- Where performance is managed effectively.
- Where staff are fully engaged and feel involved in decision making and change.
- Where staff feel confident to take personal accountability for their decisions and actions.

Aligned to corporate improvements, plans will focus on a "One Council" approach to deliver:

Political Leadership - Effective political leadership and managerial leadership, working as a constructive partnership.

A modern and progressive organisational culture - Effective political and managerial practice 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.

Managerial Leadership - effective political leadership and managerial leadership, working as a constructive partnership.

Strategic Planning, Financial and performance management - effective corporate and financial framework to ensure strategic focus, transparency and governance.

Key Corporate Policies to enable effective **Corporate Governance**

City Partnerships- stronger links to peer statutory partnerships and stakeholders.

Communication and transparency - effective communication, engagement and marketing.

Where are we now?

The **Birmingham City Council Plan** forms the basis of organisational transformation which requires a workforce that is:

- Engaged and motivated
- Focused on finances and resources
- Customer focused
- Collaborative (across partners and the council)
- Skilled, effective and confident
- Innovative and accountable
- Fit for the 21st Century



What will be different?

- We will be a smaller organisation.
- The customer is at the heart of everything we do.
- Our staff will be more agile, skilled and collaborative, working with colleagues and partners and not limited by physical or structural boundaries.
- Managers and staff will use more commercial, collaborative and strategic commissioning skills and enhanced business acumen to obtain best value from our resources, partners and contractors.
- We will be more innovative, developing and embracing new ways of working, breaking down silos to function as “one council”
- We will use “digital” to be more efficient and effective.
- All managers and staff will role model organisational behaviours, values and competencies.
- Our managers will follow a clear set of management standards for managing staff, resources and budgets.
- We will have a culture of positive coaching and open engagement.

We will need the creativity, vision, imagination and innovation of our entire workforce if we are to find new ways of doing things, and sustain high standards of service in the face of rising demand and falling funding. These are summarised in the following tables as:

- Local Government 2018
- Digital
- Apprenticeship Levy, skills and demographics

LOCAL GOVERNMENT 2018

National context

Most councils in the country will have faced budget reductions of about 55% between 2010 and 2020 at a time when an ageing population and higher birth rate are increasing demand. Population growth in cities like Birmingham puts further pressure on housing needs and provision of services.

Financial pressures have forced councils to change service provision, manage demand and find different ways of working internally and with partners.

Joint strategic commissioning are ways in which working closely with strategic partners will benefit the whole community.

The way councils are being financed is changing. The revenue support grant will be replaced by business rates in 2020. Other income streams will be through council tax receipts, selling services, grants and joint funding.

Whilst no one knows the full impact of leaving the EU, of the workforce that make up social care, health and agriculture, 56% are from the EU.

BCC context

As we work to turn the vision and priorities into reality, we must also continue to make significant savings. Consequently Birmingham City Council of the future will look very different from the one we had before austerity began and what we look like today.

The Office for National Statistics projects that in Birmingham between 2018 and 2022 the number of residents over 65 will grow by over 4.4% (6.9% nationally) and the number of under 15s by 7% (2.2% nationally). This is in line with the population as a whole, where we see a forecast to grow by 2.8%. (1,147,300 to 1,179,700 people)

The council's vision for the city is already driving activities capitalising on opportunities such as significant regeneration projects and improving services and outcomes for residents whilst managing increasing demand.

Social care and health integration is a huge opportunity to improve customer experience, improve the quantity and quality of hospital discharges and reduce costs.

Workforce Implications

- Social care and health integration, change and project work in the council and across strategic partners, will create new career paths in the council.
- Different skills and behaviours from all employees will be needed to thrive in this new environment.
- There will be pressure to increase wages after years of austerity and this will put additional pressure on attraction and retention.
- A different type of leadership and management will be needed.
- Attraction and retention packages will need redesigning to develop workforce potential and improve engagement and well-being.
- Brexit and immigration controls will exacerbate current skills shortages so skills development for residents and the workforce will be crucial to maintain employment and employability.

DIGITAL

National context

The sheer speed of digital development makes this the biggest “disruptor” at work. The top 10 “in demand” jobs in 2010 did not exist in 2004 and 65% of school children today will be doing jobs not yet invented. It’s estimated that 15 million jobs will be replaced by robots in the next 20 years. The loss of jobs so far through introducing robotics have created a range of new roles which have tended to be better paid than the manual jobs they replaced.

The top 10 “in demand” jobs in 2010 did not exist in 2004 and 65% of school children today will be doing jobs not yet invented.

Digital provides opportunities for rethinking service delivery and to manage demand. The development of sophisticated algorithms and artificial intelligence (AI) will reshape workforce and resident interfaces with digital as well as replacing more professional roles especially in support services.

Social media has already profoundly changed how we communicate, creating opportunities and risks for every organisation that wants to communicate effectively with employees, customers and stakeholders.

BCC context

To support the council's vision and priorities and financial plan, the ICT and Digital Strategy includes 6 key themes:

- integrated ICT and digital
- digital facilitation
- insight
- commissioning
- governance
- innovation

As well as achieving savings, the investment plan and associated projects are based on a number of other factors:

- replacing systems that are nearing, or are at the end of their lives.
- this will be prioritised based on the level of risk to service areas due to systems failure or failure to replace, and dependencies on other projects.
- delivering greater flexibility and lower cost, by taking advantage of newer and cheaper technologies.
- creating the technical foundation for improved digital public services in the city and region.

Digital Skills could be defined as the ability to find, evaluate, utilize, share, and create content using technology and the Internet. Anything from the ability to find out your high-score on Minesweeper to coding a website counts as a digital skill. It could also be defined as a mindset as much as a hard skill.

Workforce Implications

By adopting “digital” our workforce will:

- flexible working will mean re-thinking how the workforce is given voice, is engaged and how values and trust are managed in such a different environment.

- Many functions will be done differently e.g. a virtual reality coaching session or team meeting optimising the use of Skype and Yammer.

- The workforce will need to be confident using multiple devices, manipulating data from a variety of sources, engaging with customers and citizens through social media and collaborating with colleagues from across the Public Sector in new ways.

- Through adopting a digital “mind-set”, the workforce will need to be more collaborative with an attitude to “explore the art of the possible” through innovation and creativity, working together in multi-disciplinary teams co-designing new public services for customers and citizens.

DEMOGRAPHICS, SKILLS AND APPRENTICESHIPS

National context

The government introduced the “Apprenticeship Levy” in April 2017. It provides opportunities to address some skills shortages and be integrated with learning and development priorities.

There are already skill shortages in areas such as IT, advanced engineering and health and social care. These will be exacerbated with Brexit and new immigration controls.

Thirty percent (9.4m) of the UK’s workforce is aged over 50 years and that percentage will continue to increase. With an ageing population, planning simply to replace those retiring with younger people won’t work in the long term. Older employees have strengths in knowledge sharing, problem solving and customer service so it’s important to prevent losing this from the council too quickly. At the same time the next generation (Generation Z) will be the first truly digital generation and have very different expectations of the workplace.

Thirty percent (9.4m) of the UK’s workforce is aged over 50 years and that percentage will continue to increase.

BCC context

We currently have 12,453 employees occupying 13,228 posts. Of these 4% are under the age of 24 and 4% are aged 65 and over with over a third aged between 45 and 54.

Last year we faced a further reduction in headcount of 1,529 staff with a wealth of experience and expertise walking out the door. A more strategic approach is required to succession planning so that we retain the organisational history and professional knowledge.

As a corporate parent, the council, with its partners, needs to ensure it is developing the skills and opportunities of its children and young people leaving care by working collaboratively to finding pathways into employment for them.

Leaving the EU is likely to place huge demands on the capacity to deliver social care.

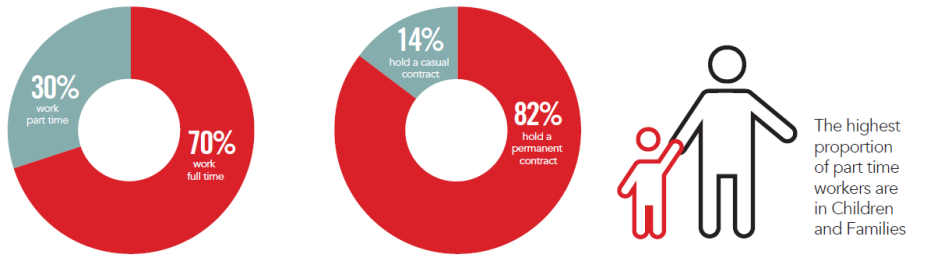
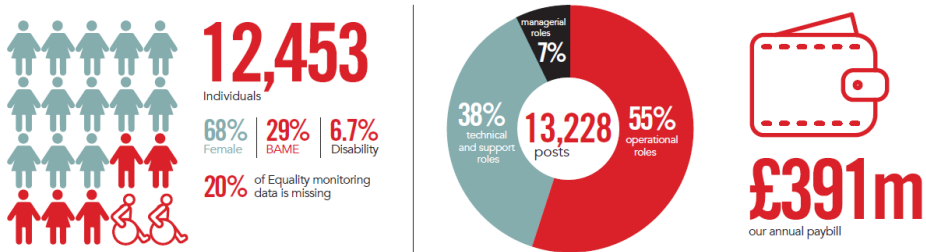
The council has an additional challenge of operating in a vibrant West Midlands economy where improving transport links enable any individual to live in one place but have a choice to work across the region.

