

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE LEADER OF THE COUNCIL FROM COUNCILLOR MORRIAM JAN

‘Perry Barr Masterplan’

Question:

Will the leader put the Perry Barr Masterplan implementation on the same basis as other area city plans with democratic leadership and involvement from all the five councillors (Perry Barr, Aston and Birchfield wards) directly affected by the Masterplan?

Answer:

A Regeneration Programme Director for Perry Barr has just been appointed. Their role will include developing an appropriate governance structure for the delivery of the ambitious Masterplan, which builds on the more than £700m that has been invested in the area over the last 4 years. Community and Member engagement across the three Wards which will directly benefit for this Programme will be central to the governance structure moving forward. The approach will draw on the experiences on similar projects, for example in East Birmingham, where a Ward Members Forum has been established.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE LEADER OF THE COUNCIL FROM
COUNCILLOR ADAM HIGGS**

“Fountain Damage”

Question:

What is the total cost of repairing damage to the fountain and plant room in Victoria Square caused by the recent incident where someone added detergent to the water?

Answer:

Works to establish the extent of repair works and associated costs to the fountain are still ongoing.

We are aware that four devices were added, or thrown, into the fountain water shortly after opening. These contained significant amounts of soap/detergent like liquids which has caused damage to the pumps, pipes, sealants and filters.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE LEADER OF THE COUNCIL FROM COUNCILLOR
DEBORAH HARRIES**

‘UN Treaty on the Prohibition of Nuclear Weapons’

Question:

Would the Council be willing to sign the pledge promoting the UN Treaty on the Prohibition of Nuclear Weapons?

Answer:

The UK has not yet signed or ratified the Treaty. This is a matter for the national government not Birmingham City Council.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE LEADER OF THE COUNCIL FROM COUNCILLOR
JON HUNT**

‘Perry Barr Masterplan’

Question:

Now that Games-related infrastructure is in place, what are the next steps in the implementation of the Perry Barr Masterplan?

Answer:

As per the response to A1, a Regeneration Programme Director for Perry Barr has just been appointed. Their role will include developing an appropriate governance structure for the delivery of the ambitious Masterplan, which builds on the more than £700m that has been invested in the area over the last 4 years. Community and Member engagement across the three Wards which will directly benefit for this Programme will be central to the governance structure moving forward. The approach will draw on the experiences on similar projects, for example in East Birmingham, where a Ward Members Forum has been established.

The priorities identified in the Masterplan will be progressed, with work underway on delivering the next phases of housing at PBRs, developing a business case for the bus garage, ensuring a sustainable future for the stadium complex, and maximising the opportunity presented by reinstatement work at Perry Park. More detail on the Programme is being developed and will be informed through engagement with key stakeholders and partners.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE LEADER OF THE COUNCIL FROM
COUNCILLOR RON STORER**

“Fountain protection”

Question:

What preventative measures (e.g. anti-foaming agents) are used to protect council owned waste features from 'soaping' incidents?

Answer:

I presume that you mean water features and not waste features.

Each water feature will have its own Operation and Maintenance Plan within which will be an Emergency Action Plan. The Emergency Action Plan provides detail for what needs to be done to mitigate any soaping incidents.

An anti-foaming agent cannot be present during normal operation due to the operating filters, chemical/chlorine dosing and water quality requirements.

For Victoria Square, if the fountain again comes under attack, the Emergency Action Plan specifies the addition of an anti-foaming agent into the water system whilst the water feature is turned off. The system would be temporarily out of action for 4-6 hours whilst the anti-foaming agent is introduced and cycled through the system.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE LEADER OF THE COUNCIL FROM
COUNCILLOR DARIUS SANDHU**

“Non-compliance with constitution”

Question:

Please provide a copy of all assurance reports to CLT in the last 4 years, regarding non-compliance with the constitution, (as per the management response to Auditor’s recommendations in their annual report - Improvement Recommendation #03)

Answer:

There has been 1 report to CLT (January 2022) in the last 4 years. This will be reported to the Audit Committee on 19th July 2022.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE LEADER OF THE COUNCIL FROM
COUNCILLOR MATT BENNETT**

“New Ways of Working”

Question:

The Council Financial Plan states, with regard to New ways of Working that:

“We intend that 80-85% of our workforce will continue to work in an agile and flexible manner; this has made a significant positive contribution to workforce equalities and talent management, opening up opportunities for example, to those with caring responsibilities to grow and develop in the workplace.”

Please provide us with evidence of the positive contribution that this way of working has had specifically within the different service areas of your portfolio. This should include information about performance against targets, the experiences of service users and the impact on recruitments, training and retention of junior and newly qualified staff.

Answer:

The goal of New Ways of Working (NWOW) is to cultivate an agile culture and behaviour throughout the organisation. NWOW is not a standard approach imposed across the council to driving better outputs and outcomes, but an approach that is as diverse as the services are diverse. Being Hybrid is just one element of being an agile organisation. For an Agile culture and behaviour, it is important that we can work in new ways and places, think in new ways, manage and learn in new ways and focus on delivering excellence through developing a performance culture.

Hybrid working as a notion of having the ability to work in different places is clearly is not appropriate to all staff in all settings. It might work very well in Financial Management or Planning or IT but clearly not in emptying bins or street cleaning or Adult Social Care. Where the setting is appropriate, it is about empowering our managers and staff to do the work as they, their role and their manager see fit to deliver better customer service. In the Health and Wellbeing Survey 80+% of those who responded expressed that they would like more flexibility and appreciated the ability to work from different locations. This is supported by the results of our most recent Future Workplace survey we carried out across the Council where again more than 80% of staff who responded would prefer flexibly for most of their working week. What Hybrid working does lead to is a diverse workforce whereby we are able to attract talent from up and down the country for some of our specialist roles, who

previously would have been out of reach; and it enables those with disabilities to contemplate a full time career with us, when for some this would have been a step too far due to their personal requirements.

The overall approach to managing employee performance – through appraisals, performance objectives and regular one-to-one meetings between manager and employee – has remained. But to ensure that our staff and managers are equipped to deliver the best outcomes in this new Hybrid world, NWOW have designed and introduced a series of training courses and advice sessions. For managers we have launched our “Managing Remotely” 2 half day workshop which equips managers with the skills to manage hybrid teams and to deliver optimum outcomes. It supports them to reflect and to consider how they manage in new ways. We have also launched a “Future Leaders” programme designed to create the Leaders we need now and in the future. For teams we are providing additional “on the shelf” resources to further support on ‘What makes a great team?’. This helps teams develop the skills to become a great team, through a mixture of facilitated sessions, online virtual classroom training and access to reading/materials to guide them. We have implemented a standard process called “Team Principles” where teams come together to determine how they are going to achieve their outcomes, how they are going to work, when they will meet face to face, how they will support each other etc. This is on top of the “owning and driving your own performance” initiative to drive up performance across the Council, an approach very active in Adult Services for example.

For individual staff members we have recently launched ‘Growing through Change’ to help staff learn to embrace and to feel more comfortable with change; and created a series of Focus Groups to co-create our approach to shape what we’re doing. This is all underpinned by the People Performance Officers who will work with every team across the Council to embed an agile working ethos, customer service principles and digital mindedness, all underpinned through a performance management culture. These posts will be managed by the new Organisational Effectiveness Team within People Services to ensure that NWOW is embedded into business as usual when the programme ends.

To ensure that performance is maintained in this new hybrid working, the corporate performance framework is being refreshed in line with the following framework, including updating of performance indicators and structures.



The Corporate Leadership have a monthly focus on performance across the Council which is supported by Directorate Performance Meetings. The Chief Executives 121s with Directors have a focus on performance and delivery.

With NWOW there is still the same requirement that managers will meet with their staff to agree yearly objectives and continue to meet regularly throughout the year to monitor progress. This will be underpinned through our Performance Guide which emphasises the role of all in delivering great outcomes for our citizens. The new Oracle system has an enhanced section for recording set objectives, and we are introducing a comprehensive Learning Management System which will come on line early next year to bring learning, talent and performance together in one place as we develop the concept of new ways of learning.

Included in NWOW are improvements in how we use technology, to support not only confidence and confidence in its use, but a desire to want to use it more effectively to drive down costs and increase customer satisfaction, and our property assets to enable better adoption of hybrid working and meeting our medium-term financial plan.

There are numerous examples where NWOW is having a positive impact. Some of these are listed below.

- The Council achieved a CIPFA 3-star Financial management rating during our emergency response to the pandemic, whilst staff were working from home and a whole year ahead of expectations.

- We have delivered 91% of our savings and 92% of our delivery plan commitments. This is the highest level of delivery on savings and delivery plan achievements in at least the last 5 financial years
- Regulation and Enforcement moved offices in October 2020 reducing the property requirements so that officers adopted a permanent hybrid method of working. The model is three days in the office and two days working from home.
- Neighbourhoods – Events - Agile working has given staff the flexibility to expand their workload capacity when it has been required. It has proven easier to work with partners when developing bids as meetings can be arranged more easily over the Teams platform.
- Neighbourhood Development & Support Unit - Lockdown drove the use of technology to establish Virtual Ward Forums – in some cases the number of residents participating in meetings increased as a result. Electronic meetings will continue to be an option to be used by Members for some meetings

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION THE LEADER OF THE COUNCIL FROM COUNCILLOR
ROBERT ALDEN**

“City Centre occupancy”

Question:

What assessment has been made for city centre businesses of the percentage of the workforce that will continue to work from home for all or part of the week post pandemic, and what adjustments have been made to the council's city centre plans as a result?

Answer:

The vision for the Our Future City Plan (OFCP) Central Birmingham Framework will focus on a mix of appropriate uses to ensure central Birmingham is a viable and attractive destination of choice up to 2040. As part of the OFCP/Arcadis internal stakeholder engagement this summer we will consult extensively with all the BIDs and take on board the ‘Colmore Bid Future Business District Study’ which acknowledged the role of digitalisation in changing work and enabling more workers to work away from the traditional workplace, the importance of the office as a networking space and the distribution of work and leisure over individuals’ lifetimes. From their research an emerging consensus on hybrid working is that the model predated the Covid-19 pandemic, has accelerated and is here to stay, with workers spending 2-3 days per week in the office. The growth agenda of encouraging more residential uses in the city centre at developments like Smithfield, and surrounding urban neighbourhoods in Digbeth, Rea Valley and Highgate will support businesses and ensure strong footfall going forward.

The OFCP Birmingham Central Area Framework and Delivery Plan will respond to the changing role of the city centre by identify appropriate development opportunities in the ‘Central Heart’ neighbourhood and wider inner city Central Renewal Areas. The OFCP Central Birmingham vision will underpin the Birmingham Development Plan (BDP) Review ‘Issues and Options’ document later this year and ultimately the future adopted statutory Birmingham Development Plan will provide the detailed policies and allocations to ensure this strategy is deliverable.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE DEPUTY LEADER OF THE COUNCIL FROM
COUNCILLOR MATT BENNETT**

“New Ways of Working”

Question:

The Council Financial Plan states, with regard to New ways of Working that:
“We intend that 80-85% of our workforce will continue to work in an agile and flexible manner; this has made a significant positive contribution to workforce equalities and talent management, opening up opportunities for example, to those with caring responsibilities to grow and develop in the workplace.”

Please provide us with evidence of the positive contribution that this way of working has had specifically within the different service areas of your portfolio. This should include information about performance against targets, the experiences of service users and the impact on recruitments, training and retention of junior and newly qualified staff.

