

BIRMINGHAM CITY COUNCIL

RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

THURSDAY, 21 JUNE 2018 AT 14:00 HOURS
IN COMMITTEE ROOM 6, COUNCIL HOUSE, VICTORIA SQUARE,
BIRMINGHAM, B1 1BB

A G E N D A

1 NOTICE OF RECORDING/WEBCAST

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

2 APOLOGIES

To receive any apologies.

3 APPOINTMENT OF RESOURCES OVERVIEW AND SCRUTINY COMMITTEE CHAIR, DEPUTY CHAIR AND MEMBERS

(i) To note the resolution of the City Council appointing the Committee, Chair and Members to serve on the Committee for the period ending with the Annual Meeting of the Council in 2019.

Labour Group

Cllr Muhammad Afzal
Cllr Sir Albert Bore
Cllr Josh Jones
Cllr Zaheer Khan
Cllr Narinder Kaur Kooner

Conservative Group

Cllr Meirion Jenkins
Cllr Ewan Mackey

Liberal Democrat Group

(ii) to elect a Deputy Chair for the purposes of substitution for the Chair, if absent, for the period ending with the Annual Meeting of the City Council in 2019.

4 **DECLARATIONS OF INTERESTS**

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

5 - 10

5 **RESOURCES OVERVIEW AND SCRUTINY COMMITTEE - TERMS OF REFERENCE 2018/19**

For noting

11 - 14

6 **DRAFT EXECUTIVE/SCRUTINY PROTOCOL**

For discussion

15 - 44

7 **PRIORITIES FOR THE YEAR AND WORK PROGRAMME**

For discussion

8 **RESOURCES OVERVIEW AND SCRUTINY COMMITTEE - DATES OF MEETINGS 2018/19**

(i) The Chairman proposes that the Committee meets on the following Thursdays at 1400 hours in the Council House:-

2018

2019

21 June (Room 6)
19 July (Room 6)
20 Sept (Room 6)
18 Oct (Rooms 3&4)
15 Nov (Rooms 3&4)
13 Dec (Room 2)

17 January (Room 6)
14 February (Room 6)
14 March (Room 6)

(ii) The Committee is also requested to approve Thursdays at 1400 hours as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of the Executive decisions.

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

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

10 **OTHER URGENT BUSINESS**

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

11 **AUTHORITY TO CHAIRMAN AND OFFICERS**

Chairman to move:-

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

Overview and Scrutiny Committee Functions and Remits

Overview and Scrutiny Committees

All Councillors, except Cabinet Members (and the Lord Mayor), can be members of an Overview and Scrutiny Committee. Chairs of these committees are appointed by the Full Council and Deputy Chairs are elected by each committee at its first meeting, for the purpose of substitution for the Chair if absent.

General role

Overview and Scrutiny Committees will:

- (a) Make reports and/or recommendations to the full Council, the Executive and / or other organisations in connection with the discharge of the functions specified in their terms of reference;
- (b) Consider any matter covered in their terms of reference that may affect or be likely to have an effect on the citizens of Birmingham; and
 - (i) is relevant to the Council's strategic objectives; and/or
 - (ii) is relevant to major issues faced by officers in managing a function of the Council; and
 - (iii) is likely to make a contribution to moving the Council forward and achieving key performance targets.
- (c) Exercise the "request for call-in" and "call-in" any Executive decisions made but not yet implemented by the Executive.

Overview and Scrutiny Chairs should maintain regular engagement with Cabinet Members to enable flexibility to be built into the Overview and Scrutiny work programme, so as to respond to the council's policy priorities in a timely way.

Specific functions:

- (a) Policy development and review

Overview and Scrutiny Committees may:

- (i) assist the Council and / or the Executive in the development of its budget and policy by appropriate analysis of policy and budget issues;
- (ii) conduct appropriate research, community and other consultation in the analysis of policy and budget issues and possible options;
- (iii) consider and implement mechanisms to encourage and enhance community participation in the development of policy options;

- (iv) question Members of the Executive and/or Chief Officers about their views on issues and proposals affecting their areas of responsibility; and
- (v) liaise with other external organisations operating in the city, whether national, regional or local to ensure that the interests of local people are enhanced by collaborative working.

(b) Scrutiny

Overview and Scrutiny Committees may:

- (i) review and scrutinise the Executive decisions made by, and performance of, the Executive and/or Chief Officers in relation to decisions taken by them or in relation to their areas of responsibility / department;
- (ii) review and scrutinise the performance of the council in relation to its policy objectives, performance targets and / or particular service areas – including the areas of responsibility of the Regulatory and Non-Executive Committees, but not the actual decisions of the Regulatory and Non-Executive Committees;
- (iii) make recommendations to the Executive, Chairmen of Committees, Chief Officers and/or Council arising from the outcome of the scrutiny process;
- (iv) review and scrutinise the performance of other relevant public bodies in Birmingham (including Health Authorities) and to invite reports from them by requesting them to attend and engage with the Overview and Scrutiny Committee about their activities and performance;
- (v) question and gather evidence from any person (with their consent)
- (vi) establish sub-committees to undertake aspects of that committee's remit, or Task and Finish Committees to carry out specific time limited enquiries as agreed with the eight Overview and Scrutiny Committee Chairs and subject to available resources.

Terms of Reference of Overview and Scrutiny Committees

There shall be eight Overview and Scrutiny Committees as set out in the terms of reference below.

Co-ordinating Overview and Scrutiny Committee

To plan and co-ordinate the work of all the Overview & Scrutiny Committees. To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning governance (including transparency, regional working and partnerships): citizens (including communications and public engagement); performance; customer services and emergency planning.

These functions include:

- (a) giving such guidance to the Overview and Scrutiny Committees in any cases of uncertainty, as to work which they should or should not be undertaking, as may be necessary to achieve such co-ordination, including the allocation of “call-in” to the appropriate Committee;
- (b) determining, in any cases of uncertainty, the allocation of responsibility for specific tasks between the Overview and Scrutiny Committees;
- (c) ensuring (by means, for example, of issuing appropriate guidance and/or instructions) that the Overview & Scrutiny Committees pay proper attention in their work to the consideration of key cross cutting issues, in particular equalities, transparency and improvement;
- (d) publishing each year an Annual Programme of major scrutiny inquiries as suggested by individual Overview and Scrutiny Committees following consideration of the Council Plan and priorities;
- (e) agreeing the establishment of any task & finish groups; and
- (f) considering overview and scrutiny development, working practices and constitutional arrangements.

Membership of the Co-ordinating Overview and Scrutiny Committee will consist of 12 members: the chair of the committee and the seven other Overview and Scrutiny Committee chairs along with 4 places for opposition group members to ensure proportionality.

Resources Overview and Scrutiny Committee

To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning finance (including strategic finance, budget setting and financial monitoring); revenues and benefits; human resources; contracting, commissioning and commercialism.

Health and Social Care Committee

To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning adult safeguarding, social care and public health; and to discharge the relevant overview and scrutiny role set out in the

National Health Service Act 2006 as amended by the Health and Social Care Act 2012, including:

- The appointment of Joint Overview and Scrutiny Committees with neighbouring authorities; and
- The exercise of the power to make referrals of contested service reconfigurations to the Secretary of State as previously delegated to the Health and Social Care Overview and Scrutiny Committee by the Council.

Children's Social Care Overview and Scrutiny Committee

To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning the Children's Trust, vulnerable children, corporate parenting and other child social care and safeguarding functions of the council.

Economy and Skills Overview and Scrutiny Committee

To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning strategic economy; skills and apprenticeships; land and property; inward investment; land use planning; business improvement districts and the Local Enterprise Partnership.

Sustainability and Transport Overview and Scrutiny Committee

To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities relating to sustainability; air pollution; transport strategy and highways.

The Committee shall undertake the authority's statutory functions in relation to the scrutiny of flood risk management (Flood and Water Management Act 2010).

Housing and Neighbourhoods Overview and Scrutiny Committee

To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning housing; social cohesion; waste management; neighbourhood management; localisation; bereavement services and community safety.

This Committee shall be the Crime and Disorder Committee (Police and Justice Act 2006).

Learning, Culture and Physical Activity Overview and Scrutiny Committee

To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning schools and education; arts and culture; libraries and museums; sport; events; parks and allotments.

The Overview and Scrutiny Committee dealing with education matters shall include in its membership the following voting representatives:

- (a) Church of England diocese representative (one);
- (b) Roman Catholic diocese representative (one); and
- (c) Parent Governor representatives (two).

