

# Birmingham City Council

## Report to Cabinet

11<sup>th</sup> February 2020



**Subject:** Performance Monitoring  
April to November 2019

**Report of:** Assistant Chief Executive

**Relevant Cabinet Member:** Councillor Brigid Jones – Deputy Leader

**Relevant O &S Chair(s):** Councillor Carl Rice  
Chair of Coordinating Overview and Scrutiny

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Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference:		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential :		

### 1. Executive Summary

1.1 The purpose of this report is to:

- i. Provide a summary of progress against Council Plan targets for the period April to November 2019 (unless otherwise stated); and
- ii. Inform Cabinet of areas of particular success, issues requiring attention and remedial activity in place to deal with these.

## **2. Recommendation(s)**

- 2.1 That Cabinet considers the progress to date and the issues requiring attention.

## **3. Background**

- 3.1 The Council Plan measures include key targets for measuring success against strategic outcomes and priorities as set out in the Birmingham City Council Plan 2018-22.
- 3.2 The 2019/20 Council Plan measures were approved at the Cabinet meeting on the 30<sup>th</sup> July, and this report summarises progress made against targets, for the period April to November 2019.
- 3.3 As in previous years, the main focus of this report is based on those areas which have either performed exceptionally well or have not yet achieved target. In addition, there are proposals for a long term programme of modernisation and a report will be going to Cabinet in March 2020 for consideration and endorsement with the aim to drive forward our improvement journey.
- 3.4 The report is supported by an appendix which provides fuller details of performance against all of the Council's key targets (where a result is available), including actions being taken to ensure any underperformance is being tackled efficiently, and there are measures in place to bring performance back on track as soon as is practicably possible.
- 3.5 Following Cabinet, this report and supporting information will be made available on the council's website [www.birmingham.gov.uk/performance](http://www.birmingham.gov.uk/performance), to enable citizens to see the progress made towards achieving targets and those areas which require further work.
- 3.6 **Council Plan Measures Performance – April to November 2019**
- 3.7 Overall performance analysis is made up of 81 performance measures. 12 of the 81 measures relate to future and legacy performance around the Commonwealth Games, around which there is an update included within Outcome 5 in this report. Another 20 measures are reported on a less frequent basis e.g. annually or half yearly. 3 measures are awaiting a result and 1 annual result was reported to Cabinet in August so is not included in the overall result in this report.
- 3.8 Progress against all measures that are not yet due, or awaited will be brought to Cabinet as they become available.
- 3.9 Of the 45 remaining measures, performance against a target is available for 39. The other 6 are activity based or project measures without a target and against which a trend and progress is being monitored.
- 3.10 For the 39 measures with a result against a target, 51.28% (20) have either met, exceeded or were within acceptable tolerance levels of their target. This is better than the 2018/19 end of year outturn where performance was 33.3% (13 of 39 measures). Performance has not been compared to the Quarter three report for 2018/19 as the periods for reporting are not comparable.

**3.11** The Council Plan refresh agreed in July this year set out what had been delivered, our focus looking forward and our continued challenges. An update on our focus and challenges is provided for each of the outcomes. These focus and challenge items are included in bold type under each outcome heading. Each outcome is further underpinned by measures and targets related to our priorities. The Council's most significant successes in relation to Council Plan targets are presented below alongside other significant areas of concern for the period.

**3.12 Outcome 1: Birmingham is an entrepreneurial city to learn, work and invest in:**

The performance update below should be considered in the context of a number of changes and developments that the Council has made in support of this priority outcome.

Much remains the same from last quarter; we continue to pursue our inward investment programme and the key projects within this, we also continue to deliver results in our employment related programmes and initiatives.

In addition the Inclusive Growth directorate will work with the Route to Zero Taskforce, other directorates and partners in developing and delivering carbon reduction strategies and initiatives through planning, development, energy and sustainable transport actions.

**Focus and challenges**

**Bringing forward and expanding a range of initiatives to support employment, skills and training across the city** - As of 30th September there were 141 employees registered onto an apprenticeship programme within BCC. This figure does not take into account activity within maintained schools. This reflects a 107% increase in apprenticeships uptake since the period April to June. Considerable work has taken place with various directorates to promote the use of apprenticeships as a talent management, succession planning and career development tool. This has led to a significant uptake in management apprenticeships across the council and to the council partnering with the University of Birmingham to deliver a broad range of degree apprenticeships. 9 new Civil Engineer and Surveyor apprentices have recently started within the Inclusive Growth directorate. Monthly meetings are continually being held with the Education and Skills Funding Agency (ESFA) accountant to support a "deep dive" into how we continue to optimise the use of the Apprenticeship Levy to boost the skills within the workforce and the local economy.

**Attracting investment to the city** – As at September 2019, £36m of private sector investment has taken place in the Enterprise Zone, and includes investment of £10m on Paradise, £2m Arena Central , £1m 3 Snow Hill, £2mil Woodcock Street, £5m Great Barr Street, UCB £10m, and £6m 103 Colmore Row.

**Performance measures** -There are 16 results within this Outcome, 8 results are not yet due as they are reported on a less frequent basis (e.g., annually and half-yearly). Of the remaining 8 results, there are 3 trend measures, 1 result (20%) is on track, 1 result (20%) is within acceptable tolerance and listed below are the 3 measures (60%) that are below target and outside of acceptable tolerance levels.

**i. Where we need to do better:**

- Birmingham's unemployment rate verses the national average (4.6%, Target 3.5%). This is one of our Challenges to close the socio-economic gap so that everyone has access to the same opportunities.
- Percentage of dangerous defects ('Category 1' defects) on streets made safe within one hour (99%, Target 100%), and,
- Percentage of dangerous defects ('Category 1' defects) on streets full repaired within 28 days (99.77%, Target 100%).

**3.13 Outcome 2: Birmingham - an aspirational city to grow up in:**

The performance update below should be considered in the context of a number of changes and developments that the Council has made in support of this priority outcome.

We remain committed to improving all areas of our children's services. More recently this has included a focus on improving the timeliness and quality of Education and Health Care Plans.

We have also been working towards improving the take-up of two-year-old early education entitlement which is below where it should be and which varies significantly across the city. We have developed a clear plan to address the issue in Birmingham and increase take-up through a mix of generic and targeted initiatives.

**Focus and challenges**

**Improve early intervention and prevention work to secure healthy lifestyles and behaviours** - Children under 5 attendance at wellbeing centres. The year to date (April 2019 - September 2019) result is 17,688 which is slightly below target, but within tolerance of the year-to-date target of 18,000 for children under 5 years attendances. There have been changes to BeActive hours over the summer holidays which affected attendances, however in comparison to Quarter 1 (April 2019 - June 2019), the Service has increased the number of under 5s during Quarter 2 (July 2019 - September 2019). During July 2019 - August 2019, the Happy Healthy Holidays Scheme (HHH), which provided free activities and food for children, was being run across the city at over 150 venues by 69 providers (including The Active Wellbeing Society), with some near to or on the same location as wellbeing centres; this may have impacted on attendances at wellbeing centre sessions, with parents instead taking their children to these free HHH sessions. Going into the Quarter 3 (October 2019 - December 2019) period,

the Service expect under 5 years attendances to remain steady, as wellbeing centres prepare for the October 2019 half term and the Service prepare for the Winter programme which will be encouraging more parent & baby activities.

**Performance measures** - There are 14 results within this Outcome, 1 annual result was reported in month 5 (August) and 2 results are not yet due as they are reported on a less frequent basis (e.g. annually and half-yearly). Of the remaining 11, one is a trend measure, 1 (10%) is on track, 3 (30%) are within acceptable tolerance and 6 (60%) are below target and outside of tolerance levels and are listed below:

**i. Where we need to do better:**

- Percentage of new Education Health Care plans issued within 20 weeks, excluding exceptions (54%, Target 90%).
- Percentage of children achieving a good level of development - Early Years Foundation Stage (68.0%, Target 71.8%).
- Key Stage 2 Attainment - proportion of children reaching the expected standard in Reading, Writing and Maths (61% Target 65%).
- Key Stage Attainment Percentage of children achieving a strong pass (9-5) in English and Maths.
- The proportion of years 12 to 13 pupils whose activity is unknown (8.4%, Target 3%).
- Children 6-15 years attendance at wellbeing centres (37,340, Target 40,000).

**3.14 Outcome 3: Birmingham – a fulfilling city to age well in:**

The performance update below should be considered in the context of a number of changes and developments that the Council has made in support of this priority outcome.

We continue to pursue our goals outlined in our Vision for Adult Social Care; in line with this vision there has been a concerted move towards more personalised services. Measures adopted include the implementation of the Three Conversations Model, an innovative approach to needs assessment and care planning focusing on people's strengths and community assets. To support this new approach, Adult Social Care is also in the process of implementing a new service delivery model for the social work service. Service delivery will move to a locality model resulting in more consistent practice and improved outcomes for citizens. This approach aligns to the Sustainability and Transformation Partnership priorities in regard to health and social care integration.

**Focus and challenges**

**Helping people within their local settings to become more independent and connected.** The number of people receiving direct payments has increased again this month and comfortably on track to meet the end-of-year target. Based on the positions in the 2018-19 ASCOF measures, the council is now in the top

quartile of all councils for this measure. Work is continuing with social workers to promote direct payments as a way for people to access social care support, and we are encouraging the teams to share good practice.

The proportion of people receiving support from us in their own homes has dropped slightly since last month. However, over the longer term, there has been an incremental improvement in this measure. The continuing aim is to help people to remain living in their communities for as long as possible, so long as it meets their care needs and does not place them at risk. There are a variety of policies and initiatives in place to support this aim. These include our Home First policy, which aims to prevent discharging people from hospital into a care home wherever we can avoid it. As part of Home First we are running a pilot of an intensive home care service to assist people to return home when previously they would have needed to move to a nursing home. Occupational Therapists continue to support Social Workers to use equipment and assistive technology effectively so that people can remain in their homes for longer. A new model for social work has been adopted across a large part of our service, the Three Conversations model, this is being rolled out to the remaining teams. As part of the Three Conversation model, there is a focus on reconnecting people with their local communities as a source of support, and this should prevent, or at least delay, them needing to move into a care home. In some cases, it can even prevent people needing support at all. The Early Intervention project is helping to keep people at home following discharge from hospital. With it, is the aim to prevent people being admitted to care homes by providing them with an intensive period of support that helps them be as independent as possible.

**Performance measures** - There are 18 results within this Outcome, 2 results are awaited. Of the remaining 16, 3 are trend measures, 3 (23%) are exceeding target, 7 (54%) met target or were within acceptable tolerance and 3 (23%) are below target. Those performing exceptionally (either well above, or below target and outside of tolerance levels), are listed below:

**i. Council plan measure performing well and exceeding target:**

- Increase the number of our most deprived citizens who have engaged with our wellbeing service, been to an active park or attended a wellbeing centre (115,715, Target 100,400).
- The number of long-term admissions to residential or nursing care (per 100,000 over 65s) (504.2, Target 560). Reported a quarter in arrears.
- Social work client satisfaction - postcard questionnaire (96%, Target 70%).

**ii. Where we need to do better:**

- Number of people who have shared lives (88, Target 140).
- Reduced delayed transfers of care (DToC) (11.09, Target 7.95).
- Proportion of clients reviewed, reassessed or assessed within 12 months (75.9%, Target 85%).

### 3.15 Outcome 4: Birmingham – a great city to live in:

The performance update below should be considered in the context of a number of changes and developments that the Council has made in support of this priority outcome.

The independent waste service review has progressed and we are now at the point of reviewing the findings to identify actions to improve our future service delivery.

In the context of the Homelessness Reduction Act and continuous service improvement our Neighbourhoods Directorate are conducting a review of the whole of the Housing Service, in particular, how we support our citizens who are threatened with or are already homeless. A new proposed model will focus on early intervention and prevention and will foster closer working relationships across the council and with partners.

We continue to take forward policy commitments outlined in the Working Together in Birmingham Neighbourhoods policy statement to improve our work with and support to neighbourhoods.

**Performance Measures** - There are 21 results within this Outcome, 1 result is awaited, 10 results are not yet due as they are reported on a less frequent basis (e.g., annually, half-yearly, and quarterly). Of the remaining 10, 1 exceeded target (10%), 2 (20%) were on track, 1 (10%) were below target but within an acceptable tolerance, and 6 (60%) are below target. and outside of tolerance levels and are listed below:

**i. Council plan measure performing well and exceeding target:**

- Number of new homes completed in the city across a range of tenures (18,324, Target 16,950).

**ii. Where we need to do better:**

- Increase Recycling, Reuse, and Green Waste (38.2%, Target 41%).
- Percentage of refuse and recycling collections achieved (99.73%, Target 99.9%).
- Number of properties improved in the Private Rented Sector as a result of Local Authority intervention (206, Target 232). The service had a number of vacancies in various sections over the course of 2019 with delays in recruitment due to staff moving between posts. With current recruitment underway it is anticipated the target will be met by year end.
- Households where homelessness is prevented or relieved, (45.89%, Target 70%). There are three workstreams in place to address data quality issues. There is a newly developing Prevention Hub which when fully rolled out and mobilised will take all prevention cases. It is

important to note that the figure reported is the statutory prevention and relief figures as per the city councils submission to the Ministry of Housing, Communities and Local Government. The city council and its partners carry out a significant amount of prevention work that is not counted as part of the statutory duty figures produced. This includes but is not limited to a range of commissioned services, some of which are provided by the third sector.

- Number (and percentage) of homes built that are affordable (3,775, Target 6,441). In certain cases, it is not possible to provide affordable housing on-site within private market development schemes due to factors such as viability and the physical limitations of the site. In such cases the developer has made financial contributions for off-site affordable housing to be delivered by registered providers of social housing. The ability to deliver such off-site affordable housing is dependent on the availability of nearby sites. This has been a factor in suppressing the delivery of affordable housing in the City.
- Reducing the unemployment gap between wards (8.60%, Target 6.50%).

### **3.16 Outcome 5: Birmingham residents gain the maximum benefit from hosting the Commonwealth Games.**

**Progress update November 2019** - The 12 performance indicators in this Outcome relate to Birmingham's future performance around the Commonwealth Games (CWG). The Birmingham 2022 Games bid stated that all Games benefits would be robustly evaluated and monitored, and that these would be locally owned and independently verified. Consequently, a tender was launched for an evaluation scoping exercise, (a necessary first step in the evaluation process), to provide an overarching framework for the evaluation of the Games, and a research strategy for delivering against it. The Contractor is in the process of being appointed, with a view that the evaluation scoping will be completed at the end of April 2020. This process is being managed through Department of Culture, Media and Sport.

The evaluation framework will provide a set of metrics for each workstream within the CWG Legacy Programme. These will be defined by the end of April. The Partners within the Legacy Programme will then need to determine how these will be monitored and evaluated.

Further, the Games partnership has also now committed to the publication of a legacy plan, which is expected to be produced in the first half of 2020. A considered approach to an evaluation framework for the Games and its legacy will be an important component of that plan.

### **3.17 Outcome 6: Birmingham is a city that takes a leading role in tackling climate change.**

The performance update below should be considered in the context of a number of changes and developments that the Council has made in support of this priority outcome.

We have declared our aspiration for the city to be net zero carbon by 2030 and are engaging in activities to support this including the introduction of a Climate Emergency Task Force and the alignment of key strategies, policies and initiatives.

The Route to Zero (R20) Taskforce has now been created, bringing together representatives from the Council, the West Midlands Combined Authority, the NHS, universities, the business sector, faith communities, the third sector, youth climate strikers, and other key stakeholders. The Taskforce are developing an action plan for Birmingham to tackle climate change and become net zero carbon by 2030.

Service areas are already conducting deep dive reviews of their operational work streams to identify potential actions and projects already underway include working with BEIS to develop a heat decarbonisation delivery plan for the city and the introduction of a new Energy Strategy.

Future reports to Cabinet and Full Council will map out the council and partners' performance aspirations and commitments in this area.

This outcome has been added to the Council Plan for 2019/20. Four priorities have been agreed:

- **Priority 1:** We have declared a Climate Emergency on a cross party basis and we will progress our activity for this through our Climate Emergency Task Force.
- **Priority 2:** We will continue to deliver, report and positively promote the council's extensive climate change and carbon reduction activity with additional initiatives undertaken in line with leading national and peer practice.
- **Priority 3:** We will develop an evaluation framework to monitor the climate impact of all project and policy decisions undertaken.
- **Priority 4:** We will influence our partners and lobby government.

Performance measures supporting these priorities will be developed to monitor progress against this outcome. The Birmingham Route to Zero (R20) Taskforce will hold a series of round table and community events to establish what Route to Zero would mean for the city's communities and businesses, what would be required of both the city and the council to achieve this ambition, identify any barriers to doing so and exploring opportunities to collaborate with others and share best practice. The taskforce will then produce an outline plan and key actions to full council in January 2020.

### **3.18 Other significant Birmingham highlights include:**

Digital and Customer Services directorate contribute to improving outcomes for some of the most vulnerable people in the City – as well as maximising income to the Council. The directorate is responsible for the Benefit Service which helps to support families across the city with payment of Housing Benefit and Council Tax Support. Since receiving a ‘Highly Commended’ award from the Institute of Revenues, Rating and Valuation (IRRV) in October 2019 for ‘Most Improved Service’, it has continued to improve its offer to city residents.

The Department for Work and Pensions (DWP) has just released its quarter 1 figures for speed of processing new claims and change of circumstances, which show Birmingham as the leading Core City in both these areas. The figures also show the Council is the leading West Midlands authority across these measures. The national averages show Birmingham is performing amongst the best in the country with new claims processed in 11 days (England average 19 days) and changes in 4 days (England average 7 days).

The DWP has also recently reported that the West Midlands was the best performing region (in the UK) in 2018/19 for Housing Benefit overpayment recovery Birmingham was the best performing local authority in the region.

### **3.19 General**

**The attached Appendix A** - Performance Monitoring April to November 2019 report provides a more detailed breakdown of performance for all available results, along with commentary explaining performance and/or summarising remedial actions that have been taken or are planned to bring performance on track.

The first page of the appendix is a summary of performance against all the indicators agreed within each outcome of the Council Plan. It also provides an overview of the performance status of each indicator i.e., a colour word representing the performance status, frequency of reporting and a direction of travel against a previously defined result. The four colour word style for monitoring progress reflects the ‘as at position’ against targets. ‘BLUE’ means performance significantly exceeded the target, ‘GREEN’ indicates performance met target, ‘AMBER’ shows performance was below target but within acceptable tolerance levels, and ‘RED’ indicates that performance was off target and outside of agreed tolerance levels.

**3.20** The appendix also shows graphical representation of performance, displaying (where available), results, and historical performance, and alongside the graph and performance status, information is provided to show the preferred direction of travel (aim and demonstrated by an upward or downward triangle), performance variance (above or below the set target), a description of what performance means and what will need to be done to meet longer term targets, and benchmark information e.g., National All England average results.

**3.21** This style of reporting enables services to better manage measures at lower risk and Members to focus on those areas that require particular attention.

#### **4. Options considered and Recommended Proposal**

**4.1** This report is a performance update. The recommended action is that provided in 2.1 above.

#### **5. Consultation**

**5.1** Cabinet Members, Council Management Team and directorate staff have been involved in discussions around performance against the targets contained within this report and attached appendix. Otherwise this paper is a factual report on progress and no other consultation has been required.

#### **6. Risk Management**

**6.1** This report provides progress against the council's strategic outcomes, and the measures in place to achieve them, and allows for Cabinet, in its entirety, to consider progress against the Council's key performance measures.

#### **7. Compliance Issues:**

**7.1 How are the recommended decisions consistent with the City Council's priorities, plans and strategies?**

**7.1.1** Through the provision of a position statement about how well the council is performing against the key Council Plan targets which were set in June 2018, towards achieving the outcomes and priorities as set out in the Birmingham City Council Plan 2018-22.

#### **7.2. Legal Implications**

**7.2.1** There are no legal implications arising from this report.

#### **7.3. Financial Implications**

**7.3.1** The Council Plan 2018-22 forms a key part of the budgeting and service planning process for the City Council that takes account of existing finances and resources, and sets out the key strategic and operational outcomes that the City Council wishes to achieve. Any 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

#### **7.4. Procurement Implications (if required)**

**7.4.1** None identified.

#### **7.5. Human Resources Implications (if required)**

**7.5.1** None identified.

#### **7.6. Public Sector Equality Duty**

7.6.1 The Council Plan Measures are designed to ensure significant improvement in service quality and outcomes for the people of Birmingham towards achieving long term priorities for the period 2018-22. Some of the measures have a particular focus on particular challenges faced by Birmingham citizens e.g. unemployment, homelessness, and social care.

## **8.0 Background Documents**

- Council Plan 2018-2022
- Council Plan 2018-2022 Refresh July 2019
- Performance Monitoring End of Year 2018/19

### **List of appendices accompanying this report**

Appendix A – Council Plan 2019/2020 – April to November 2019 Summary of Performance