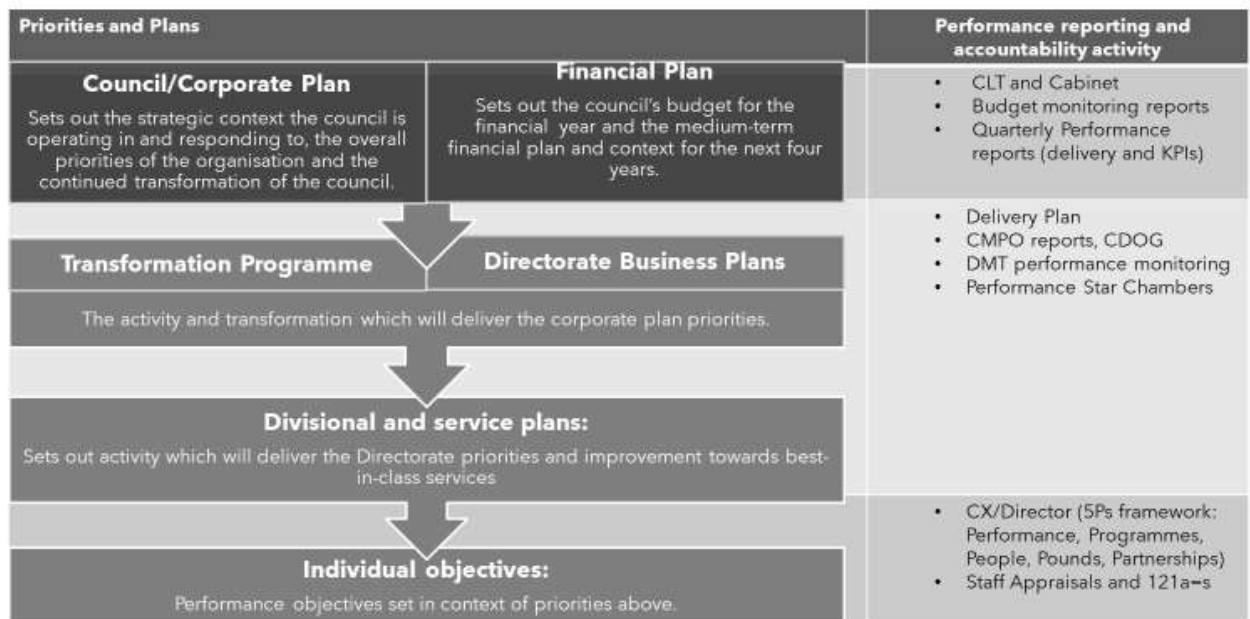
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The overall approach to managing employee performance – through appraisals, performance objectives and regular one-to-one meetings between manager and employee – has remained. But to ensure that our staff and managers are equipped to deliver the best outcomes in this new Hybrid world, NWOW have designed and introduced a series of training courses and advice sessions. For managers we have launched our “Managing Remotely” 2 half day workshop which equips managers with the skills to manage hybrid teams and to deliver optimum outcomes. It supports them to reflect and to consider how they manage in new ways. We have also launched a “Future Leaders” programme designed to create the Leaders we need now and in the future. For teams we are providing additional “on the shelf” resources to further support on ‘What makes a great team?’. This helps teams develop the skills to become a great team, through a mixture of facilitated sessions, online virtual classroom training and access to reading/materials to guide them. We have implemented a standard process called “Team Principles” where teams come together to determine how they are going to achieve their outcomes, how they are going to work, when they will meet face to face, how they will support each other etc. This is on top of the “owning and driving your own performance” initiative to drive up performance across the Council, an approach very active in Adult Services for example.

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To ensure that performance is maintained in this new hybrid working, the corporate performance framework is being refreshed in line with the following framework, including updating of performance indicators and structures.



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With NWOW there is still the same requirement that managers will meet with their staff to agree yearly objectives and continue to meet regularly throughout the year to monitor progress. This will be underpinned through our Performance Guide which emphasises the role of all in delivering great outcomes for our citizens. The new Oracle system has an enhanced section for recording set objectives, and we are introducing a comprehensive Learning Management System which will come on line early next year to bring learning, talent and performance together in one place as we develop the concept of new ways of learning.

Included in NWOW are improvements in how we use technology, to support not only confidence and confidence in its use, but a desire to want to use it more effectively to drive down costs and increase customer satisfaction, and our property assets to enable better adoption of hybrid working and meeting our medium-term financial plan.

Some examples from the Deputy Leader's portfolio where NWOW is having a positive effect are listed below:

- Remote working has enabled Legal Services to attract talent from across the Country in professional disciplines and skills that are under-represented in the local area, meaning that skills can be transferred, and the department can continue to grow its expertise.

- Professional staff in Legal Services are expected to be productive for at least 82% of their contractual hours in terms of time spent working on legal matters. Residual time is reserved for team meetings, 1:1's, and development needs. All time is recorded on the departments Case Management System which is monitored and interrogated at least monthly to ensure productivity targets are being met and challenged regularly. As a department, 93% productivity is currently being delivered, i.e. 11% above target.
- Delivering above target results in the department needing less staff overall to deliver the same outcomes, and this is measurable in terms of Full Time Equivalent (FTE) people. Considering the year prior to Remote Working being implemented and the years since, the measurable over-production in terms of people follows the below pattern:

Financial Year	Relative Over-production
2019-20	13%
2020-21	15%
2021-22	14%

- Working from home for the Contact Centre has meant that we have been able to maximise the shifts for parents who were part time due to leaving for school runs and now allows them to work slightly longer shifts, it has also assisted with our recruitment drives. During the Covid pandemic and more recently with supporting the Ukraine re-homing it has also allowed us to reach out to staff to stay beyond their shifts and also work weekends, working beyond shifts has also been utilised where we have seen peaks in demand due to welfare grant calls and allowed us to operate a queue buster system, where we arrange a call-back in the evening, had we been in the office we would have struggled to get staff to do this.
- Improvements have been identified in the Contact Centre advisors productivity which has resulted in a 2% increase in advisors calls per hour.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR ADRIAN DELANEY

“DBS check answers”

Question:

On 4 February 2020, your predecessor provided answers to questions on DBS checks for Home to School Transport. These were questions C1, C2 and C4 and all stated that the council does not have access to any employment history (including DBS checks) for contractors as these were held by a third party. Looking back at those answers, do you believe that the answer provided at that point was a fair and accurate representation of the situation at the time, and if not, can you please provide a correct answer to each question.

Answer:

The responses provided to questions C1, C2, and C4, were fair and accurate representations of the situation at the time.

In February 2020, those responses stated that 3rd party providers who deliver the Home to School Transport service were responsible for DBS checks and records for their employees. As a result, BCC did not hold any employment history for contractors and the 3rd party provider retained this as the employer.

Subsequent reviews resulted in the desire for greater transparency. Improved compliance and contractual practices have provided greater oversight of drivers and guides of 3rd party employees. As a result, by 18 June, BCC will have visibility of DBS checks for all guides regardless of whether they are employed by BCC or via a 3rd party.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR DAVID BARRIE

“Children returned to Education”

Question:

In each of the last 4 years how many children identified as ‘missing from education’ have been returned to full time education or suitable alternative provision?

Answer:

Data is not available for the period requested. The data provided below is for the period of 1st September 2021 to 31st March 2022 and reflects the position as of 1st April 2022. The data is collected and monitored monthly for the identified CME groups.

Children Missing Education

Academic year 2021-22	Number of cases where children’s whereabouts are being actively investigated by the CME team	Number of children with EHCPs without a school place	Number of open Fair Access Protocol referrals due to be placed	Number of open referrals with the No School Place Team
September	306	87	20	47
October	196	-	25	31
November	219	-	19	35
December	242	162	25	32
January	250	131	16	95
February	246	135	17	45
March	221	158	40	38

Of the 457 children recorded as CME in March 2022, 136 are confirmed as no longer CME. The largest cohort of children missing from education are those whose

whereabouts are not known. In March 2022, in cases where the investigations have concluded, over 70% of this cohort had left Birmingham and relocated to other local authorities or abroad.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR DEBBIE CLANCY

“Illegal schools”

Question:

In each of the last 4 years, how many ‘illegal’ schools have been found operating in Birmingham, including the total number of children in each and action taken

Answer:

Over the last 4 years Birmingham City Council has worked in partnership with Ofsted and the Department of Education where an education setting may be operating illegally.

Although a number of enquiries have been initiated, no illegal schools have been found.

Currently there are five ongoing investigations that have not concluded.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR DEIRDRE ALDEN**“Children Missing from Education”****Question:**

As 1 April each year between 2018 and 2022 how many children in Birmingham were identified as missing from education (i.e. not registered at a school and are not receiving suitable education otherwise than at school, as per section 436A Education Act 1996)?

Answer:

Data is not available for the period requested. The data provided below is for the period of 1st September 2021 to 31st March 2022 and reflects the position as of 1st April 2022. The data is collected and monitored monthly for the identified CME groups.

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CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR KERRY BREWER

“Children Missing from Education- safeguarding concerns”

Question:

In each of the last 4 years how many safeguarding referrals were on behalf of children who were missing from education?

Answer:

Safeguarding referrals are made via Birmingham Children’s Trust, Children’s Advice and Support Service.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR ADAM HIGGS

“SEND Tribunal Costs”

Question:

In each of the last 4 years, how much has the Council spent on defending SEND tribunal appeals?

Answer:

The Council has not incurred any additional costs i.e. legal fees or assessment costs in defending appeals during this period. The costs are solely staffing costs. The current Tribunal team has 12 members of staff (7 FT and 5 PT).

The approximate annual cost of the team of 12 is £753k (based on current pay scales).

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR RON STORER

“SEND Interim and Consultant Costs”

Question:

Please provide a breakdown of interim and Consultant spend in SEND & Home to School Transport since June 2018, with headings of:

- **Post Title**
- **Daily Rate**
- **Approved by**
- **Employed from**
- **Employed until/present**

Answer:

This information was provided previously for SEND only through a manual tracker, which was very time consuming and was not validated by an electronic system. With the implementation of Oracle, this will be able to be provided.

The actual spend on agency/interim/consultant staff in SEND and Home School Transport for 2021/22 financial year has been confirmed as £7.289m.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR BRUCE LINES**“SENDIST Claims”****Question:**

Please provide a of the number of SENDIST claims brought against the council month by month since June 2018, broken down by type of appeal (Section B / F / I or Cease to Maintain or Refusal to Assess or Refusal to Issue) and Outcome

Answer:

Please see breakdown of SEND Tribunal appeals received from June 2018 to May 2022:

NTA = Not to assess

NTI = Not to issue (Education, Health and Care Plan)

CTM = Cease to maintain

Month	Total appeals received	NTA	NTI	Sections B, F &/or I	CTM
Jun-18	19	3	3	12	1
Jul-18	17	6	1	10	0
Aug-18	16	5	1	10	0
Sep-18	25	11	3	11	0
Oct-18	30	6	1	23	0
Nov-18	18	6	0	12	0
Dec-18	14	5	6	3	0
Jan-19	16	11	0	5	0
Feb-19	25	9	1	15	0
Mar-19	31	11	0	20	0
Apr-19	30	11	1	18	0
May-19	43	10	2	31	0
Jun-19	34	7	5	19	3
Jul-19	26	7	4	13	2
Aug-19	21	13	1	7	0
Sep-19	22	5	4	13	0
Oct-19	22	6	3	13	0

Nov-19	12	4	3	5	0
Dec-19	9	2	3	4	0
Jan-20	21	4	7	10	0
Feb-20	18	3	3	12	0
Mar-20	19	5	2	12	0
Apr-20	18	4	1	13	0
May-20	20	2	0	18	0
Jun-20	28	5	5	18	0
Jul-20	40	3	0	37	0
Aug-20	25	2	2	21	0
Sep-20	19	2	1	15	1
Oct-20	12	2	1	9	0
Nov-20	15	4	3	8	0
Dec-20	14	8	4	2	0
Jan-21	10	7	0	3	0
Feb-21	18	7	3	8	0
Mar-21	9	2	1	6	0
Apr-21	24	3	2	19	0
May-21	25	0	2	23	0
Jun-21	27	0	3	24	0
Jul-21	46	0	9	37	0
Aug-21	56	6	5	45	0
Sep-21	52	10	8	34	0
Oct-21	42	8	5	29	0
Nov-21	25	7	3	15	0
Dec-21	30	6	10	14	0
Jan-22	59	20	14	24	1
Feb-22	30	9	2	19	0
Mar-22	44	5	2	37	0
Apr-22	40	11	6	22	1
May-22	68	19	2	46	1

The data regarding the outcomes of these appeals was not consistently recorded prior to 2021 and is in the process of being updated and cross referenced to ensure it is recorded correctly. Based on the current data for appeals in 2021:

- 46 appeals were conceded by the LA before its response to the appeal was submitted
- 30 were withdrawn by parent/young person
- 137 resolved by consent (without a final hearing)
- 39 final decisions were made by the Tribunal (8 decisions mainly in LA's favour, 3 decisions were equally in favour of LA and parents, 28 mainly in parent/young person's favour)

The number of appeals has increased this year as systems have improved. There are more staff in SENAR and better systems who can rigorously determine the appropriateness of whether a child should be assessed or not. And when an assessment has taken place, the application of the Code of Practice is more rigorous and determines whether an EHCP should be issued. There is an issue with lack of specialist places, both in special and mainstream schools. This is being addressed through a sufficiency strategy which will look at the expansion of special schools and specialist places over the next few years.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR GARETH MOORE

“SEND LGO\Judicial Review”

Question:

Please provide the number of LGO complaints upheld and/or reports issued against the council and Judicial Review pre-action protocol letters received in relation to SEND cases month by month since June 2018

Answer:

It has not been possible to give provide information since June 2018. The available information is as follows:

1) LGSCO (Local Government and Social Care Ombudsman) complaints:

Data is available from August 2019.

