

BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

Report to: **CABINET**

*Exempt
information
paragraph number
– if private report:*

Report of: Chief Operating Officer

Date of Decision: 26 June 2018

SUBJECT: Performance Monitoring
April 2017 March 2018

Key Decision: Yes

If not in the Forward Plan:
(please "X" box)

Relevant Cabinet Member(s):

Relevant O&S Chairman:

Wards affected:

Relevant Forward Plan Ref:

Chief Executive approved

o&s chairman approved

Councillor Brigid Jones – Deputy Leader

Coordinating – Councillor John Cotton

All

1. Purpose of report:

The purpose of this report is to:

- 1.1 Provide a summary of progress against the council's Vision and Priorities Council Plan and Organisational Health targets as at March 2018 (unless otherwise stated), including any issues requiring attention and remedial activity in place to deal with improvement required to bring performance back on track.
- 1.2 Inform Cabinet of areas of particular success

2. Decision(s) recommended:

That Cabinet:

- 2.1 Notes the performance to date for council plan priorities.
- 2.2 Notes the particular areas of success.
- 2.3 Notes the areas of positive performance and those areas that have under-performed; including activity to bring performance back on track.
- 2.4 Notes that performance monitoring in future will be linked to revised council plan outcomes, service performance and key areas of council improvements.

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3. Consultation

3.1 Internal

Cabinet members, Council management team and directorate staff have been involved in discussions around the performance against the targets contained within this report and attached appendices. Otherwise this paper is a factual report on progress and no other consultation has been required.

3.2 External

No external consultation required.

4. Compliance Issues:

4.1 Are the recommended decisions consistent with the council's policies, plans and strategies?

This report provides a position statement about how well the council is performing against the key targets which were set in May 2017, towards achieving the outcomes and priorities as set out in the council's vision and forward plan.

4.2 Financial Implications (How will decisions be carried out within existing finances and Resources?)

The vision and forward plan forms a key part of the budgeting and service planning process for the City Council that takes account of existing finances and resources, and sets out the key strategic and operational outcomes that the City Council wishes to achieve. Implications on the council's budgetary position arising from issues highlighted in this report will be reported in the periodic corporate budget monitoring statements received by Cabinet.

4.3 Legal Implications

There are no legal implications arising from this report.

4.4 Public Sector Equality Duty. (see separate guidance note)

Birmingham City Council's key vision and priorities council plan and organisational health measures are designed to ensure significant improvement in service quality and outcomes for the people of Birmingham – some have a particular focus on disadvantaged groups. Non-achievement may have a negative impact on external assessments of the City Council and could put relevant funding opportunities at risk.

5.0 Relevant background/chronology of key events

5.1 CONTEXT

- 5.1.1 The Council's 2017/18 Vision and Priorities measures and targets, agreed by Cabinet in May 2017, were set out in the Council's Vision and Forward Plan, and reflected the key performance indicators for the City Council for the period 1st April 2017 to 31st March 2018.
- 5.1.2 As part of the organisation's strategic performance monitoring process, the Council committed to keep Cabinet, and citizens, informed on progress against key performance targets throughout the year, with an end of year status report confirming whether targets have or have not been achieved. Progress against all targets have been monitored throughout the year to establish the success in meeting agreed outcomes, and regular reports have been provided to Cabinet, and made available on the council's performance web pages, highlighting progress and actions taken/being taken to bring performance back on track, where the latter was relevant. At this point in the year, no tolerances are allowed around the targets and those achieving close to target are not included as having met target. Therefore results are based on the target being either achieved or not met.
- 5.1.3 As in previous years, the focus in 2017/18 was on the most challenging areas requiring significant improvement. A number of performance indicators were new and for these, efforts concentrated on measuring improvement from the baseline position at the start of the year.
- 5.1.4 Following Cabinet, this report and supporting information will be made available on the council's website www.birmingham.gov.uk/performance to enable citizens to see how well the Council has done in meeting its end of year targets, and the activities taken to mitigate against underperformance. Performance against service performance will also be uploaded onto council's website.

5.2 GENERAL SUCCESSES

- 5.2.1 Listed below are some council wide good news stories over the last 12 months:
- In April 2018, **Birmingham Children's Trust** became operationally independent of the council as part of the ongoing process of improvement. The Trust is a wholly owned company of the council, and works in close partnership to continue to improve outcomes for disadvantaged children and young people in the city.
 - In July 2017, under UNICEFFs Rights Respecting Award, **schools** in Birmingham came together to celebrate their work by spreading awareness and knowledge of rights. The celebration event was attended by over 700 children and teachers who came together for a morning of performance, art and film onstage at the Repertory Theatre. Currently, over 200 schools are taking part in the Rights Respecting Awards.
 - In December 2017, the figures attributable to Birmingham City Council, relating to **Delayed Transfers of Care**, dropped to 8.4 delayed bed days per day (per 100,000 population). This is the lowest such figure recorded since March 2016,

demonstrating a downward trend over the preceding months (from a peak of 14.0 days in December 2016). The figure for March 2018 was 8.7 bed days per day, compared to 12.0 days in March 2017 – a reduction of 27.5%.

- The **IAAF World Indoor Championships** Birmingham 2018 - January saw the 50-day countdown to the athletics championships. The medals were designed by a student from the Birmingham School of Jewellery and made by Fattorini, one of the oldest manufacturers in the Jewellery Quarter; and the championships themselves in March were a great success, which attracted a great deal of praise for the city's hosting of the event - despite the snow.
- **Housing** - Following the fire at Grenfell Tower, to provide reassurance to tenants and to comply with requests from the Ministry of Housing, Communities and Local Government (MHCLG), a number of measures have been undertaken since June 2017. These included the inspection of all of 213 tower blocks by the City Council's Housing West Midlands Fire Services accredited 'in house' team of fire risk assessors, and a programme of visits to each of the 10,500 flats within these. Of the tower blocks identified as having external cladding systems, none of these share the same cladding as Grenfell Tower. The last 12 months has culminated in further joint working with West Midlands Fire Service to review business continuity planning, information sharing through the Housing Birmingham Partnership Board and a programme of works to commence the installation of sprinklers;. The Chair of the Tenants Housing Liaison Board has spoken at Cabinet in support of the work that has been done on behalf of the tenants over the last 12 months.
- Birmingham City Council Housing and partners Wates Living Space won a prestigious **UK Housing Award** for 'outstanding approach to repairs and maintenance.' The awards, run by the Chartered Institute of Housing and Inside Housing, showcase the very best the housing sector has to offer. Together, we deliver the largest social housing maintenance contract in Europe.
- A **successful bid to secure an additional £110,000 Rogue Landlord Fund** enabled a targeted approach to tackling rogue landlords and taking further prosecutions. This resulted in a number of prosecutions; one such prosecution was a landlord who was found guilty at Birmingham Magistrates Court of 35 offences in relation to the failure to obtain House in Multiple Occupation (HMO) licences, and for breaches under the HMO Management Regulations. The landlord ordered to pay a total fine of £182,314.90, the largest imposed on a landlord in Birmingham. This demonstrates the commitment to improving standards in the private rented sector.
- A new **£9million Leisure Centre and Swimming Pool** opened in January in Stechford as part of the city's £40 million investment in leisure centres across the city.
- **Birmingham 2022 Commonwealth Games** - Plans for the handover to Birmingham at the Gold Coast 2018 Commonwealth Games Closing Ceremony were well underway, with hundreds of young people being sought to perform in the ceremony as part of a mass-participation, live dance in Birmingham. This was alongside preparations for a complementary live ceremonial and cultural element in Australia. A Birmingham delegation from the city council and other partners was also getting ready to attend the Gold Coast 2018 Observer Programme, whilst also promoting Birmingham 2022 to the Commonwealth Games Assembly of 71 nations and