The council annual levy contribution is c£1.2 million. The government target when combined with maintained schools for the number of apprentices under the levy scheme will be in the region of 600 per year.

Workforce Implications

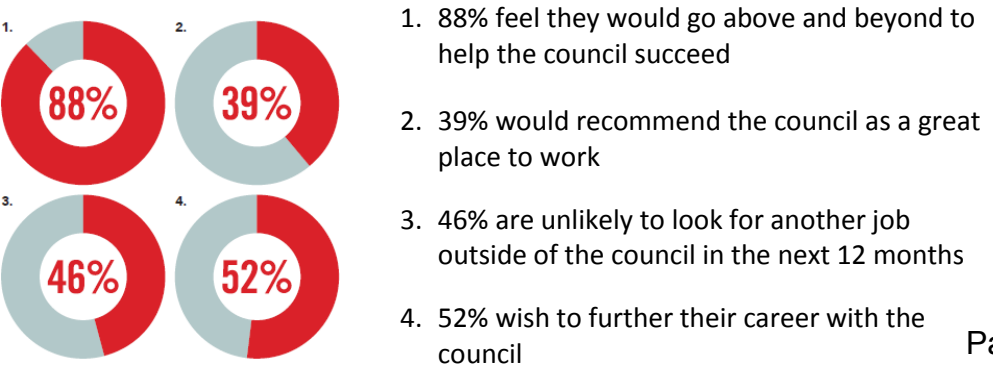
- Use workforce planning to adopt creative and flexible practices that retain and refocus existing staff to new opportunities whilst still attracting younger employees.
- Opportunity to improve skills development for those under 24 years old, including NEET and those leaving care, by utilising the apprenticeship levy as part of the solution for succession planning to meet demand especially in hard to recruit roles.
- Opportunities to tap into the local diverse graduate population through the offer of valued work placements, graduate schemes and internships.
- The council will leverage opportunities for better skill development across its strategic partnerships, for example, the integrated health and social care workforce and management development programmes.

Our Current workforce profile

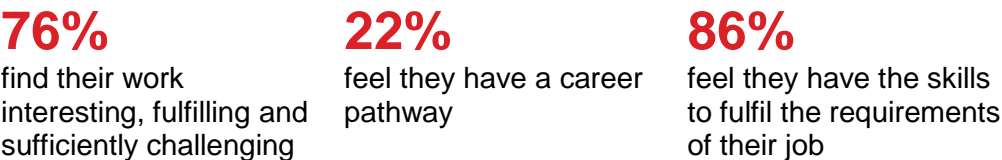


And what they say

We have a diverse workforce operating across a variety of locations in the city and feel it is important to know what they think and feel. Our annual staff survey is therefore provided both online and in paper form to our staff. In 2018 the survey was completed by 26% of our workforce who said they would develop and go above and beyond to ensure the Council succeeds as a great place to work



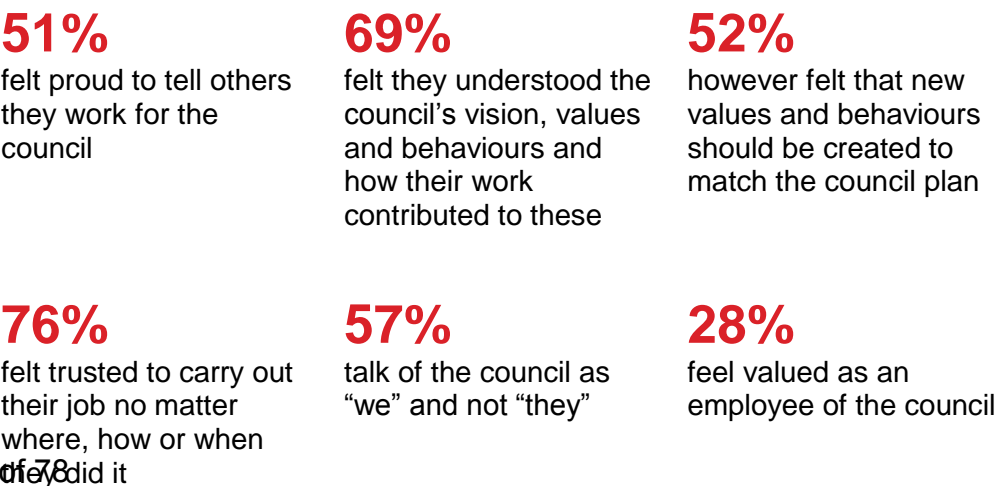
Staff are generally happy with their role but don't feel they have a career pathway with the council.



However staff felt that change was not communicated or managed effectively



Staff do feel proud and trusted to carry out their work, but reported that they don't feel valued.



Our Workforce challenges and opportunities

In 2017/18 we saw



12%
Resulting in a reduction headcount of 1,529

12,202
working days were lost
last year due to sickness



Average rate of sickness is
10.45
days per person

1 in 4 of sickness absence is
due to anxiety/stress/
depression



Current Apprenticeship
Levy target is

286
apprentices a year



Current performance is

59 (21%)



84%
of the workforce reported
to have had an appraisal



Mandatory training
completion rate is

26%

Staff
Survey
2018
returned



My job does not
improve my health
and wellbeing"

was the highest
negative response

Where do we need to be?

<p>Effective financial management and accountability which reduces duplication, drives efficiencies and balances the books.</p>	<p>High performing workforce where we have the right skills and behaviours, supported by an induction, appraisal and development programme. Change is embraced through effective internal communications and visible leadership to reinforce the direction of travel.</p>	<p>Recognised as a modern and fit for purpose employer of choice where our recruitment, career development and reward and recognition structure align with workforce plans and employee satisfaction levels and the number of people wanting to come and work for us increases.</p>
<p>Staff empowered to make creative and innovative decisions and equally participate in all aspects of service delivery and development.</p>	<p>Excellent management across the council supported by a regular leadership and management development programme and robust HR policies and processes, underpinned with positive industrial relations.</p>	<p>A highly motivated and engaged workforce who value the opportunity to feedback opinions and feelings through on-going engagement initiatives and the annual staff survey, in the knowledge that these are heard and acted upon.</p>
<p>Evidence based decision making, planning and delivery supported by accurate workforce data and projections of workforce needs and efficiencies both of our workforce and those we need to commission services from.</p>	<p>Effective Political Leadership and managerial leadership, working as a constructive partnership which generates solutions at the pace required.</p>	<p>Workforce policies and practices are positively embraced, embedded and consistently applied into everyday practice, supporting a culture of transparency and trust which embraces change.</p>

Building sustainability through skills

What are the new skills that will be needed?

As people step into spaces left by changing structures and reducing posts, they are asked to broaden the spectrum of their roles as we find new ways to manage the pressure on needs-led services such as social care and housing. So that our priorities, once delivered can be sustained, we now need to build resilience, capacity and capability.

The 21st Century Public Servant speaks of roles such as system architect, municipal entrepreneur, broker, commissioner, resource weaver story teller, networker and navigator.

Our Workforce Development Plans will focus on these several key areas to develop a confident and capable 21st century workforce.

DELIVER OUTCOMES

To support and sustain the delivery of core services we will need agility, adaptability, resilience and collaboration to pilot and test solutions rapidly and at reduced cost.

REIMAGINE SERVICES

To lift people out of poverty and welfare dependency and improve economic social and environmental conditions in the city we will need new knowledge and innovation to apply different commissioning and design principles.

CUSTOMER FOCUS

To support the delivery of core services and manage pressure on needs-led services such as social care and housing we will need to apply robust research and analysis skills to understand current demand, customer patterns and systems/procedures.



partnerships
financial
agility
commercial collaborative
digital adaptability
income analysis
change
leadership
management business
core
research
outcome

Values and behaviours

It's not just what we do, but how we do it is just as important. Our values are the foundation on which everything else is built and help shape and define the standard to which we work and the way that we do it. Our values express the over-arching importance to our organisation of being fully inclusive and welcoming of the broad spectrum of skills, experiences and perspectives represented in our communities and our workforce.