Since March 2019 to present the LGSCO upheld 21 SEND complaints

2) Judicial Review (JR) pre-action letters:

August – December 2019

4

2020

40

2021

29

2022

This data is being gathered currently so is not available

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR MATT BENNETT

“New Ways of Working”

Question:

The Council Financial Plan states, with regard to New ways of Working that:

“We intend that 80-85% of our workforce will continue to work in an agile and flexible manner; this has made a significant positive contribution to workforce equalities and talent management, opening up opportunities for example, to those with caring responsibilities to grow and develop in the workplace.”

Please provide us with evidence of the positive contribution that this way of working has had specifically within the different service areas of your portfolio. This should include information about performance against targets, the experiences of service users and the impact on recruitments, training and retention of junior and newly qualified staff.

Answer:

The goal of New Ways of Working (NWOW) is to cultivate an agile culture and behaviour throughout the organisation. NWOW is not a standard approach across the council to driving better outputs and outcomes and our approach is as diverse as the services are diverse. Hybrid working clearly is not appropriate to all staff in all settings. It might work very well in Financial Management or Planning or IT but clearly not in emptying bins or street cleaning or Adult Social Care. Where the setting is appropriate, it is about empowering our managers and staff to do the work as they, their role and their manager see fit to deliver better customer service. In the Health and Wellbeing Survey 80+% of those who responded expressed that they would like more flexibility and appreciated the ability to work from different locations. This is supported by the results of a recent Future Workplace survey we carried out across the Council where again more than 80% of staff who responded would prefer flexibly for most of their working week.

The overall approach to managing employee performance –through appraisals, performance objectives and regular one-to-one meetings between manager and employee – has remained. But to ensure that our staff and managers are equipped to deliver the best outcomes in this new Hybrid world, NWOW have designed and introduced a series of training courses and advice sessions. For managers we have

launched our “Managing Remotely” Course which equips managers with the skills to manage hybrid teams and to deliver optimum outcomes. We have also launched a “Future Leaders” programme designed to create the Leaders we need now and in the future. For teams we have also introduced further support on ‘What makes a great team?’. This helps teams develop the skills to become a great team. We have implemented a standard process called “Team Principles” where teams come together to determine how they are going to achieve their outcomes, how they are going to work, when they will meet face to face, how they will support each other etc. This is on top of the “owning and driving your own performance” initiative to drive up performance across the Council, an approach very active in Adult Services for example.

For individual staff members we have recently launched ‘Growing through Change’ to help staff learn to embrace and to feel more comfortable with change; and created a series of Focus Groups to co-create our approach to shape what we’re doing. This is all underpinned by the People Performance Officers who will work with every team across the Council to embed an agile working ethos, customer service principles and digital mindedness. These will be managed by the new Organisational Effectiveness organisation within People Services to ensure that NWOW is embedded into Business as usual when the programme ends.

To ensure that performance is maintained in this new hybrid working, the corporate performance framework is being refreshed in line with the following framework, including updating of performance indicators and structures.



The Corporate Leadership have a monthly focus on performance across the Council which is supported by Directorate Performance Meetings. The Chief Executives 121s with Directors have a focus on performance and delivery.

With NWOW there is still the same requirement that managers will meet with their staff to agree yearly objectives and continue to meet regularly throughout the year to monitor progress. The new Oracle system has an enhanced section for recording set objectives

Included in NWOW are improvements in how we use technology and our property assets to enable better adoption of hybrid working and meeting our medium-term financial plan.

The Children and Families Directorate have wholeheartedly embraced New Ways of Working, placing paramount importance of continuing to meet the needs of service users and stakeholders. Some services have necessitated a return of staff to council buildings to deliver services – for example Library of Birmingham and Birmingham Community Libraries – but predominantly the Directorate is utilising hybrid working, with staff doing a mix of working from home and onsite working for things like team meetings, away days and learning events. Where roles lend themselves to mainly working from home, this is being supported and technology is enabling staff to be productive and connected.

There has been good attendance at virtual meetings with health partners and other key stakeholders whilst Children and Families Directorate staff are back into face to face meetings with schools as required.

New Ways of Working has positively impacted on helping to reduce sickness absence rates, with the Directorate now standing at 9.67 average sickness days per FTE per year compared to 10.18 in 2019. Staff turnover as at May 2022 was 23% if measured by headcount or 15% if measured by full-time equivalent versus 31% and 23% in November 2019 respectively. A recent pulse survey conducted within the Directorate indicates that a large number of staff are engaged and feel supported, with 56.56% of staff feeling very satisfied or satisfied at work.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR ROBERT ALDEN

“DBS Checks”

Question:

Since April 2020, how many people with positive DBS checks have been cleared to work for the Home to School Transport Service?

Answer:

Since April 2020, in excess of 2600 DBS checks have been carried out on behalf of the Home to School service. During those checks 156 positive disclosures were returned, highlighting a previous conviction or caution. Those individual cases were then reviewed by the Service DBS Review panel, made up of representatives of HR and Home to School Transport to ascertain whether the positive disclosure should preclude an individual from working in the Home to School Service.

As a result 6 were found to be unfit for employment, and not cleared to work for the Home to School Service. 150 were cleared by the panel and, after following the appropriate process, were allowed to work for the Home to School Service.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES FROM COUNCILLOR ALEX YIP

“Taxi Spend”

Question:

Please provide a breakdown of amount spent per company on taxis for the home to school transport service over the last 4 years, including the number of children transported.

Answer:

Whilst Home to School management information is retained, unfortunately, historic back-office finance systems do not allow us to report on cost of spend per vehicle type. The new travel management system that is being developed, will provide a more detailed breakdown, but this system will not be fully implemented until next year.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR DIGITAL, CULTURE,
HERITAGE AND TOURISM FROM COUNCILLOR MATT BENNETT**

“New Ways of Working”

Question:

**The Council Financial Plan states, with regard to New ways of Working that:
*“We intend that 80-85% of our workforce will continue to work in an agile and flexible manner; this has made a significant positive contribution to workforce equalities and talent management, opening up opportunities for example, to those with caring responsibilities to grow and develop in the workplace.”***

Please provide us with evidence of the positive contribution that this way of working has had specifically within the different service areas of your portfolio. This should include information about performance against targets, the experiences of service users and the impact on recruitments, training and retention of junior and newly qualified staff.

Answer:

The goal of New Ways of Working (NWOW) is to cultivate an agile culture and behaviour throughout the organisation. NWOW is not a standard approach imposed across the council to driving better outputs and outcomes, but an approach that is as diverse as the services are diverse. Being Hybrid is just one element of being an agile organisation. For an Agile culture and behaviour, it is important that we can work in new ways and places, think in new ways, manage and learn in new ways and focus on delivering excellence through developing a performance culture. Hybrid working as a notion of having the ability to work in different places is clearly is not appropriate to all staff in all settings. It might work very well in Financial Management or Planning or IT but clearly not in emptying bins or street cleaning or Adult Social Care. Where the setting is appropriate, it is about empowering our managers and staff to do the work as they, their role and their manager see fit to deliver better customer service. In the Health and Wellbeing Survey 80+% of those who responded expressed that they would like more flexibility and appreciated the ability to work from different locations. This is supported by the results of our most recent Future Workplace survey we carried out across the Council where again more than 80% of staff who responded would prefer flexibly for most of their working week. What Hybrid working does lead to is a diverse workforce whereby we are able to attract talent from up and down the country for some of our specialist roles, who previously would have been out of reach; and it enables those with disabilities to

contemplate a full time career with us, when for some this would have been a step too far due to their personal requirements.

The overall approach to managing employee performance – through appraisals, performance objectives and regular one-to-one meetings between manager and employee – has remained. But to ensure that our staff and managers are equipped to deliver the best outcomes in this new Hybrid world, NWOW have designed and introduced a series of training courses and advice sessions. For managers we have launched our “Managing Remotely” 2 half day workshop which equips managers with the skills to manage hybrid teams and to deliver optimum outcomes. It supports them to reflect and to consider how they manage in new ways. We have also launched a “Future Leaders” programme designed to create the Leaders we need now and in the future. For teams we are providing additional “on the shelf” resources to further support on ‘What makes a great team?’. This helps teams develop the skills to become a great team, through a mixture of facilitated sessions, online virtual classroom training and access to reading/materials to guide them. We have implemented a standard process called “Team Principles” where teams come together to determine how they are going to achieve their outcomes, how they are going to work, when they will meet face to face, how they will support each other etc. This is on top of the “owning and driving your own performance” initiative to drive up performance across the Council, an approach very active in Adult Services for example.

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Making a positive difference every day to people's lives
PAGE 1



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With NWOW there is still the same requirement that managers will meet with their staff to agree yearly objectives and continue to meet regularly throughout the year to monitor progress. This will be underpinned through our Performance Guide which emphasises the role of all in delivering great outcomes for our citizens. The new Oracle system has an enhanced section for recording set objectives, and we are introducing a comprehensive Learning Management System which will come on line early next year to bring learning, talent and performance together in one place as we develop the concept of new ways of learning.

Included in NWOW are improvements in how we use technology, to support not only confidence and confidence in its use, but a desire to want to use it more effectively to drive down costs and increase customer satisfaction, and our property assets to enable better adoption of hybrid working and meeting our medium-term financial plan.

Some examples across the Digital, Culture, Heritage and Tourism where NWOW is having a positive effect are listed below:

IT & Digital

- The move to Office 365 and investment in improved IT equipment for staff has provided the platform to drive more agile and efficient working across the Council. The technology investment has given us greater resilience in terms of having access to emails and key documents off the network and on mobile devices
- MS Teams has driven a shift in digital meetings and collaboration. Getting larger teams together has not been restricted by room availability and this has strengthened business units by bring them together.

- Improved accessibility: Easier to contact people and quicker to get hold of them with more dynamic messaging
- The NWoW Bulletin has provided a corporate communication tool to give regular and focussed messages to staff.
- Online meetings have meant fewer journeys and contributed to a lower carbon footprint.
- Within the IT Service we have seen improvements in our relationships with suppliers, more regular contact and improved relationships mean improved results
- Absenteeism – there has been a quantifiable reduction in sickness
- Responses from IT&D to the few Major Incident experienced have been aided through earlier deployment and the ability to come together more easily to resolve. New communication channels also enable us to keep employees updated instantly.
- We have been able to retain valued employees through a hybrid work pattern. This has enabled them to get the desired work/life balance without which they would have resigned.
- Offering hybrid and remote working does enable us to widen the net geographically which is invaluable, especially as the technology jobs market is very competitive right now.

Culture, Heritage and Tourism

- The team are attending the vast majority of meetings online and the MS teams platform has enabled direct and immediate contact with colleagues and service users.
- Online attendance at meetings/seminars etc has increased so more stakeholders are involved in discussions.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR BABER BAZ**

‘Mobile Household Recycling Centre’

Question:

Given the ruling party’s commitment to continue MHRCs and given that in most wards the feasible locations for parking have now been established, will the cabinet member give a commitment that councillors will be given an advance annual schedule of dates and locations so that they can plan communications around the service?

Answer:

The approach to publicising locations to Members and citizens is currently being reviewed, and any changes will be communicated in due course.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR ROGER HARMER**

'Missed Collections'

Question:

It has been clear over the last 12 months that the metric used for monitoring missed collections is unreliable after it got stuck at below 1% when in fact large parts of the city were missing collections on a regular basis. I have presented evidence to Scrutiny that shows that using internal information on roads with dropped collections produces a much more accurate figure, than only including specific addresses, where the residents complain. Will the cabinet member ensure data is collected in this more accurate format, in addition to quoting the subsection represented by individually reported missed collections.

Answer:

The metric of missed collections reported per 100,000 scheduled is not intended to provide an exact number of properties that have suffered collection issues. Nor does it show any detail of repeated missed collections on an individual level. Instead, it acts as a representation of the number of residents who have contacted Birmingham City Council when they do not receive a collection. It is a very accurate figure as we know the exact number of missed collections that have been reported to us and the number of scheduled collections. The metric is used widely in the industry by most local authorities and other organisations such as the Association for Public Service Excellence for the purpose of benchmarking.

Providing the exact number of properties that have been missed is inherently more difficult. Not all properties present their bin every week (known as the set-out rate), because the house may be unoccupied, or the resident(s) simply don't require a weekly or fortnightly collection. Any attempt at a calculation of such metric detailing the exact number of bins that have been missed, is an overestimate because typically 10-15% would not have actually been presented for collection.

However, where whole roads are dropped, we can easily calculate the number that have potentially been missed and we have been working to produce this figure. At present it's difficult to calculate the number missed where part roads have been dropped, for example where there are access issues. We are however in the process of reintroducing slab in the cab technology, which will allow us to record exact properties potentially missed much more accurately. Once this is rolled out,

we will endeavour to provide an additional metric which will provide an insight into the number of properties potentially affected by collection issues.

We are also identifying individual properties that are subject to repeated missed collections. We will be able to further develop a metric which could detail repeated or consecutive missed collections.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR MORRIAM JAN**

‘Mobile Household Recycling Centre’

Question:

Could you provide the charts setting out the record of delivery of the mobile household recycling centre, one chart setting out, by day, the amount of recycling collected and details of which wards have been visited, by depot, and the second chart setting out, by day, the tonnage collected by depot from January 2022 to date?

Answer:

The attached gives the daily location breakdown per depot from January 2022 to date.



E3 locations.pdf

Due to the size and complexity of the information, recycling and residual tonnages are collated monthly by depot, and included in the spreadsheet. This is provided in the below attached document.



E3 tonnage.pdf

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR IZZY KNOWLES**

‘Refuse Sacks’

Question:

How many properties by ward are provided with coloured refuse sacks for waste services?

Answer:

Birmingham City Council no longer provides stripy coloured sacks to any residential properties for residual waste collections. This was a short-term initiative in selected areas of the city to help identify commercial waste that was illegally being presented for domestic collection.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR DEBORAH HARRIES**

‘Mobile Household Recycling Centre’

Question:

Publicity for MHRCs has relied heavily on councillors and candidates of all parties rushing leaflets through doors. Now the election is over, what is the cabinet member’s communication strategy for ensuring all affected residents are aware of this service, the dates and locations of visits?

Answer:

The approach to publicising locations to Members and citizens is currently being reviewed, and any changes will be communicated in due course.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR JON HUNT**

‘City Waste Collection Service’

Question:

Over the last 12 months there have been huge problems in maintaining a reliable waste collection service. What steps has the cabinet member taken to ensure improvements in service, ensuring that collection is reliable and that residents have timely and accurate information about any problems with the service?

Answer:

Street Scene Management has over the last 12 months recruited to 85 vacant positions across the services. This has brought stability to rounds and ensured that the local knowledge of rounds is maintained. The positive effects are improved performance and fewer service failures.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR PENNY WAGG**

‘Fox Hollies Park’

Question:

Work to upgrade the play areas in Fox Hollies Park, using Section 106 funding, was due to start in the ‘Spring’ of this year, with completion over the Summer, but there is still no sign of any work beginning. Please can you provide an update on the timetable for the work.

Answer:

The work is planned to commence on site in late August with an anticipated completion date of mid-December 2022. The delay has arisen due to other workload commitments and current long lead in times for manufacture and delivery of the specified play equipment.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR COLIN GREEN**

‘Recycling Collections’

Question:

What will the council do to provide regular recycling collections to people in flats above shops?

Answer:

Collections from flats above shops are problematic for several reasons. Residents often tend to be relatively short stayed which makes the communication difficult to ensure recycling compliance.

Many flats above shops have little or no space for the storage of recycling bins and where these have been provided they have been stolen or abused by traders below. As each situation is different the Department looks to work with residents on a case by case basis to deliver a solution that best suits their situation.

Recycling opportunities are also provided for people to take their recycling materials to household recycling centres and also in addition the new initiative of mobile household recycling vehicles provides the opportunity for residents to recycle their waste.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR ADAM HIGGS**

“Fleet age”

Question:

Broken down by depot, what is the average age of the fleet within waste management?

Answer:

Montague Street Depot - average age is 9 years old
Lifford Lane Depot - average age is 9 years old
Perry Barr Depot - average age is 8 years old
Redfern Depot - average age is 9 years old

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR BRUCE LINES**

“Fly tipping”

Question:

How many reported fly tipping incidents were there in each of the last 4 years?

Answer:

The number of fly tipping incidents received each year is as follows. Note these are reports rather than incidents and hence duplicate reports may be received about the same incident.

2018 27698

2019 26540

2020 33891

2021 39470

2022 13348 (to 5 June 2022)

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR ROBERT ALDEN**

“Fleet Replacement”

Question:

Please provide the total number of replacements made of Council fleet within the waste management service in each of 2019/20, 2020/21, and 2021/22.

Answer:

2019/20 = 0
2020/21 = 30
2021/22 = 45

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR DAVID PEARS**

“Missed Collections”

Question:

Please provide a list of other comparable councils who use the same metric and methodology for missed collection performance (i.e. individual reported missed collections) along with the latest available benchmarked data for each of these

Answer:

Please see performance indicators PI 22a-f on page 3 of the attached Performance Networks document compiled by Association for Public Service Excellence (APSE). Please note that APSE retain the detail of these comparable Councils confidential so we are unable to provide the names of the Councils.



E12 - 103 RF PIS
20-21 - Birmingham

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM COUNCILLOR DEIRDRE ALDEN

“MHRCs”

Question:

In each month since January 2022 up to and including May 2022, how many visits did each Ward receive from the MHRC service?

Answer:

The below table details the number of visits for each ward between the 1st January 2022 and 31st May 2022. The number of planned visits for the MHRC service have been produced based on the number of reported fly-tipping incidents received for the Ward. Please note, the service patterns are due to be reviewed to take into account the latest fly-tipping and cleanliness data as part of any updates and changes which may be made to the MHRC service for the coming year.

Ward	Visits	Ward	Visits
Acocks Green	6	Lozells	5
Allens Cross	3	Moseley	6
Alum Rock	15	Nechells	6
Aston	6	Newtown	6
Balsall Heath West	15	North Edgbaston	6
Bartley Green	5	Northfield	3
Billesley	5	Oscott	5
Birchfield	6	Perry Barr	5
Bordesley & Highgate	17	Perry Common	2
Bordesley Green	16	Pype Hayes	3
Bournbrook & Selly Park	5	Quinton	5
Bournville & Cotteridge	2	Rubery and Rednal	2
Brandwood & King's Heath	5	Shard End	5
Bromford & Hodge Hill	7	Sheldon	6
Castle Vale	2	Small Heath	15
Druids Heath and Monyhull	4	Soho & Jewellery Quarter	14
Edgbaston	3	South Yardley	2
Erdington	6	Sparkbrook & Balsall Heath East	7
Frankley Great Park	3	Sparkhill	15
Garretts Green	3	Stirchley	3
Glebe Farm & Tile Cross	5	Stockland Green	6
Gravelly Hill	2	Sutton Four Oaks	3
Hall Green North	5	Sutton Mere Green	3
Hall Green South	3	Sutton Reddicap	3
Handsworth	5	Sutton Roughley	3

Handsworth Wood	5	Sutton Trinity	3
Harborne	5	Sutton Vesey	3
Heartlands	15	Sutton Walmley & Minworth	2
Highters Heath	3	Sutton Wylde Green	3
Holyhead	6	Tyseley & Hay Mills	7
Kings Norton North	3	Ward End	5
King's Norton South	6	Weoley & Selly Oak	4
Kingstanding	6	Yardley East	5
Ladywood	16	Yardley West and Stechford	3
Longbridge & West Heath	3		

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR RICK PAYNE**

“WRCOs”

Question:

**Please provide a copy of any review carried out into the WRCO role within
street scene**

Answer:

The WRCO role is being looked at currently with the view to purchasing new technology as the current mobile devices are beyond their usefulness, generally through old age and connectivity. Whilst this takes place the WRCOs are gathering the information of what they see on their rounds and feeding this back to managers and the Business Support Officers to action.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR DAVID BARRIE**

“MHRC recycling figures”

Question:

What was the total percentage of waste collected by MHRCs during 2022/23 that was a) recycled b) reused c) incinerated d) sent to landfill

Answer:

Residual	Lifford	Montague Street	Perry Barr	Redfern Road
Jan-22	54.04	20.12	27.98	20.48
Feb-22	51.46	61.28	37.76	27.44
Mar-22	63.08	69.04	56.64	48.94
Apr-22	52.94	70.28	37.4	19.4
May-22	45.7	78.9	16.08	31.9

Recycling	Lifford	Montague Street	Perry Barr	Redfern Road
Jan-22	2.42	0.68	0.64	0.38
Feb-22	2.62	4.56	0.78	1.9
Mar-22	2.08	2.08	1.78	2.02
Apr-22	1.38	2.12	0.6	0.76
May-22	1.94	3.54	0.58	0.74

Materials collected by the Mobile Recycling Centre are taken to BCC Waste Transfer Stations (WTS) and BCC Household Recycling Centres (HRC). The residual materials are combined with all residual materials at BCC WTS and the recycling is combined with materials at BCC HRC sites. This is to ensure that we make optimum use of the vehicle movements of all BCC waste and materials. It is not possible to identify individual input streams, only information on the end destinations for all municipal waste streams as a whole.

E16

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR RON STORER**

“Parks and Green Spaces”

Question:

**Please provide a list of the 400 parks and green spaces in Birmingham,
including the location and size of each.**

Answer:

Please see attached document.



E16%20-%20PARKS
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CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR SIMON MORRALL**

“Waste Service payments”

Question:

What additional payments and/or changes to other working conditions have been made to employees in the waste service since April 2021 (including dates of any payments or changes)

Answer:

There have been no changes to additional payments or working conditions since April 2021, other than 1) withdrawal of COVID hygiene payments for increased cleaning of uniform/PPE in line with national guidance on infection control measures, from August 2021, and 2) implementation of NWoW from May 2022 - changing operational hours for service provision. During this period staff have been eligible for payments in line with BCC policies.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT
FROM COUNCILLOR MATT BENNETT**

“New Ways of Working”

Question:

The Council Financial Plan states, with regard to New ways of Working that:

“We intend that 80-85% of our workforce will continue to work in an agile and flexible manner; this has made a significant positive contribution to workforce equalities and talent management, opening up opportunities for example, to those with caring responsibilities to grow and develop in the workplace.”

Please provide us with evidence of the positive contribution that this way of working has had specifically within the different service areas of your portfolio. This should include information about performance against targets, the experiences of service users and the impact on recruitments, training and retention of junior and newly qualified staff.

Answer:

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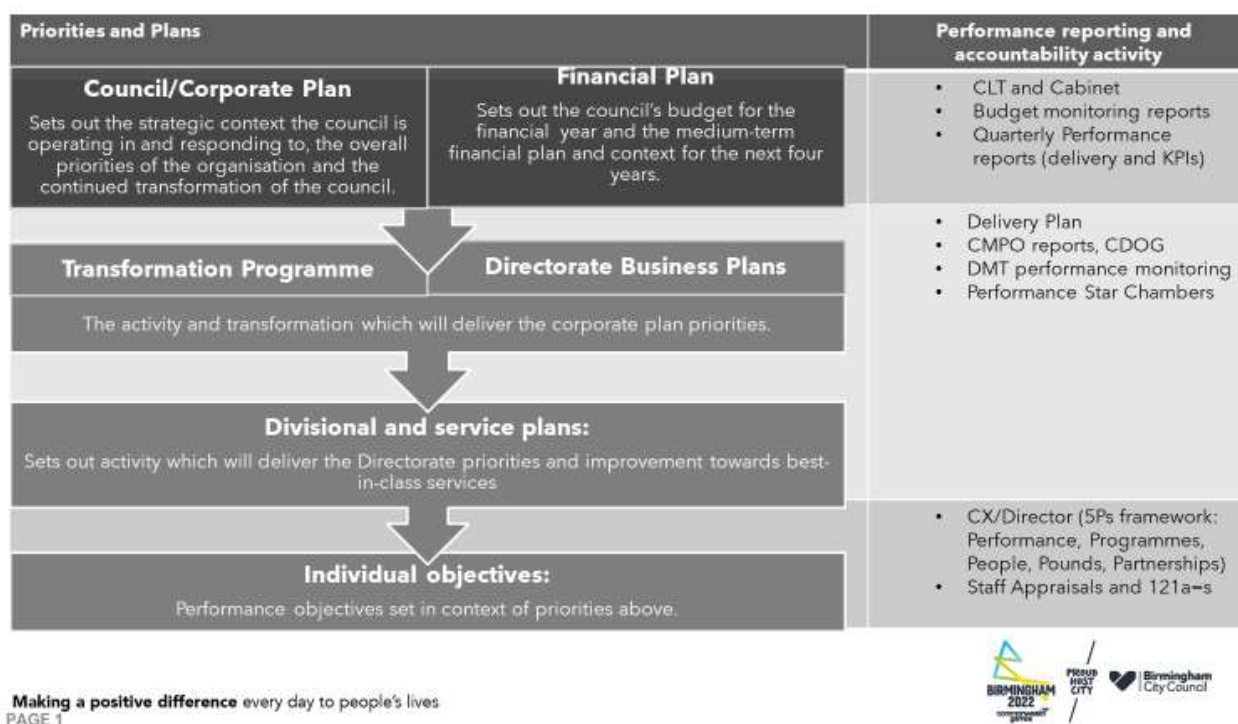
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Included in NWOW are improvements in how we use technology, to support not only confidence and confidence in its use, but a desire to want to use it more effectively to drive down costs and increase customer satisfaction, and our property assets to enable better adoption of hybrid working and meeting our medium-term financial plan.