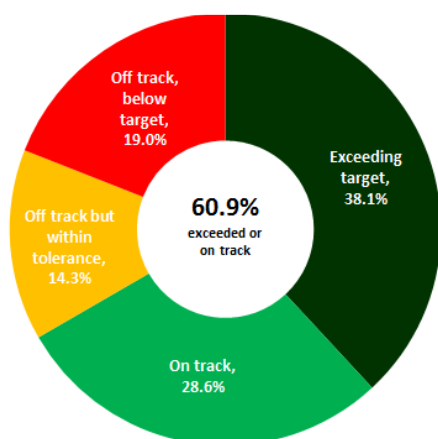
territories at the end of March, and to the wider international media as the Games got underway and moved towards the handover in April.

- **Stirchley Baths Heritage Programme** has now finished following a 3 year Heritage Lottery Funded programme of activities and development. Highlights included:
 - Over 5,800 visitors to heritage events, open days and building history tours.
 - The engagement of 120 young people in heritage inspired projects or work placements.
 - The delivery of educational sessions for over 570 local school children.
 - Over 100 volunteers supporting the project.
 - Training opportunities provided for 130 people.
- **Opening of the Tourist Information Centre** in the Library of Birmingham on 14th March 2018.
- **Re-opening of Sutton Coldfield Library** with Little Green Bookworm Play café installed and FOLIO (a charity) running various library activities.
- In 2017, the **England Illegal Money Lending Team (IMLT)**, hosted by Birmingham City Council, commenced 302 investigations leading to 66 arrests and identifying a minimum of £2.5m in loan books at the time of intervention. Following sentencing hearings 3 cases are of interest and/or resulted in considerable custodial sentences being imposed: Operation Witch Hazel (East Midlands) – three loan sharks were sentenced at Leicester Crown Court in May 2017 for their participation in an illegal money lending business, which operated across Leicester for a period of seven years; Operation Zenith (North West) – a 53 year old male who ran an illegal money lending business over a period of approximately 8 years and received over £1 million in loan repayments was jailed for 15 months at Preston Crown Court in August 2017. His partner, was found guilty of laundering cash from her partner’s loan shark business; Operation Hiking (South West) – a 58 year old male who operated an illegal money lending business over a period of 9 years and preyed on vulnerable people was jailed for two years and three months in August 2017. A financial investigation revealed over the period in question that there had been over £300,000 cash deposits into accounts held by him or his family.
- **Birmingham Remembers** - the campaign that commemorated the end of World War 1 and celebrated the centenary of some women getting the right to vote. A number of community engagement and media activities included: crowdsourcing nominations for the Brilliant Birmingham Women book, through a social media campaign which attracted nearly 200 nominations for more than 130 women, 30 of which will feature in the book when it is published in the autumn; the renaming of the Ellen Pinsent Room in the Council House in recognition of the city’s first female councillor; the gathering together of past and present female councillors along with five of the eight women Lord Mayors.
- **Budget consultation** (carried out prior to 2018-19 budget setting) - successes included more social media activity, the overall reach being 6.2 million compared with 3.7 million last year. Website unique visitor figures averaged 1,753 per week this year, compared with 881 last year. Reach of all media coverage 5.2 million this year compared with 4.7 million last year.
- The Council being nominated as **one of the top 10 digital councils** in the United

Kingdom for use of innovative digital technologies to support citizens.

5.3 COUNCIL PLAN MEASURES – END OF YEAR PERFORMANCE

5.3.1 Overall strategic performance analysis is made up of 28 performance indicators of which performance results are available for 23. 1 of these is an activity measure without a target and against which we are monitoring a trend. For the other 5 measures results are not yet due and will be provided to Cabinet as part of the next quarterly performance report.



5.3.2 Taking the above into account, for the period April 2017 to March 2018, performance is up by 15.9% when compared to 31st March 2017 (45%). 60.9% (14) performance measures either exceeding or met their end of year target or aim (the latter relates to trend measures).

5.3.3 A direction of travel is be provided against the previous year, or earliest result reported during 2017/18 (where a previous year result is not available), for 20 results.

5.3.4 Of the 20 comparable results, performance against:

- 14 improved.
- 1 stayed the same as the previous result, and
- 6 deteriorated, 5 of which are off track and included in the summary in section 5.3.11 of this report.

5.3.5 COUNCIL PLAN SUCCESSES

Appendix 1 to this report provides further detail of performance against each Council Plan target for 2017/18. The most significant successes are listed below (targets are in brackets):

5.3.6 Children's Priority

- **Children and young people open to Children Social Care who were supported to live with their own family:** At 88%, performance continued to improve compared to December 2017, exceeding 80% end of year target.
- By 31st March 2018, a total of 68 **schools had progressed a Mode Sustainable Travel Accreditation and Recognition for Schools programme.** Performance improved by a further 16 schools compared to the previous quarter with continued emphasis on fostering a life-long positive attitude to active travel in children, whilst at the same time encouraging parents and families to reconsider how they travel

and get their children to school.

5.3.7 Health Priority

- **220,165 of Birmingham's most deprived citizens engaged with the wellbeing service, went to an active park or attended a wellbeing centre**, exceeding the cumulative target of 180,000, despite sites being closed over the winter period and sessions being cancelled due to adverse weather conditions. Increased outdoor activities e.g., multi-sport sessions and running sessions in parks and across the City proved successful – opportunities which our most deprived citizens were able to engage with.

5.3.8 Housing Priority

- A total of 350 **empty properties** have been brought back into use, 50 more than planned for at end of year, and ensuring the Council maintains its excellent performance in relation to ensuring cost-effective and sustainable ways to increase the supply of housing and make the best use of existing stock, whilst also assisting in decreasing the risk of fear or crime, vandalism, squatting etc.
- Performance remains above target for the **percentage of available council housing as a percentage of stock**, achieving 99.44% compared to the 98.8% target.

5.3.9 Jobs and Skills Priority

- **Reducing the unemployment gap between wards.** Latest results show that the gap between the 10 best and worst performing wards in Birmingham whilst slightly up (by 2.2 percentage points to 4.6%) is still better than the 5.4% benchmark target (smaller is better) set at the beginning of the year.
- **Increasing the number of apprenticeships within other organisations through our influence on contract management** – where we have achieved a result of 111 compared to the 102 targeted.
- **2.3% (700 young people in years 12 to 13) were in employment, education or training** as at 31st March. Birmingham's performance compares against the national average (2.9%) and statistical neighbours (2.8%).
- However, for quarter 4, the proportion of young people whose participation status is 'not known' was 6.3% of the cohort (1,600 young people) compared to 2.8% for England, 3.7% for Core Cities and 2.7% for statistical neighbours.