We put citizens first

We are empathetic and respectful in everything that we do

We are true to our word

When we make promises we keep them

We act courageously

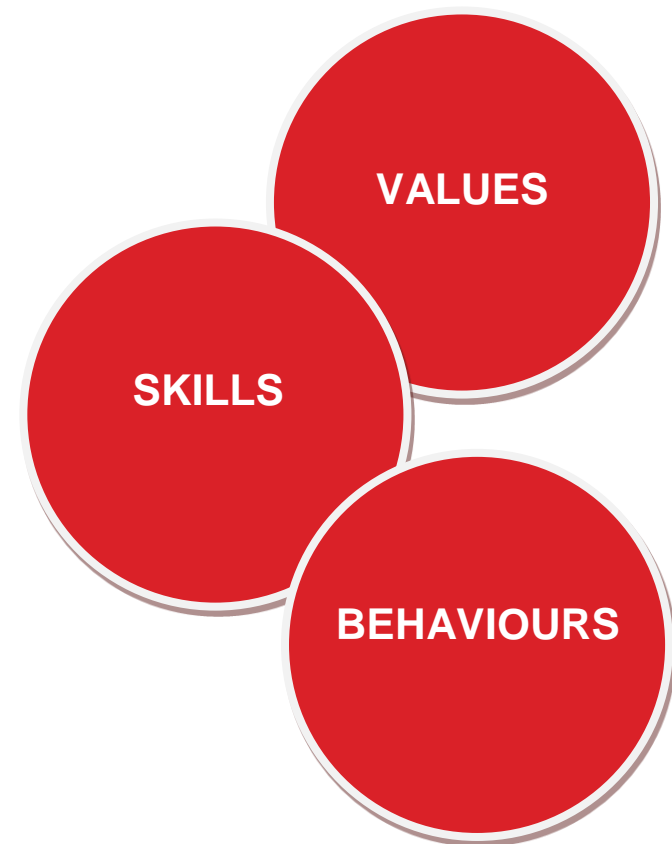
We lead, we manage and we tackle the difficult issues; every day, every one of us

We achieve excellence

We get things right. First time every time

Staff were asked as part of the 2018 staff survey whether they felt the values should be changed and over 1600 responses confirmed that whilst they were understood and adhered to, it is an opportune time to look at these again. A review will take place in 2018 in response to this feedback.

Our staff networks also play a valuable role in helping us express and uphold our values; celebrating the diversity across our city with our residents and communities. Strategies and policies align and a number of networks actively engage in the planning, development and evaluation of our workforce priorities.



Making it happen

The journey to transform the culture of the organisation is at the heart of sustaining the pace and depth of business change. Workforce engagement is the key to delivering the outcomes we seek. A priority will be to ensure that staff understands what part they need to play in achieving the vision, that the organisation values their involvement and can best succeed through their contributions.

This Strategy sets out the headline actions for the next four years. Workforce Plans will deliver these priorities and be monitored and reviewed annually to ensure the plans and outcomes remain fit for purpose.

These are the workforce priorities, with initial focus being on performance and development combined with increasing management capability and modelling the right behaviours. The table on the following page summarises those priority work streams which will be taken forward.

WORKFORCE PLANNING AND MANAGING POTENTIAL

- Right people, right time, right place, right numbers
- Attracting and developing employee potential

PERFORMANCE AND DEVELOPMENT

- People skilled and confident
- Valued induction and appraisal
- High performing teams

LEADERSHIP AND MANAGEMENT

- Effective, modern governance
- Right Behaviours
- Inspirational leadership

ENGAGEMENT, REWARD AND WELL BEING











- Having the right culture
- Customer is our focus
- Staff recognised and supported

“Forward Together” through staff engagement

To support the implementation of the Workforce Strategy we will introduce a series of staff engagement initiatives as part of a “Forward Together” programme. This approach will lead to more effective performance management and engagement of staff from all areas driven by what was said in the 2018 staff survey. Staff engagement and customer immersion experiences will be integral to our Culture Dashboard as collectively we embed new ways of working, deliver on-going improvements and shout loud and proud that we work for BCC.

PRIORITY ONE	WORKFORCE PLANNING AND MANAGING POTENTIAL
	<ul style="list-style-type: none"> • Build positive industrial relations across the city council, working together to make a positive difference • Re-launch our workforce planning tool to help services think about, and plan, their workforce requirements • Revise our induction programme to successfully on-board new colleagues • Provide more opportunities to boost skills of the wider workforce through work experience, apprenticeships and graduate schemes that help improve economic productivity • Design Career Frameworks linked to service specific workforce plans to address recruitment and retention of hard to fill roles • Organisational agility and new ways of working is supported by the ICT & Digital Strategy and transformation teams to generate income and deliver transformed services • Review recruitment processes to ensure we attract the best people across the community and recruit for the right behaviour and value mind-set • Manage potential across our diverse workforce to ensure all staff have the opportunity to flourish to support and drive achievement of the council's priorities
PRIORITY TWO	PERFORMANCE AND DEVELOPMENT
	<ul style="list-style-type: none"> • Enable managers to support staff with development planning, supporting them to reflect on their performance, giving and receiving feedback and helping staff to be solution focused and to take personal responsibility for their own performance and development through a revised appraisal system • Focus development activities on increasing our leadership capability and capacity for leading employees through change and creating a culture of collaborating with others, having a commercial focus, and building a resilient customer focused workforce • Review performance processes, systems and technology to ensure they are fit for purpose for a smaller more agile and adaptable workforce • Ensure that staff understand their role, the contribution they make to the council and what they can do to achieve the required levels of high performance • Our learning and development offer is accessible to all, affordable, efficiently delivered and aligned to emerging development priorities to become 21st Century Public Servants • Ensure systems and processes facilitate the extraction of valid and reliable data to inform financial planning, business forecasts and monitoring of the "organisational health".
PRIORITY THREE	LEADERSHIP AND MANAGEMENT
	<ul style="list-style-type: none"> • Managers develop their leadership capability at all levels to build trust and resilience, maximise the potential of their teams and lead the way in enhancing our capacity for working in collaboration and partnership. • Leadership is found at all levels of the organisation and we encourage our dispersed leadership to grow • Launch a management development programme for existing and aspiring managers which focuses on managing staff, resources and budgets based on analytical evidence based planning • "Balance the books" through strategic planning, enhanced business acumen and clear understanding of the impact of financial decision making • Effective joint working between members and officers will be evident through induction, governance, information sharing and peer support as part of member and senior officer development programmes • Senior officer development programme cements cross directorate team working and peer learning, effective governance and improved communication and engagement
PRIORITY FOUR	ENGAGEMENT, REWARD AND WELLBEING
	<ul style="list-style-type: none"> • Work together to revisit the set of common behaviours that allow us to live our values every day and express our sense of personal responsibility and pride in working at Birmingham City Council • Be recognised as an employer of choice and celebrate diversity in our workforce and local community through staff awareness and a culture of respect and inclusivity • Revisit policies and practice to support staff to genuinely feel they can be who they are and feel confident in a supportive environment, able to contribute their ideas and opinions and work in partnership with others • Create development and network opportunities so staff relay to others positive stories about our council as a supportive employer that encourages confidence and diversity • Provide timely information and guidance to enable the proactive and consistent management of sickness absence • Promotional campaigns to ensure staff are aware of the benefits and well-being support available to them • Review our Staff recognition and rewards scheme to offer a more flexible and personal touch to celebrating the commitment and hard work of staff

How will we know we have succeeded?

 An increasing amount of staff choose to provide diversity data	 Increased numbers of opportunities for Care Leavers, Interns and Graduates	 Attendance rates are higher	 Reduced operating expenditure per employee	 All staff report having an appraisal
 Majority of staff report satisfaction with their development plans	 Staff survey completion rates increase	 We have more applications from local residents	 All new starters receive their induction within 2 months of starting	 Financial contracts for all managers

Next Steps

We have illustrated how this Workforce Strategy sits alongside a number of improvement plans which collectively focus on the corporate governance of the organisation, emphasising a change in culture to make the improvements needed. It addresses the recommendations in the Kerslake Report which identified the need for the council to make fundamental changes to its corporate culture to play the effective leadership role needed to help the city realise its full potential.

This 4 year strategy has set out aspirations and a vision for our workforce and has highlighted the wide range of activity already underway and where there are options to do more. A series of workforce and business plans implemented across the organisation will drive short and medium term service specific and corporate initiatives required to develop and sustain an engaged and high performing workforce.

The importance of effective communication is essential to the success of the strategy. We shall achieve this through a variety of media and consultations to reach all of our managers, staff and stakeholders. This will be a regular, open, and two-way process with close partnership working, sharing good practice and supporting innovation.



