

Report to:	CABINET	<i>Exempt information paragraph number – if private report:</i>
Report of:	CHIEF EXECUTIVE	
Date of Decision:	21 March 2017	
SUBJECT:	2016/17 COUNCIL BUSINESS PLAN MEASURES – APRIL TO DECEMBER 2016 PERFORMANCE MONITORING	
Key Decision: Yes / No	Yes	
If not in the Forward Plan: (please "X" box)	Chief Executive approved	<input type="checkbox"/>
	O&S Chairman approved	<input type="checkbox"/>
Relevant Cabinet Member(s):	Deputy Leader /ALL	
Relevant O&S Chairman:	ALL	
Wards affected:	ALL	

1. Purpose of report:
<p>To:</p> <p>1.1 Provide a summary of progress against our Birmingham Promise measures and Council Business Plan targets for the period April to December 2016 (unless otherwise stated), issues requiring attention, and, where relevant, remedial activity in place to deal with these.</p>

2. Decision(s) recommended:
<p>That Cabinet:</p> <p>2.1 Notes the progress to date, and the issues requiring attention.</p>

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<p>3. Consultation</p> <p>3.1 <u>Internal</u></p> <p>Cabinet Members, Directors and directorate staff have been involved in discussions around the performance against the targets of the Council Business Plan and Birmingham Promise measures contained in this report. Otherwise this paper is a factual report on progress and therefore, no other consultation has been required.</p> <p>3.2 <u>External</u></p> <p>Where relevant, directorates have liaised with external partners to determine results for partnership type measures.</p>	<p>4. Compliance Issues:</p> <p>4.1 <u>Are the recommended decisions consistent with the Council's policies, plans and strategies?</u></p> <p>This report shows highlights performance against the City Council's strategic targets for 2016/17 in line with strategic outcomes and policy priorities.</p> <p>4.2 <u>Financial Implications</u> (Will decisions be carried out within existing finance and Resources?)</p> <p>The Council Business 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. Any decisions highlighted will be carried out within existing finances and resources unless otherwise stated.</p> <p>4.3 <u>Legal Implications</u></p> <p>None identified.</p> <p>4.4 <u>Public Sector Equality Duty. (see separate guidance note)</u></p> <p>The Council Business Plan Measures, and Birmingham Promise, 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.</p>
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5. Relevant background/chronology of key events:

5.1 Overall Context

In line with our commitment to keep Cabinet and citizens informed of progress against the delivery of our key Council Business Plan targets and Birmingham Promise measures, this report provides our performance successes and progress against our key Council Business Plan targets, and Birmingham Promise measures **for the period April to December 2016**.

The main focus of this report is based on those areas where we have either performed exceptionally well above our targets, or where we have had some difficulty in achieving them, with a summary of reasons for performance and actions being taken to bring performance back on track (where possible), also being provided.

More details are provided in the attached exception-based report (**Appendix A**) to this report.

5.2 Performance against our Quarter Three (April to December 2016) targets

5.2.1 Birmingham Promises

Overall, 13 of the 14 Birmingham Promise measures performed well, with 10 (71%) fully meeting the Promise and another 3 achieving over 97%. This compares well against that achieved for same period in 2015/16 where overall 57% (8) had either fully met, or achieved above 97%. 12 Promises have either maintained or improved performance.

The Promise that has not fully been met relates to the ability to respond to the council housing emergency repairs within 2 hours. Whilst performance at 81.50% is 16.6 percentage points behind the contractual target of 98.10%, it is the highest achieved so far this year. Contractual penalties have been applied, to those contractors where performance has fallen below required expectations. All contracts have revised approaches to emergency cases, all contractors are starting to see improvements in performance, and our citizens are still receiving quick response times for emergency repairs.

Full details of all Birmingham Promise results can be accessed on the council website at www.birmingham.gov.uk/birminghampromise, and clicking on the 'download our Birmingham Promise results' link.

5.2.2 Council Business Plan Measures

Of the 47 Council Business Plan measures performance **results were available for 40 indicators**. The results for 7 measures are reported on a less frequent basis (e.g., termly, half yearly or annual) and will therefore be provided when the end of year performance monitoring report is provided to Cabinet in June 2017.