5.3.10 COUNCIL PLAN MEASURES – MISSED TARGETS

5.3.11 Children Priority

- **67.2% proportion of schools were rated as good or outstanding during the term** against a target of 80%. Good and outstanding schools are left for longer to re-inspect so weaker schools are inspected more often and have a greater likelihood of weaker judgements. It is the latter that falls within the scope of this

performance measure. The additional measure relating to **the overall proportion of all schools which are judged good or outstanding** (80.1%) has slightly missed the end of year target of 81%. For both measures, the results provided are based on local recording and the gap between an inspection being carried out and then being published can vary. Regular discussions are held with the Department for Education, Ofsted, Birmingham Education Partnership, and the Regional Schools Commissioner to coordinate support to schools and highlight areas of concern.

- The **percentage of children making at least expected progress across each stage of their education – early years’ foundation stage** (65.9%). Although not meeting national levels (70.7%), the performance of pupils achieving a good level of development is up 2.2 percentage points from 2016 and slightly narrowed the gap from 5.6% to 4.8%. To support this ongoing improvement there is a continued focus on increasing take-up of vulnerable 2-year olds (68% Autumn term 2017 from 69% Autumn term 2016), and 3 and 4 year olds (95% Autumn term 2017 from 92% Autumn term 2016), and an increased emphasis on children entering early education in the first term eligible.
- **The average progress score of Birmingham pupils compared to National pupils between Key Stage 1 and Key Stage 2** (56%) - For Key Stage 2 the proportion of young people who reached the expected standard in Reading, Writing and Maths combined rose by 10% from 47% in 2016 to 56% in 2017. The gap compared to National has narrowed and is now 5%. Partnership bids have been made to the National Strategic School Improvement Fund focussing on key areas of school improvement. The council is currently re-commissioning its school improvement services contract which will run from September 2018 for two years.
- **A reduction in the number of Children in Care** – increased numbers during the last quarter of 2017/18 has taken the final number to 1,789 (compared to 1,727 in March 2017). There has been a small increase in older children who have been affected by county lines, honour violence, and gangs and more complex cases. Consideration is being given to increased use of Family Group Conferencing, emergency Edge of Care provision and whether respite breaks could be offered for those without disabilities.

5.3.12 **Health Priority**

- **More people will exercise independence, choice and control over their care through the use of a Direct Payment** (24.4%) - The target was not fully met for the year 2017/18, a contributory factor being the increase in eligible clients from the start of the year to year end. If eligible clients had remained at the year-end number, the target would have been achieved. There is continued drive to continue to increase the number of adults having a direct payment to meet their care needs. This work will be ongoing.

5.3.13 **Jobs and Skills Priority**

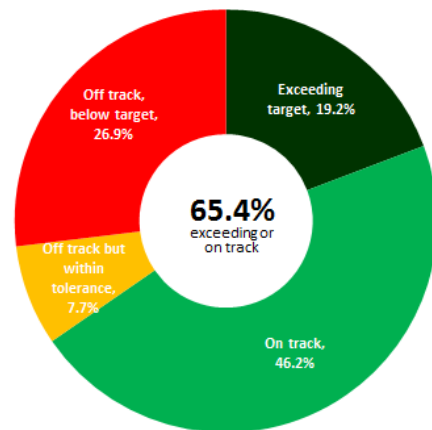
- **Apprenticeships working directly within the City Council:** The target for this indicator is 317, against which we have achieved 111. As reported previously, this indicator has been impacted by the prolonged delays in the publication of the Local Government Association’s Apprenticeship Levy Guide. This affected the council’s

ability to procure training providers in a timely manner throughout this financial year, and led to unexpected complexity of reviewing, commenting on, and agreeing Contracts from training providers. The target is spread across 3 years of which this is year 1. Annual performance contributes to a goal of achieving the overall target set in-line with Government expectation's by March 2020. Steps being taken to mitigate against this year's under performance include a number of actions involving working with service areas to streamline processes, embedding Apprenticeships within structures, undertaking more targeted marketing and engagement, undertaking promotional events to support personal development plans and integrating with the Talentlink project to ensure all relevant vacancies are automatically considered for conversion to an apprenticeship.

5.4 **ORGANISATIONAL HEALTH MEASURES (APPENDIX 2)**

5.4.1 Overall, of the 29 organisational health measures, results are available for 28 measures. The result for the 1 measure is based on the outcome of a survey which is now expected to be carried out in 2018/19. This result will be reported to Cabinet at a later date.

5.4.2 Of the 28 measures where a result is available, 2 have no targets allocated to them. Of the remaining 26 measures with a target, 17 (65.4%) measures exceeded or met target.



5.4.3 Comparisons against the previous year or earliest quarter result for 2017/18 shows that:

- 14 improved or stayed the same as the previous result, and
- 9 deteriorated.

5.4.4 **ORGANISATIONAL HEALTH MEASURES - SUCCESSES**

Listed below are the Organisational Health measures successes at the end of March 2018 (those that performed well above their target).

- The **percentage of citizens registering satisfaction with the Council (67.3%)** – improvements are attributable to end to end work with services to improve customer service experience.
- **Increase in people feeling they can influence decision making (46%)** - up 8 percentage points compared to last year.
- **Increase in people feeling involved in making decisions affecting their local area (30%)** - up 23% on last year.
- No **ombudsman complaints resulted in reports having to be issued**, and
- The council successfully **defended 100% of judicial reviews that were challenged**.

5.4.5 **ORGANISATIONAL HEALTH MEASURES – MISSED TARGETS**

5.4.6 **Governance**

- **Collection of council tax in year (93.52%)** - The year-end cash collection rate is up on 2016/17 by 0.04% to 93.52%. Due to growth in the Council Tax base, over £20 million additional tax has been collected - a combination of the tax rise and increase in the number of properties in the City. The current year collection rate only relates to cash flow and the Authority is on target to hit the overall collection rate of 97.1% by the end of year five (march 2019).
- **Freedom of Information requests responded to within deadline (67% - provisional result), and, Data protection act requests in 40 days (25% - provisional result)** – A new calculation methodology was introduced during the year resulting in both measures now including holding responses. A high number of requests were still pending at the end of March and these are currently being worked on. There are a number of Service Area Requests (DPAs) still showing as ‘open’ which are assigned to a particular service team - the Corporate Team are liaising with those areas to establish reasons for the delay in processing these.
- **Maintain/improve compliance with ICT and procurement policies and governance:** Performance has improved and targets achieved for both asset owners and compliance to procurement procedures, the overall target has been missed. Compliance Officers have worked hard with the support of the Procurement and ICT Operational Group to reduce the number of quarantined assets and Officers with Multiple devices. Although targets were missed, the percentage has gradually reduced over the 12 months for officers with multiple devices. Improvements in quarantined assets can also be seen when compared over the last 6 months.