Birmingham City Council

Workforce Strategy

2018-2022

Implementation Plan



PRIORITY ONE – WORKFORCE PLANNING AND MANAGING POTENTIAL

Ref	What we are going to do?	What have we done so far or progressing?	RAG	How will we know we have succeeded?	Target	Lead
1.1	<ul style="list-style-type: none"> • Build positive employee relations across the council, working together to make a positive difference to improve customer focus and staff confidence <p><i>*CGIP 3.5</i></p>	<ul style="list-style-type: none"> • Capturing content of an “Employee Relations Framework”, including a review of scheduled meetings and Terms of Reference • “Forward Together” engagement programme to be launched November 2018. • Engagement champions from across the organisation will provide a rich insight into the planning and decision making process and improve channels of communication 		<ul style="list-style-type: none"> • A modern and fit for purpose council reduces the number or threat of industrial disputes • Staff survey results indicate staff feel involved in decisions which impact on them • The number of staff surveys returned increases year on year • Improved levels of staff confidence and performance is evidenced through the take up of training and through appraisal personal development plans 	Framework agreed Mar 2019	TK
1.2	<ul style="list-style-type: none"> • Review our Values and Behaviour Framework to reflect the culture we aspire to have 	<ul style="list-style-type: none"> • Staff survey undertaken to seek employees views • Workshop volunteers via engagement event to review and agree revised values and behaviours • Revised values and behaviours to be launched and embedded through a series of engagement activities 		<ul style="list-style-type: none"> • Staff survey will evidence commitment to agreed values and behaviours • Values and behaviours will be evident in all that we do 	Mar 2019	TK
1.3	<ul style="list-style-type: none"> • Agree and launch 4 year Workforce Strategy and Implementation Plan which will be monitored quarterly and reviewed annually in order to deliver dramatic and sustained changes to: <ul style="list-style-type: none"> - Recruitment - Retention and talent management - Assessment of skills and competency gaps - Appraisal and staff performance management processes - Apprenticeship and graduate development 	<ul style="list-style-type: none"> • Draft strategy and plan presented to ELT for consultation 11 September 2018 • Draft strategy and plan discussed with trade unions • Workforce Strategy presented to CMT September 2018 for sign off • Terms of Reference and membership for a Workforce Strategy Board to be revised to ensure implementation of the Strategy 		<ul style="list-style-type: none"> • Workforce Strategy Implemented and outcomes achieved • Workforce Strategy Board oversees implementation plan and drives consistent activity across directorates (one council) • Monthly monitoring of a new basket of internal “organisational health” workforce measures sees a dramatic and sustained change in the engagement, confidence and morale of employees • Staff survey indicates improved 	<p>Launch - Nov 2018</p> <p>Becomes cyclical – Apr 2019 onwards</p>	TK

	<ul style="list-style-type: none"> - Industrial relations processes and engagement <p>*CGIP 3.5</p> <ul style="list-style-type: none"> • Publish document on Internet and Intranet pages and through induction for all staff 			results year on year		
1.4	<ul style="list-style-type: none"> • Overhaul how the council operates JNC recruitment as part of a revised operating model. <p>*CGIP 4.11</p>	<ul style="list-style-type: none"> • Embedding and review of efficacy of new model • Introduce skills sweep and Right to Work checks as part of this model 		<ul style="list-style-type: none"> • New HR operating model is fully effective • Realistic and robust operating model in operation 	Mar 2019	TK
1.5	<ul style="list-style-type: none"> • Review job evaluation policy, process and methods in order to ensure clarity of use whilst ensuring jobs are consistently evaluated for fair and equitable pay for our employees across the organisation for the complexity of work undertaken. This review will consider organisational agility and future proof job roles in line with the Council Plan in the short, medium and longer term. This review should also seek to minimise risk to the organisation of equal pay claims. 	<ul style="list-style-type: none"> • Pilot job evaluation processes have been undertaken for NJC and JNC evaluations to streamline access to JE process, minimise time spent on completion of unnecessary paperwork, and to increase the engagement from the business, thus a better informed outcome. • Discussions with HRD regarding the scheme used for NJC Local Government (Green Book) Workers due to the system nearing expiration • Research of other authorities approach to JE • Consideration of job families and greater use of generics • Commenced discussions with TUs 		<ul style="list-style-type: none"> • Scheme and processes are fully understood, embraced and engaging for managers, staff and trade unions. • Analysts are able to partner the business in understanding their needs. • Fewer Equal Pay claims • Greater staff satisfaction that paid appropriately within our organisation through greater engagement and job description facilitates delivery of modern council services. • Fewer requests for market supplements - money saved • Retained workforce 	<p>Review undertaken Dec 2018</p> <p>Any changes implemented from Apr 2019</p> <p>All Job roles reviewed Mar 2021</p>	TK
1.6	<ul style="list-style-type: none"> • Revise current induction programme in order to successfully on-board new colleagues through the provision of engaging and inspiring induction activities from the point of appointment to establishment in role <p>*CGIP 3.1 and 3.4</p>	<ul style="list-style-type: none"> • Research public and private sector examples. • Engagement exercise with previous starters and managers underway. Task and Finish group to produce costed options paper of new programme by end of Sept. • Recruitment team reviewing on-boarding process to engage new colleagues at the earliest opportunity • Delivery of a cost effective and 		<ul style="list-style-type: none"> • Robust, thorough and consistently applied staff induction process implemented which contains “one council” messaging. • Completion rates for induction modules will be at least 90% and all new colleagues attend corporate induction within 2 months of start • Number of applicant withdrawals or staff choosing to leave within 	<p>Review and new design completed Nov 2018</p> <p>System changes completed Dec 2019</p> <p>Revised programme</p>	TK

		<p>sustainable corporate induction programme for managers is being explored to reflect political, managerial and structural changes to the council.</p> <ul style="list-style-type: none"> • Delivery of a cost effective and sustainable corporate induction for employees is being explored which reflects role diversity in the council 		<p>the first 6 months of employment due is reduced</p> <ul style="list-style-type: none"> • Staff surveys indicate improved motivation and morale in employees • New appointees are “business ready” in terms of knowledge, skills and behaviours within recognised probationary period • Newly appointed managers have the confidence to quickly demonstrate timeliness, grip and informed decision making in line with Council Plan 	<p>embedded Jan 2019</p> <p>Improved modernised design and delivery explored Mar 2019 onwards</p>	
1.7	<ul style="list-style-type: none"> • Re-launch a simplified workforce planning tool to help services think about and plan their workforce requirements using the context and market information to decide which roles we will employ, develop, source as contingent labour or in collaboration with partners. 	<ul style="list-style-type: none"> • Workforce planning guidance currently on the intranet. To be revised and resource pack launched in line with priority outcomes 		<ul style="list-style-type: none"> • A modern and fit for purpose workforce. • Directorate workforce planning is integral to financial and business planning 	<p>Piloted Dec 2018</p> <p>Embedded April 2019 onwards</p>	TK
1.8	<ul style="list-style-type: none"> • Deliver a ‘fit for purpose’ Workforce Development Plan which responds to skills and capacity shortages and drives improved staff performance and adaptability. This will be scheduled annually, driven by business need and linked to the financial planning cycle. 	<ul style="list-style-type: none"> • Strategy Officers in place and aligned to all Directorates to work with business partners and managers to jointly identify solutions to workforce issues • Consultation exercise planned to determine essential development needs across organisation 		<ul style="list-style-type: none"> • A tailored corporate development plan meets the needs of the business, is affordable and delivers sustained improvements in performance and behaviours • Capacity is sustained through succession planning 	<p>Plan enacted from April 2019 onwards</p>	TK
1.9	<ul style="list-style-type: none"> • Create service specific career frameworks linked to directorate/service workforce plans which identify hard to fill posts and talented individuals; and develop a transparent process for career development 	<ul style="list-style-type: none"> • Strategy Officers and BP’s to work with the business to undertake “heat mapping” of critical workforce issues/ critical areas requiring intervention and/or support; targets for succession planning 		<ul style="list-style-type: none"> • Improved organisational capacity, a reduction in skills shortages and improved opportunities for career development • Staff surveys show staff feel they have a clear career framework 	<p>Ongoing</p>	TK
1.10	<ul style="list-style-type: none"> • Review process and practice, supported by our ICT & Digital Strategy and 	<ul style="list-style-type: none"> • System and workforce redesign projects are driven by the Workforce Strategy 		<ul style="list-style-type: none"> • The council has a reputation amongst its peers and with its 	<p>Microsoft projects</p>	DN/P

	transformation teams to generate efficiencies and deliver lean services	<ul style="list-style-type: none"> • Enabled New Ways of Working group drives plans to engage and embed new technology • Working with Microsoft to explore barriers to embracing new ICT products and successful IT skills growth 		partners as an innovative workplace with a positive culture.	commences Oct 2018	B
1.11	<ul style="list-style-type: none"> • Develop the BCC Apprentice Programme to support recruitment into the organisation • Optimise the Apprenticeship levy to support succession planning and retention of employees through the use of apprenticeship frameworks and standards • Work with “trailblazer” groups to ensure standards reflect our business needs 	<ul style="list-style-type: none"> • Organisational Development team working with managers, schools and training providers within requirements of levy. • Additional support from LGA secured to explore options • Revised contracting and procurement process enables appointment of providers • Apprentice Pay Policy paper to be presented to CMT and discussed with members/trade unions 		<ul style="list-style-type: none"> • We will work collaboratively with partners and training providers to meet or exceed the government’s apprenticeship requirements for employers • Capacity is sustained through succession planning • Apprenticeship Programme recognised as “best in class” and valued by managers 	Apprenticeship Programme April 2019 Explore trailblazers from April 2019 onwards	TK
1.12	<ul style="list-style-type: none"> • Take more control over designing, choosing and supporting wider pathways to employment and providing opportunities for our diverse workforce and community. • Regular forecasting and use of management and equality workforce dashboards to track gaps, trends and assess impact of actions. • Assess our provision of employment and skills under the Equality Assessment Framework and agree appropriate actions to address gaps. 	<ul style="list-style-type: none"> • Define and map our current workforce profile and local demographics to determine areas for improved positive action. (e.g. increase number of apprentices, develop career pathways) • Community Cohesion Strategy • Council Wide Equality sub groups meets fortnightly to drive equality agenda 		<ul style="list-style-type: none"> • The council confidently participates in and achieves self and external assessment and accreditation (LGA Equality Assessment Framework, Timewise, Disability Confident, Diversity by Design) to encourage employee participation and benchmark progress. • Workforce is more representative of our communities demographic profile 	Ongoing	FB
1.13	<ul style="list-style-type: none"> • Work with colleagues/partners to provide appropriate opportunities to boost the skills of the workforce through the use of work experience, apprenticeships and graduate schemes that benefit employers and individuals and help improve economic productivity. 	<ul style="list-style-type: none"> • Launch a new Apprenticeship Programme • Review and provide online guidance to encourage valued work placements, interns and graduates • Work with colleagues to support NEET, Care leavers, learning disability 		<ul style="list-style-type: none"> • The council is recognised as an employer with the highest quality apprenticeship and graduate trainee programme. • Apprenticeship targets achieved • Our duty of care is evidenced through proactive and engaging 	April 2020	TK