Of the 40 available results, 5 are trend measures that do not have a target, of which the following showed a notable adverse performance trend compared to the previous quarter:

- The number of children with a child protection plan (snapshot as of the month end), at 1,010, is up from 820 in September 2016, but our rates per 10,000 children, at 36 children, is below the national average of 43 children. This increase is due to a Post

Ofsted effect, where staff are responding to Ofsted comments. An investigation is looking ahead to see what can be done to ensure that we are able to avoid further increases.

Excluding the five trend measures, of the remaining 35 Council Business Plan measures **22 (63%) met, exceeded, or were within acceptable tolerance levels of their target.** This is one percentage point better than that achieved in December 2015, but two percentages point down on last quarter's result (65% in September 2016).

Against our strategic outcomes, the overall performance position at the end of December 2016, is summarised below:

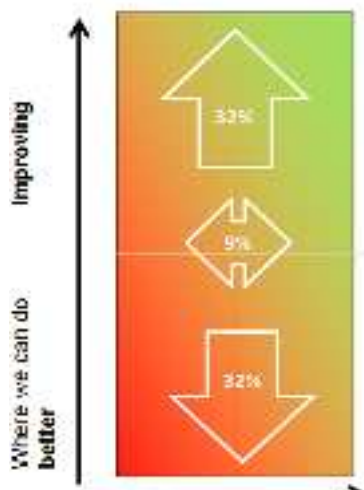
Primary Goals and Outcomes	Total Number of Council Business Plan Measures	Number of Results Available	% Targets Available on Track/ Better
A Fair City <ul style="list-style-type: none"> <i>Safety, Health and Wellbeing; Children, Young People and Families; Tackling Poverty.</i> 	23	21 (includes 4 trend measures)	13 of 17 (77%) (excluding trend measures)
A Prosperous City <ul style="list-style-type: none"> <i>Learning Skills and Local Employment; Enterprise; Infrastructure, Development and Smart; Green and Sustainable; Regional Capital and Reputation.</i> 	19	17 (includes 1 trend measure)	8 of 16 (50%) (excluding trend measure)
A Democratic City <ul style="list-style-type: none"> <i>Engagement, Influence and Contribution; a New Model of City Government; Modern Services that Service our Citizens.</i> 	5	2	1 (50%)

Excluding the 5 trend measures reported on earlier in this report, a performance direction of travel, against the previous quarter, is available for 34 of the remaining 35 measures. Of these, performance for:

- 15 (32%), improved,
- 4 (9%), needed to do better, and
- 15 (32%), stayed at the same level as the previous quarter result.

This performance is also shown in the graph over the page:

Direction of travel against the previous Quarter



Direction of travel breakdown:		
Improving or increasing trend	15	32%
No Change	4	9%
Where we need to improve or where there is a decreasing trend	15	32%
Not comparable/available to report..	13	
TOTAL measures comparable to previous result	47	72%

Note: The above row, shaded in yellow, is not included within the graph due to insufficient information to report the direction of travel against the previous quarter, at this point in the year.

5.2.4 Successes

Listed below are our significant Council Business Plan successes i.e., those where we performed better than when compared to where we planned to be by the end of December 2016.

Corporate Resources Directorate (Council-wide)

Of the seven measures within this directorate, results were available for two, one of which performed particularly well, exceeding its December target:

- Performance against the Council Business Plan measure to **increase the percentage volume of online transactions for our four key services (Benefits, Council Tax, Housing and Waste Management)** continues to improve, with the December result at 35.40%, being the best achieved to date. This measure operates on a profiled target basis and for the previous seven months, the percentage had been between 20 and 23%. The leap in December has been attributed to the reopening of sales for garden waste.

Economy Directorate

Of the seven measures in this directorate, results are available for six, one of which exceeded its December target:

- Reported half yearly, and a quarter in arrears (for the period April to September 2016), 353 of the **new homes built were deemed affordable**, exceeding April to September target by 150 homes.