5.4.7 **Workforce**

- **Workforce sickness absence rates per full time equivalent member of staff.** (10.45 days per full time equivalent member of staff) – 1.2 days over target and 0.04 days (0.38%) higher than in the previous year. The Council’s Health and Wellbeing strategy for 2018-19 focusses on managing stress and mental health, and on prevention and earlier intervention strategies to reduce sickness absence.
- **Staff survey measures** – During 2017 the then Interim Chief Executive determined that the main staff survey was postponed with the intention to commence an annual survey following the appointment of a permanent Chief Executive. Based on the latest available results (2016), compared to the previous year (2015), performance for 4 measures had not improved:
 - Increase in the number of people completing the staff survey.
 - Increase in the feeling of engagement.
 - Increase in confidence in the Council to implement changes.
 - Increase in the level of pride for working for the council.

It is proposed that this takes place in September 2018.

5.4.8 **Service performance - Waste management**

Below is the update in relation to progress against the selection of waste management measures, for which, although not formally a part of the council plan set of measures, updates are provided on a quarterly basis on the Council webpage (Birmingham.gov.uk/performance).

- **Percentage of waste sent to landfill 12.8% (target 10%):** The estimated year ending March 2018 result of 12.8% means that we failed to meet the target of 10.0%. Issues with the waste stream caused the Energy Recovery Plant to be unavailable for a short period in June causing extra waste to be diverted to landfill. Last year's industrial action severely impacted the collection services in July, August and September dramatically reducing the amount of segregated recycling collected and thus increasing the residual proportion of the overall waste handled.
- **Reducing collected household waste – kg per household (lower is better):** The estimated year ending March 2018 result of 545 kg means that we exceeded the target of 560 kg. This is a measure of the success of reducing the amount of residual household waste collected directly from households, large containers as well as wheelie bins/sacks, divided by the number of households.
- **Missed bin collections per 100k collections made:** The actual year ending March 2018 result of 73 per 100,000 collections means that we have failed to meet the target of 52 per 100,000 collections. The number of reported missed collections increased in December and January due the disruption caused by severe weather conditions and the post-Christmas increase in waste. The number of reported missed collections reduced to 53 per 100,000 in February and 54 per 100,000 in March. There were high levels of missed collections in period of July to September due to the disruption in collection services caused by the industrial action.
- **Increasing recycling, reuse and green waste:** The estimated profiled year ending March 2018 result of 22.6% means that we have failed to meet the target of 30%. This measure was also negatively impacted by the reduction in post incineration metals due to the scheduled shutdown of the Energy Recovery Plant and a reduction in recycling from on-street banks. These had to be removed due to illegal fly tipping. Alternative provision is being sought. Last year's industrial action severely impacted the collection services in July, August and September disproportionately affecting recycling services dramatically reducing the amount of segregated recycling collected. Composting increased in March mainly due to the re-starting of garden waste collections. This trend is continuing.

6.0 **General**

- 6.1 The attached appendices provide a more detailed breakdown of performance for all of our key performance and organisational health measures, along with commentary which explains performance, and where relevant, summarises any remedial actions that have been taken or are planned to bring performance on track.
- 6.2 Once approved by Cabinet, information of progress against all targets in this report will be published on the Council website: www.birmingham.gov.uk/performance in line with previous practice.

7.0. Evaluation of alternative option(s):

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

8.0 Reasons for Decision(s):

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

Signatures

Date

Cabinet Member:

Chief Officer.....

List of Background Documents used to compile this Report:

- Performance Monitoring Quarter One, April to June 2017
- Performance Monitoring Quarter Two, April to September 2017
- Performance Monitoring Quarter Three April to December 2017

List of Appendices accompanying this Report (if any):

1. Appendix 1 – council plan measures (end of year performance 2017/18).
2. Appendix 2 – organisational health measures (end of year performance 2017/18).

Report Version

Dated

PROTOCOL PUBLIC SECTOR EQUALITY DUTY

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







Equality Act 2010

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

The public sector equality duty is as follows:

- 1 The Council must, in the exercise of its functions, have due regard to the need to:
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
 - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
 - (a) tackle prejudice, and
 - (b) Promote understanding.
- 5 The relevant protected characteristics are:
 - (a) age
 - (b) disability
 - (c) gender reassignment
 - (d) pregnancy and maternity
 - (e) race
 - (f) religion or belief
 - (g) sex
 - (h) sexual orientation

APPENDIX 1 – COUNCIL PLAN MEASURES (END OF YEAR PERFORMANCE 2017/18)

Priority	Vision and Priority Measures	Aim	2017/18 End of Year Result	2017/18 End of Year Target	2017/18 Target Missed/ Achieved	DOT from 2016/17, or, earliest Quarter 2017/18 for new Measures	Month 12 - March Commentary
Children	The proportion of schools rated as good or outstanding during the term	Bigger is Better	67.2%	80.0%	X		Overall from September 2017 to March 2018 using outcomes so far published, 67.2% of schools inspected in Birmingham during the term have been judged as Good or Outstanding. It is important to note that on its own this does not give the full picture as it does not take into account how many of these schools were already Good or Outstanding. The school year ends in July so this is not a final outcome.
Children	Overall Proportion of schools which are good/outstanding	Bigger is Better	80.1%	81.0%	X		As of March 2018 using provisional information, 80.1% of the schools in Birmingham are Good or Outstanding compared to 80.6% in March 2017. This shows that overall there has been little effect on the overall percentage of schools judged to be Good or Outstanding. However there has been a significant increase in this category for secondary schools rising from 74% in March 2017 to 84.2% in March 2018. During the same period Primary schools have fallen from 80.9% to 78.1%.
Children	The average progress score of Birmingham pupils compared to National pupils between Key Stage 2 and GCSE - Progress 8	Bigger is Better - Above zero	-0.01	-0.03	✓		Amended results published in January are slightly above the national progress 8 score. (Birmingham -0.01, National -0.03)
Children	The percentage of children making at least expected progress across each stage of their education - Early Years Foundation Stage (good level of development)	Bigger is Better	65.9%	70.7%	X		The Early Years percentage for 'Good Level of Development' (GLD) for 2017 is 66% for Birmingham and 71% nationally. Birmingham's GLD improved 2.2% from 2016 which is better than National, slightly narrowing the gap from 5.6% to 4.8%.
Children	The average progress score of Birmingham pupils compared to National pupils between Key Stage 1 and Key Stage 2	Bigger is Better	56%	61%	X		For Key Stage 2 the proportion of young people who reached the expected standard in Reading, Writing and Maths combined rose by 9% from 47% in 2016 to 56% in 2017. The gap compared to National has narrowed and is now 5%.
Children	A reduction in the number of Children in Care (CiC)	Smaller is better	1,789	1,680	X		The number of children and young people in care has increased by 35 compared to the previous month (February 2018). There has been a small increase in older children who have been affected by county lines, honour violence, and gangs and the complexity of cases is increasing. Consideration is being given to increased use of Family Group Conferencing, emergency Edge of Care provision and whether respite breaks could be offered for those without disabilities. Although generally our Children in Care (CiC) are relatively stable as they stood at 1,727 in March 2017. Since April 2015 the number of unaccompanied asylum seeking children has steadily increased and has risen to 140 in March 2018. We also have a number of children who came here to relatives from Calais who have subsequently come into care. Our numbers of children in care remain above the target set for the year.