		employment initiatives		employment initiatives. • Number of young people NEETS in the city decrease		
1.14	<ul style="list-style-type: none"> Review our recruitment processes to ensure we are attracting the best people across the community and recruiting for the right behaviour and value mind-set. Market in positive and proactive ways, the branding of the council as an employer and a city business 	<ul style="list-style-type: none"> Explore options for phase 2 of Talent Link to simplify the advertising process. Expand and explore opportunities through other internet platforms (LinkedIn and Google) in order to maximise coverage and reputation 		<ul style="list-style-type: none"> Increased number of applicants Reduced time taken from decision to advertise to appointment Number of applications increase as a result of searches on internet platforms 	April 2020	CW

PRIORITY TWO – PERFORMANCE AND DEVELOPMENT

Ref	What are we going to do?	What have we done so far or progressing?	RAG	How will we know we have succeeded?	Target	Lead
2.1	<ul style="list-style-type: none"> Undertake a strategic review of the current appraisal system assessing “best in class” public and private examples *CGIP 4.4 	<ul style="list-style-type: none"> Research and engagement with sample of new starters underway Explore options within existing Rewards Platform Working group to produce costed options paper CMT to approve new appraisal system Implementation plan - intranet guidance, templates 		<ul style="list-style-type: none"> Reviewed performance appraisal in place, embedded, used purposefully and delivering improved performance year on year. 	Review Oct 2018 Launch Mar 2019	TK
2.2	<ul style="list-style-type: none"> Deliver a development programme to enhance skills and confidence in contract negotiation and a strategic commissioning approach. Also advanced skills in negotiation and influencing the shape of the labour market *CGIP 4.13 	<ul style="list-style-type: none"> Undertake a skills analysis and agree an affordable and sustainable development programme which drives continual efficiency and improvement in strategic commissioning Incorporate integrated workforce planning, collaboration and market development into the workforce planning tool 		<ul style="list-style-type: none"> Improved savings accrued from contracting and strategic commissioning processes. Capacity builds in the wider economy Improved council performance in relation to “social value” and spend Integrated workforce planning shapes the future market 	April 2019 onwards	TK
2.3	<ul style="list-style-type: none"> Regular engagement with communities will include face to face and online communication about our progress 	<ul style="list-style-type: none"> Council Plan outlines commitment to genuine community engagement Customer Care expectations are relayed 		<ul style="list-style-type: none"> Engaging meaningfully and genuinely with communities across the whole of the city will become 	April 2019 onwards	JT/TK

	<p>against the corporate plan to reach citizens in all areas of the city.</p> <ul style="list-style-type: none"> • Development programmes focus on excellent customer care, including skills and confidence in the effective engagement and communication with a diverse community <p><i>*CGIP 7.1</i></p>	<p>to all staff through induction and mandatory e-learning</p> <ul style="list-style-type: none"> • Development programme explores delivery of Restorative Practice, Motivational Interviewing • Chamberlain Awards encourages and recognises genuine community engagement 		<p>part of our everyday practice</p> <ul style="list-style-type: none"> • Improved residents survey measures. • Improved service user feedback reduced complaints and positive inspections from regulatory bodies 		
2.4	<ul style="list-style-type: none"> • Ensure that systems and processes facilitate the extraction of valid, reliable and robust data to evaluate schemes and ensure investment is meeting organisational needs <p><i>*CGIP 3.5</i></p>	<ul style="list-style-type: none"> • Workforce intelligence is centrally sourced and consistently reported in line with business planning cycle 		<ul style="list-style-type: none"> • Decisions are based on accurate and timely workforce intelligence and evaluations undertaken as to the return on investment 	April 2019	CW
2.5	<ul style="list-style-type: none"> • Review our performance processes, systems and technology to ensure they are fit for purpose for a smaller more agile and adaptable workforce. 	<ul style="list-style-type: none"> • ICT and Digital Strategy • Replacing outdated systems • Deliver greater flexibility with new technology • Create the technical foundation for improved digital public services • Customer experience roll out of Office 365 		<ul style="list-style-type: none"> • The workforce adopts a digital mind-set working collaboratively with an attitude to “explore the art of the possible” through innovation and creativity, working together in multi-disciplinary teams co-designing new public services. • Traditional “off line” roles engage, contribute and operate effectively through technology 	Ongoing	PB/ WG
2.6	<ul style="list-style-type: none"> • Review the current Learning Management System leads to improved facilitation, promotion, delivery and evaluation of learning opportunities for all staff 	<ul style="list-style-type: none"> • Review and procurement of LMS • Effective booking and notification system • Developing an evaluation strategy which demonstrates competency and positive change in practice and behaviour 		<ul style="list-style-type: none"> • An effective process and system ensure staff, through a variety of ways, are able to access high calibre learning and guidance • Number of training places offered and attended is centrally monitored and reported • Development opportunities demonstrate a change in practice and behaviours • Skills analysis of the workforce informs talent management • Staff survey results show that staff 	Review and options explored April 2019	TK

				feel valued through the ability to develop and learn		
2.7	<ul style="list-style-type: none"> Align the council's learning and development offer against statutory requirements and emerging development priorities which continually "stretch" the skills of the workforce to be high performing 21st Century Public Servants. 	<ul style="list-style-type: none"> Review the alignment of the training provision and resource across the council to reduce duplication and establish a corporate overview of skills and emerging need 		<ul style="list-style-type: none"> Staff will be confident and capable to deliver a safe and compliant public service whilst improving organisational capability and show sustained appetite for development. 	Ongoing	TK

PRIORITY THREE – LEADERSHIP AND MANAGEMENT

Ref	What we are going to do?	What have we done so far or progressing?	RAG	How will we know we have succeeded?	Target	Lead
3.1	<ul style="list-style-type: none"> Develop and deliver a programme to enable ELT to have a good knowledge and understanding of Council constitution, standing orders and financial regulations and a commitment to the council's corporate agenda. <i>*CGIP 3.1</i> 	<ul style="list-style-type: none"> Senior officer development programme includes dedicated ELT development sessions on good governance and new structured approach to strategic ELT topics with emphasis on peer learning and exchange Use of Appreciative Inquiry to highlight and share positive practice to explore collaborative solutions 		<ul style="list-style-type: none"> Revised induction and development programme attended External audit letter to highlight no material concerns re paucity of officer advice on good governance issues 	Ongoing	CMT
3.2	<ul style="list-style-type: none"> Member induction and development programme offer to provide a depth of understanding of governance rules and standards, including financial regulations <i>*CGIP 1.5</i> 	<ul style="list-style-type: none"> On-going LGA professional body and peer working required to challenge and assure the BCC governance arrangements 		<ul style="list-style-type: none"> Rolling programme of induction and briefings Structured LGA partnering programme in place for all key political post holders 	Ongoing	KC
3.3	<ul style="list-style-type: none"> Enhance effective joint working between members and officers through a member and senior officer programme of governance, information sharing and peer support and peer exchange 	<ul style="list-style-type: none"> Deliver a member induction and development programme Establish systems and network for shared learning, communication and peer support and exchange 		<ul style="list-style-type: none"> Effective joint working between members and officers delivers priorities 	Member Induction May 2018 Joint system in place Dec 2018	TK