Directorate for People

Of the twenty seven measures within this directorate, results were available for twenty measures. The following six measures performed particularly well:

- **The percentage of births that receive a face to face new baby visit from a health visitor within 14 days:** Performance has improved during the third quarter to 92%, exceeding the target of 85% by 7 percentage points. The focus going forwards will be to ensure that this good performance remains steady.

- **The percentage of pupils that are not in education, employment or training:** The target (4%) against this measure has been achieved for the last three months resulting in a 3% achievement rate as at December 2016, which is 1 percentage point better than target, and in line with the national average.
- **The number of unallocated cases open for more than 7 days:** The target is to have no more than 20 cases unallocated and open for more than 7 days. This has been achieved for every month this year and in December there were no unallocated cases the same as the previous month and also at the end of the previous quarter in September 2016.
- **The percentage of referrals that are re-referrals within 12 months:** Although experiencing a slight set back in November 2016, performance against this measure has consistently met/slightly exceeded target for the past 15 months. At 23% for December, performance is near the national average of 24%.
- **The percentage of family assessments completed within timescale:** This measure has consistently exceeded target during 2016/17 and at 92%, has exceeded the December target, and the all England average, by 10 percentage points.
- **The percentage of children identified as at risk of harm, seen at assessment:** This measure refers to Sections 17 and 47 of the Children Act (1989) only, which places a duty on the social worker, to investigate when it is believed that a child is at risk of harm. June 2016 marked the step change in performance. It has performed well ever since and although down by 2 percentage points compared to last quarter (September 2016), performance continues to exceed the 68% target.

Place Directorate

Results were available for all six measures in Place directorate, four of which exceeded their target:

- Performance at 99.58% has been maintained above target for the percentage of **available Council Homes as a percentage of total stock**. These homes include properties that are tenanted and those that are void but available to re-let. We have seen continued success throughout the year with the target (98.80%) being exceeded every month by an average of 0.7%.
- **Empty Properties brought back into use:** Between April and December 2016, 262 privately owned empty properties were brought back into use through intervention by the Empty Properties team. The Empty Properties team have, again, through a positive mixture of reactive and proactive work, exceeded this target.
- **Properties improved in the private rented sector as a result of local authority intervention:** A new measure for 2016/17, performed has been good all year and the result of 374 is 158 above the profiled target. The first year that results for this measure have been collected, the target will be reviewed at outturn to determine whether any change is required.
- **The number of cases where homelessness was prevented or relieved:** At 6,117, performance is above the profiled cumulative target by 367 cases and we are confident that we will achieve the year-end target of preventing/relieving 8,000 cases.

Other notable achievements during the Quarter

A number of other notable achievements have been achieved during the quarter, highlighting other areas of good work in partnership with, or by City Council employees. Some of these are noted below:

- Birmingham Financial Inclusion Partnership in collaboration with the Place Directorate and many others provided Financial Capability advice and information to some of our most vulnerable residents in various locations across the City including Erdington, Northfield and the Library of Birmingham.
- Campaigns coordinated by the Cultural Development Service, as part of the 'Year of Arts and Young People', saw many partners across Birmingham engaging more young people aged 0 to 25 in a range of opportunities offered by arts organisations, creative industries, community groups, the education sector and various venues.
- The Birmingham Frankfurt Christmas Market extended its residency to six weeks in 2016/17, and generated £400m of spend. Birmingham also led the way with improved Counter terrorism measures deployed on the market this year to ensure it was a successful and safe event.
- Gold award in the Champion of Champions category at the Royal Horticultural Society (RHS) Britain in Bloom UK Finals Awards. The city was further honored by RHS judges who awarded it the first ever 'RHS Britain in Bloom Award for Overcoming Adversity'. The award was given in recognition of the way the community pulled together to combat the effects of two floods that hit Edgbaston Guinea Gardens in June.
- Thirteen local arts and community organisations are to receive arts grants totaling £500,000 to deliver projects in Aston and Newtown during 2017-18, which will benefit, amongst others, a wide range of young residents (including early years), budding creative entrepreneurs and producers, and community elders not usually engaged in arts activities.
- £400,000 of government funding (Birmingham City Council and Solihull Metropolitan Borough Council) to support the Rough Sleeping Grant and to help people by offering them a safe place to sleep, physical and mental health checks and substance misuse screening. In addition and also from the Department for Communities, £1.7m has been secured to seek to prevent homelessness for as many households as possible over the next two years.
- A £1.2 million Department for Transport funding to continue running the Government's cycle training programme. This will enable Birmingham to continue the Bikeability scheme until March 2020, and will support 37,742 children in Birmingham to be trained over the next three-and-a-half years and further boost the objectives of the council's Birmingham Cycle Revolution.

5.2.4 Council Business Plan Measures – areas where we need to do better

Listed below are the council business plan measures where we are not yet on track:

Corporate Resources – Council-wide

- **Average sick days per full-time equivalent employee:** Year to date sickness for December increased slightly by 0.04 days to 10.26 days compared to November. However, performance is 0.2 days better than that achieved in December 2015, and the percentage of employees who have attended work, at 95.03%, is up 0.27 percentage points compared to previously.

Economy Directorate

- **Youth Promise - Closing the gap in Districts with high levels of unemployment by targeting activities to support training/employment for 18-29 year olds, and**
- **Youth Promise – Closing the gap in unemployment for 18-29 years -**
For both of the above measures, whilst behind target, performance between October and December has shown some improvement with youth unemployment decreasing city-wide, through the autumn period. The Greater Birmingham Solihull Local Enterprise Partnership Employment and Skills Board is repurposing its focus and priorities to tackle high unemployment. This includes re-establishing the Birmingham Employment and Skills Board to bring together partners and take ownership across the city. In addition, the Youth Employment Initiative project is expected to reach full delivery during the final quarter of 2016/17, and will begin to contribute to performance. However, whilst anticipated that performance will improve further as a result, it is unlikely that the year-end target will be met.
- **Jobs created through the Business Growth Programme and Finance**
Birmingham: During October to December 2016, an additional 21 jobs had been created, mainly through the Business Growth programme. Whilst this brings year-to-date total to 35 for December, results are still awaited from Finance Birmingham, who currently have visibility of another 163 jobs, which, when added to the current total of 35, would mean that should these come to fruition, it is likely that the end of year target of 177 will be met.
- **Length of new improved cycle ways within parks, green spaces, canals and highways:** This measure is part of the Birmingham Cycle Revolution target, and update of which was brought to Cabinet in December 2016. At that meeting, it was highlighted that following the agreement of a revised strategy for the delivery element of the Highway routes, the Highways target would be removed from this existing Council Business Plan measure. In relation to the remaining elements of the this measure, both (Canal Routes at 8.5 km, and Green Routes at 2.4 km), have underachieved against their target. Reasons for this are due to factors outside of the City Council's direct control. In the case of Canal Routes, the delay was due to the city awaiting confirmation of the Birmingham Cycle Routes funding from the Department for Transport before schemes could be committed, and in the case of Green Routes, objections received to the Woodgate Valley Green Route scheme have resulted in a delayed start until the early part of 2017/18 whilst these objections were resolved.

Directorate for People

- **The proportion of clients who received residential, nursing or home care from a provider that is rated as 'good':** Performance (64.10%) has been negatively impacted by providers not returning their Self-Assessment questionnaires. This resulted in an increase in the proportion of clients placed at homes rated as inadequate. The approach to commissioning these services is currently being reviewed, and is also on the agenda for today's Cabinet meeting.

- **Key Stage 2 Attainment:** Final results for this measure were released by the Department for Education in December. The result of 47.00% is 7 percentage points below both the target, and the national average (54.00%). The Birmingham Education Partnership is working with schools across the city to support them in trying to improve 2017 Key Stage 2 results, including addressing significant gaps where they exist.
- **Early Years Foundation Stage:** An annual measure, results show that 64.00% of children reached a good level of development at the end of the Early Years Foundation stage in 2016. Whilst an improvement on the previous year's result of 62.00%, it was not enough to achieve our annual target, or the national average of 69.00%.
- **Excluded children without a school place after 6 days:** Since the last report (September 2016), numbers increased to 20 children for both November and December. The main challenges focus around full-time centre provision for permanently excluded, primary aged young people with particular difficulties being faced in the south of the city. Children without full-time education continue to be offered two- hourly, daily 1:1 personalised tuition.
- **Proportion of schools inspected as good or outstanding:** Performance improved slightly up 0.2% to 80.2%. The result is a snapshot of published Ofsted Judgements and therefore may not reflect the latest local knowledge of forthcoming Ofsted announcements. All open schools, (both Academies and Local Authority maintained) are included. For recently converted academies with no existing inspection, a judgement is obtained from the previous establishment. December saw four full inspections, three of which saw their inspection judgement improve. The 90.00% end of year target is unlikely to be met due to the number of schools that would need to be inspected and see their judgements improve. The proportion of Local Authority maintained schools that are Good/Outstanding is currently at 85.00%. Our school improvement partners Birmingham Education Partnership have identified schools to work with as part of their improvement work. These have been prioritised and each receive an appropriate level of support in line with their needs.
- **The number of children and young people placed for adoption, in month and year-to-date:** Whilst we aim to place about 10 or 11 children each month, in the last two months the number of matched placements has reduced slightly, which is normal during December, resulting in an overall performance of 78 placements. Our performance compares well against the all England average (30), Core City average (60), West Midlands (40), and against our Statistical Neighbours (53).
- **The percentage of agency social workers including team managers:** Overall, in all established posts that require a social work qualification, we have 22.00% agency social workers covering vacant posts. This performance is 2 percentage points better than that achieved last quarter but above both the all England and West Midland averages (both at 16%). It is, however, slightly better than the 22.89% average of our statistical neighbours. All agency social workers are being asked to consider transfer to permanent Birmingham City Council employment.

Place Directorate

- **Reducing residual waste, kilogram per household:** Our result of 522.65 kg, whilst above target (smaller is better), our rate of growth is consistent with national trends. Campaigns and education to reduce waste to very ambitious target levels, as well as encourage recycling, are yet to deliver the behavioural changes necessary to control how

much waste is being presented. Year Two and Three of the Zero Hero campaign will specifically address deep-rooted issues on a targeted basis after Year One focused on raising general awareness about how people can reduce, re-use and recycle more waste.

- 5.3 A more detailed breakdown of performance, focusing on where we were well 'ahead of', or have 'missed', our target along with supporting commentary which summarises any remedial actions taken or planned, to bring performance on track, is provided in the attached Performance Monitoring Exception Report (**Appendix A**). The four symbol style for monitoring progress reflects the 'as at position' against targets (the key to these symbols is also provided in the Appendix A). This style of reporting enables services to better manage measures at lower risk and Members to focus on those areas that require particular attention.

5.4 **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 key Council Business Plan measures, or actions being taken to bring performance back on track. Nor would Cabinet have an update on the Birmingham Promises made to our citizens.

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:

- 2015/16 Council Business Plan Measures – April to December 2015 Performance Monitoring
- 2015/16 Council Business Plan Measures – End of Year Performance Monitoring (April 2015 to March 2016) and 2016/17 Council Business Plan Targets
- 2016/17 Council Business Plan Measures – April to September 2016 Performance Monitoring.

List of Appendices accompanying this Report (if any):

1. **Appendix A – Performance Monitoring – April to December 2016 Exception Report**

Report Version		Dated	
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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	<p>The Council must, in the exercise of its functions, have due regard to the need to:</p> <ul style="list-style-type: none"> (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	<p>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:</p> <ul style="list-style-type: none"> (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	<p>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.</p>
4	<p>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:</p> <ul style="list-style-type: none"> (a) tackle prejudice, and (b) Promote understanding.
5	<p>The relevant protected characteristics are:</p> <ul style="list-style-type: none"> (a) age (b) disability (c) gender reassignment (d) pregnancy and maternity (e) race (f) religion or belief (g) sex (h) sexual orientation