

BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

*Exempt
information
paragraph number
– if private report:*

Report to:

CABINET

Report of:

Chief Operating Officer

Date of Decision:

12th December 2017

SUBJECT:

Performance Monitoring

Quarter Two April to September 2017

Key Decision: Yes

Relevant Forward Plan Ref:

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

Chief Executive approved ☐

o&s chairman approved ☐

Relevant Cabinet Member(s):

Councillor Brigid Jones – Deputy Leader

Relevant O&S Chairman:

Corporate Resources and Governance – Councillor

Mohammed Aikhlaq MBE

Wards affected:

All

1. Purpose of report:

The purpose of this report is to:

- 1.1 Highlight progress between April and September 2017 (unless otherwise stated), in meeting our vision and priorities key performance and organisational health targets,
- 1.2 Notify Cabinet of areas of particular success, any issues requiring attention and remedial activity in place to deal with these.
- 1.3 Seek Cabinet approval to the change in target for the measure 'number of accidents/incidents per 1,000 employees'.

2. Decision(s) recommended:

That Cabinet:

- 2.1 Notes the progress against our vision and priorities council plan and organisational health targets for the period 1st April to 30th September 2017. In particular, those areas where we have performed well against our targets and any issues requiring attention.
- 2.2 Approves the change in target for the measure 'number of accidents/incidents per 1,000 employees'.

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3. Consultation

3.1 Internal

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

3.2 External

No external consultation required.

4. Compliance Issues:

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

This report provides a position statement about how well we are doing against the targets we set in March 2017 towards achieving our outcomes and priorities, as set out in the council's vision and forward plan.

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

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

4.3 Legal Implications

There are no legal implications arising from this report.

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

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

5. Relevant background/chronology of key events:

5.1 Overall Context

The Council's first quarter's performance monitoring report (April to June 2017, reported to Cabinet in September 2017) reiterated our commitment to keep Cabinet and citizens informed of progress against the Council's key performance and organisational health targets for measuring success against the Council's outcomes and priorities, as set out in the Vision and Forward Plan for 2017/18.

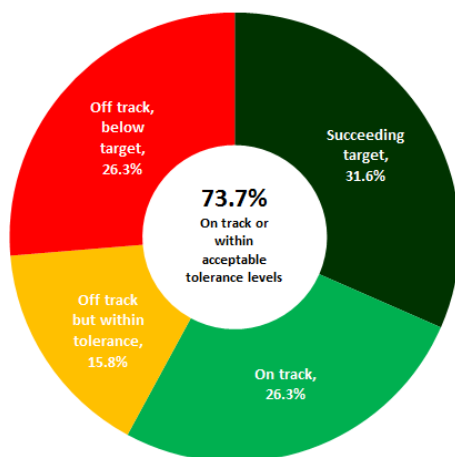
This report summarises progress made against our key targets (for those areas where we have either performed exceptionally well above our targets, or where we still have further progress to make), for the period April to September 2017, with a summary of reasons for performance and, where relevant, any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

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

5.2 Vision and Priorities Council Plan Measures (Appendix 1)

Summary

For our key performance measures, overall strategic performance analysis is made up of 28 performance indicators of which performance results are available for 19. For the other 9 measures, results are not yet due as they are reported on a less frequent basis e.g., annually or half yearly.



Taking the above into account, for the period April to September 2017, 14 of 19 measures (73.7%) exceeded, met or were within acceptable tolerance levels of their target. Overall performance remains good when compared to the outturn result for 2016/17 (45%), and when compared to the same period in 2016 (65%).

For 17 measures, we are able to provide a direction of travel against how we performed at the end of the previous quarter (June 2017). We are not able to provide a direction of travel for the others as performance against these are not comparable to previous results.

Of the 17 comparable measures, performance against:

- 6 improved
- 2 stayed the same as the previous result, and
- 9 deteriorated.

5.3 **Successes**

Listed below some general good news stories and council plan successes for the period i.e., those where we performed better than where we planned to be by the end of September 2017.

a) **Children Priority**

Following a second monitoring visit, the good work being carried out by our **Children's Services** has been recognised - Ofsted found that the council 'is continuing to make progress' and the quality of social work has improved.

In addition, following consultation on a **new and fairer system for providing early years' health and wellbeing services for children and families** in the city, a revised plan for delivery has been published.

Council Plan Success

Overall, 67% (4 out of 6) measures performed well or within acceptable tolerance levels. A particular success was:

- The **number of schools progressing a Mode "STARS" (Sustainable Travel Accreditation and Recognition for Schools) programme**. At this half year stage I the year, performance at 36 is way above where we targeted to be at this stage in the year and positively on the way towards ensuring we meet our end of year target of 50.

b) **Health Priority**

The council received positive **support for Birmingham's 2022 Games Bid** with both BBC Midlands Today and ITV Central News carrying pieces on Team England announcing its athletics squad for the 2018 Commonwealth Games on the Gold Coast.

Public Health Innovation Team, apprentices and graduates, supported by Public Health England, launched a national '**One YouBrisk Walking campaign**' which is designed to get people to take a 10 minute brisk walk daily and monitor their progress using the app – the Active 10 app, individuals have been encouraged to register and take part.

St Georges – Financial Healthy Neighbourhoods - An event in July led by the Financial Inclusion Partnership where at least 1,000 people attended and which received very positive feedback e.g. one tenant said that she "was not expecting this from Birmingham City Council and that it was needed by the community as it brings faiths and cultures together uniting the community to resolve problems as one". The area has a number of challenges including barriers to accessing housing, a poor perception of safety and poor rankings when compared to other areas for income, employment, education, child poverty and health. By working

together with other agencies (incl. Severn Trent, the DWP, West Midlands Fire Service and West Midlands Police, a plan is in place with a vision to create opportunities for citizens to improve their financial wellbeing and digital skills.

Council Plan Success

Overall, 75% (3 out of 4) measures performed well or within acceptable tolerance levels. Of particular success was the following:

- Increase in the number of **our most deprived citizens who have engaged with our wellbeing service, been to an active park or attended at a wellbeing centre**. More than doubling the performance achieved during the first quarter of this year, at 128,743, performance is significantly above the 90,000 target, greatly helped by the successful activities programmes held over the summer period.

c) **Housing Priority**

Birmingham In Bloom Calendar For Charity - Each year, Birmingham City Council, in partnership with the Housing Liaison Boards (HLBs) run the Birmingham in Bloom competition for council tenants and leaseholders. This competition is a chance for them to show us the pride they have in their homes – and, in turn their efforts contribute to cleaner, greener neighbourhoods across the city. Last year, as part of this work, a calendar was put together to showcase the gardens of the winning entries from the 2016-17 competition. This will raise funds for the following charities: Cancer Research UK; Mind Birmingham; Rainbow Trust children's charity; and Alzheimer's UK. This work has been recognised

Council Plan Successes

Overall, 75% (3 out of 4) measures performed well or within acceptable tolerance levels. All 3 of these measures exceeded their target:

- The number of **households whose homelessness is prevented or relieved** where year-to-date, we have achieved 4,949 against a target of 4,500.
- The **number of empty properties brought back into use (cumulative)**. The continued, successful work of the Empty Properties team have again yielded excellent results having now returned 167 long term empty properties back into use against the 150 targeted for September 2017.
- The percentage of **available council housing as a percentage of stock** again sees performance at 99.59%, better than the 98.8% target we set ourselves. Making the best use of our housing stock, these properties include those that are tenanted and those that are void but available to re-let.

d) **Jobs and Skills Priority**

Based on an evaluation of our strategies, key projects and overall readiness in using digital technology to improve crucial civic services from transport infrastructure to healthcare, **Birmingham has been ranked the fourth smartest city in the UK.**

Council Plan Success

Overall, 75% (3 out of 4) measures performed well or within acceptable tolerance levels. Of particular success was the following:

- **Increasing the number of apprenticeships within other organisations through our influence on contract management.** A new measure for this year, the focus of this measure is around increasing skills and employment opportunities, particularly in vulnerable groups, to ensure that our Birmingham residents are trained and up-skilled appropriately to enable them to take advantage of sustainable employment. At the end of September, 67 apprenticeships from newly accredited organisations were in place against a target of 60.

Other general successes

- Birmingham City Council has won a **Gold award and a People's Choice award at the Lovies**, Europe's leading awards organisation honouring excellence in design and user experience on the internet.
- One of the city's privately run homes, **Victoria Lodge Care Home, Acocks Green** and one where we fund residents at, achieved a **Care Quality Care 'outstanding' rating, only the second service to do so in Birmingham.**
- Council offices '**10 Woodcock Street**' has won the '**Test of Time**' Award at the British Council for Offices (BCO) Awards 2017.

5.4 **Council Plan Measures that have not met their Quarter Two Target**

5 council plan measures where we are not yet on track:

a) **Children Priority**

- The **proportion of schools rated as good or outstanding during the term.** Although performance at 67.7% is below target (80%), it is up 7 percentage points when compared to that achieved last quarter (60%). Between July and September there were 10 inspections of schools by Ofsted (3 full and 7 short). 7 of these judgements were judged as good or outstanding.
- A reduction in the **numbers of children in care** with the intention of increasing the percentage of children and young people who are kept safely within their families - this result relates to Birmingham City Council children only and excludes unaccompanied asylum seekers,. At 1,737, whilst off target, numbers have reduced slightly compared to last quarter (1,739) and March when last year's outturn result was reported (less than 1,750 if we exclude the unaccompanied asylum seekers).

b) **Health Priority**

- 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** - Data for this measure is available 5 to 6 weeks after the quarter end. The

result for the period first quarter April to June is now available and at 61.8% is below our target of 75% and 2.2 percentage points down on the previous survey return.

c) **Housing Priority**

- **Minimising the number of households living in temporary accommodation per 1,000 households** – A trend measure, we have experienced another increase in the number of households living in temporary accommodation. Support is being provided to people living in temporary accommodation, focussing on all temporary accommodation residents joining the housing register and then moving on to explore options for those who do not qualify. Help is also in place to assist those who are on the register to successfully bid for permanent accommodation. This is in addition to the prevention work being done by the Housing Options team to both reduce the numbers going into temporary accommodation and increase the number leaving.

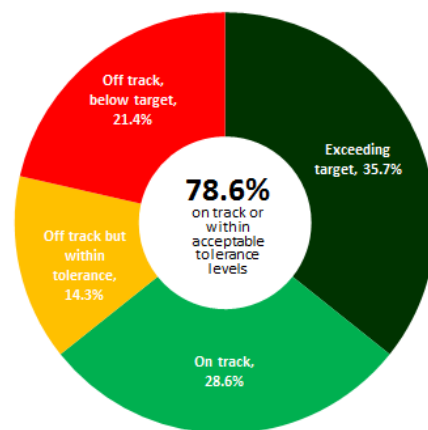
d) **Jobs and Skills Priority**

- **The number of apprenticeships directly within Birmingham City Council** – excluding schools based staff, this measure looks at how many apprenticeship posts we have as well as how many go into employment once they have completed their apprenticeships. Up to the end of September, 65 apprenticeships were in place and whilst below the target of 75, there has been an increase of 51 when compared to last quarter (June 2017). A statutory target, the aim is to employ an average of at least 2.3% of staff as new apprentice starts by the end of this financial year.

5.5 **Organisational Health Measures (Appendix 2)**

For our organisational health measures, overall of the 29 indicators results were available for 18. 4 of these are trend measures and do not have a target. For the purpose of this first report these have been excluded from the overall count of measures deemed as achieving or missing their target.

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



Excluding the 4 trend measures, of the remaining 14 results, 11 (78.6%) exceeded, met or were within acceptable tolerance levels of their target.

Of the 15 comparable measures (against the previous quarter), performance against:

- 5 improved
- 1 stayed the same as the previous result, and
- 9 deteriorated.

5.6 **Successes**

Listed below are the Organisational Health successes at September 2017 – where

we performed better than where we planned to be by the end of September 2017.

a) **Citizens**

2 results have been provided, both of which have exceeded their target:

- **The percentage of complaints we answered within time** – 95% citywide which is above the corporate target of 90%. Performance is monitored rigorously and any areas failing to meet the 90% target are escalated to Heads of Service, Assistant Directors and Corporate Directors for consideration.
- **The percentage of citizens transacting digitally with the Council** - Channel shift performance was 6.3% above target at 28.2% representing a slight reduction on the previous month. This level of performance is consistent with the levels achieved prior to the start of industrial action in Waste Management.

b) **Governance**

Overall, 75% (6 out of 8) measures performed well or within acceptable tolerance levels. The following 3 exceeded their target:

- **The overall percentage of council plan measures achieved** which at 73.7% for the end of September is an improvement of 9.6 percentage points compared to the previous quarter result (June 2017), and 8.7 percentage points better than that achieved in September last year.
- **Ombudsman complaints resulting in reports issued** - There were no Local Government Office reports issued in September.
- **Judicial review challenges** – all judicial reviews were successfully defended.

c) **Workforce**

Overall, 3 (75%) of 4 measures met their September target.

5.7 **Organisational Health Measures that have not met their Quarter One Target**

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

a) **Governance**

- **Data Protection Act requests in 40 day** - 46 requests were completed within September. 31 were completed within 40 days. For the quarter, 95 requests were completed. 75 were completed in 40 days.
- **Maintaining/improving compliance with ICT and procurement policies and governance** – ICT compliance performance, which has declined slightly from Quarter 1, has been discussed with the Procurement & ICT Operational Group and groups around the Directorates. Corporate Procurement Services are continuing to monitor and liaise with individual representatives to ensure this indicator receives the attention it requires in order to save money and become more efficient in the future.

b) **Workforce**

- **Workforce sickness absence rates** – at 10.22 days per full time equivalent (fte) member of staff (year-to-date), absence levels are 0.05 days per fte (0.5%) higher than in the same month last year, and 0.36 days more than at the end of June this year. It should be noted, however, that historically sickness absence levels have increased in September for seasonal reasons: - Sickness days, absence incidents, and days lost per fte, due to coughs/colds/flu, have all increased this month by around 3%, in line with seasonal norms. - While chest/respiratory absence in terms of absence incidents has only increased by around 1%, the number of days lost, and days per fte lost, for this reason have increased by around 3%, again in line with seasonal norms.

5.8 **Waste management measures**

In line with the request from Cabinet, when the Quarter Two report was presented to the meeting in September 2017, below is the update in relation to progress against the selection of waste management measures, for which, although not formally a part of the council plan set of measures, updates are provided on a quarterly basis on the Council webpage (Birmingham.gov.uk/performance).

- **Percentage of waste sent to landfill** – Our current estimated performance is 18% against our profiled target of 11.5% (the end of year target is 10%). The recent industrial action severely impacted the collection services in July, August and September dramatically reducing the amount of segregated recycling collected and thus increasing the residual proportion of the overall waste handled.
- **Missed bin collections per 100k collections made** – Having achieved a result of 86 per 100k collections (year-to-date), we missed the target by 34 collections. There was a reduction, but still high, in reported missed collections in September, a monthly figure of 87 per 100k collections, compared with the monthly figures of 131 per 100k collections in August and 147 per 100k collections in July. This higher level of missed collections was due to the disruption in collection services caused by the industrial action.
- **Increasing recycling, reuse and green waste** - The estimated profiled year to date result of 23% means that we are not meeting the in-month target of 32.60%. As a reminder the year-end target is 30%. This measure was also negatively impacted by the increase in the overall amount of household waste but there was an increase in the amount of composting compared to the first quarter of last year. However, there was a reduction in post incineration metals due to the scheduled shutdown of the Energy Recovery Plant and a reduction in recycling from on-street banks. The recent industrial action severely impacted the collection services in July, August and September disproportionately affecting recycling services dramatically reducing the amount of segregated recycling collected.

5.9 **Cross-cutting measures**

The cross-cutting measures which we set ourselves in June, set out the more longer term aims of the City Council and Birmingham as a whole, and focus around:

- Reducing households in fuel poverty.

- Reducing workless households overall, and implementing the recommendations from the Child Poverty Commission.
- Improving cleanliness, particularly on our streets and green spaces.
- Increasing total trips by public transport.
- Reducing health inequality.
- Improving air quality.

We agreed to report progress on the above on an annual basis and an update will be brought to Cabinet alongside, the 2017/18 performance outturn results, when they are reported to Cabinet in June 2018.

5.10 **Amended target**

Cabinet approval is sought to change the target status of the following measure from monitoring against a fixed target, to monitoring trend:

- **Number of accidents/incidents per 1,000 employees** - This measure was reported at Quarter 1 to Cabinet as a cumulative year to date result, but, since then the service area has changed this to a 12 month rolling average as this is more meaningful and would provide a more relevant/realistic picture. This means that the agreed target of 3 is no longer applicable and it is proposed that for the remainder of this financial year, performance monitoring should be based on trend, rather than against a fixed target

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

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

5.13 **General**

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

6. Evaluation of alternative option(s):

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

7. Reasons for Decision(s):

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

Signatures	<u>Date</u>
Cabinet Member:
Chief Officer.....

List of Background Documents used to compile this Report:

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

List of Appendices accompanying this Report (if any):

1. **Appendix A – Council Plan Measures – Quarter 2, 2017/18**
2. **Appendix B – Organisational Health Measures – Quarter 2, 2017/18**

Report Version Dated

PROTOCOL PUBLIC SECTOR EQUALITY DUTY

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

Equality Act 2010

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

The public sector equality duty is as follows:

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