3.4	<ul style="list-style-type: none"> Review the current financial standards and develop the skills to “balance the books” through strategic planning, enhanced business acumen and clear understanding of the impact of financial decision making. <i>*CGIP 4.10</i> 	<ul style="list-style-type: none"> Financial standards revised Additional coaching and mentoring to be provided 		<ul style="list-style-type: none"> Service managers will operate at a higher level of financial management meeting budgets and prioritising and reprioritising. 	Ongoing	CH/ TK
3.5	<ul style="list-style-type: none"> Deliver a new leadership and management development programme, which enables existing and aspiring managers to manage people in an effective and inclusive way which recognises potential and develops autonomy, adaptability and high performance “Best in class” examples will provide a template for role definition and development A member and management development programme focuses on tackling avoiding making difficult decisions and challenging conversations. <i>*CGIP 2.2</i> <i>*CGIP 2.4</i> 	<ul style="list-style-type: none"> Review outcomes of the Adult Social Care pilot culture change programme Review the current management development offer Seek approval for a Management Competency and Behaviour Framework Review existing BRUM leader programme against framework Deliver a programme of blended learning which improves confidence and capability in people and performance management HR policies and procedures are clear, accessible and understood Identified the age profile of the current leadership team is concerning with regards to longevity and sustained skills and experience over the next 5-10 years. Look to develop Future Leaders 		<ul style="list-style-type: none"> Management Competency and Behaviour Framework provides a template for role definition and development Staff Survey results show that staff feel engaged, developed and valued by their manager. Council will not operate on a blame culture basis and managers and officers will instead be confident owning problems, challenges and poor performance The age profile of the senior management team has longevity Strong culture of performance management embedded across the organisation where good performance is recognised and celebrated and poor performance is dealt with effectively. Councillors and officers will be confident in making difficult decisions and having challenging conversations 	<p>Review current Management Programme – Dec 2018</p> <p>Design and commence delivery of new programme Jan 2019</p> <p>Adhoc Management training Jan 2019 onwards</p> <p>Aspiring Managers programme Sept 2019</p> <p>Future Leaders programme Sept 2019</p>	TK
3.6	<ul style="list-style-type: none"> Effective communication and engagement plan will support cross-directorate working and cement team-working 	<ul style="list-style-type: none"> Effective communication and engagement plan CMT to develop an overarching approach Workforce Development activity will bring together staff into 		<ul style="list-style-type: none"> Directorates will no longer work in silos and activity across directorates will complement rather than duplicate 	Dec 2018	SA

		share practice and learning • “Forward Together” will bring champions from across the workforce to create a “rounded” resource to support engagement and communication				
3.7	• Focus our development activities on increasing our leadership capability and capacity for leading employees through change and creating a culture of collaborating with others, having a commercial focus , and creating a resilient workforce which consistently uses reflective practice	• Review the current management development offer to ensure future programmes include, reflection, resilience, collaboration and business acumen • Coaching and mentoring promotes peer support and skills aligned to 21 st Century Public Servant • Reflective Practice used as a model of learning		• Managers are clear of their role definition and opportunities for development through the Competency and Behaviour Framework • Staff survey results show staff feel change is managed effectively and feel involved in decisions which impact on them • BCC is recognised as a reputable business which others are keen to invest in and do business with	Competency Framework in place Mar 2019	TK
3.8	• Introduce Reverse Mentoring as a learning tool	• Explore options linked to the development of a future leaders programme		• Managers reflect and learn from our future leaders • Future Leaders are supported to develop their skills and experience	March 2021	TK

PRIORITY FOUR – ENGAGEMENT, REWARD AND WELLBEING

Ref	What we are going to do?	What have we done so far?	RAG	How will we know we have succeeded?	Target	Lead
4.1	• Introduce a more personal touch to staff recognition and awards , looking at ways to achieve more flexibility with rewards where circumstances are appropriate to do so. *CGIP 2.7	• Chamberlain Awards • Award platform to include ability to send an online “thank you” • Regular dedicated sessions at ELT focus on organisational health • Weekly bulletin to all staff		• Reward and recognition activities will be embedded as part of organisational life • Staff report as part of the staff survey increased visibility of senior management	Revised Annual Ceremony - Dec 2018 Determine alternative models – March	TK

					2019 New programme in place – Dec 2019	
4.2	<ul style="list-style-type: none"> • Deliver a programme of regular staff feedback (pulse surveys) to measure staff understanding and engagement in the corporate offer <p>*CGIP 3.2</p>	<ul style="list-style-type: none"> • Draft Communications Strategy • Workforce Strategy • “Forward Together” staff engagement plan 		<ul style="list-style-type: none"> • Improved staff survey response rate and steady increase in staff morale and engagement measures. 	Dec 2018 onwards	SA
4.3	<ul style="list-style-type: none"> • Regular communication and engagement initiatives actively promote and role model the set of common behaviours that allow us to live our values every day and express our sense of personal responsibility and pride in working at Birmingham City Council. 	<ul style="list-style-type: none"> • Develop an Engagement Strategy “Forward Together” (engagement champions, reality check groups, vehicle to engage off line staff) • Revision of the current values and behaviours • Use Appreciative Inquiry as a methodology of involving and engaging staff in highlighting positive practice and to develop collaborative solutions • Promote the Equality and Inclusion Strategy to encourage diversity forum members to become engagement champions • Encourage trade union representatives to become engagement champions 		<ul style="list-style-type: none"> • We will be perceived by staff to be an equal opportunities employer and proud to say they work for the council. • Staff survey results indicate that staff are aware of and live by the council values. • Staff survey results indicate that staff feel safe to fully participate in organisational life without fear or favour, and trust that they will receive support if they ask for it. 	<p>Staff engagement event Nov 2018</p> <p>Engagement Champions established – Mar 2019</p>	TK
4.4	<ul style="list-style-type: none"> • Deliver an equality development framework which develops organisational awareness of bias in order to design negative bias out of all decisions related to talent from recruitment and selection, to appraisal and development 	<ul style="list-style-type: none"> • Workforce Development Plan 18-19 identifies and reports on mandatory training • Revision of the values and behaviours change in practice evaluated • Intranet page provides guidance and resources on the equality and diversity agenda 		<ul style="list-style-type: none"> • 100% appointing managers have undertaken Unconscious Bias training • 100% of staff have undertaken Equality and Diversity awareness • Staff survey results show the majority of staff feel valued and able to challenge unacceptable behaviour • Equality Assessment Framework 	<p>Equalities E/Learning overview rolled out to all staff Dec 2018</p> <p>Unconscious Bias training for all managers commences Jan</p>	TK

				recognises BCC organisational commitment, leadership and skilled and commitment workforce is good	2019 Specific/ detailed equality modules including face to face designed and delivery commences April 2019	
4.5	<ul style="list-style-type: none"> • Increase awareness of the expected behaviours of a digital workforce, promoting the “one council” message 	<ul style="list-style-type: none"> • ICT and Digital Strategy • Review current values and behaviours • Introduce a programme of Digital literacy standards • Carry out a workforce audit against Digital Literacy standards • Agree programme of learning and mentoring to support digital workforce • Exploring use of Digital Eagles Programme 		<ul style="list-style-type: none"> • A modern and fit for purpose workforce 	Microsoft project results used to inform training plan going forward Jan 2019	PB/ TK
4.6	<ul style="list-style-type: none"> • Provide timely information and guidance to enable managers to proactively review reasons for sickness absence and target interventions if areas of concern identified 	<ul style="list-style-type: none"> • HR Dashboard’s provide management information. <i>Check usage before moving to BAU</i> • Management Development Programme to include managing sickness and Mental Health Awareness 		<ul style="list-style-type: none"> • Sickness absence is consistently recorded by managers and sickness absence is less than 9 days per FTE per year • Mental Wellbeing is reported as improving 	Managing absence policy reviewed Dec 2018 Face to face training rolled out to managers from Jan 2019 onwards Monitoring and review of policy and guidance undertaken Apr- Aug 2019 Workforce	CW

					Development Plan informed by review Sept 2019	
4.7	<ul style="list-style-type: none"> Support development and network opportunities so staff relay to others positive stories about our council as a supportive employer that encourages confidence, diversity and wellbeing across our workforce. 	<ul style="list-style-type: none"> Workforce Development Plan 18-19, 19-20 includes delivery of programmes to recognise and support anxiety/stress and depression Wellbeing initiatives are made available to all staff The timetable of wellbeing initiatives is driven by staff engagement Specialist interest groups and trade unions are invited to become engagement champions External assessment and Awards 		<ul style="list-style-type: none"> Staff survey results and contact with wellbeing initiatives show that the majority of staff are ambassadors for working at BCC Sickness absence due to anxiety/stress and depression is reduced External assessment, peer reviews and awards positively endorse the council as an excellent employer 	<p>Staff engagement event used to promote support on offer to staff Nov 2018</p> <p>Awareness campaign undertaken Mar 2019</p> <p>Training for managers commences March 2019</p>	TK
4.8	<ul style="list-style-type: none"> Explore the use of Action Groups to enable staff to develop solutions to problems raised by the leadership 	<ul style="list-style-type: none"> Discussing potential and researching examples of this in practice 		<ul style="list-style-type: none"> Staff feel empowered to find solutions to a range of problems posed by the Leadership Team 	<p>Explore potential- Dec 2018</p> <p>Pilot model – March 2019</p>	CMT
4.9	<ul style="list-style-type: none"> Systematically review HR metrics relating to the diversity profile of employees included in employee relations and performance management procedures. 	<ul style="list-style-type: none"> Equality and Inclusion Strategy data monitoring informs Workforce Strategy HR Dashboard's provide management and diversity information. 		<ul style="list-style-type: none"> Be perceived by staff to be an equal opportunities employer and proud to say they work for the council. 	<p>Ongoing</p> <p>Utilised in relevant learning activities from Dec 2018 onwards</p>	CW
4.10	<ul style="list-style-type: none"> Ensure up to date HR information is 	<ul style="list-style-type: none"> HR web pages reviewed and 		<ul style="list-style-type: none"> Managers and staff have access to 	Published with Workforce	CW