Conflicts of interest – Membership of Overview and Scrutiny Committees and District and Ward Forums

- (a) If an Overview and Scrutiny Committee is scrutinising specific decisions in relation to the business of the Ward Forum of which an Overview and Scrutiny Committee Councillor is a Member, then that Councillor must withdraw from the meeting during the consideration of such matters.
- (b) Where, however, the Overview and Scrutiny Committee is reviewing policy matters, generally, as opposed to a specific decision of the Ward Forum, the Member must declare his/her interest before the relevant agenda item is reached, but need not withdraw.

Overview and Scrutiny Work and Non-Executive Committees

- (a) Overview and Scrutiny Committees are only permitted by law to scrutinise the Executive decisions of the council – Cabinet, Cabinet Committees, Cabinet Members, Ward Forums, and officers.
- (b) In terms of the Regulatory Committees, these carry out quasi-judicial functions and, as such, appropriate appeal rights and procedures apply to the same, which do not involve the Overview and Scrutiny Committees arrangements.

“Request for Call-In” and “Call-In”

- (a) When an Executive decision is taken by the Cabinet, Cabinet Member(s) or Chief Officer jointly with Cabinet Members or Cabinet Committees, the decision shall be published by electronic means, and copies of it shall be available at the main offices of the Council, normally within three days of being made. All Members and Chief Officers will be sent a notification of all such decisions within the same timescale, by the Committee Services Officer responsible for publishing the decision.
- (b) The relevant notice will bear the date on which it is published and will specify that the Executive decision may be implemented, after the expiry of three working days after the publication of the decision, unless a “Request for call-in” is made of the Executive decision, by at least two Councillors (who are not members of the Cabinet) The “Request for Call In” should state the reason for call-in.
- (c) Once a “Request for Call In” has been received, the eight Overview and Scrutiny Chairs will agree which Overview and Scrutiny Committee should

hear the call-in. That Committee must meet to consider the request. The meeting should take place not later than 15 clear working days after the original publication of the decision.

- (d) It is for the Committee to decide whether to Call In a decision or not. The council does not expect an Overview and Scrutiny Committee to Call In an Executive decision unless one or more of the following criteria applies.
- (e) Where the Committee does decide to call in a decision, the “re-consideration” which is then required must take place at a meeting of the full Cabinet – irrespective of who made the original decision on behalf of the Executive.

Call-In Criteria

	<i>(a) Is the Executive decision within existing policy?</i>
1	<i>the decision appears to be contrary to the Budget or one of the ‘policy framework’ plans or strategies;</i>
2	<i>the decision appears to be inconsistent with any other form of policy approved by the full Council, the Executive or the Regulatory Committees;</i>
3	<i>the decision appears to be inconsistent with recommendations previously made by an Overview and Scrutiny body (and accepted by the full Council or the Executive);</i>
	<i>(b) Is the Executive Decision well-founded?</i>
4	<i>the Executive appears to have failed to consult relevant stakeholders or other interested persons before arriving at its decision;</i>
5	<i>the Executive appears to have overlooked some relevant consideration in arriving at its decision;</i>
6	<i>the decision has already generated particular controversy amongst those likely to be affected by it or, in the opinion of the Overview and Scrutiny Committee, it is likely so to do;</i>
7	<i>the decision appears to be particularly “novel” and therefore likely to set an important precedent;</i>
8	<i>there is a substantial lack of clarity, material inaccuracy or insufficient information provided in the report to allow the Overview and Scrutiny Committee to hold the Executive to account and/or add value to the work of the Council.</i>
	<i>(c) Has the Executive decision been properly taken?</i>
9	<i>the decision appears to give rise to significant legal, financial or propriety issues;</i>
10	<i>the notification of the decision does not appear to have been in accordance with council procedures;</i>
	<i>(d) Does the Executive decision particularly affect a ward?</i>
11	<i>the decision appears to give rise to significant issues in relation to a particular ward.</i>



DRAFT Effective Scrutiny – A Protocol

1 The Constitutional Basis

- 1.1 The City Council adopted, on 22 May 2018, a revised constitution which made changes to Cabinet portfolios and increased the number of Overview and Scrutiny Committees from five to eight with the re-introduction of the Co-ordinating O&S Committee to plan and co-ordinate all scrutiny work.
- 1.2 Experience of operating these new arrangements over the past two years suggests that a small number of adjustments to operational procedures, set out in this protocol, should make the relationship between Executive and Scrutiny roles more consistent and yet more effective.
- 1.3 Nothing in the protocol diminishes the rights of O&S Committees to decide their work programmes, to challenge Executive decisions and hold the Executive to account, or to request and receive timely information; nor to reduce the Executive's ability to carry out its functions unfettered.

2 Accountability

- 2.1 O&S Committees are the prime forums at which Councillors can hold Members of the Executive to account. This is especially important given the changes to the way meetings of the full Council are now organised with Cabinet members no longer required to produce a report once a year to all elected members.
- 2.2 In order to overcome the perception that the Cabinet Members are not being held to account by full Council, Scrutiny must assume a greater investigative role in performing this important function. Therefore each Cabinet Member will appear before the relevant O&S Committee four times a year to answer questions arising from a written report from the Cabinet Member, provided to the Committee in advance, so that it can be circulated to all members.
- 2.3 O&S Committees have cross-cutting portfolios, and therefore any individual Cabinet Member may need to give account to more than one O&S Committee. In such cases, the four appearances would be shared between the O&S Committees. No Cabinet Member should be expected to give account more than four times a year, unless they specifically wish to.
- 2.4 The programme of accountability sessions will be decided and published in advance, and in future at the beginning of the municipal year. It will be drawn up in consultation with Cabinet Members and O&S Chairs. Where agreement cannot be reached, it will be settled by the Head of Scrutiny Services in consultation with the Chair of the Co-ordinating O&S Committee.



DRAFT Effective Scrutiny – A Protocol

- 2.5 At these sessions, O&S Chairs will encourage their Committee Members to question, as appropriate, Cabinet Members, Chief Officers and senior managers about policy issues.

3 Scrutiny Inquiries

- 3.1 Cabinet Members may suggest topics for Scrutiny Inquiries, contacting the relevant O&S Chair through either Group or City Council processes. Cabinet Members should use Scrutiny as a way of opening up debate about key policy issues. This role is particularly important as the City Council considers withdrawing from providing services in key areas. Scrutiny can be used to test councillor reaction and public opinion on controversial issues.
- 3.2 In order to further encourage this, Scrutiny Chairs and Cabinet Members met in April 2014, and agreed that joint meetings of all Cabinet Members and Overview & Scrutiny Chairs should be held three times each municipal year. This may include:
- June/July: to discuss the Leader's Policy Statement priorities and how these could be supported by the O&S work programme;
 - Oct/Nov: to refine the work programme and influence the Business Plan;
 - Mar/Apr: to review progress and the position after agreement of the Business Plan and Budget.
- 3.3 In addition, O&S Chairs and officers from both Cabinet Office and Scrutiny Office may, from time to time, pick up other issues and prepare potential list of topics for discussion
- 3.4 In line with previous practice, no inquiry will commence until the O&S Committee has agreed terms of reference; and these have also been agreed by the Chair of the Co-ordinating O&S Committee, whose constitutional duty it is to ensure that the work is properly planned and co-ordinated.
- 3.5 Through the terms of reference, the O&S Chair will identify which Cabinet portfolios are relevant to the inquiry. Terms of reference will be shared with Cabinet Members, through liaison between the Scrutiny Office and the Cabinet Office.
- 3.6 Relevant Cabinet Members will be invited to submit written evidence to an early session of every Inquiry. The O&S Committee will then quickly decide whether to summon the Cabinet Member and/or Chief Officers and senior managers to give evidence, providing as much notice as possible. These appearances would be in addition to each Cabinet Member's four "accountability" sessions (as in 2.2), with O&S Chairs encouraging their Committee Members to question, as appropriate, Cabinet Members, Chief Officers and senior managers on the evidence presented.
- 3.7 The existing "eight day rule" will continue to apply to the production of inquiry reports.



4 Decisions

- 4.1 Some, but by no means all, decision reports are being shared at a late draft stage with O&S Chairs. It is useful to keep O&S Chairs up to date in this way because they can then adjust scrutiny work programmes accordingly; and let Cabinet Members know of any relevant considerations expressed in the O&S Committee.
- 4.2 Therefore, all Cabinet reports will be shared with the relevant O&S Chair during the week before they are published. The process will be facilitated by Democratic Services officers. This is expressly not a way of seeking an O&S Chair's prior agreement to a proposed decision, which would compromise the call in process. But, given the cross-cutting nature of the Scrutiny portfolios, this discussion may lead to an amendment to the "relevant O&S Chair" named in the report.