Priority	Vision and Priority Measures	Aim	2017/18 End of Year Result	2017/18 End of Year Target	2017/18 Target-Missed/ Achieved	DOT from 2016/17, or, earliest Quarter 2017/18 for new Measures	Month 12 - March Commentary
Children	Children and Young people open to Children Social Care are supported to live with their own family	Bigger is Better	88%	80%	✓	➔	We are combining the numbers of families supported through the family support service and Troubled Families commissioned services (targeted early help) with the numbers of children who have a social worker but who are not in care, to arrive at a percentage supported to live at home.
Children	The number of schools progressing a Mode "STARS" (Sustainable Travel Accreditation and Recognition for Schools) programme	Bigger is Better	68	50	✓	➔	We have assisted and encouraged 68 new schools to take up and participate in the modeshift STARS programme. Of the 12 schools that currently hold bronze accreditations, 3 schools have completed a re-survey - a further 9 schools have until July to resurvey to keep their accreditation so this target will carry forward into the next financial year. 13 schools are working towards silver accreditation (more than double the target) - 6 of the schools have started travel/action plan (double the target); 3 schools have completed their travel plan (target achieved); 3 schools have achieved silver accreditation (target achieved). 11 out of 40 schools who have registered in the last academic year have progressed to starting a travel plan and two have achieved bronze. This was always going to be a challenging target and although it has not been met, there have been some great successes in moving schools through the accreditation process and including one school receiving gold accreditation (the first in Birmingham). This target will be reviewed for next year to better reflect the fluidity of process and the fact that schools can/should progress at their own pace. A number of additional mechanisms have been put in place to help schools progress from their initial sign ups to accreditation.
Children	Perception of safety on public transport	Bigger is Better	New measure	Establish baseline	✗	Not applicable	A 'child specific' measure has not yet been defined. The baseline measure, established for 2017/18, identified the following measures but these are across the West Midlands and all ages. Anti-social behaviour - percentage of passengers who said they had 'cause to worry or feel uncomfortable' from the behaviour of other passengers. The average for the West Midlands Passenger Transport Executive this is 10% (8% in 2016, 7% in 2015, and 8% in 2014). Satisfaction with your personal security whilst on the bus. The satisfaction rating for 2017 is 78%. West Midland Bus Alliance 50 deliverables includes a commitment under number 49 to continue to fund and enhance the Safer Travel Partnership, increasing the number of police officers patrolling the network, supported by the best CCTV and technology. There will be a further review of this activity for next year.
Housing	The number of new homes built (to build 51,000 new build homes by 2031)	Bigger is Better	Annual Result Due July 2018	14,100	Not applicable	Not applicable	Monitoring data for 17/18 housing completions is currently being collected and will be available in the next 2 months
Housing	Homelessness will be prevented or relieved	Bigger is Better	Result due June 2018	10,000	Not applicable	Not applicable	A large proportion of the city's prevention activities are undertaken by commissioned third party partners (St Basils, Trident, Let2Birmingham, Homeless Prevention Welfare Service). From 3 April 2018 the Homeless Reduction Act duties commenced in which prevention and relief is a statutory function. Statutory reporting will be provided from June 2018.

Priority	Vision and Priority Measures	New / Existing	Aim	2017/18 End of Year Result	2017/18 End of Year Target	2017/18 Target-Missed/ Achieved	DOT from 2016/17, or, earliest Quarter 2017/18 for new Measures	Month 12 - March Commentary
Housing	Minimise the number of households living in temporary accommodation per 1,000 households	New	Smaller is better	5.33	No target	X	↘	The Service has seen an increase in the number of households approaching as homeless and entering temporary accommodation since the introduction of the Homelessness Reduction Act at the beginning of April. The number of households leaving temporary accommodation remains lower than the number entering temporary accommodation therefore, this figure will increase until such time as these trends are reversed. Significant work is underway to embed prevention throughout the housing division and across other directorates to ensure anyone at risk of homelessness is supported to remain within their current accommodation where appropriate or we support planned move on.
Housing	Number of homes built that are affordable.	Existing	Bigger is Better	Annual Result due June 2018	625	Not applicable	Not applicable	We are reliant upon Homes England (HE) to provide us with data for the number of Affordable Homes built with grant. Homes England (HE) have advised that the release of quarterly information to external parties conflicts with Government data protection guidelines as this data is classified as official statistics. Issuing of national statistics will be made available for reporting twice a year, in December (for the first 2 quarters) and July/August (for the final 2 quarters). In addition, we need data from Communities and Local Government which will be made public around June 2018.
Housing	The number of empty properties brought back into use (cumulative)	Existing	Bigger is Better	350	300	✓	↗	Very good end to the year with larger properties being returned to use.
Housing	Available Council Housing as a percentage of stock	Existing	Bigger is Better	99.44%	98.80%	✓	↘	Performance remains above target.
Jobs and Skills	The proportion of years 12 to 13 not in employment, education or training	New	Smaller is better	2.3%	3.0%	✓	Not applicable	The target for NEET is on track and slightly better than the national average of 2.9% and our statistical neighbours at 2.8%. The NEET percentage of 2.3% of the cohort, equates to approx.700 young people. The proportion of young people whose participation status is 'not known' poses a significant risk for the Safeguarding Board to consider. For Quarter 4 of 2017/18 it was 6.3% of the cohort (1,600 young people) compared to 2.8% for England, 3.7% For Core Cities and 2.7% for statistical neighbours.

Priority	Vision and Priority Measures	Aim	2017/18 End of Year Result	2017/18 End of Year Target	2017/18 Target Missed/ Achieved	DOT from 2016/17, or, earliest Quarter 2017/18 for new Measures	Month 12 - March Commentary
Jobs and Skills	Reducing the unemployment gap between Wards	Smaller is better	4.6%	5.4%	✓	↗	In Q4 2017/18 the average unemployment proportion across the 10 Birmingham wards with the highest unemployment levels stood at 6.7%. The corresponding figure for the 10 Birmingham wards with the lowest unemployment proportions was 2.2%. Therefore, the gap between the 10 best and worst performing wards stood at 4.6% points in Q4 2017/18. The baseline uses the long term average gap for the corresponding quarter to avoid any issues with seasonal variation. Over the last 5 years the average gap in Q4 between the best and worst performing wards was 5.4% points. The gap in Q4 2017/18 is 0.8% points lower than the 5 year average. The average level of unemployment in the 10 wards with the highest unemployment proportions has increased when compared to Q3 2017/18 (increasing from 6.4% to 6.7%) and the gap with the 10 wards with the lowest unemployment proportions has widened from 4.4% points in Q3 2017/18 to 4.6% points in Q4 2017/18. When compared with the long run average for the corresponding quarters the differential fell from 0.9% point in Q3, to stand at 0.8% points in Q4.
Jobs and Skills	Proportion of the population aged 16 to 24 qualified to at least level 1 (see commentary for list of eligible qualifications)	Bigger is Better	84.4%	81.0%	✓	↗	This is an Increasing Trend Annual Measure Level 1 qualifications are: first certificate; GCSE grades D,E,F or G; Music grades 1,2 & 3; Level 1 award, certificate, diploma, English for Speakers of other Languages (ESOL); Level 1 essential skills and functional skills; Level 1 National Vocational Qualification (NVQ). Performance, at 84.4%, is a slight improvement on the baseline of 81%.
Jobs and Skills	Proportion of the population aged 16 to 24 qualified to at least level 3 (see commentary for list of eligible qualifications)	Bigger is Better	45.6%	45.0%	✓	↗	This is an Increasing Trend Annual Measure Level 3 qualifications are: A level grades A,B,C,D or E; Music grades 6,7 & 8; access to higher education diploma; advanced apprenticeship; applied general; AS level; international Baccalaureate diploma; tech level; Level 3 award, certificate, diploma, English for Speakers of other Languages (ESOL), national certificate, national diploma; Level 3 National Vocational Qualification (NVQ). Performance, at 45.6%, is a slight improvement on the baseline of 45%
Jobs and Skills	Land developed (hectares), jobs created and new employment floor space created as a result of investment in infrastructure and development activity	Bigger is Better	Annual Result due June 2018	As set out in the Birmingham Development Plan	Not applicable	Not applicable	Monitoring data for 2017/18 employment land completions is currently being collected and will be available in the next 2 months. The latest available data is contained in the 16/17 Authority monitoring report and the Employment Land Assessment. For 2016/17 27.06 ha of employment land was developed for employment uses. This is the highest level of completions in the last 10 years. 2.4 ha of land was completed for offices. In terms of job creation there was a net increase of 13,000 jobs between 2015 and 2016 (the most recent years for which employment data is available). The total number of workplace jobs in Birmingham in 2016 was 517,000. We do not currently record floorspace created for employment land, but applying a standard development ratio of 40% built floorspace to developable area provides an estimate of approximately 110,000 sqm of new employment floorspace being created on employment land sites in 2016/17. Comparison retail floorspace completions for 2016/17 were 7,842 sqm (17,362 for all retail floorspace). Office floorspace completions for 2016/17 were 8,763 sqm.

Priority	Vision and Priority Measures	Aim	2017/18 End of Year Result	2017/18 End of Year Target	2017/18 Target-Missed/ Achieved	DOT from 2016/17, or, earliest Quarter 2017/18 for new Measures	Month 12 - March Commentary
Jobs and Skills	Increase the number of apprenticeships within other organisations through our influence on contract management	Bigger is Better	111	102	✓	↗	A number of contracts awarded, between 1st January and 31st March 2018, resulted in the target being exceeded by 9 apprenticeships appointments.
Jobs and Skills	The number of Birmingham City Council apprenticeships directly within the City Council	Bigger is Better	111	317	✗	↘	<p>There were no new apprenticeship starts in March 2018, and overall we were not able to achieve the agreed end of year target of 317 new apprenticeship starts across the organisation. At year end we achieved a total of 111 new starts. While progress during the year has not been as anticipated, this is a significant increase on the previous year's figure of 42 new starts (164% increase).</p> <p>The inaugural Apprenticeship Levy year, which established the Government imposed target of 2.3% of workforce undertaking an apprenticeship at the end of year 3, is reported as slow by all Local Authorities and many large employers. Reasons which contributed to our under performance include:</p> <ul style="list-style-type: none"> - Prolonged delays in the publication of the Local Government Association's (LGA) Apprenticeship Levy Guide which affected our ability to procure training providers in a timely manner throughout 2017/18. This led to unexpected complexity of reviewing, commenting on, and agreeing contracts from training providers. - Target figures were set on the assumption that Apprenticeship standards would be in place nationally for most service areas, however this has been much slower in development, with some standards still awaiting approval from the Institute for Apprentices and Education and Skills Funding Agency. This adversely affected our performance as we were not able to implement our proposed strategy.
							<p>The nationally set target for Apprenticeship starts has been set as an average over 3 years, allowing up to March 2020 (in line with national expectations) to perform. In order to bring us back on track in years 2 and 3 actions include:</p> <ul style="list-style-type: none"> - Developing workforce plans to embed Apprenticeships within them. - Continuing to work with Procurement to streamline processes to enable simple and effective procurement of Training Providers. - Working more closely with services across the council to simplify the process of recruiting and managing Apprentices. - Collaborating with colleagues in our Jobs and Skills team and others to utilise promotional events across the city. - Moving to a facilitating and enabling model with the Organisational Development Team supporting the provision of Apprentices. - Establishing a "Task and Finish" group to understand barriers and to develop solutions.

Priority	Vision and Priority Measures	Aim	2017/18 End of Year Result	2017/18 End of Year Target	2017/18 Target-Missed/ Achieved	DOT from 2016/17, or, earliest Quarter 2017/18 for new Measures	Month 12 - March Commentary
Jobs and Skills	Improved digital offer across Birmingham - work more closely with the Greater Birmingham & Solihull LEP and West Midlands Combined Authority (WMCA) to develop a digital and Smart City approach	Bigger is Better	Not applicable	Contribute to the development of WMCA action plans or work streams to enable effective working with the private and commercial sector to increase the digital connectivity and access for BCC city citizens and SMEs	✓	↔	Birmingham City Council has been nominated as one of the top 10 Digital Councils in the UK for its use of innovative digital technologies to support citizens. A plan to provide broadband into tower blocks is being developed as an opportunity to roll out further fibre deployment across the region. The WMCA is developing its data approach by exploring ways to make data available in a consistent and readily accessible way. An innovative project ARC is also under development to accelerate digital investment in the region to drive economic growth. Birmingham based 5G submission was unsuccessful. Working is being undertaken to develop a further submission for the next phase of the competition.
Health	More people will exercise independence, choice and control over their care through the use of a Direct Payment	Bigger is Better	24.4%	25.0%	✗	↗	The target was not fully met for the year 2017/18. At year end 24.4% of eligible clients were in receipt of a Direct Payment. A contributory factor was the increase in eligible clients from the start of the year to year end. If eligible clients had remained at the year-end number, the target would have been achieved. There is continued drive to continue to increase the number of adults having a direct payment to meet their care needs. This work will be ongoing.
Health	The quality of care provided in the city will improve so that more people receive a standard of care that meets or exceeds the quality threshold	Bigger is Better	Result due June 2018	75.0%	Not applicable	Not applicable	All adult social care providers were due to switch to a new quality monitoring methodology from 30 April 2018, however this has not been possible due to the abandonment of the tender for home support providers. As a result, the home support market have been requested to submit their Q4 data under the old system. This has caused some additional delay with the Q4 reporting deadline. We now anticipate reporting our outturn data at the end of June 2018.
Health	Increase in the number of our most deprived citizens who have engaged with our wellbeing service, been to an active park or attend at a wellbeing centre	Bigger is Better	220,165	180,000	✓	↗	We have exceeded our cumulative target of 180,000 with attendances remaining steady over the Wellbeing sites and our Outdoor offer, despite more bad weather. We engaged our most deprived citizens with an increase in outdoor activities such as Multi Sport sessions and running sessions in parks all over Birmingham.
Health	More people will receive the care they need in their own home	Bigger is Better	72.2%	Trend (Increasing)	✓	↗	Performance against this measure has improved over the last 12 months, with more service users able to remain living in their own homes. 72.2% of service users are living in the community, compared to 69.7% at the end of last year.
Health	Develop a methodology for counting the number of cycle journeys	Bigger is Better	Baseline established	Establish baseline by 31st March 2018	✓	N/A	The methodology for calculating the indicator has been developed and the baseline of 100 journeys has now been established. The indicator is calculated using an aggregate of all (50) automatic cycle counters in the city, with corrections applied for seasonal variation and for data gaps.

APPENDIX 2 – ORGANISATIONAL HEALTH MEASURES (END OF YEAR PERFORMANCE 2017/18)

Matters relating to:	Organisational Health Measure	Aim	2017/18 End of Year Result	2017/18 End of Year Target	2017/18 Target-Missed/Achieved	DOT from 2016/17, or, earliest Quarter for new Measures	Month 12 - March Commentary
Workforce	Workforce expenditure i.e. within budget	Smaller is better	£490.4m	£492.4m	✓	Not Comparable	<p>This target was achieved. Overall workforce expenditure for 2017-18 was £2.1m under budget, compared to a significant over spending in 2016-17. Although actual spend increased by 2.1% this has been mitigated by a 5.6% increase in the workforce budget for 2017-18.</p> <p>Robust monitoring and reporting has improved the focus on value for money in relation to non-core workforce expenditure. Additionally there was a reduction in agency expenditure within Waste Management during the period of industrial action.</p> <p>Workforce expenditure includes the cost of permanent, temporary employees, casual and agency workers, including enhancement payments and overtime</p>
Workforce	Workforce sickness absence rates	Smaller is better	10.45 (year to date per fte)	9.25 (per fte)	X	↘	<p>The out turn result was 10.45 days absence per full time equivalent member of staff (FTE) in 2017-18. This missed our target of 9.25 days by 1.2 days, and was 0.04 days (0.38%) higher than in the previous year. Average levels of absence in the public sector were around 8.5 days per employee. Absences were higher (in all sectors) for larger organisations, at around 9.8 days per employee (CIPD 2018). Adult Social Care and Health, Strategic Services, and Economy directorates each improved on their performance last year. This metric is still a key priority and the target will remain unchanged in 2018/19. The Council's Health and Wellbeing strategy for 2018/19 focusses on managing stress and mental health, and on prevention and earlier intervention strategies to reduce sickness absence.</p>
Workforce	Workforce attendance rates	Bigger is better	95.35%	95.00%	✓	↘	
Workforce	Number of accidents/incidents per 1,000 employees	Smaller is better	33.46	Trend	✓	↗	<p>Accidents/incidents reduced from around 50 during each of the first 3 months of the financial year, to around 34 during each of the final 3 months.</p> <p>The primary contributing factor across the financial year, was Incidents involving Aggression / Assault (around a 70:30 split between Verbal and Physical), and these were mainly:</p> <ul style="list-style-type: none"> • In Place Directorate, Waste Management Division, primarily due to previously reported issues around 'side waste' and the slowing of traffic due to the use of wheelie bins. There have been interventions around letter drops to raise awareness (side waste) and the National Driving Recklessly On Pavements initiative (DROPs), regarding aggression from motorists. • In CYP Directorate, Travel Assist service area, primarily involving Pupil Guides. This is due to the service being delivered on a very large scale (>600 Guides employed, around 1000 trips undertaken weekly) and the scope for intervention being somewhat restricted - service withdrawal is not an option. Reviewed risk assessments were found to be robust; a policy of 'zero preventable accidents' has been proposed, but many of the accidents and incidents reported were neither preventable, nor (in many instances) even foreseeable. <p>The second highest contributing factor was Slips and Trips, mainly in CYP and Place directorates, although the overall figures recorded are very low. Reports were reviewed to see if these were seasonal, local, job specific etc. and little in the way of a trend was identifiable, making generic intervention impractical.</p> <p>For 2018 / 2019 the same risk control measures will be in place. We should see decreasing numbers of Incidents in Waste Management Division, as the existing DROPs scheme is further publicised, better understood by potential / current offenders, fines are issued and the associated cultural and behavioural changes in the general public take further effect.</p>

Matters relating to:	Organisational Health Measure	Aim	2017/18 End of Year Result	2017/18 End of Year Target	2017/18 Target-Missed/Achieved	DOT from 2016/17, or, earliest Quarter for new Measures	Month 12 - March Commentary
Workforce	Volume of referrals to Occupational Health per 1,000 employees	Plan is best	83	Establish a baseline	✓	Not Comparable	The volume of referrals averaged around 83 per thousand FTE employees. The top 2 reasons for referring were mental health and musculoskeletal reasons. This mirrors the national picture of all sector absence reasons in the Chartered Institute of Personnel and Development's 2017 survey. Research suggests that employees are more likely to become depressed when immobile or in consistent pain through musculoskeletal diagnosis, so there may be some overlap of causation.
Workforce	Type of referrals to Occupational Health	Plan is best	Top 2 = Mental Health and Musculoskeletal	Type of referrals	✓	Not Comparable	Mental health has been the most prevalent reason for Occupational Health intervention; this may be indicative of employee moves from stress (a non- clinical issue) to a clinical diagnosis of anxiety or depression. The prevalence of other medical conditions, such as Upper Respiratory Tract Infections and arthritis in the winter period, is indicative of seasonal trends, as these can be triggered by seasonal weather.
Workforce	Increase in the number of people completing the staff survey	Bigger is better	2012 (2016 result)	Improve on previous	X	↘	(Previous result = 5,268). There was a fall in the number of staff completing the survey in 2016, this being despite both electronic and paper based surveys being available to staff. During 2017, the organisation began corporate wide service redesigns in order to bring strategic support to a central team. In order to facilitate this a staff survey was undertaken but its focus was on support services provided to all staff across the entire council, referred to as an "Internal Customer Survey". It was determined by the then Interim Chief Executive, that survey overload should be avoided and so the main staff survey was postponed with the intention to commence an annual survey following the appointment of a permanent Chief Executive. It was also felt this would allow the organisation to embed its new structures and capture staff responses once major successes such as securing the Commonwealth Games were included. The annual survey will now recommence and be delivered during 2018 and will form part of our new 4 year planning cycle.
Workforce	Increase in the feeling of engagement	Bigger is better	49.3% (2016 result)	Improve on previous	X	↘	(Previous result = 51.3%). From 2015 to 2016 this measure fell slightly by just 2%, however due to the survey not running in 2017 it is difficult to determine the reasons for this fall. This will of course be considered in the 2018 survey and plans adopted where necessary to build staff engagement, which will be facilitated through the redesign of our Organisational Development Team which was completed earlier this year.
Workforce	Increase in the trust rating	Bigger is better	41.8% (2016 result)	Improve on previous	N/A	Not Comparable	This was a new indicator in 2016. A survey was not carried out in 2017 but is expected for 2018 and this question will be revisited through the 2018 survey
Workforce	Increase in confidence in the Council to implement changes	Bigger is better	26.3% (2016 result)	Improve on previous	X	Not Comparable	Results are based on the 2016 survey (previous result = 28.0%). There was a change in emphasis from the 2015 survey to the 2016 survey and this means that the results are not directly comparable as the earlier survey simply measured whether staff felt changes would be implemented, the later measuring if they felt they would be implemented successfully. This measurement will be reviewed for the next survey.

Matters relating to:	Organisational Health Measure	Aim	2017/18 End of Year Result	2017/18 End of Year Target	2017/18 Target-Missed/Achieved	DOT from 2016/17, or, earliest Quarter for new Measures	Month 12 - March Commentary
Workforce	Increase level of pride for working for the Council	Bigger is better	57.8% (2016 result)	Improve on previous	X		(Previous result = 61.2%). There was a slight drop in this indicator, but the measurement will be revisited through the 2018 survey.
Citizen	The percentage of complaints answered within time	Bigger is Better	95%	90%	✓		Performance for responding within 15 working days in March was 93% citywide against the corporate target of 90%. The full-year result was 95%
Citizen	The percentage of citizens transacting digitally with the Council	Bigger is better	31.6%	23.2%	✓		Performance was 0.4% under target for the month. However, the full year result was 31.6% against the target of 23.2%
Citizen	The percentage of citizens registering satisfaction with the Council	Bigger is better	67.3% (March result)	61.5%	✓		Target achieved. The improvements are attributable to end to end work with services to improve customer experience and an uplift in satisfaction levels was seen when the method of capturing satisfaction was changed in December. Performance of 68.4% in February was the highest recorded result for Customer Satisfaction so far. The areas that dropped were Highways and Housing Repairs, both areas were impacted by the adverse weather in March.
Citizen	Increase in people trusting the Council to make right decisions	Bigger is better	72%	70%	✓		Up 2% on last year. Performance is based on the question 'How much do you trust Birmingham City Council?' asked in the residents survey.
Citizen	Increase in people feeling they can influence decision making	Bigger is better	46%	38%	✓		Up 8% on last year. Performance based on the question 'How strongly do you agree or disagree with each of the following? I can influence decisions about public services that affect my local area' asked in the residents survey.
Citizen	Increase in people feeling satisfied with the Council	Bigger is better	66%	64%	✓		Up 2% on last year. Performance based on the question 'Overall, how satisfied or dissatisfied are you with the way Birmingham City Council runs things?' asked in the residents survey.

Matters relating to:	Organisational Health Measure	Aim	2017/18 End of Year Result	2017/18 End of Year Target	2017/18 Target-Missed/ Achieved	DOT from 2016/17, or, earliest Quarter for new Measures	Month 12 - March Commentary
Citizen	Increase in people feeling informed by the Council	Bigger is better	59%	58%	✓	➔	Up 1% on last year. Performance based on the question 'Overall, how well do you think Birmingham City Council keeps residents informed about the services and benefits it provides?' asked in the residents survey.
Citizen	Increase in people feeling involved in making decisions affecting their local area	Bigger is better	30%	7%	✓	➔	Up 23% on last year. Performance based on the question 'How strongly do you agree or disagree with each of the following? I am involved in making decisions about public services that affect my local area' asked in the residents survey.
Governance	The percentage of council plan measures achieved	Bigger is better	63.6%	45.0%	✓	➔	At year-end, out of the 23 results, 1 was a trend measure against which no target had been set. Of the other 22 council plan measures, 14 (64%) exceeded or met their set target (an improvement of 19% compared to March 2017). For 22 measures, performance can be compared to that achieved at the end of March 2017. Of these, for 15 performance either improved or stayed the same, whilst for 6, performance had deteriorated. Reasons for underperformance, and actions being taken, are included in the attached Appendix 1 to the main Cabinet Performance Report.
Governance	Whistleblowing requests received that progress under the boundaries of the policy (% by directorate)	Trend	67%	No Target	N/A	➔	6 out of 9 complaints progressed under the boundaries of the policy:- 4 – Education 1 – Economy 1 - Place
Governance	Freedom Of Information requests responded to within deadline	Bigger is better	67%	85%	✗	➔	There are a high number of requests in the 'pending' column for SAR's and FOI's in March which are currently being worked on and some of them would still be in time i.e. FOI's received in the last week in March and the same would apply for SAR's.
Governance	Data Protection Act (SARs) requests in 40 days	Bigger is better	25%	85%	✗	➔	SAR's – we have identified there are a number of SAR's showing as 'open' which are assigned to a particular service team and the Corporate Team are liaising with them to identify issues why they have exceeded the 40 days.
Governance	Ombudsman complaints resulting in reports issued	Smaller is better	0%	5%	✓	↔	There were no Local Government Office reports against Birmingham City Council in March 2018.

Matters relating to:	Organisational Health Measure	Aim	2017/18 End of Year Result	2017/18 End of Year Target	2017/18 Target-Missed/Achieved	DOT from 2016/17, or, earliest Quarter for new Measures	Month 12 - March Commentary
Governance	Number of final audit reports issued per month	Trend	High - 0 Medium - 3 Low - 20 N/A - 5	No Target	N/A	N/A	A total of 28 audit reports issued in March 2018.
Governance	Judicial review challenges successfully defended	Bigger is better	100%	95%	✓	➔	
Governance	Maintain/improve compliance with ICT and procurement policies and governance	Bigger is better	Asset Owners 100% Quarantined Assets 1.4% Officers with multiple devices 3.1% Compliance to procurement procedures 100%	Asset Owners 100% Quarantined Assets <1% Officers with multiple devices 3% Compliance to procurement procedures 99%	X	➔	Performance has improved and targets achieved for both asset owners and compliance to procurement procedures. Compliance Officers have worked hard with the support of PICTOG groups to reduce the number of quarantined assets and Officers with Multiple devices. Although targets were missed, the percentage has gradually reduced over the 12 months for officers with multiple devices. Improvements in quarantined assets can also be seen when compared over the last 6 months. These targets will continue to be measured in 18/19.
Governance	Collection of council tax in year	Bigger is better	93.52%	94.80%	X	➔	The yearend cash collection rate is up on 2016/17 by 0.04% to 93.52%. Due to growth in the Council Tax base over £20 million additional tax has been collected - a combination of the tax rise and increase in the number of properties in the City. The current year collection rate only relates to cash flow and the Authority is on target to hit the overall collection rate of 97.1% by the end of year five.
Governance	Collection of business rates in year	Bigger is better	95.89%	95.52%	✓	➔	Business Rates like last month has exceeded the year-end target. The value of tax collected decreased slightly owing the additional number of reliefs awarded through various schemes initiated by the Government.