	available to staff, using a variety of channels including the intranet and web pages	reformatted; content refreshed • HR dashboard used to inform decision making		HR advice and information	Strategy Nov 2018 Utilised in learning activities from Dec 2018 onwards	
4.11	• Establish framework for Employee Wellbeing: Development of a council wide Employee Well Being Strategy and programme of activities and interventions to support this	• Wellbeing lead in place • Programme of activities and support to be reviewed in line with Workforce Strategy and Engagement Plans		• Staff feel that the council values employee wellbeing.	Mar 2019	DH
4.12	• Undertake a promotional campaign to ensure staff know of and are able to access the benefits and well-being support available to them.	• Revision of the intranet and corporate induction promotes the support available • Review the current reward platform		• Staff feel that the council values employee wellbeing. • Staff take responsibility for their own health and wellbeing using support available through the council and our partners • Reduction in level of staff turnover	Mar 2019	TK
4.13	• Develop and promote employer “branding” to reflect staff view of and pride in the workplace	• Brand development plan to be agreed and implemented as part of the wider Communication Strategy • Web pages to be reviewed		• The council is recognised as a great place to work where employees have pride in their work, the council and the city	Mar 2019	SA
4.14	• Review relevant policies to actively support participation as a volunteer in the Commonwealth Games of as many employees as possible	• Developing understanding of requirements of the games		• Staff will want to participate and will be supported to directly and indirectly	Mar 2020	CW
4.15	• Consider the development of BCC Games before, during and as a legacy of the Commonwealth Games	• Developing understanding of requirements of the games		• Increased physical activity, health and wellbeing of staff	Mar 2022	CMT

Next Steps

This Workforce Strategy sets out aspirations and a vision for our workforce and has highlighted the wide range of activity already underway and where we have made a commitment to do more. Performance will be monitored monthly through the Workforce Strategy Board and development plans reviewed annually to ensure it meets business need and continues to create and sustain an engaged and high performing workforce.

The importance of effective communication is essential to the success of the Workforce Strategy. We shall achieve this through a variety of media and consultations to reach all of our managers, staff and stakeholders. This will be a regular, open, and two-way process with close partnership working, sharing good practice and supporting innovation.

An event will be held early November to celebrate the achievements of the previous year in recognition of Chamberlain Award nominations and also provide a market place to showcase the various initiatives we invite staff to be a part of and drive forward this implementation plan. These include:

- Early adopters and forward agents for Office 365 where Microsoft will explain benefits of the software available to us and how, through engagement, we plan to embed
- Apprenticeship – for managers looking to recruit an apprentice or staff looking to undertake an apprenticeship qualification we will launch our new Programme and the advice and guidance and opportunities available.
- Workforce Development – we will share the draft programme 18-19 and 19-20 so that colleagues are aware of how to book and what's on offer and when.
- Forward Together – we will be discussing the engagement plan and be asking to people to sign up to become an engagement champion.
- Communication – we will be asking staff how they would like to be communicated with, in what way, how can we reach offline staff?
- Induction – the staff survey indicated we needed to have a consistent approach to induction so we have been working with staff to revise the current induction programme and come up with a proposal – the event will provide staff with the opportunity to have their say on that proposal.
- Appraisal – the staff survey indicated that we needed to improve our appraisal process so we have been working with staff to look at other examples and come up with a proposal – the event will provide staff with the opportunity to have their say on that proposal.

PUBLIC REPORT

Report to:	COUNCIL BUSINESS MANAGEMENT COMMITTEE
Report of:	CITY SOLICITOR
Date of Meeting:	19 NOVEMBER 2018
Relevant Forward Plan Ref:	N/A
Subject:	THE LORD MAYORALTY FORMULA

1. Purpose of report:

To remind the Committee of the present formula for the Lord Mayoralty and advise of the latest “roll forward” position for the Lord Mayoralty in 2019/20, 2020/21, 2021/22 and 2022/23.

2. Decision(s) recommended:

That it be noted that, in accordance with the formula set out in the Appendix to the report, the Groups are entitled to put forward one of their members to be the Lord Mayor as follows:

Labour	2019/2020
Labour	2020/2021
Conservative	2021/2022
Labour	2022/2023

Contact Officer:	Phil Wright
Telephone no: e-mail address:	675 0216 Phil.wright@birmingham.gov.uk

3. Brief Summary of Report:

3.1 The Appendix to this report shows the working of the formula from May 2016 onwards. In particular, it shows the rolling forward of the formula to reflect the election of a Labour Group Member as Lord Mayor for the current year; and the strengths of the 3 Party Groups at the time of the May 2018 Annual Council Meeting. It then show the calculations for subsequent Municipal Years until the elections in 2022

3.2 Under this formula the Groups are entitled to put forward one of their members to be the Lord Mayor as follows:

Labour	2019/2020
Labour	2020/2021
Conservative	2021/2022
Labour	2022/2023.

4. Relevant background/chronology of key events:

1. The present formula was first adopted in 1993 by the former General Purposes Committee. Its purpose is to ensure that, over a period of years, the Lord Mayoralty is allocated to the various Party Groups in proportion to their numerical strength (i.e. number of Councillors) over that same period.
2. It is “rolled forward” each year, to take account of -
 - the numerical strength of each of the 3 Party Groups at the date of the Annual Council Meeting. This is achieved by subtracting each Group’s proportion of Councillors (of the total of 101) from that Groups previous “score”; and
 - the choice of Lord Mayor for the year in question. This is achieved by adding 1 to the “score” of the Party Group to which the Member elected as Lord Mayor belongs.
3. After rolling forward the formula as above, the Party Group with the lowest score is the Group which is entitled, according to the formula, to put forward one of its members to be the Lord Mayor for the year beginning in the following May.
4. The formula is of course no more than an informal means of allocating the Lord Mayoralty between the various Party Groups. It is not in any sense binding on the full Council. Whatever the formula may provide, a Councillor can only become Lord Mayor by being nominated and elected at the Annual Council Meeting.
5. The formula has however been followed in every year, bar two, since 1993. The two exceptions have been –
 - when the Labour Group voluntarily surrendered their entitlement to the Lord Mayoralty for 1998/99 and it was taken by the Liberal Democrat Group (who had the second lowest score at the time); and
 - when the nominee of the Conservative Group for 2001/02 was rejected at the Annual Council Meeting in May 2001 and instead a Liberal Democrat Group Member was elected as Lord Mayor.

List of background documents: Report to former General Purposes Committee in January 1993

**THE LORD MAYORALTY –
WORKING OF FORMULA FROM MAY 2016 ONWARDS**

2019/2020

	<u>LAB</u>	<u>CON</u>	<u>LIB DEM</u>
May 2016 scores Following City Council AGM	0.94	0.72	1.68
ADD 1 to Con (LM for 2017/18)	0.94	1.72	1.68
SUBTRACT to reflect Group Strengths at May 2017	0.67	0.24	0.08
May 2017 scores Following City Council AGM	0.27	1.48	1.60
ADD 1 to Lab (LM for 2018/19)	1.27	1.48	1.60
SUBTRACT to reflect Group Strengths at May 2018	0.66	0.25	0.08
May 2018 scores Following City Council AGM	0.61	1.23	1.52

The **Labour** Group is therefore entitled, under the formula, to the Lord Mayoralty for 2019/20.

2020/2021

	<u>LAB</u>	<u>CON</u>	<u>LIB DEM</u>
May 2018 scores Following City Council AGM	0.61	1.23	1.52
ADD 1 to Lab (LM for 2019/20)	1.61	1.23	1.52
SUBTRACT to reflect Group Strengths at May 2019	0.66	0.25	0.08
May 2019 scores Following City Council AGM	0.95	0.98	1.44

The **Labour** Group is therefore entitled, under the formula, to the Lord Mayoralty for 2020/2021.

2021/2022

	<u>LAB</u>	<u>CON</u>	<u>LIB DEM</u>
May 2019 scores Following City Council AGM	0.95	0.98	1.44
ADD 1 to Lab (LM for 2020/21)	1.95	0.98	1.44
SUBTRACT to reflect Group Strengths at May 2020	0.66	0.25	0.08
May 2020 scores Following City Council AGM	1.29	0.73	1.36

The **Conservative** Group is therefore entitled, under the formula, to the Lord Mayoralty for 2021/22.

2022/2023

	<u>LAB</u>	<u>CON</u>	<u>LIB DEM</u>
May 2020 scores Following City Council AGM	1.29	0.73	1.36
ADD 1 to Con (LM for 2021/22)	1.29	1.73	1.36
SUBTRACT to reflect Group Strengths at May 2021	0.66	0.25	0.08
May 2021 scores Following City Council AGM	0.63	1.48	1.28

The **Labour** Group is therefore entitled, under the formula, to the Lord Mayoralty for 2022/23.