DRAFT



Resources Overview and Scrutiny Committee

Report of the Head of Scrutiny Services

1 Purpose of the Report

- 1.1 To enable the Committee to set the overall direction of Scrutiny work for the year ahead and plan its work programme.

2 The Role of Scrutiny

- 2.1 The City Council's Overview and Scrutiny function:
- Provide "critical friend" challenge to executive policy-makers and decision-makers;
 - Enables the voice and concerns of the public and its communities to be heard;
 - Is carried out by 'independent minded members' who lead and own the scrutiny process;
 - Drives improvement in public services.
- 2.2 The functions and remits of the scrutiny committees are set out in the Constitution and are attached as item 5 on your agenda.
- 2.3 The role of a scrutiny member is not formally defined; however the responsibility includes:
- To personally contribute time and effort to both the development and the carrying out of the scrutiny work programme by attending and contributing to committee meetings and inquiries or task & finish groups including hearing evidence, considering conclusions and making recommendations in a final report;
 - To be fair and open, not take a party political stance and not make party political points;
 - To be independent minded and to not pre-judge issues coming to scrutiny nor use the meeting to promote narrow or parochial interests;
 - To challenge the evidence by asking probing questions where necessary in order to get the information needed without being confrontational and to actively seek ideas and opinions;
 - To attend relevant training as appropriate.
- 2.4 It is for individual Scrutiny members to declare any interests or conflicts of interest as per the Constitution.
- 2.5 To support members, scrutiny training sessions will be set up in late June/early July 2018.



3 The Committee's Remit

- 3.1 The Resources O&S Committee's remit is to "fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning finance (including strategic finance, budget setting and financial monitoring); revenues and benefits; human resources; contracting, commissioning and commercialism."
- 3.2 The Committee's remit falls mainly within three Cabinet portfolios. In summary these include:

Leader	Deputy Leader	Cabinet Member for Finance and Resources
Financial Strategy Commissioning Strategy	Revenues and Benefits Service	Finances Human Resources Birmingham Business Charter for Social Responsibility Commercialism Procurement Contract Management Internal Trading Operations

- 3.3 Transparency, equalities and improvement will be cross-cutting themes for all O&S Committees.
- 3.4 Changes in the make-up of Cabinet portfolios and O&S Committees were confirmed at the City Council's AGM on 22nd May 2018. A full summary of O&S Committee remits mapped against Cabinet portfolios is available from the Scrutiny Office on request.

4 Work programming

- 4.1 Effective work programming is the bedrock of an effective Scrutiny function. Done well, it can help lay the foundation for targeted, incisive and timely work on issues of local importance where Scrutiny can add real value. Done badly, Scrutiny can end up wasting time and resources on issues where the impact of any work is likely to be minimal.
- 4.2 Each Scrutiny Committee work programme is determined by the members of that committee. The work programme is discussed at the start of each year; and is updated throughout the year. Whilst Scrutiny Committees are independent from the Executive, there are benefits in aligning priorities, particularly when resources are scarce. The following section outlines some key areas for the forthcoming year.



Prioritisation

- 4.3 Members often have a number of topics suggested to them and are therefore required to prioritise matters for consideration. The following factors could be considered:
- *Public interest*: concerns of local people should influence the issues chosen;
 - *Ability to change*: priority should be given to issues that the Committee can realistically influence;
 - *Performance*: priority should be given to areas in which the Council and Partners are not performing well;
 - *Extent*: priority should be given to issues that are relevant to all or a large part of the city;
 - *Replication*: work programme must take account of what else is happening to avoid duplication.

Reports to City Council

- 4.4 There is clearly an expectation on O&S Committees that there are regular reports to City Council meetings. Therefore, it is proposed that each O&S Committee presents a report to City Council this municipal year. Most of the Scrutiny reports that have been presented at the City Council meeting in the past have been inquiry reports. However, the Scrutiny Inquiry into the City Council Meeting, conducted by the Corporate Resources O&S Committee in April 2016, suggested that there were other ways for scrutiny to engage with the City Council meeting.
- 4.5 It was proposed that two new forms of report to City Council, in addition to inquiry reports, to widen the scrutiny offer to City Council:
1. **Debate reports**: short reports summarising work undertaken in Committee (or on visits); not necessarily with recommendations but with a motion or suggested actions; this could include more contentious issues, or where policy is not yet resolved, and act as a way of prompting wider policy debate in the chamber;
 2. **Proposal reports**: short reports introducing potential inquiry work for scrutiny to get early member input into direction, key questions and potential witnesses; the debate would inform the terms of reference and form part of the evidence base for the inquiry, rather than getting that wider member input at the end of the process.
- 4.6 It is suggested that the Co-ordinating O&S Committee agrees a programme of reports to City Council at its July meeting.

5 Financial Scrutiny

- 5.1 One of the key areas for this committee is the scrutiny of finance: budget setting and financial monitoring.



Resources Overview and Scrutiny Committee

- 5.2 Focus on the City Council's budget has intensified following the Birmingham Improvement Panel concerns about delivery of the 2016/17 budget and the challenge of the four year financial strategy.
- 5.3 Budget scrutiny is not just about what Scrutiny does: "Budget scrutiny is a corporate endeavour – a critical part of the assurance framework for councils, central to the regulatory and control environment."

What is Financial Scrutiny?

- 5.4 Financial scrutiny is a crucial means of improving democratic legitimacy and levels of public confidence in decisions made on the public's behalf and incorporates both the *overview* and *scrutiny* elements of the role:
- **Overview – focusing on the strategy and how that is put together:**
 - Challenging decision makers on how well the financial strategy deploys resources to deliver policy objectives;
 - Testing assumptions contained in the strategy and budget plans;
 - Supporting the development of achievable efficiency savings and transformation plans;
 - Assisting community leaders to identify and mobilise community assets.
 - **Scrutiny – focusing on the implementation and management:**
 - Effective challenge in the execution and follow up of key decisions impacting on taxpayers and local communities;
 - Holding decision makers to account for the quality of financial planning, monitoring and control to ensure public spending represents value for money – including reviewing where savings have not been achieved and understanding the reasons for this.

Benefits

- 5.5 Sound financial scrutiny provides the council with another means to assess 'corporate health' and financial resilience. Involving scrutiny at all stages of financial strategy and planning has a number of benefits:
- It enables councillors to widen the evidence base upon which spending decisions and programmes of transformational change are predicated;
 - It provides a check and balance to decision making by testing assumptions, examining risks and challenging how resources are prioritised.
 - It can help ensure that a strategic, long term approach is taken when major service reconfiguration is being considered.
 - It can help avoid political fragmentation by taking some of the heat out of contentious issues by acting as the focal point for discussions of major changes.



- It can support long term financial planning by finding areas of political consensus.
- It provides a 'whole council leadership' response in managing anticipated cuts to services.
- Councils' budget setting and financial management arrangements become more transparent, allowing councillors and the public to influence the executive's decisions.

Potential Areas of Focus

- a. Budget Setting process – at the end of the 2017/18 year, members of the Finance O&S Sub-committee were told that the process would start earlier. Members will want to get an understanding of how the new budget setting process will work.
- b. Financial monitoring – Revenue and Capital Monitoring reports, and updates on items relating to treasury management (e.g. city council borrowing, reserves);
- c. Future Financial Strategy –to report on the progress of next year's budget and development of financial strategy;
- d. Horizon scanning / implementation of new policy – where new policies are being developed or implemented, the sub-committee may wish to receive reports on progress (e.g. retention of business rates).

6 Priorities for the coming Year

- 6.1 In setting the work programme for the year, members may wish to consider the 2018 Council Plan key priorities/Corporate Delivery Plan (see attached Appendix 1: Corporate Delivery Plan).
- 6.2 For information: the only remaining piece of work from last year for this committee is the overview of design, construction and facilities management (original terms of reference agreed by the former Corporate Resources and Governance O&S Committee are attached as Appendix 2).

Emma Williamson, Head of Scrutiny Services
June 2018

APPENDIX 1: CORPORATE DELIVERY PLAN

Approved in 2017

CHILDREN



A great city to grow up in

We want to make the best of our unique population and create a safe and secure city for our children to learn and grow in.

What we want to achieve:

- **An environment where our children have the best start in life**
- **Our children and young people are able to realise their full potential through great education and training**
- **Our children and young people are confident about their own sense of identity**
- **Families are more resilient and better able to provide stability, support, love and nurture for their children**
- **Our children and young people have access to all the city has to offer**

Key things we will do:

- Introduce a new Early Years Health and Wellbeing Service so children and families have greater opportunities to access good quality early education and health services.
- Plan new school places – in line with demand – and develop 1,770 new year 7 places by 2020.
- Make sure the needs of children and young people with Special Education Needs and Disabilities (SEND) are met in the appropriate provision.
- Prepare young people to leave school with the skills they need, so they're ready for further education, employment, further training or apprenticeships.
- Keep children safe by working with schools, health services, police and other agencies to support and protect them, ensuring that their safety is a shared responsibility.
- Develop an independent Children's Trust for Birmingham.

We will measure:

- The proportion of children and young people with access to good or outstanding education.
- The percentage of children making at least expected progress across each stage of their education.
- A reduction in the number of children in care.
- A higher proportion of children in need supported to live in their own family.
- The number of schools progressing a sustainable travel accreditation programme.
- Perception of safety on public transport.



HOUSING



A great city to live in

Provide housing in a range of types and tenures, to meet the housing needs of all of the current and future citizens of the city.

What we want to achieve:

- **Making the best use of our existing housing stock**
- **Delivering housing through a range of partnerships to support a strong supply of new high quality homes in a mix of tenures**
- **Supporting the people of Birmingham to access good quality housing provision**
- **Working with our partners to reduce homelessness**

Key things we will do:

- Enable citizens to find and sustain housing that meets their needs by removing barriers to renting privately – and sustaining their tenancies – across all types of rented accommodation.
- Complete reported repairs to council housing on time and carry out our annual Capital Improvements programme, including responding to emergency repairs within two hours and resolving routine repairs within 30 days.
- Continue to deliver the city's housing programme to ensure 750 affordable homes are built in the city, including affordable, market for sale and Private Rented Sector homes.
- Carry out policies we've set for economic development and regeneration through our Birmingham Development Plan, including building 51,100 new homes.
- Prevent homelessness by providing timely advice and assistance for residents to either remain in their existing home or to access safe and suitable accommodation, and provide support in times of crisis.

We will measure:

- The new-build of 51,000 homes by 2031.
- Homelessness will be prevented or relieved.
- Minimising the number of households living in temporary accommodation per 1,000 households.
- The number of affordable homes built.
- The number of empty properties brought back into use.
- Available council housing as a percentage of stock.



JOBS AND SKILLS



A great city to succeed in

By 2031 Birmingham will be renowned as an enterprising, innovative and green city.

What we want to achieve:

- **Inclusive and sustainable growth in the number of jobs and homes across Birmingham**
- **Investment in infrastructure, along with improved transport and digital connectivity**
- **Investment and growth in sectors where Birmingham has competitive strengths, such as manufacturing and digital technology**
- **Development of a modern, sustainable transport system that's fit for the future**
- **Appropriate training and upskilling for Birmingham residents, so they can take advantage of sustainable employment**

Key things we will do:

- Carry out our Birmingham Development Plan, which sets out how we're going to grow the city's economy through economic development and regeneration, including 100,000 jobs and £4bn of infrastructure by 2031.
- Concentrate on big areas of opportunity for redevelopment like Birmingham Smithfield in the city centre, which is set to include, 3,000 new jobs, new commercial space, and improved public transport.
- Use our property assets for community development, regeneration and investment.
- Update our transport policies and improve the city's transport network through our Birmingham Connected programme. For example, by expanding the Metro through the city centre and local neighbourhoods, and more investment in cycling.
- Prepare young people to leave school with the skills they need, in particular, supporting 14-19-year-olds at risk of disengaging from education and training.

We will measure:

- The number of young people not in education, employment, or training.
- Reduction in the unemployment gap between wards.
- The proportion of the population aged 16 to 24 qualified to at least level 1 and level 3.
- Land developed (hectares), jobs created and new floor space created as a result of investment in employment infrastructure and development activity.
- An increased number of Birmingham City Council apprenticeships directly within the council and within other organisations through our influence on contract management.
- Improved digital offer across Birmingham.



HEALTH

A great city to grow old in



Helping people become healthier, especially relating to physical activity and mental wellbeing.

What we want to achieve:

- **A healthier environment for Birmingham**
- **Increased use of public spaces for physical activity**
- **Leading a real change in individual and community mental wellbeing**
- **Promoting independence of all our citizens**
- **Joining up health and social care services so that citizens have the best possible experience of care tailored to their needs**
- **Preventing, reducing and delaying dependency on the council, so that citizens – with the support of their family and local community – can stay independent for longer**

Key things we will do:

- Promote local 'community assets' which provide physical and mental health benefits for everyone, such as community centres, leisure centres, parks and gardens.
- Work with health and community partners including voluntary, third sector and faith groups to focus on more personalised social care support, and make the most of individual and community assets (such as community centres and leisure centres) to help vulnerable people remain living independently in their communities for longer.
- Increase choice and control. For example, using Direct Payments (where citizens have control of their own care and support personal budgets); improving access to information and guidance; developing Link /Network workers; and promoting Shared Lives, which offers disabled people and older adults the opportunity to live in an ordinary family home.
- Ensure appropriate, well-designed housing is available for people with diverse needs to help them remain living independently, including age-specific accommodation and Extra Care Housing Schemes (for people aged 55 and over with support needs).
- Reduce delays in hospital by improving how people are discharged, making sure the right care is available when it is needed, and increasing the proportion of care that is provided in people's own homes.
 - Improve the offer for carers so they can care for family members more effectively and nearer to home.

We will measure:

- More people will exercise independence, choice and control over their care through the use of a Direct Payment.
- The quality of care provided in the city will improve so that more people receive a standard of care that meets or *exceeds* the quality threshold.
 - Increase in the number of our most deprived citizens who have engaged with our wellbeing services.
 - More people receive care they need in their own home.
 - Counting the number of cycle journeys by developing a method to do so.



Cross cutting measures

What we want to achieve:

- Reduction in the percentage of households in fuel poverty
- Reduction in the percentage of workless households overall and implement the recommendations from the **Child Poverty Commission**
- Improved cleanliness – streets and green spaces
- Increase in the percentage of total trips by public transport
- Reduction in health inequality
- Improved air quality

Key things we will do:

- Put into practice new ways of working, with a range of agencies to reduce fuel poverty. Over the next 12-months, we're introducing proposals for an Energy Company to develop low-cost energy tariffs and support our tenants who are most affected by fuel poverty – working with them to reduce what they pay on fuel.
- Supporting parents into work and young people into training or employment.
- Have a waste strategy in place that ensures all rubbish is collected efficiently and disposed of properly; that our streets, land and roads are cleaned well; and that encourages citizens to reduce, reuse, and recycle their waste.
- We'll continue to improve public transport through our Birmingham Connected initiative, including extending the Metro to Centenary Square; redeveloping Snow Hill station; increasing bus lane enforcement; and ensuring that we make best use of the city's limited road space.
- Work with schools to promote wellbeing for children and young people and to tackle health inequalities.
- Agree and put in place – a council policy to improve the city's air quality and introduce a Clean Air Zone. We'll also be looking into more electric vehicle charging points across the city. Tyseley Energy Park – an alternative green refuelling hub for commercial vehicles like taxis and hydrogen buses – is also set to open in Autumn 2018.



CHILDREN – A great city to grow up in

Corporate Lead: Colin Diamond

	Key Action we will do	How progress will be tracked and measured	By when	Lead
An environment where our children have the best start in life	Introduce a new Early Years Health and Wellbeing Service so children and families have greater opportunities to access good quality early education and health services	<ul style="list-style-type: none"> • Carry out consultation and final options report • Go live on New Early Years Health and Wellbeing Service • Ensure BCHC deliver the Early Years Health and Wellbeing Outcomes required through performance on 5 year contract 	Sept 2017 Jan 2018 Ongoing to 2018 - 2022	Colin Diamond (Children Young People)
Our children and young people are able to realise their full potential through great education and training	Deliver the Education Delivery and Improvement Plan 2017 -18 to secure a good school place for children in the city: including planning new school places in line with demand Make sure the needs of children and young people with Special Education Needs and Disabilities (SEND) are met in the appropriate provision	<ul style="list-style-type: none"> • The proportion of children and young people with access to good or outstanding education • The percentage of children making at least expected progress across each stage of their education • Ensure that the supply of school places is planned in line with known demographic trends and pressures, developing 1770 new year 7 places • Work with partners to launch 4 free schools (in line with DfE policy and local needs) • Complete the consultation and finalise the strategy for SEND and Inclusion • Cabinet Approval for Strategy • Develop an implementation plan for the SEND and Inclusion Strategy • Review and redesign of service provision to deliver the Strategy • Improve service outcomes as evidenced by improved performance against an agreed set of metrics • Reduce overall costs of delivery whilst maintaining and improving quality to ensure BCC living within the DSG High Needs Block sustainably 	Ongoing 2017 - 2020 Ongoing 2017 - 2020 2020 Sept 2017 Jan 2018 April 2018 April 2019 April 2019	Anne Ainsworth (Children Young People) Jill Crosbie (Children Young People)

	Key Action we will do	How progress will be tracked and measured	By when	Lead
	Deliver the Education Delivery and Improvement Plan 2017 -18 to raise attainment and close the gaps for children	<ul style="list-style-type: none"> • Birmingham Education Partnership to co-ordinate and broker school improvement as set out in their existing commissioned contract to ensure that vulnerable schools are supported and begin to improve • Continue to raise the educational outcomes of Children in Care through the work of the Virtual School and to have strong individual education plans that lead to improved results at the end of primary and secondary schooling 	Sept 2018 April 2019	Julie Young (Children Young People) School Improvement Partner/ Andrew Wright
	Prepare young people to leave school with the skills they need for life, so they are ready for further education, employment, further training or apprenticeships	<ul style="list-style-type: none"> • Secure sufficient high quality, education and training provision which provides appropriate, accessible learning pathways for all young people aged 14-19 including vulnerable groups • Develop a strategic approach to early identification and support for young people at risk of disengagement from 14-19 education and training, delivering the Skills Investment Plan 	Ongoing 2017 - 2020	Shilpi Akbar (Economy), Anne Ainsworth (C&YP), Chris Jordan (Place)
	Deliver the Youth Promise Plus - Birmingham and Solihull Employment Pathway Project supported by the European Social Fund and Youth Employment Initiative.	<ul style="list-style-type: none"> • Aim to support 16,610 young people aged between 15 to 29 in Birmingham & Solihull who are not in education, employment or training (NEET) within four months of leaving education, employment and training • Community Cohesion through increased tolerance of others. % of young people using youth centres from BME backgrounds 	April 2018	Chris Jordan (Place)
Our children and young people are confident about their own sense of identity	Deliver the Education Delivery and Improvement Plan 2017- 18 to develop Birmingham as a child friendly city where children and young people are actively engaged in the development of services and that young people are prepared with the skills they need for life	<ul style="list-style-type: none"> • Development of School Supporting Rights Award across 200 schools • Birmingham to become an approved rights city by Unicef • Engage external and internal partners in the development of Birmingham as a child friendly city • Work with Birmingham Education Partnership to deliver the Birmingham Enterprise Advisor Network project to ensure good quality careers advice • Birmingham Education Partnership to open up opportunities for arts and culture development in schools 	April 2019	Julie Young (Children Young People)
			April 2019	Birmingham Education Partnership

	Key Action we will do	How progress will be tracked and measured	By when	Lead
Families are more resilient and better able to provide stability, support, love and nurture for their children	Keep children safe and develop resilience by working with schools, health services, police and other agencies to support and protect them, ensuring that their safety is a shared responsibility	<ul style="list-style-type: none"> • Reduction in the number of children in care • A higher proportion of children in need supported to live in their own family • Promote early intervention and prevention, providing ongoing training and support for Early Help, provide tailored safeguarding briefings for schools and widen the use of Early Help Assessments • Work with families who require additional support to resolve problems around crime, ASB, school attendance and worklessness, enabling them to achieve long-term change through Birmingham Think Family Programme (National Troubled Families Programme) 	<p>Ongoing 2017 - 2020</p> <p>Ongoing 2017 - 2020</p>	<p>Andrew Couldrick (C.Trust)/ Julie Young (Children Young People)</p> <p>Dawn Roberts (C.Trust)/Rob James (Place)</p>
	Support the development of an independent Children's Trust for Birmingham and develop the performance framework and governance arrangements to manage this contract	<ul style="list-style-type: none"> • The Children's Trust is successfully launched • BCC has appropriate governance in place to effectively monitor and manage the contract to ensure service continues to deliver improvements, effectively safeguard and develop resilience and early help for children and young people 	April 2018	Colin Diamond, Sarah Sinclair (Children Young People) Andrew Couldrick (C.Trust)
Our children and young people have access to all the city has to offer	Enable access to all the city has to offer through effective travel and available and accessible activities	<ul style="list-style-type: none"> • Schools engage with the sustainable travel accreditation programme "STARS" (Sustainable - Travel Accreditation and Recognition for Schools) 	Ongoing 2017 - 2020	Phil Edwards (Economy)
		<ul style="list-style-type: none"> • Sport and Physical Activity Review to enabling everyone to participate regardless of income and ability by measuring children under 5yrs and 6-15yrs attendance at wellbeing centres 	Ongoing 2017 - 2020	Steve Hollingworth (Place)

Housing – A great city to live in

Corporate Lead: Jacqui Kennedy

	Key Action we will do	How progress will be tracked and measured	By when	Lead
Making the best use of our existing housing stock	Enable citizens to find, access and sustain housing that meets their needs by removing barriers to renting privately and sustaining their tenancies, across all types of rented accommodation	<ul style="list-style-type: none"> • Available council housing as a percentage of stock • Sustaining tenancies across all rented tenures • Developing a Young Persons Housing Plan – responding to the particular needs of our young population • A Supported Housing Policy that will provide direction on the use of resources in a changing funding environment 	Ongoing 2017-2020	Rob James (Place)
	Ensure all council housing meets the decent homes standard and bring empty properties back into use, where relevant, by completing reported repairs to council housing on time and carry out our annual Capital Improvements programme, including responding to emergency repairs	<ul style="list-style-type: none"> • Right to Repair jobs completed on time for Council Tenants • Respond to emergency repairs within 2 hours • Resolve routine repairs within 30 days • % of gas servicing completed against period profile • Capital Works completed to date by type, as a proportion of year-end target; work orders completed within timescale • The number of empty properties brought back into use 	Ongoing 2017-2020	Rob James (Place)
Delivering through a range of partnerships to support a strong supply of new high quality homes in a mix of tenures.	<p>Langley Sustainable Urban Extension (SUE) – 6,000 dwelling urban extension delivering new communities and associated infrastructure</p> <p>Facilitating the delivery of new homes as range of types and tenures including affordable housing along with community facilities and transport improvements</p> <p><i>(Note: this action also relates to 3 below)</i></p>	<ul style="list-style-type: none"> • Production of Supplementary Planning Document (SPD) to guide future development • Determination of Outline Planning application and define associated masterplan • First reserved matters application • Funding secured for transport packages 	2017-2020	Ian MacLeod (Economy)

	Key Action we will do	How progress will be tracked and measured	By when	Lead
Supporting the people of Birmingham to access good quality housing provision	Continue to deliver the city's housing programme to ensure 750 affordable homes are built in the city, across a range of tenures, including affordable, market for sale and Private Rented Sector including through InReach and BMHT development programmes	<ul style="list-style-type: none"> • 500 homes per annum through BMHT • 50 homes per year through InReach • Number of affordable homes built - 750 affordable homes built by all providers 	2017-2020	Clive Skidmore (Economy), Rob James (Place)
	Carry out policies we've set for economic development and regeneration through our Birmingham Development Plan. <i>(Note: this action also relates to 1 & 2)</i>	<ul style="list-style-type: none"> • Delivery of 51,100 new homes, 1m sq.m of commercial, 100,000 jobs and £4bn of infrastructure to 2031 • Keep the plan under review 	Ongoing 2017-2020; delivery by 2031	Ian MacLeod (Economy)
	Selective Licensing to improve private rental stock by licensing private landlords with reference to improve the living conditions for people in their accommodation, especially in priority/high demand areas	<ul style="list-style-type: none"> • Implement selective licensing based on the results from the Stockland Green and Soho wards consultation • Further indicators to be agreed after implementation 	March 2018	Rob James (Place)
Working with our partners to reduce homelessness	Homelessness Strategy - Delivery of stable and sustainable housing, preventing homelessness by providing timely advice and assistance for residents to either remain in their existing home or to access new suitable accommodation and facilitating access to support services in a time of crisis Working with our partners to reduce homelessness;	<ul style="list-style-type: none"> • Minimise the number of households living in temporary accommodation per 1,000 household • Increase in the number of cases where homelessness is prevented or relieved • Reduction of council tenants who become homeless • Discretionary Housing Payments to reduce homelessness • Implement the Trailblazer programme and enhance homeless prevention services for all households at risk of homelessness 	Ongoing 2017-2020	Rob James (Place) Tim Savill, Chris Gibbs (Strategic Services)

Jobs and Skills – A great city to succeed in

Corporate Lead: Waheed Nazir

	Key Action we will do	How progress will be tracked and measured	By when	Lead
Creating the conditions for inclusive and sustainable growth that delivers and sustains jobs and homes across Birmingham	Carry out our Birmingham Development Plan – which sets out how we're going to grow the city's economy through economic development and regeneration. <i>(Note: this action also relates to 2, 3, 5 below)</i>	<ul style="list-style-type: none"> • Delivery of 51,100 new homes, 1m sq.m of commercial, 100,000 jobs and £4bn of infrastructure to 2031 • Ongoing keeping the plan under review • Housing completions 	Ongoing review 2017-2020; delivery by 2031.	Ian Macleod (Economy)
	Urban Centres Framework - linked to the policies of the Birmingham Development Plan, the framework will support Birmingham's network of over 70 local centres to become successful, multifunctional places that deliver inclusive growth	<ul style="list-style-type: none"> • Draft framework and Consultation • Adoption of Framework 	July 2018 Dec 2018	Richard Cowell (Economy)
	Birmingham Smithfield – delivery of major Council led city centre redevelopment over 300,000 sq.m. commercial space, 2,000 homes, create 3,000 jobs and deliver improved public transport and public realm/spaces <i>(Note: this action also relates to 2, 3, 4, 5 below)</i>	<ul style="list-style-type: none"> • Commence procurement of development / investment partner • Reach preferred bidder stage finalising masterplan, business plan, financial model and heads of terms • Forming Contractual Joint Venture • Submission of outline planning application • Land developed (hectares), jobs created and new floor space created as a result of investment 	Ongoing 2017-2020	Richard Cowell (Economy)
	Birmingham Design Guide - Setting out policy and guidance to inform decisions on all future development to create high quality, inclusive and sustainable places	<ul style="list-style-type: none"> • Produce vision document and consult in late 2017 • Publish Supplementary Planning Document (SPD) in Spring 2018 • Adopt SPD in late 2018 	Ongoing 2017-2020	Richard Cowell (Economy)
	Property Strategy – Use our property assets of 5830 buildings and land holdings generating income of approximately £32m per annum efficiently and effectively for community development, regeneration and investment	<ul style="list-style-type: none"> • Produce draft property strategy Autumn 2017 • Adopt strategy in Spring 2018 • Set up governance arrangements and produce asset management and delivery plan 	Ongoing 2017-2020	Kathryn James (Economy)

	Key Action we will do	How progress will be tracked and measured	By when	Lead
	Planning Performance – maintaining performance against local “stretch targets” of 72% major within 13 weeks, 75% minor and 85 % other within 8 weeks. The planning management service is crucial in providing confidence to investors, businesses and developers that schemes which require planning permission are dealt with in a timely and efficient way with certainty about outcomes	<ul style="list-style-type: none"> • Undertake end to end service review of processes, practices and procedures focused on evolution to maintain/enhance performance • Maintain performance exceeding national standards 	Ongoing 2017-2020	Ian Macleod (Economy)
Investment in infrastructure and improved connectivity	City Centre Enterprise Zone – continued implementation of the £1bn investment plan to accelerate development by delivering support for site enabling, gap funding, public transport infrastructure and public realm improvements	<ul style="list-style-type: none"> • Facilitating 40,000 jobs, 1m sq.m. commercial floor space and 4,000 new homes across the City Centre in the period to 2038 • Publication of consolidated EZ Investment Plan • HS2 Public Realm Environment and Connectivity Projects reach Full Business Case • Paradise redevelopment Joint Venture and infrastructure investment 	Ongoing 2017-2020	Richard Cowell (Economy)
	AMEY PFI - to continue ongoing management of the contract driving efficiencies and delivering improvements to road safety of 2,500km of road network	Targets for period 2017-2020: <ul style="list-style-type: none"> • Dangerous Defects made safe within 1 hour • Dangerous defects - temporary repairs within 24 hours • Dangerous defects - streets fully repaired within 28 days • Repair any street light not in light within 1 month • Repair any red traffic light signal fault within 2 hours 	Ongoing 2017-2020	Kevin Hicks (Economy)

Key Action we will do		How progress will be tracked and measured	By when	Lead
	Birmingham Connected – implementation of priority projects as part of the Birmingham Connected programme, facilitate and support the delivery of range of projects to create sustainable transport system <i>Note: this action also applies to outcome 4 below</i>	Implement the following: <ul style="list-style-type: none"> • SPRINT & Local Growth Fund Programme • Birmingham Cycle Revolution • Parking Schemes • Public Realm • Green Travel Districts • Streetworks Permit Scheme 	Ongoing 2017-2020	Phil Edwards (Economy)
Growth of sectors / clusters of activity where Birmingham has competitive strengths	Business Enterprise and Innovation Programmes - delivery of investment programmes focused on growth and development of businesses <i>Note: This action also relates to outcome 1</i>	<ul style="list-style-type: none"> • The delivery of the £33m programme to facilitate business development - 1000 Jobs created, £15M Private Sector Investment • Improved digital offer across Birmingham 	Ongoing 2017-2020	Richard Cowell (Economy)
The development of a modern sustainable transport system that promotes and prioritises sustainable journeys	Transport Policy Statement – update our transport policies and improve the city's network through our Birmingham Connected programme. For example, by expanding the Metro through the city centre and local neighbourhoods, and investing more in cycling.	<ul style="list-style-type: none"> • Draft policy statement early 2018 • Consultation in Spring 2018 • Adoption in Winter 2018 of a concise policy statement to direct future investment in transport infrastructure 	Ongoing 2017-2020	Phil Edwards (Economy)
Birmingham residents will be trained and upskilled appropriately to enable them to take advantage of sustainable employment	Deliver our Education Delivery and Improvement Plan 2017-18 to prepare young people to leave school with the skills they need for life by developing a strategic approach to early identification and support for young people at risk of disengagement from 14-19 education and training	<ul style="list-style-type: none"> • The number of young people not in education, employment, or training (NEET) • Reduction in the unemployment gap between Wards • The proportion of the population aged 16 to 24 qualified to at least Level 1 and Level 3 • Internal NEET action group in place to bring together partners from across the council to formulate strategic policy • Ensure effective tracking is in place of young people at risk of becoming NEET and work with partners to deliver appropriately targeted interventions 	Ongoing 2017- 2018	Anne Ainsworth (Children Young People), Shilpi Akbar (Economy)

Key Action we will do	How progress will be tracked and measured	By when	Lead
	<ul style="list-style-type: none"> Align YEI/ESF funding (directed and delivered by Economy) to deliver improved outcomes for young people who are NEET 		
Develop an effective corporate approach to Graduate Schemes, Apprenticeships and work experience which includes: National Graduate Development for Local Government (ngdp); Public Health Apprentice Programme and Work Experience, <i>This also relates to priority outcome 1</i>	<ul style="list-style-type: none"> Task orientated and measurable placements created Apprenticeship Quality Assurance Framework to be in place for September 2018 An increased number of Birmingham City Council apprenticeships directly within the council and within other organisations through our influence on contract management 	Ongoing 2017- 2019	Dawn Hewins (Strategic Services) / Safina Mistry Public Health); Economy; Place
Deliver against the Birmingham Adult Education Service 5-year strategic plan. Birmingham Adult Education Service is committed to inclusive growth for all. To contribute to this aspiration it understands the two biggest challenges that constrain people's life chances are low skills and high unemployment. Deliver recommendations of the Birmingham Skills Investment Plan working alongside local partners, LEP, WMCA, major employers and SME's	<p>Increased participation in employability skills related learning for targeted priority groups and priority localities:</p> <ul style="list-style-type: none"> Improve progression rates to further learning and/or work for adults with no and low qualification levels Develop Pre-Employment Training programmes and maintain 40% plus progression into sustained employment Increase engagement and progression towards employment outcomes for under-represented groups in growth sectors Link employers to City's adult learning provision. Evolve the Step Forward campaign and lead development of Skills for Growth Hub 	Ongoing 2017- 2020	Shilpi Akbar (Economy)/Principal of Birmingham Adult Education Service
Youth Promise Plus - Birmingham and Solihull Employment Pathway Project supported by the European Social Fund and Youth Employment Initiative, support participants towards education, employment or training through tailored mentoring and specialist coaching and pathway training	<ul style="list-style-type: none"> Support 16,610 young people aged between 15 to 29 in Birmingham & Solihull not in education, employment or training (NEET) 	Ongoing 2017- 2020	Shilpi Akbar (Economy)

Health – A great city to grow old in

Corporate Lead: Graeme Betts

	Key Action we will do	How progress will be tracked and measured	By when	Lead
Creating a healthier environment for Birmingham	Promote local community assets which provide physical and mental health benefits for everyone, such as community centre, leisure centres, parks and gardens.	<ul style="list-style-type: none"> • Social work teams organised in a constituency model enabling networking, partnership working and building knowledge of community assets • Support communities and community based organisations to develop community assets that support diversion from social care services, showing a reduced demand for adult social care services 	March 2018 December 2018	Tapshum Pattni (Adults)
	Delivery of Public Health initiatives to: 1) engage with communities who may be at higher risk of ill health including faith groups through collaboration with Public Health England; 2) to create a fair and equitable trading environment	<ul style="list-style-type: none"> • Creation of toolkit for faith organisations to assess health needs • Increasing Public Health Awareness to a wide demographic of the general public through various media and social media platforms measured by social media analytics, audience figures and live calls • Number of enforcement actions for trading including licensing removed, number of traders reported for prosecution, number of complaints where a refund or other redress was obtained for the consumer, number of enforcement visits / inspections conducted 	Ongoing 2017 - 2020 Ongoing 2017 -2020	Safina Mistry (Public Health) Alison Harwood (Place)
	Waste Strategy 2017-2040 - development of a financially and environmentally sustainable waste strategy for the city. Collection and sustainable disposal of waste from residential and other properties within the city and street cleansing on operational matters.	<ul style="list-style-type: none"> • Increasing recycling, reuse and green waste • Reduce residual household waste per household • Missed collections per 100k collections made • Percentage of land and highways with unacceptable levels of litter; graffiti; Detritus; Fly-posting 	Ongoing 2017 -2020	Darren Share (Place)

	Key Action we will do	How progress will be tracked and measured	By when	Lead
Increased use of public spaces for physical activity: more people walking and cycling; greater choice of healthy places to eat in Birmingham	Sport and Physical Activity Review - Wellbeing Service /Active Parks to continue to tackle inequality by enabling everyone to participate, regardless of income and ability and removes cost and social distance as a barrier to participation.	<ul style="list-style-type: none"> • Miles travelled on free bicycles provided by the council • Number of sessions in the Be Active scheme (i.e. 610 sessions delivered by the Ranger Service = 1,321 hours of activity in 2016/17) • Ranger published events and number of people attending • Number of community events held in Parks • Number of people across all age groups and backgrounds participating in Wellbeing programmes 	Ongoing 2017 -2020	Steve Hollingworth (Place)
	Public Health led initiatives to improve greater choice for healthy places to eat in Birmingham	Ensure effective food standards and prosecution; including encouraging quality fast food providers: <ul style="list-style-type: none"> • % Delivery of food inspections completed • Percentage of food businesses that score 3 or above on the Food Hygiene Ratings • Improving the quality of food outlets (including care homes) • Development of community based smoking/quit services - developing new approaches to smoking/quit services • Develop alcohol tool to support licencing decisions to discharge the duties of Public Health as responsible authority with regards to the licencing act • Take new approaches to reducing illegal shisha bars 	Ongoing 2017 -2020	Alison Harwood (Place)
Leading a real change in individual and community mental wellbeing	Promote local community services which provide mental health benefits for everyone, such as community centres, promoting learning, training, and interests.	<ul style="list-style-type: none"> • Ensure alternative measure to support young people with mental health needs and people with learning disabilities into employment • Birmingham Adult Education Service to provide and further develop learning opportunities linked to improving the health and well-being and digital capability of residents and in particular older residents, those with mental health issues and those with learning and other disabilities 	Ongoing 2017 -2020	Shilpi Akbar (Economy), Principal of Birmingham Adult Education Service (Place)

	Key Action we will do	How progress will be tracked and measured	By when	Lead
	Work with health and community partners including voluntary, third sector and faith groups to make the most of individual and community assets (such as community centres and leisure centres).	<ul style="list-style-type: none"> • Community Libraries + Community centres to work with Adult Social Care to develop an offer that supports diversity and avoidance from social care services • Support communities and community based organisations to develop community assets that support diversion from social care services, showing a reduced demand for adult social care services • Social work teams organised in a constituency model enabling networking, partnership working and building knowledge of community assets 	December 2018 December 2018 March 2018	Louise Collett / Tapshum Pattni (Adults)
Promoting independence of all our citizens	Increase choice and control through delivering the Adult Social Care Vision for improving health and wellbeing, developing a more citizen centred approach which promotes independence for all our citizens by taking a community asset based approach and enabling citizen's to have an increase in their choice and control to access mainstream and community provision to achieve their desired goals	<ul style="list-style-type: none"> • Improve first point of contact and access to high quality information, advice and guidance, promoting access to range of services available. • Social work teams organised in a constituency model enabling networking, partnership working and building knowledge of community assets • Support communities and community based organisations to develop community assets that support diversion from social care services, showing a reduced demand for adult social care services • Develop a prevention strategy and reconfigure enablement service and align care pathways for both community and out of hospital care to enable retaining independence, ideally within their own community • Improving the uptake of Direct Payments to 25% of those eligible which allows citizens to exercise control over how their care is provided and therefore retain independence • Increase the number of people with a learning disability who are in employment from baseline of 0.8% by agreeing a target 	Dec 2018 March 2018 Dec 2018 Dec 2018 March 2018 March 2019	Louise Collett / Melanie Brooks / Tapshum Pattni (Adults)

	Key Action we will do	How progress will be tracked and measured	By when	Lead
	Ensure appropriate, well-designed housing is available for people with diverse needs to help them remain living independently, including age-specific accommodation and Extra Care Housing Schemes (for people aged 55 and over with support needs).	<ul style="list-style-type: none"> • Number of older tenants who live independently in their tenancies through support plans • Percentage of support plans completed in 4 weeks • Number of connections for Telecare • Improving physical condition of housing and adaptations • Number of housing hospital discharge schemes implemented to enable council housing tenants to live independently in their tenancy 	Ongoing 2017 -2020	Rob James (Place)
Joining up health and social care services so that citizens have the best possible experience of care tailored to their needs	Reduce delays in hospital by producing and delivering an effective Better Care Fund Plan with all partners across the health and social care system, which will include improving how people are discharged, making sure the right care is available, including in people's own homes.	<ul style="list-style-type: none"> • Commission an independent system diagnostic of the Health and Social Care system to analyse flow through the system and to develop a shared improvement plan to ensure effective solutions • Place social workers and OTs at the 'front door' of acute settings to support diversion from hospital; contributing to a reduction in the level of emergency admissions to hospital • Work with the voluntary and community sector to support patients to be discharged home from hospital • Develop and implement a permanent integrated 7-day social work, brokerage and Emergency Duty Team (EDT) • Commission additional nursing care/interim beds to respond to the immediate issue of supply-side delays • Commission night-time care sitters • Reduce delayed transfers of care that are attributable to Social Care to a rate of 4.7 delayed days per day per 100k population • Maintain delayed transfers of care that are jointly attributable to Social Care and Health to the agreed national rate 	Nov 2017 Dec 2018 Nov 2017 March 2018 Nov 2017 Nov 2017 Ongoing 2017 - 2020	Louise Collett/ Tapshum Pattni (Adults)

Key Action we will do		How progress will be tracked and measured	By when	Lead
Preventing, reducing and delaying dependency and maximising the reliance and independence of citizens; their families and the community	Deliver on the Adults Social Care Vision for improving health and wellbeing which develops a more citizen centred approach to social work which develops the community model, builds resilience and alleviates some of the pressure in the health economy	• Improve first point of contact and access to high quality information, advice and guidance, promoting access to range of services available.	Dec 2018	Louise Collett/ Tapshum Pattni/ Melanie Brookes (Adults)
		• Support communities and community based organisations to develop community assets that support diversion from social care services, showing a reduced demand for adult social care services	Dec 2018	
		• Develop a prevention strategy (as in outcome 4 above)	Dec 2018	
		• Build a method of utilising feedback and data to improve performance and improved well-being, independence and choice	Dec 2018	
		• Community Libraries and Community centres to work with Adult Social Care to develop an offer that supports diversity and avoidance from social care services		Chris Jordan (Place)
	Improve the offer for carers so they can care for family members more effectively and nearer to home.	<ul style="list-style-type: none"> • Develop a strategy/offer for carers • Move to the Carers Hub undertaking Carers Assessments • Establish and formalise a direct payment approach to support carers 	May 2018 February 2018 May 2018	Tapshum Pattni

Cross Cutting Measures		Corporate Lead: Angela Probert		
	Key Action we will do	How progress will be tracked and measured	By when	Lead
Reduction in the percentage of households in fuel poverty	Put into practice new ways of working, with a range of agencies to reduce fuel poverty supporting the delivery of Financial Inclusion Strategy	<ul style="list-style-type: none"> • Work with Western Power Distribution to develop a network of services that offer prevention, survive and recover interventions • Financial Capability week – focus on Birmingham residents in fuel and food crisis • Discussions to develop a digital platform for IAG on fuel and food poverty and their wider determinants • Catalyst (CIC) commissioned and are delivering targeted IAG intervention in St Georges • Indexing of priority areas and groups to allow for a targeted approach • Service roll out to all council tenants to offer crisis support in relation to fuel and/or food poverty 	2017 - 2018	Kyle Stott (Public Health Financial Inclusion Partnership - Fuel Poverty Strand) Rob James (Place)
	Energy Company - introducing proposals for an Energy Company to develop low-cost energy tariffs and support our tenants who are most affected by fuel poverty - working with them to reduce what they pay on fuel.	<ul style="list-style-type: none"> • Cabinet decision on future options 	July 2018	Phil Edwards (Economy)
	Risk based verification policy - full review by allowing evidence to be tailored to the risk profile, thus enhancing the customer journey	<ul style="list-style-type: none"> • Introduce facility to upload documents electronically in support of claims • Benefit to claimants by speeding up the award of Housing Benefit. 		Chris Gibbs (Strategic Services)
	Working with our Housing Maintenance and Investment contractors to lever funding to develop thermal efficiency and energy reduction projects for council dwellings	<ul style="list-style-type: none"> • Complete retro fit of our worst performing tower blocks that are non-traditional construction and have electric storage heating (LPS). Measures include external wall insulation, replacement roofs, double glazing, heating system upgrades to modern standards 	Ongoing 2017 - 2020	Rob James (Place)

Key Action we will do	How progress will be tracked and measured	By when	Lead
	<ul style="list-style-type: none"> • Investing in a low rise flats retro fit programme, to our social housing stock to bring up to modern standards • Delivering loft and cavity wall insulation to properties where measures are identified. • Setting a minimum energy efficiency standard for social housing so that no property falls outside the EPC rating of D • Investigating and investing in new technology for renewable energy such as ground source heat pumps, air source heat pumps, solar panels linked in to battery storage • Maximising external funding from Central Government such as the Energy company obligation and proposed Clean Growth plan • Working with external partners who are able to provide funding for energy efficiency measures • Asset Management are working together with Contractors to try and reduce the incidence of damp, mould and condensation within Council Homes 		
Reduction in the percentage of workless households overall and implement the recommendations from the Child	Financial Inclusion Partnership/Strategy - Three year plan to tackle financial hardship working in collaboration with the child poverty commission and in line with their recommendations, including supporting parents into work and young people into training or employment.	Ongoing 2017 - 2020	Rob James (Place); Dennis Wilkes (Public Health)

	Key Action we will do	How progress will be tracked and measured	By when	Lead
Poverty Commission	Deliver against the Birmingham Adult Education Service 5-year strategic plan, which is committed to inclusive growth for all and addressing the challenges that constrain people's life chances are low skills and high unemployment.	<ul style="list-style-type: none"> • Further develop the participation and impact of family learning work • Continue to engage and further develop targeted work with Children's Centres and schools to engage parents/carers of disadvantaged families in family learning to both improve children's attainment and readiness for schools and to start a lifelong learning habit for the parents/carers 	Ongoing 2017 - 2020	Principal of Birmingham Adult Education Service (Place)
Improved cleanliness – streets and green spaces	Waste Strategy 2017-2040 - - Have a waste strategy in place that ensures all rubbish is collected efficiently and disposed of properly; that our streets, land and roads are cleaned well; and that encourages citizens to reduce, reuse, and recycle their waste.	<ul style="list-style-type: none"> • Increasing Recycling, Increasing Reuse and Increasing Green Waste • Reduce residual household waste per household • Missed collections per 100k collections made • The percentage of land and highways with unacceptable levels of litter; graffiti; Detritus; fly-posting 	Ongoing 2017 - 2020	Darren Share (Place)
Increase in the percentage of total trips by public transport	We'll continue to improve public transport through our Birmingham Connected initiative.	<ul style="list-style-type: none"> • Extending the Metro to Centenary Square • Redeveloping Snow Hill station • Increasing bus lane enforcement • Ensuring that we make best use of the city's limited road space 	Ongoing 2017 - 2020	Phil Edwards (Economy)
Reduction in health inequality	Work with schools to promote wellbeing for children and young people and to tackle health inequalities.	• A targeted approach to additional early help demonstrable in the Birmingham United Maternity Project (2018-2019), Children and Young People Sustainability & Transformation Partnership workstream (2018-2020), Early Years System (2018-2020) and School Health Advisory Service (2018-2019)	Ongoing 2017 - 2020	Dennis Wilkes (Public Health)
	Sport and Physical Activity Review- Wellbeing Service - the service enables everyone to participate, regardless of income and ability and removes cost and social distance as a barrier to participation.	<ul style="list-style-type: none"> • To ensure we continue to tackle inequality increase in the number of our most deprived citizens who have engaged with our wellbeing service • Miles travelled on free bicycles provided by the council 	Ongoing 2017 - 2020	Steve Hollingsworth (Place)

	Key Action we will do	How progress will be tracked and measured	By when	Lead
Improved air quality	Agree and put in place a council policy to improve the city's air quality and introduce a Clean Air Zone. This will include looking into more electric vehicle charging points across the city. Tyseley Energy Park is also set to open in Autumn 2018 and will provide an alternative green refuelling hub for commercial vehicles like taxis and hydrogen buses	<ul style="list-style-type: none"> • Public health data analysis, evidence reviews, support to Corporate Air Quality programme • Liaison with Public Health England to drive evidence base • Development and approval of Air Quality policy • Establishment of Brum Breathes Air Quality programme • Changes to taxi licencing policy • Development of schools-based air pollution monitoring project; increasing data collection and availability, and building an army of engaged citizens • Implementation of measures to reduce NOx emissions as required by government (e.g. Clean Air Zone) • Roll out of electric charging points • Roll out of hydrogen bus fleet • Business support to audit fleet compositions 	Ongoing 2017 - 2020	Adrian Phillips (Public Health) / Phil Edwards (Economy)

Strategic Services and Finance and Governance: Enabling and supporting our organisation to deliver on our key priorities through robust and effective Legal, Finance, IT, HR, Procurement, Communications, Insight and Performance/Project Management Advice, Support and Activity



APPENDIX 2

Work Outline

Overview of the procurement strategy for the provision of Design, Construction and Facilities Management Services (DCFM)

Corporate Resources and Governance Overview and Scrutiny Committee

Purpose:	To conduct an Overview to help inform the direction of travel for the provision of Design, Construction and Facilities Management Services (DCFM)
Key Lines of Enquiry:	<ol style="list-style-type: none">1. To have oversight of the procurement strategy for the provision of DCFM, including consideration of:<ul style="list-style-type: none">• How high quality services will be delivered and safeguarded;• The robustness of the financial rationale;• Implications of any proposed model with regards to influence, benefit and assurance and risk for the City Council;• The equalities implications in relation to inclusivity, local economy and employees on low pay;• The intervention recommendations arising from the Cabinet Committee Company Group Governance meeting in August.2. To review and inform the future options for Civic Catering and Building Consultancy both of which are outside the scope of procurement; including implications of the proposed models regarding influence, benefit and risk to both the council and the individual organisations affected.3. To review and inform the future options for the replacement of Lot 7 of Constructing West Midlands (CWM) framework – major project construction.
Potential witnesses:	The Council client function, Birmingham Property Services, Education and Skills Infrastructure (EdSI), Trade Unions, Acivico, Finance,
Outputs:	<p>One or meetings to</p> <ol style="list-style-type: none">a) Give Members a detailed background of issues;b) Explore the questions above with stakeholders. <p>A report with recommendations will be presented to the Deputy Leader/Cabinet Member for Value for Money and Efficiency.</p>
Outcomes:	<p>A strengthened procurement strategy for the provision of DCFM through cross-party scrutiny engagement and challenge.</p> <p>A strengthened and robust approach to the implementation of actions for Civic Catering, Building Consultancy and the replacement of Lot 7.</p>



Member / Officer Leads

Lead Member:	<i>Cllr Mohammed Aikhlaq</i>
Lead Officer:	<i>Emma Williamson, Scrutiny Office</i>