Here are some examples across the Cabinet Member's Portfolio where NWOW is having a positive effect are listed below:

City Operations Directorate

Regulation & Enforcement - The service has rationalised property requirements with relocation of service outside the city centre - reduces work stations and reduces environmental impact on Clean Air Zone. The pest control service uses hand-held

technology, embracing contact centre technology for arranging appointments improving the service effectivity.

The Parks Service has embraced NWOW across all sections of the Division and whilst some managers are continuing to work from home others have adopted a more hybrid model between home and office. Operations Managers in Birmingham Parks and Nurseries continue to work out of their offices/depots in order to best utilise their time, supporting the gardening operatives on their daily rotas and programmed workloads.

The operational gardening staff have continued to deliver the expected high level of service across parks and other green assets that they maintain – continually achieving over 98% delivery on programmed works.

The Ranger Service and Nursery staff have continued to deliver a public facing role and maintained their normal hours of operation throughout and going forward.

Whilst all Park Managers spend time attending site meetings, the ability to carry out a host of meetings virtually via Teams has led to a significant increase in meetings being able to be “fitted in” in a more timely manner, and cut down hours of travelling time between meetings which was the norm before Covid. In this regard officer time is more efficiently spent dealing with issues, projects, and enquiries rather than travelling.

For Waste Services the NWOW allows for the job completion and a core time of 5 hours is in place if work is being caught up at any point that has been dropped or if there are religious festivals, bank holidays that generate additional work crews are expected to clear this and work up to the 7.18 hour working day. There is also some ability included with the NWOW to allow for the City's growth.

Waste has recognised that training is key to be able to invest in staff. The NWOW allows for far more training and development to take place all employees will be able to take part in a full additional training and refresher programme. The time following the core and break times allows for the services to be able to take the steps to train and develop staff. The department is also investing in computers for the depots for online training to take place it is recognised that front line manual staff in many cases don't have access to the relevant technology to be able to carry out mandatory training or many of the other course available. Taking this step, the expectation is that the workforce have the facilities and time within the 7.18 hour working day to meet the needs of their training and development allowing us to have a fully trained and informed workforce.

The department is also rolling out technology such as Slab in the Cab for drivers and mobile technology for the waste reduction and collection officers. The NWOW allows further time for the information gathered to be dealt with once the crew returns from completing their rounds.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR DARIUS SANDU**

“Missed Collections”

Question:

How many reported missed collections by ward, by depot, and in total were there in 2021/22?

Answer:

Please find the number of reported missed collections by ward below. This is a combined figure for residual and recycling, but excludes garden waste and collections using large shared containers for residual waste at flats. Residents are unable to report the same missed collection more than once, however if both residual and recycling collections are missed in the same week, this would be counted twice if they were both reported.

We are unable to split this exactly by depot because the depot boundaries no longer exactly follow the ward boundaries since they were changed in 2018. In addition, we allow anyone to report a missed collection where there may not be a route assigned in the system (for example a new build house at initial occupation), so it's not possible to assign a depot to every missed collection. Therefore, these have been split into two separate tables rather than by ward and depot together.

Ward	Number of reported missed collections
Acocks Green	758
Allens Cross	520
Alum Rock	867
Aston	1186
Balsall Heath West	314
Bartley Green	1715
Billesley	972
Birchfield	748
Bordesley & Highgate	621
Bordesley Green	428
Bournbrook & Selly Park	870
Bournville & Cotteridge	843
Brandwood & Kings Heath	918
Bromford & Hodge Hill	553
Castle Vale	1027
Druids Heath & Monyhull	506

Edgbaston	900
Erdington	2868
Frankley Great Park	897
Garretts Green	587
Glebe Farm & Tile Cross	1281
Gravelly Hill	694
Hall Green North	808
Hall Green South	197
Handsworth	838
Handsworth Wood	1440
Harborne	1609
Heartlands	343
Highters Heath	632
Holyhead	637
Kings Norton North	659
Kings Norton South	950
Kingstanding	2693
Ladywood	553
Longbridge & West Heath	1427
Lozells	556
Moseley	611
Nechells	315
Newtown	361
North Edgbaston	1341
Northfield	734
Oscott	3368
Perry Barr	2152
Perry Common	965
Pype Hayes	1696
Quinton	1817
Rubery & Rednal	455
Shard End	1007
Sheldon	920
Small Heath	246
Soho & Jewellery Quarter	890
South Yardley	345
Sparkbrook & Balsall Heath East	511
Sparkhill	530
Stirchley	431
Stockland Green	2281
Sutton Four Oaks	1770
Sutton Mere Green	1386
Sutton Reddicap	1394
Sutton Roughley	1368
Sutton Trinity	1557
Sutton Vesey	3347
Sutton Walmley & Minworth	2427
Sutton Wylde Green	1053
Tyseley & Hay Mills	407
Ward End	409
Weoley & Selly Oak	1136

Yardley East	642
Yardley West & Stechford	544
Unassigned ward	88

Depot	Number of reported missed collections
Lifford Lane	16910
Montague Street	4419
Perry Barr	34809
Redfern Road	11504
Unassigned depot	4277

E20

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR ENVIRONMENT FROM
COUNCILLOR RICHARD PARKIN**

“Missed routes”

Question:

How many missed or incomplete routes were there within the waste collection service by ward, by depot and in total in 2021/22?

Answer:

Unfortunately, we do not have this information available as we only began recording incomplete rounds centrally at the beginning of 2022.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR FINANCE AND
RESOURCES FROM COUNCILLOR PAUL TILSLEY**

'Pandemic Relief Fund'

Question:

Research has found that most of the COVID-19 Additional Relief Fund, the support package to compensate businesses impacted by the pandemic - has yet to be distributed with two thirds of councils are yet to “establish any kind of scheme” to distribute the money. Could the Cabinet Member give details of how much money the Council paid to businesses under this scheme and if there are any applications still waiting to be assessed?

Answer:

Birmingham has been allocated £30.1m Covid Additional Relief Funding (CARF). The CARF scheme was approved on 9 March 2022 and required those wishing to apply initially complete an application process. As a result no relief was awarded during the 2021/22 financial year.

Despite advertising the scheme to all eligible businesses annual billing uptake has been low, as at the end of April 2022 applications received permitted only £245,870 in CARF relief to be awarded in 2022/23 against 2021/22 NNDR liabilities. There are currently only 10 applications for CARF relief waiting to be assessed.

We have carried forward all of the funding into 2022/23 although CARF relief can only be used to reduce 2021/22 Business Rates liabilities.

Applications for CARF relief will close at the end of June 2022 at which point the Revenues Service will review the scheme and make auto awards to eligible businesses who have not applied. This will ensure the funding is used in its entirety.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR FINANCE AND
RESOURCES FROM COUNCILLOR EWAN MACKEY**

“Payment of suppliers”

Question:

By month from April 2021-May 2022, what percentage of invoices were paid within 30 days?

Answer:

We are still developing reports in Oracle to be able to produce this data. Once we have developed these reports we will be able to publish.

Below is the data for last financial year April 2021 to March 2022

% of undisputed supplier invoices paid within 30 days of receipt by Accounts

Payable

Apr 2021	92.80%
May 2021	95.14%
Jun 2021	96.34%
Jul 2021	96.88%
Aug 2021	94.44%
Sep 2021	92.47%
Oct 2021	97.68%
Nov 2021	96.17%
Dec 2021	95.91%
Jan 2022	86.79%
Feb 2022	92.95%
Mar 2022	88.79%

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR FINANCE AND
RESOURCES FROM COUNCILLOR MATT BENNETT**

“New Ways of Working”

Question:

The Council Financial Plan states, with regard to New ways of Working that:
“We intend that 80-85% of our workforce will continue to work in an agile and flexible manner; this has made a significant positive contribution to workforce equalities and talent management, opening up opportunities for example, to those with caring responsibilities to grow and develop in the workplace.”

Please provide us with evidence of the positive contribution that this way of working has had specifically within the different service areas of your portfolio. This should include information about performance against targets, the experiences of service users and the impact on recruitments, training and retention of junior and newly qualified staff.

Answer:

The goal of New Ways of Working (NWOW) is to cultivate an agile culture and behaviour throughout the organisation. NWOW is not a standard approach imposed across the council to driving better outputs and outcomes, but an approach that is as diverse as the services are diverse. Being Hybrid is just one element of being an agile organisation. For an Agile culture and behaviour, it is important that we can work in new ways and places, think in new ways, manage and learn in new ways and focus on delivering excellence through developing a performance culture. Hybrid working as a notion of having the ability to work in different places is clearly is not appropriate to all staff in all settings. It might work very well in Financial Management or Planning or IT but clearly not in emptying bins or street cleaning or Adult Social Care. Where the setting is appropriate, it is about empowering our managers and staff to do the work as they, their role and their manager see fit to deliver better customer service. In the Health and Wellbeing Survey 80+% of those who responded expressed that they would like more flexibility and appreciated the ability to work from different locations. This is supported by the results of our most recent Future Workplace survey we carried out across the Council where again more than 80% of staff who responded would prefer flexibly for most of their working week. What Hybrid working does lead to is a diverse workforce whereby we are able to attract talent from up and down the country for some of our specialist roles, who previously would have been out of reach; and it enables those with disabilities to contemplate a full time career with us, when for some this would have been a step too far due to their personal requirements.

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Making a positive difference every day to people's lives
PAGE 1



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Here are some examples across the Finance and Resources Portfolio where NWOW is having a positive effect:

- Birmingham Audit exceeded its target of delivering 95% of the Audit Plan in 21/22.
- Council achieved a CIPFA 3-star Financial management rating from during and responding to a pandemic, whilst working from home and a whole year early. We have been showcased as an exemplar for this major transformation of the organisation at pace.
- Highly commended nationally for COVID leader of the year by CIPFA in recognition of the activity the Finance team undertook to report organisationally and co-ordinating regionally and with core cities and influencing nationally.

- Delivered 91% of budgeted savings in 2021/22, well in excess of performance of other years, including a £20m corporate workforce saving; the first time a corporate saving of this scale has been achieved. This is the highest level of savings delivery in at least the last 5 years.
- For the Revenues Service, pre Covid 50% of the service were working from home anyway but with old laptops, no MS Teams, or webcams etc. These staff are now far better connected than previously, it's easier for them to contact colleagues, attend meetings etc and they feel far more "included" these days.
- NWOW has provided significant financial benefits due to removing the requirement for Inspectors to be based at Woodcock Street. As the Inspectors are working with more agility, it has reduced travel time and therefore increased the number of site inspections that can be conducted which in turn assists in an increase in Revenue for BCC and efficiency for the customer.
- Training and staff briefings are far easier these days over teams. Cramming into small meeting rooms multiple times to relay training over and over again to staff 15 at a time is a thing of the past, it can be done in one hit (and those unable to attend can review a recording).
- Commercial Advertising Portfolios - no detrimental impact on the productivity of the portfolio. In fact, the division exceeded income generation targets by over £500k in 2021/22 and achieved in excess of £2m value of free advertising on the digital network promoting council messaging and events.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR FINANCE AND RESOURCES FROM COUNCILLOR DAVID BARRIE

“Police Funding”

Question:

Please provide a breakdown of all funding received over the last 4 years from the West Midlands Police\West Midlands Police and Crime Commissioner, including what projects were for

Answer:

The funding received from the West Midlands Police/West Midlands Police and Crime Commissioner since 2018/19 is shown in the table below broken down by the projects the money has been spent on.

Table 1: Revenue Grant Funding from the West Midlands Police

	2021/22 £	2020/21 £	2019/20 £	2018/19 £
Resilience for Commonwealth Games	0	100,000	0	0
Reimbursement of salary costs - BCC staff seconded to Violence Reduction Unit	57,766	2,384	30,902	26,084
Violence Reduction Unit Grant	106,170	96,592	112,289	0
Community Safety Fund	814,346	526,270	1,126,626	1,282,088
Total	978,282	725,246	1,269,817	1,308,172

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR FINANCE AND
RESOURCES FROM COUNCILLOR ALEX YIP**

“Oracle”

Question:

What is the latest final projected total implementation cost of the new ERP system?

Answer:

£36,872,249 of which £19,808,217 is capital and £17,792,032 is revenue.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR HEALTH AND SOCIAL CARE FROM COUNCILLOR MATT BENNETT

“New Ways of Working”

Question:

The Council Financial Plan states, with regard to New ways of Working that: *“We intend that 80-85% of our workforce will continue to work in an agile and flexible manner; this has made a significant positive contribution to workforce equalities and talent management, opening up opportunities for example, to those with caring responsibilities to grow and develop in the workplace.”*

Please provide us with evidence of the positive contribution that this way of working has had specifically within the different service areas of your portfolio. This should include information about performance against targets, the experiences of service users and the impact on recruitments, training and retention of junior and newly qualified staff.

Answer:

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Here are some examples across the Health and Social Care Cabinet Portfolios where NWOW is having a positive effect:

Adult Social Care

Throughout the pandemic Social Workers and Occupational Therapists have continued to meet citizens. The flexibility of the new ways of working has enabled the service to reach out to our most vulnerable citizens and offer advice and support and professionals have benefited from the flexibility of working in other locations and from home enabling them to maximise their time.

Staff feedback sessions with teams has been positive. A common statement from professionals is that 'Social Work in Birmingham is extremely difficult, having time with colleagues is important for professional development and case discussion, yet to spend time with family and not in traffic has enabled a work life balance that supports positive wellbeing. We can use the system (eclipse) better without the distraction of a noisy office space and conversations with citizens is easier without lots of background noise'.

Adult Social Care are working closely with health colleagues to develop a more integrated and co-located model and the NWOW and improved technology will support this endeavour.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR HOUSING & HOMELESSNESS FROM COUNCILLOR MATT BENNETT

“New Ways of Working”

Question:

The Council Financial Plan states, with regard to New ways of Working that:

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Here are some examples across the Housing and Homelessness Portfolio where NWOW is having a positive effect are listed below:

City Housing Directorate

- Housing Management has utilised NWOW, moving towards a hybrid model and ensuring that the service is flexible to meet the needs of the customer. There has been increased productivity that has enabled officers to process 25% more

domestic abuse and anti-social behaviour cases (in council tenancies) quicker than previously. This has been achieved without a significant increase in resources. The valuable lessons learned from this are now being developed as part of our approach to ensure the most efficient and quality service is provided to our tenants.

- New agile working has facilitated the involvement in the Field Worker Project developing the use of a mobile app, which can be completed out in the field. This new software has been developed for Housing Management staff, which will significantly increase productivity, performance and accuracy of our Estates Services teams, especially within High- and Low-Rise Blocks, by improving communal repairs reporting, block inspection outcomes, removal of hazards etc whilst on site. Over 25% of staff are likely to benefit from this technology and approach when it is rolled out.
- Contract letting processes have been developed to offer a flexible service to our tenants enabling lettings to be completed by telephone rather than face to face at Lettings suites, based on customer requirements and preferences. This has allowed housing staff to increase lettings completed resulting in reductions in failed lettings, and improvements in the void turnaround targets, achieving 28 days void turnaround targets. This is in comparison with 42 days turnaround previously. Customers are now able to complete lettings without travelling to Council Offices which contributes to reducing our carbon footprints.
- Within Housing Solutions and Support (HSS), 80% of homeless applications are currently made by telephone providing increased access compared with 100% previously being made in person.
- Over two thirds of households are able to contact HSS firstly through the contact centre and also receive a tailored Housing Needs Assessment with an HSS Officer. This provides the citizen with an improved customer experience.
- Specialist Hubs for young people, single adults, domestic abuse and offenders exist with team members equipped to provide specialist services to the most vulnerable.
- There have been benefits as a result of the NWOW programme, such as continuing virtual interviews, hybrid working to accommodate more flexible working practices in line with the needs of the service.
- Virtual recruitment practices have been utilised in order to recruit more than 5 apprentices within Housing Solutions and Support, all of whom will be supported within the workplace to gain a qualification.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR HOUSING AND HOMELESSNESS FROM COUNCILLOR KEN WOOD

“Housing Duty court costs”

Question:

How much has the council spent on legal costs defending and appealing the ruling that the council has been operating an unlawful system for the performance of its main housing duty (including both the High Court judgement in April 2021 and the Court of Appeal in 2022 as well as any other legal costs associated with this case)

Answer:

The legal costs in relation to the court of appeal judgement (R (Elkundi and others) v Birmingham City Council; R (Imam) v Croydon LBC) to date is £59735.00.

This judgment impacts upon us and all other English Local Authorities; this was a joint appeal with Croydon Council.

The challenge for Birmingham, and all other local authorities, is to secure enough suitable temporary accommodation or indeed, permanent offers. For larger families and families with adapted property needs, this is ever more difficult.

The judgment did acknowledge the following:

“I would not want it to be thought that the Court is unaware of the burden placed on very many local housing authorities by the need to comply with their duties under Part VII of the 1996 Act, in circumstances where housing may be in extremely short supply, particularly for applicants with large families or particular needs, and where the authority’s financial resources are seriously constrained. I have no doubt that officials generally do their conscientious best in making what are often very difficult decisions; but errors of law will inevitably sometimes be made in this complex area, and it is the duty of the Court to intervene where that occurs”.

Until we can offer good quality housing immediately, particularly larger stock and which meets the needs of families with disabilities, we will have real difficulties meeting our legal obligations as highlighted by the court. These legal challenges are likely to continue and the risk of the court finding against us remains.

The waiting list referred to in this judgement is the “planned move list” which is an administrative list maintained by the Temporary Accommodation Team of homeless families who need to move on from their present TA or be offered their initial TA. This is being reviewed, procedures developed, and alternative options explored.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR SOCIAL JUSTICE,
COMMUNITY SAFETY AND EQUALITIES FROM COUNCILLOR ZAKER
CHOUDHRY**

'Burials at New Sutton Cemetery'

Question:

Could the Cabinet Member provide (a) a full breakdown of the number of burials that have taken place at the new Sutton Cemetery, split by different religious groups and (b) confirm the revenue that has been generated at by new Sutton Cemetery during 2020, 2021 and 2022, again split by different religious groups?

Answer:

The burials by religion at Sutton New Hall Cemetery for the three years, 2020, 2021 and up to 31 May 2022 are in the tables below.

There is no system in place for determining income based upon religion, as the religion is only recorded for statistical and registration purposes and does not link to the invoices/finance in any way. The only way of determining this would be to go through every funeral record and manually calculate the fees/income and then assign them to a religious group based upon each booking. This would take an estimated 100 continuous hours (three weeks) to complete, based upon there being approximately 2,000 burial records for that period. Given that our focus must remain firmly upon the provision of our frontline bereavement services to citizens, the diverting of such considerable time and resource to this work cannot be justified at the present time.

Burials by religion - 2020

Religion: Christian	29
Religion: Church of England	69
Religion: Roman Catholic	46
Religion: Baptist	3
Religion: Free Church	1
Religion: Methodist	3
Religion: Pentecostal	1
Religion: SEVENTH DAY ADVENTIST	2
Religion: GREEK ORTHODOX	5
Religion: Jehovah Witness	1
Religion: Mormon	1
Religion: United Reform	1

Religion: Civil	1
Religion: Humanist	2
Religion: None /not stated	48
Religion: ISLAM	127
Religion: Muslim	122
Religion: Sikh	1

Total for: Sutton New Hall Cemetery: 463

Burials by religion - 2021

Religion: Christian	48
Religion: Church of England	91
Religion: Roman Catholic/Catholic	45
Religion: None/Unknown	101
Religion: Buddhist	1
Religion: Christadelphian	1
Religion: Free Church	1
Religion: GREEK ORTHODOX	4
Religion: ISLAM	382
Religion: Jehovah Witness	1
Religion: Methodist	4
Religion: Mormon	1
Religion: Muslim	496
Religion: new life weslyan	1
Religion: Rastafarian	1
Religion: SEVENTH DAY ADVENTIST	3
Religion: Sikh	2

Total for: Sutton New Hall Cemetery: 1183

Sutton New Hall Cemetery

Burials by religion - January to 31 May 2022

Religion: Christian	14
Religion: Church of England	55
Religion: None/Unknown	24
Religion: Roman Catholic	20
Religion: Chinese	1
Religion: Free Church	1
Religion: GREEK ORTHODOX	1
Religion: Hindu	1
Religion: ISLAM	168
Religion: Methodist	3
Religion: Muslim	206
Religion: Rastafarian	1
Religion: SEVENTH DAY ADVENTIST	3

Total for: Sutton New Hall Cemetery: 498

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER SOCIAL JUSTICE,
COMMUNITY SAFETY & EQUALITIES FROM COUNCILLOR ADRIAN
DELANEY**

“Discretionary pension exit payments”

Question:

Since 2012, on how many occasions and at what total cost has the Council exercised its discretion to enhance pension benefits within exit payments for JNC staff under Regulations 16(2)(e) and 16(4)(d) (funding of additional pension), Regulation 30(6) (flexible retirement), Regulation 30(8) (waiving of actuarial reduction); and Regulation 31 (award of additional pension) of the Local Government Pension Scheme Regulations

Answer:

The annual Statement of Accounts includes details on senior officer remuneration, including details of any pension contributions associated with an exit from the organisation. The Statements of Accounts are found on the Council's website, available at <https://www.birmingham.gov.uk/downloads/20217/accounts>. Please refer to the note of the accounts covering Officers' Remuneration.

It is not possible to provide the level of detail requested within the timescales for responding to written questions, as we do not have the information broken down in this manner. However, I have asked that further work is undertaken in order to identify occurrences and a more detailed response will be provided once that work is completed.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER SOCIAL JUSTICE,
COMMUNITY SAFETY & EQUALITIES FROM COUNCILLOR DEBBIE CLANCY**

“Overtime”

Question:

Please list all job roles in the council for which overtime payments are available, including the grade of each role and the average amount paid in overtime in each of the last 3 years.

Answer:

G1 – G3 roles are entitled to receive overtime payments of which there are circa 480 roles. These roles are eligible for overtime payments in line with the Birmingham Workforce Contract where an agreed overtime business case is in place. Many services had exceptional business cases agreed during COVID response, which included paying overtime to staff in roles grade 4-7 during the emergency response. Based on workforce dashboard data, in 2021/22 BCC paid a total of £3.8m in overtime to all staff, in 2020/21 £2.4m and in 2019/20 £2.2m.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR SOCIAL JUSTICE,
COMMUNITY SAFETY AND EQUALITIES FROM COUNCILLOR MATT
BENNETT**

“New Ways of Working”

Question:

The Council Financial Plan states, with regard to New ways of Working that:
“We intend that 80-85% of our workforce will continue to work in an agile and flexible manner; this has made a significant positive contribution to workforce equalities and talent management, opening up opportunities for example, to those with caring responsibilities to grow and develop in the workplace.”

Please provide us with evidence of the positive contribution that this way of working has had specifically within the different service areas of your portfolio. This should include information about performance against targets, the experiences of service users and the impact on recruitments, training and retention of junior and newly qualified staff.

Answer:

The goal of New Ways of Working (NWOW) is to cultivate an agile culture and behaviour throughout the organisation. NWOW is not a standard approach imposed across the council to driving better outputs and outcomes, but an approach that is as diverse as the services are diverse. Being Hybrid is just one element of being an agile organisation. For an Agile culture and behaviour it is important that we can work in new ways and places, think in new ways, manage and learn in new ways and focus on delivering excellence through developing a performance culture.

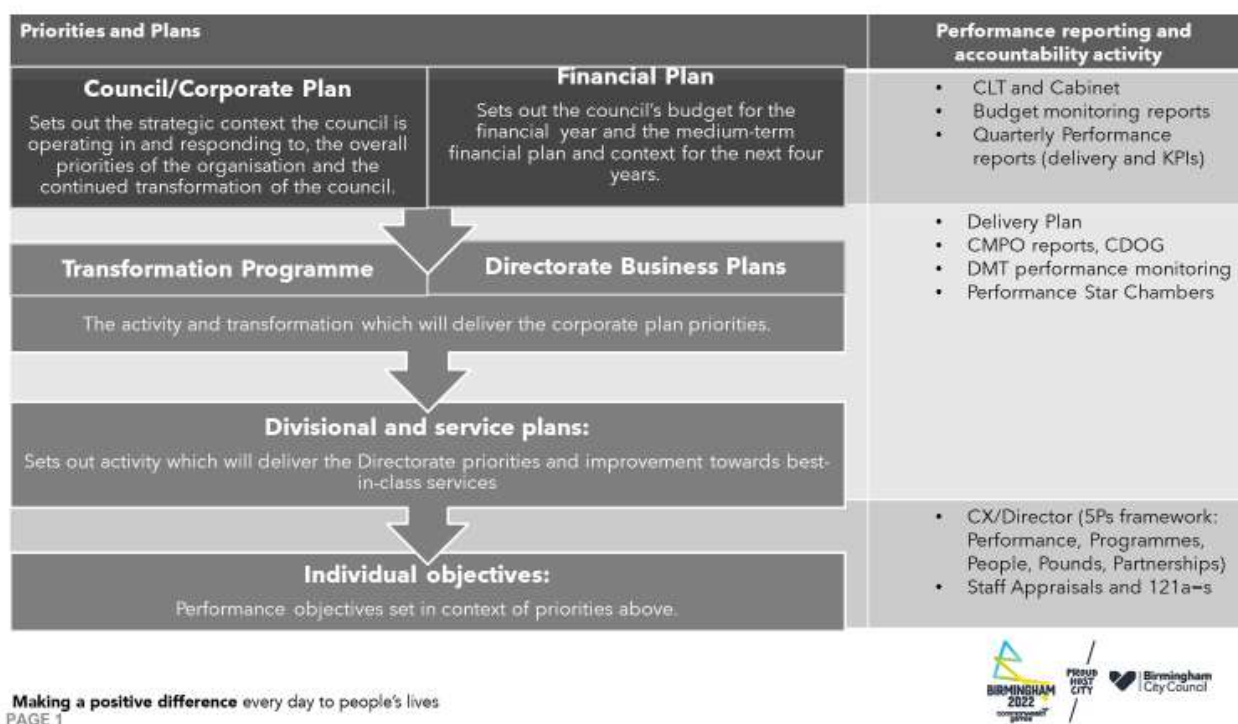
Hybrid working as a notion of having the ability to work in different places is clearly is not appropriate to all staff in all settings. It might work very well in Financial Management or Planning or IT but clearly not in emptying bins or street cleaning or Adult Social Care. Where the setting is appropriate, it is about empowering our managers and staff to do the work as they, their role and their manager see fit to deliver better customer service. In the Health and Wellbeing Survey 80+% of those who responded expressed that they would like more flexibility and appreciated the ability to work from different locations. This is supported by the results of our most recent Future Workplace survey we carried out across the Council where again more than 80% of staff who responded would prefer flexibly for most of their working week. What Hybrid working does lead to is a diverse workforce whereby we are able to attract talent from up and down the country for some of our specialist roles, who previously would have been out of reach; and it enables those with disabilities to

contemplate a full time career with us, when for some this would have been a step too far due to their personal requirements.

The overall approach to managing employee performance – through appraisals, performance objectives and regular one-to-one meetings between manager and employee – has remained. But to ensure that our staff and managers are equipped to deliver the best outcomes in this new Hybrid world, NWOW have designed and introduced a series of training courses and advice sessions. For managers we have launched our “Managing Remotely” 2 half day workshop which equips managers with the skills to manage hybrid teams and to deliver optimum outcomes. It supports them to reflect and to consider how they manage in new ways. We have also launched a “Future Leaders” programme designed to create the Leaders we need now and in the future. For teams we are providing additional “on the shelf” resources to further support on ‘What makes a great team?’. This helps teams develop the skills to become a great team, through a mixture of facilitated sessions, online virtual classroom training and access to reading/materials to guide them. We have implemented a standard process called “Team Principles” where teams come together to determine how they are going to achieve their outcomes, how they are going to work, when they will meet face to face, how they will support each other etc. This is on top of the “owning and driving your own performance” initiative to drive up performance across the Council, an approach very active in Adult Services for example.

For individual staff members we have recently launched ‘Growing through Change’ to help staff learn to embrace and to feel more comfortable with change; and created a series of Focus Groups to co-create our approach to shape what we’re doing. This is all underpinned by the People Performance Officers who will work with every team across the Council to embed an agile working ethos, customer service principles and digital mindedness, all underpinned through a performance management culture. These posts will be managed by the new Organisational Effectiveness Team within People Services to ensure that NWOW is embedded into business as usual when the programme ends.

To ensure that performance is maintained in this new hybrid working, the corporate performance framework is being refreshed in line with the following framework, including updating of performance indicators and structures.



The Corporate Leadership have a monthly focus on performance across the Council which is supported by Directorate Performance Meetings. The Chief Executives 121s with Directors have a focus on performance and delivery.

With NWOW there is still the same requirement that managers will meet with their staff to agree yearly objectives and continue to meet regularly throughout the year to monitor progress. This will be underpinned through our Performance Guide which emphasises the role of all in delivering great outcomes for our citizens. The new Oracle system has an enhanced section for recording set objectives, and we are introducing a comprehensive Learning Management System which will come on line early next year to bring learning, talent and performance together in one place as we develop the concept of new ways of learning.

Included in NWOW are improvements in how we use technology, to support not only confidence and confidence in its use, but a desire to want to use it more effectively to drive down costs and increase customer satisfaction, and our property assets to enable better adoption of hybrid working and meeting our medium-term financial plan.

Here are some examples across the Social Justice, Community Safety and Equalities Portfolio where NWOW is having a positive effect are listed below:

Council Management

The People Services TOM is now in transition phase. Recruitment to the structure remains a priority. We have filled the three Assistant Director posts with two new appointments joining shortly. We have 5 of the 6 People Partners permanently filled (2 due to start in August). People Partners are in place in all directorates and our

operations delivery centre is live with a priority to ensure the continued success of Oracle implementation (hyper care to be extended).

We have agreed our priorities that the People Services team will deliver from now until the end of March 2023.

We are creating best in class advisory services and process improvements, and project managing high profile campaigns to put Birmingham City Council jobs front and centre e.g. upcoming Adult Social Services campaign (go live likely to be mid-June).

The Workforce Transition programme will help increase diversity and increase levels of employee engagement and resultant higher levels of performance to serve our customers more effectively and create a nimbler and more flexible workforce.

City Operations Directorate

Community Safety – The Community Safety Teams have transitioned into a permanent NWOW approach that involves working from home 3 days a week with access to desk space 2 days a week. The approach has enabled the Community Safety Team to take part in more nationally held meetings as a result of reduced travel times and costs linked to flexible and hybrid working. It has also enabled more partners to take part in community safety meetings as hybrid working has helped remove local travel time between venues for meetings.

Bereavement - The service has rationalised property requirements. A project is underway to change the telephony system moving to one number. The service uses a hybrid model of working for office staff, where possible. There is a self-serve portal for genealogy enquires.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR SOCIAL JUSTICE,
COMMUNITY SAFETY AND EQUALITIES FROM COUNCILLOR MORRIAM
JAN**

'Afghan Refugees'

Question:

Britain evacuated about 16,000 people from Afghanistan last year when the Taliban seized control of the country with a number coming to Birmingham and being housed temporarily in hotels. Could the Cabinet Member give details of (a) the actual number of Afghan refugees that are still waiting for permanent accommodation in the City and (b) how many refugees, by nationality, are still waiting for permanent accommodation in the City?

Answer:

- a. There are no bridging hotels in Birmingham accommodating Afghan refugees temporarily. However, we are aware of Afghan refugees waiting for 'permanent' accommodation who are accommodated in hotels in other LA areas. BCC fulfilled its pledge in 2021/22 to welcome 80 individuals.
- b. The Refugee & Migration Team has worked with other LA areas to facilitate moves to Birmingham under the 22/23 pledge to welcome 110 individuals. Currently there are 30 individuals out of the 110 who are reviewing properties and waiting to settle more permanently into Birmingham. The term 'permanent accommodation' is ambiguous as all Afghan refugees that are welcomed into the City under the Afghan Relocation & Assistance Policy/Afghan Citizens Relocation Scheme are given tenancies that fall in line with the length of the scheme (3 yrs) as a minimum. The commissioned provider is currently sourcing accommodation in the private rented sector and it is hoped that these 30 families and individuals will be welcomed by the end of June 2022. The remaining 80 refugees will be accommodated throughout the year.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR SOCIAL JUSTICE,
COMMUNITY SAFETY AND EQUALITIES FROM COUNCILLOR IZZY KNOWLES**

'Ukraine Refugees'

Question:

Could the Leader provide details of how many Ukrainian refugees have been successfully hosted in the City, broken down by ward?

Answer:

As of the 13th June, based on the ward breakdown 358 Ukrainian refugees from the Homes for Ukraine Scheme have been successfully hosted in the City.

Unfortunately, we do not have data on the number of refugees from the Family Visa Scheme that have settled in the City therefore this is not the total number of refugee arrivals within the City.

Of the 358, the table below provides the breakdown by ward

Ward	Number of Ukraine arrivals
Acocks Green	5
Allens Cross	8
Balsall Heath West	1
Bartley Green	7
Billesey	8
Bordesley & Highgate	2
Bournbrook & Selly Park	7
Bournville & Cotteridge	26
Brandwood & King's Heath	5
Druids Heath & Moneyhull	7
Edgbaston	34
Erdington	1
Frankley Great Park	5
Garratts Green	1
Gravelly Hill	2
Hall Green North	1
Hall Green South	13
Handsworth	3

Harborne	17
Heartlands	7
Highter's Heath	3
King's Norton North	7
King's Norton South	4
Kingstanding	2
Ladywood	10
Longbridge & West Heath	7
Moseley	56
Nechells	3
North Edgbaston	5
Northfield	14
Oscott	2
Perry Barr	1
Perry Common	2
Pype Hayes	1
Quinton	2
Ruby & Rednal	3
Sheldon	7
Soho & Jewellery Quarter	1
Stirchley	4
Stockland Green	1
Sutton Four Oaks	6
Sutton Mere Green	6
Sutton Reddicap	5
Sutton Roughley	13
Sutton Trinity	8
Sutton Vesey	9
Sutton Wylde Green	7
Weoley & Selly Oak	5
Yardley East	2
Holyhead	2

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR TRANSPORT FROM
COUNCILLOR BABER BAZ**

'Highways Maintenance Works Programme '

Question:

Could the Cabinet Member provide full details, by ward, of work outstanding from the 2021/22 Highway Maintenance Works Programme as well as providing an estimation as to when this is likely to be completed?

Answer:

The outstanding works, by Ward, in the 2021/22 Highway Maintenance Works Programme are summarised in the tables below.

Table 1 – Carriageway Programme

Ward	Road	Scheme No	Works	Start	Finish
Sparkbrook & Balsall Heath East	Ansell Road	IWP2/CW/D03/1	Carriageway	01/06/2022	08/06/2022
Edgbaston	Edgbaston Park Road	IWP2/CW/D01/2	Carriageway	25/02/2022	10/06/2022
Acocks Green	Oakhurst Road	IWP2/CW/D10/3	Carriageway	26/05/2022	10/06/2022
Sutton Four Oaks	Edge Hill Road	IWP2/CW/D09/2	Carriageway	30/05/2022	10/06/2022
Quinton	Faraday Avenue	IWP2/CW/D01/3	Carriageway	31/05/2022	10/06/2022
Yardley East	Queens Road	IWP2/CW/D10/2	Carriageway	23/05/2022	14/06/2022
Sutton Trinity	Shooters Hill	IWP2/CW/D09/6	Carriageway	09/06/2022	17/06/2022
Quinton	Firsby Road	IWP2/CW/D01/4	Carriageway	15/06/2022	17/06/2022
Sutton Roughley	Grange Lane	IWP2/CW/D09/4	Carriageway	09/06/2022	21/06/2022
Bournville & Cotteridge	Willow Road	IWP2/CW/D08/6	Carriageway	10/06/2022	21/06/2022
Handsworth & Holyhead	Rookery Road	IWP2/CW/D12/20	Carriageway	30/05/2022	22/06/2022
Hall Green North	Olton Boulevard West	IWP2/CW/D03/2	Carriageway	08/06/2022	22/06/2022

Perry Barr	Aldridge Road	IWP2/CW/D12/31	Carriageway	06/06/2022	23/06/2022
Weoley & Selly Oak	Reservoir Road	IWP2/CW/D08/5	Carriageway	13/06/2022	24/06/2022
Edgbaston	Ridgacre Lane	IWP2/CW/D01/10	Carriageway	17/06/2022	24/06/2022
Bromford & Hodge Hill	Old Bromford Lane	IWP2/CW/D04/4	Carriageway	17/06/2022	24/06/2022
Sutton Walmley & Minworth	Water Orton Lane	IWP2/CW/D09/9	Carriageway	24/05/2022	29/06/2022
Quinton	Simmons Drive	IWP2/CW/D01/12	Carriageway	17/06/2022	30/06/2022
Bromford & Hodge Hill	Hodge Hill Common	IWP2/CW/D04/3	Carriageway	27/05/2022	05/07/2022
Ladywood CC	Corporation Street	IWP2/CW/D11/2	Carriageway	04/07/2022	14/07/2022

Table 2 – Footway Programme

Ward	Road	Scheme No	Works	Start	Finish
Heartlands	Bordesley Green East	IWP2/FW/D12/2	Footway	28/03/2022	07/06/2022
North Edgbaston	City Road	IWP2/FW/D12/5	Footway	08/04/2022	08/06/2022
Perry Barr	Walsall Road	IWP2/FW/D12/17	Footway	21/04/2022	17/06/2022
Allens Cross	Nigel Avenue	IWP2/FW/D06/4	Footway	20/04/2022	20/06/2022
Perry Barr	Aldridge Road	IWP2/FW/D12/18	Footway	28/03/2022	22/06/2022
Longbridge & West Heath	Coney Green Drive	IWP2/FW/D06/3	Footway	04/01/2022	24/06/2022
Pype Hayes	Chester Road	IWP2/FW/D02/1	Footway	07/03/2022	29/06/2022
Weoley & Selly Oak	St Denis Road	IWP2/FW/D06/6	Footway	28/03/2022	29/06/2022
Bordesley & Highgate	Tilton Road	IWP2/FW/D05/3	Footway	13/06/2022	30/06/2022
Bromford & Hodge Hill	Bromford Road	IWP2/FW/D04/3B	Footway	28/02/2022	08/07/2022
Quinton	Ridgacre Road	IWP2/FW/D01/4B	Footway	14/04/2022	08/09/2022

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR TRANSPORT FROM
COUNCILLOR PAUL TILSLEY**

'School Safety'

Question:

Could the cabinet member set out plans for rolling out the promised money for school safety in wards?

Answer:

Since Cabinet approval (March 2022) of the Transport & Environment CAZ funded programme, including an allocation to continue and enhance the School Streets programme, project planning has been taking place to expand on the existing work on safe and sustainable travel to schools.

A full business case for the School Streets programme is being developed, which will set out the details of how the funding will be spent and delivery taken forward.

In the meantime, a number of elements of the project have been accelerated to take place alongside the necessary project governance:

- Approvals have been granted to recruit two new officers dedicated to working with schools on School Travel Plans and School Streets measures – adverts are expected to be out soon.
- An application has been submitted to join Modeshift Active Travel Ambassadors scheme, a new initiative designed to increase participation in Modeshift STARS travel planning from secondary schools.
- A briefing for members is being planned, informing Councillors of
 - the offer to schools
 - the current level of participation from schools in their ward
 - how they can support school engagement
- Preparation has begun to undertake a review of Car Free School Streets eligibility criteria, identifying schools where a scheme could be feasible, and what alternative measures may be suitable in non-feasible locations. This will enable prioritisation of future schemes.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR TRANSPORT FROM
COUNCILLOR ROGER HARMER**

'Electric Vehicle Transition'

Question:

Could the Cabinet Member provide and update on the delivery of the City Council's strategy to speed up the transition to Electric Vehicles, including the number of new charge points installed and the proportion of the BCC vehicle fleet that is pure electric?

Answer:

The City Council's EV charge point strategy (2021-2032) sets out the plan for the roll out of publicly accessible charge points across Birmingham. This is being delivered by the Council's procured EV Charge Point Network Delivery Partner, ESB Ltd, where charge point installation is progressing using highways, public car parks, parks, leisure and recreation sites, as well as Transport for West Midlands 'park & ride' sites. In line with the strategy, this is being delivered alongside Private Sector development of charge points on privately owned sites.

This joint approach is enabling delivery of vehicle transition to electric, in line with:

- EV market growth – where EV make up is at 6% of Birmingham vehicle stock and evidenced through current charge point utilisation rates across Birmingham ranging from the highest usage per charge point at 37%, to the lowest at 2.5%.
- 70% of Birmingham households already having access to off-street parking where home charging is the preferred method for vehicle charging.
- The Council's Transport Policy objectives that prioritise significant modal shift to public transport, walking and cycling.

106 charge points have been installed to date through ESB Ltd, with 38 charge points currently in construction. A total of 434 public charge points are now installed across Birmingham through ESB Ltd in conjunction with private sector developments.

In regard to the BCC owned vehicle fleet that is pure electric- in total there are 10 EV vehicles out of a total of 780 vehicles. However, it should be noted that making a direct correlation between these figures, needs to account for the Post Team for example, that operated 4 EV vans, but now only operates 1, as postal services are now digitised. The Adult Care Team operates 2 EV vehicles within a total fleet size of

57 vehicles, where 47 of the fleet vehicles are bespoke accessible mini buses. As such, electric versions have yet to be developed on the market. Similarly, this is the case for large specialist vehicles, trucks, caged vehicles being operated within other services, which make up the majority of the fleet. Whilst transition to net zero is being planned for within Council Service fleets, dependency on market availability is a key factor, as well as models of future ownership and financing.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR TRANSPORT FROM
COUNCILLOR IZZY KNOWLES**

‘2022/23 Highways Maintenance Works Programme’

Question:

Could the Cabinet Member provide full details, split by ward, of (a) the roads that are to be resurfaced as part of the 2022/23 Highway Maintenance Works Programme and (b) full details of the wards that have no highways allocated to the work programme for this period?

Answer:

The 2022/23 Highway Maintenance Works Programme is being prepared. It will be finalised after consultation with all councillors during the period 13th – 24th June 2022.

The list of wards that have no highways will be submitted on the week commencing 4th July 2022.

CITY COUNCIL – 14 JUNE 2022

**WRITTEN QUESTION TO THE CABINET MEMBER FOR TRANSPORT FROM
COUNCILLOR JON HUNT**

‘Average Speed Cameras on A34 Walsall Road’

Question:

Can the cabinet member say when the A34 Walsall Road will get the promised average speed cameras, now that bus lane work has finished? Her predecessor was aware of local concerns that the widening of the carriageway and the adding of lanes would increase the risks from racing and excessive speeding. My constituents have reported experience of this, seeing a small number of vehicles now reaching very high speeds on the Walsall Road and posing serious risks to pedestrians and other road users?

Answer:

The city council has a statutory obligation on road safety to fulfil but ultimately the responsibility for speed enforcement rests with the Police. The City Council is in negotiations with West Midlands Police to develop a new speed enforcement contract, in order to agree an operational business model that is more financially sustainable in the long term for the Council.

In the future, any new camera locations would be assessed on an updated criteria assessment for installation. Whilst the criteria have yet to be finalised, the prioritisation process will take into account:

- Whether the road is on the Key Route Network;
- The average speed of vehicles and the proportion of vehicles exceeding the speed limit; and
- The number and severity of speeding-related road traffic collisions.

As a result of the above, we are not yet in a position to bring forward new sites, but once any new programme has been established to identify new camera locations, the A34 Walsall Road will be assessed as promised, along with a number of other roads across Birmingham, to determine where average speed cameras would be of the greatest benefit.

CITY COUNCIL – 14 JUNE 2022

WRITTEN QUESTION TO THE CABINET MEMBER FOR TRANSPORT FROM COUNCILLOR MATT BENNETT

“New Ways of Working”

Question:

The Council Financial Plan states, with regard to New ways of Working that:

“We intend that 80-85% of our workforce will continue to work in an agile and flexible manner; this has made a significant positive contribution to workforce equalities and talent management, opening up opportunities for example, to those with caring responsibilities to grow and develop in the workplace.”

Please provide us with evidence of the positive contribution that this way of working has had specifically within the different service areas of your portfolio. This should include information about performance against targets, the experiences of service users and the impact on recruitments, training and retention of junior and newly qualified staff.

Answer:

The goal of New Ways of Working (NWOW) is to cultivate an agile culture and behaviour throughout the organisation. NWOW is not a standard approach imposed across the council to driving better outputs and outcomes, but an approach that is as diverse as the services are diverse. Being Hybrid is just one element of being an agile organisation. For an Agile culture and behaviour, it is important that we can work in new ways and places, think in new ways, manage and learn in new ways and focus on delivering excellence through developing a performance culture. Hybrid working as a notion of having the ability to work in different places is clearly is not appropriate to all staff in all settings. It might work very well in Financial Management or Planning or IT but clearly not in emptying bins or street cleaning or Adult Social Care. Where the setting is appropriate, it is about empowering our managers and staff to do the work as they, their role and their manager see fit to deliver better customer service. In the Health and Wellbeing Survey 80+% of those who responded expressed that they would like more flexibility and appreciated the ability to work from different locations. This is supported by the results of our most recent Future Workplace survey we carried out across the Council where again more than 80% of staff who responded would prefer flexibly for most of their working week. What Hybrid working does lead to is a diverse workforce whereby we are able to attract talent from up and down the country for some of our specialist roles, who previously would have been out of reach; and it enables those with disabilities to contemplate a full time career with us, when for some this would have been a step too far due to their personal requirements.

The overall approach to managing employee performance – through appraisals, performance objectives and regular one-to-one meetings between manager and employee – has remained. But to ensure that our staff and managers are equipped to deliver the best outcomes in this new Hybrid world, NWOW have designed and introduced a series of training courses and advice sessions. For managers we have launched our “Managing Remotely” 2 half day workshop which equips managers with the skills to manage hybrid teams and to deliver optimum outcomes. It supports them to reflect and to consider how they manage in new ways. We have also launched a “Future Leaders” programme designed to create the Leaders we need now and in the future. For teams we are providing additional “on the shelf” resources to further support on ‘What makes a great team?’. This helps teams develop the skills to become a great team, through a mixture of facilitated sessions, online virtual classroom training and access to reading/materials to guide them. We have implemented a standard process called “Team Principles” where teams come together to determine how they are going to achieve their outcomes, how they are going to work, when they will meet face to face, how they will support each other etc. This is on top of the “owning and driving your own performance” initiative to drive up performance across the Council, an approach very active in Adult Services for example.

For individual staff members we have recently launched ‘Growing through Change’ to help staff learn to embrace and to feel more comfortable with change; and created a series of Focus Groups to co-create our approach to shape what we’re doing. This is all underpinned by the People Performance Officers who will work with every team across the Council to embed an agile working ethos, customer service principles and digital mindedness, all underpinned through a performance management culture. These posts will be managed by the new Organisational Effectiveness Team within People Services to ensure that NWOW is embedded into business as usual when the programme ends.

To ensure that performance is maintained in this new hybrid working, the corporate performance framework is being refreshed in line with the following framework, including updating of performance indicators and structures.



The Corporate Leadership have a monthly focus on performance across the Council which is supported by Directorate Performance Meetings. The Chief Executives 121s with Directors have a focus on performance and delivery.

With NWOW there is still the same requirement that managers will meet with their staff to agree yearly objectives and continue to meet regularly throughout the year to monitor progress. This will be underpinned through our Performance Guide which emphasises the role of all in delivering great outcomes for our citizens. The new Oracle system has an enhanced section for recording set objectives, and we are introducing a comprehensive Learning Management System which will come on line early next year to bring learning, talent and performance together in one place as we develop the concept of new ways of learning.

Included in NWOW are improvements in how we use technology, to support not only confidence and confidence in its use, but a desire to want to use it more effectively to drive down costs and increase customer satisfaction, and our property assets to enable better adoption of hybrid working and meeting our medium-term financial plan.

Some examples across the Transport Portfolios where NWOW is having a positive effect are listed below:

- Successful development and delivery of the CAZ, working with Government in an agile/remote manner.
- Successful development and delivery of CWG transport infrastructure working across the Council, WMCA and other games partners including government.
- Securing £10.5 billion capital investment from Government for the West Midlands metropolitan area working across the WMCA and with other local authorities;
- Successful delivery of the PFI maintenance programme.
- New and innovative 'virtual' methods of engaging and consulting with communities have been developed to allow scheme delivery to continue.