Notes:

Under the formula, it is the Group with the lowest score in May which is entitled to the Lord Mayoralty for the year beginning in the following May.



CITY COUNCIL FORWARD PLAN 2018/19 – November 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)
17 December 2018	Petitions Update

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> (subject to agreement at Cabinet) (contact: Suwinder Bains, Partnership Manager)
	Women and Democracy report (contact: Amerdip Kaur, Senior Policy Officer to the CEX)
15 January 2019	Review of Birmingham's Council Tax Support Scheme 2018/19 (contact: David Kinnair, Head of Benefits)
	City of Sanctuary Policy Statement (subject to agreement at Cabinet)

CBM	
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	
	Gambling Act 2005 – Statement of Licensing Principles (contact: Shawn Woodcock, Licencing Operations Manager)
	Report on Impact of Brexit (title to be confirmed) (contact: Lloyd Broad, Head of European and International Affairs and Interim Head of Employment and Skills)
5 February 2019	West Midlands Combined Authority – The Second Devolution Deal Progress Update (contact: Tony Smith, Policy Executive)
26 February 2019	Council Plan and Budget 2019+ including pay policy statement
2 April 2019	Annual Report of the Independent Remuneration Panel (to be confirmed)
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:

Waste Strategy – 2019
Review of the Constitution

Appendix 1: City Council Resolutions – Tracker

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 / Anne Ainsworth, 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 / Waheed Nazir, Corporate Director, Economy (Kevin Hicks)</p> <p>Sustainability & Transport O&S Committee /Emma Williamson, 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 / Anne Ainsworth, 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 / Jacqui Kennedy, Corporate Director, Place	A meeting will take on 5 th December with food providers to discuss the top 5 drivers for the use of food banks. A pilot will take place providing advice at food banks to test and learn this approach [November 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 / Dawn Hewins, 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 is being discussed with members. Completion: Spring 2019 [November 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 / Waheed Nazir, Corporate Director Economy	Submission to be made on 9th November [November update]

Ref no	Date	Summary of Council Resolution	Lead Cabinet Member / officer	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 / Emma Williamson, Head of Scrutiny Services Cabinet Member Clean Streets, Waste and Recycling / Jacqui Kennedy, Corporate Director Place	Scrutiny: Inquiry into plastic free city scheduled for January and February 2019, report to Council proposed April 2019. [October update]
4a	06 November 2018	That the City Council: <ul style="list-style-type: none"> - notes the draft Birmingham and Solihull Transformation Partnership Plan; - welcomes the opportunity to shape the plan and the wider engagement within our communities; and - notes that a final document reflecting feedback will be submitted for approval to the STP Board in April 2019. 	-	-

Ref no	Date	Summary of Council Resolution	Lead Cabinet Member / officer	Update
4b	06 November 2018	<p>This Council welcomes the Government announcement of a new campaign to tackle Mental Health – Every Mind Matters / therefore calls on the Executive to:</p> <ul style="list-style-type: none"> - Update local plans to reflect new opportunities arising from recent Government policy announcements - Bring the area action plan back to full Council for formal adoption and debate - Once adopted, ask Scrutiny to track progress against the Action Plan, reporting back to Full Council if the committee believes it necessary to update. 	Cabinet Member Health and Social Care / Becky Pollard, Interim Director of Public Health	Revised action plan scheduled for Scrutiny in February 2019.
4c	06 November 2018	<p>Council notes with concern the continuing and growing confusion surrounding the Brexit talks and their impact on business, training and research in the West Midlands.</p> <p>The Council resolves that the Leader of the Council will write within seven days to all the Members of Parliament in the City, the Members of the European Parliament for this region and to the Mayor of the West Midlands to make the Council's position clear.</p>	Leader	
4d	06 November 2018	The Council notes the UK Government's commitment to the delivery of the UN Sustainable Development Goals (SDGs) and the 2030 Agenda for Sustainable Development	-	-

BIRMINGHAM CITY COUNCIL

CITY COUNCIL

Item 10

**Tuesday, 4 December 2018 at 1400
hours in The Council Chamber,
Council House, Birmingham**

A G E N D A

1 NOTICE OF RECORDING

Lord Mayor to advise that this meeting will be webcast for live or subsequent broadcast via the Council's Internet site (www.civico.net/birmingham) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

2 DECLARATION 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

Attached

3 MINUTES

To confirm and authorise the signing of the Minutes of the meeting of the Council held on 6 November 2018.

4 LORD MAYOR'S ANNOUNCEMENTS

(1400-1410)

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

5 PETITIONS

(15 minutes allocated) (1410-1425)

To receive and deal with petitions in accordance with Standing Order 9.

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

6 QUESTION TIME

(90 minutes allocated) (1425-1555)

To deal with oral questions in accordance with Standing Order 10.3

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

7 APPOINTMENTS BY THE COUNCIL

(5 minutes allocated) (1555-1600)

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

8 EXEMPTION FROM STANDING ORDERS

Councillor Martin Straker Welds to move an exemption from Standing Orders.

Attached 9 AMENDMENT TO THE CONSTITUTION IN RELATION TO PROPERTY

(5 minutes allocated) (1600-1605)

To consider a report of Council Business Management Committee.

The Deputy Leader Councillor Brigid Jones to move the following Motion:

“ “
.”

Attached 10 COMMUNITY COHESION STRATEGY

(35 minutes allocated) (1605-1640)

To consider a report of Cabinet Member for Social Inclusion, Community Safety and Equality.

Councillor Tristan Chatfield to move the following Motion:

“ “
.”

(break 1640 -1710)

Attached 11 WOMEN AND DEMOCRACY

(35 minutes allocated) (1710-1745)

To consider a report of the Deputy Leader.

The Deputy Leader Councillor Brigid Jones to move the following Motion:

“ “
.

Attached 12 MOTIONS FOR DEBATE FROM INDIVIDUAL MEMBERS

(90 minutes allocated) (1745-1915)

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

Report to:	COUNCIL BUSINESS MANAGEMENT COMMITTEE
Report of:	CITY SOLICITOR
Date of Decision:	19 November 2018
SUBJECT:	DISPENSATION FOR NON-ATTENDANCE OF A COUNCILLOR AT COUNCIL MEETINGS
Ward:	NA

1. Purpose of report:
1.1 This report provides details of a recommendation that the Council approve a period of absence from meetings by a Councillor pursuant to section 85 of the Local Government Act 1972.

2. Decisions Recommended :
That Council Business Management Committee:
2.1 Notes Councillor Safia Akhtar has been unable to attend meetings since 19/07/18 due to pregnancy related sickness.
2.2 On behalf of the Council, this Committee wishes Councillor Safia Akhtar well in her pregnancy.
2.3 Notes the non-attendance of Councillor Safia Akhtar at Council meetings from 19 July 2018 until 19 January 2019 due to illness during pregnancy, and thereafter maternity leave in accordance with the Members Allowance Scheme and pursuant to S85 Local Government Act 1072.
2.4 Approves the Chief Executive writing to Councillor Safia Akhtar as soon as possible, confirming the approval of this committee.

Lead Contact Officer(s):	Kate Charlton City Solicitor
Telephone No:	0121 464 1172
E-mail address:	kate.charlton@birmingham.gov.uk

3. Relevant background:

- 3.1 Section 85(i) of the Local Government Act 1972 states “if a member of a Local Authority fails throughout a period of six consecutive months from the date of his last attendance to attend any meeting of the Authority, he shall unless the failure was due to some reason approved by the Authority before the expiry of that period cease to be a Member of the Council.
- 3.2 Attendance in an official capacity at a meeting of a committee or sub-committee of the Council or at any meeting of a joint committee or other such body discharging functions of the Council or at any meeting as a representative of the Council is deemed to be a ‘meeting of the Council’.
- 3.3 If after six months from the date of a member’s last attendance to attend any meeting, the Council has not approved the absence then the member as a result of the operation of law ceases to be a member of the Council from that date. The six months runs from the date of the member’s last attendance and approval must be given within that six month period.
- 3.4 Once approval has been given and it can be for no more than 6 months prospectively or retrospectively or a combination of both – this statutory six months period begins to run from the end of the period for which approval has been given.
- 3.5 Councillor Safia Akhtar has not been able to attend council meetings since 19/07/18 due to pregnancy related sickness. Councillor Akhtar will be starting her maternity leave as of 01/12/18. The City Solicitor has been advised that Councillor Safia Akhtar is expected to be absent for at least six months.
- 3.6 As Councillor Akhtar is likely to remain absent from the Council beyond 19 January 2019 (due to maternity leave), the need for a further dispensation will arise from that date. For the avoidance of doubt, if Councillor Akhtar fails to attend any meeting of the Council after 19 January 2019, she would automatically be disqualified as a Councillor under the statutory provision contained in the Local Government Act 1972 (Section 85(1)) unless the Council passes a further dispensation resolution before that date.
- 3.7 It is advised that a further report requesting dispensation is likely to be presented to CBM the month before expiry of the six month period i.e, before 19 January 2019.

Signatures of approval to submit the report to Committee:

Kate Charlton – City Solicitor:

Dated: