

## Appendix B1: Birmingham City Council Delivery Plan Performance Framework – Vital Signs'

The Council Delivery Plan describes two types of activity which will be delivered in parallel.

Firstly, it sets out what the Council intends to achieve by May 2022 and how we will do this to drive a real step-change in 'getting the basics right' with Council services.

Secondly, the Delivery Plan presents exploratory thinking for work that will be undertaken over the next 18 months which will seek to address the longer-term challenges and maximise the opportunities facing the city and Council beyond 2022.

As such, the Council's revised performance management framework echoes this segmented approach in two parts.

- 1) **By Portfolio**, we outline the performance indicators that address the 'vital signs' of the effectiveness and efficiency of Council services. These indicators will all be reported on a **quarterly** basis to Cabinet, with benchmarking against national comparators and targets to focus directorate delivery plans on the areas for improvement. During each municipal year, challenge and support will be provided to colleagues who are accountable for these indicators. Pro-active work will be undertaken to better understand the factors that either facilitate or constrain improvement and to undertake 'deep-dives' into key issues arising throughout the year. This will help the Council to identify what action can be taken to bring performance back on track where it has fallen, and to learn from and build on good practice. We will use this approach to highlight and drive improvement by focussing accountability in portfolios and directorates on the vital signs of core Council performance, and this will allow Overview and Scrutiny Committees to work more closely with Cabinet Members in drilling down into specific areas of performance. Additional indicators on key technical areas of business functioning will be reported internally on a regular basis to the Council's Leadership Team for use as part of normal management of services.
- 2) For **over-arching city outcomes**, measures will be considered **annually** as part of a 'state of the city' report to Cabinet. We will use these measures to inform the 'reform' elements of the Delivery Plan and to guide our work with the City Board on the future vision / multi-agency strategy. In the context of COVID, BREXIT and recessionary impacts on both service demand and public service finances, it will be challenging to profile the effect on resident outcomes with a high degree of precision. By working together with partner agencies, however, the City will continue to weather these challenges and re-build a baseline for future improvement strategies.
- 3) Indicators relating to **the Commonwealth Games** are set out in a third section and will be reported **alongside the 'Vital Signs'** report on a quarterly basis to Cabinet. These indicators are largely cross-cutting and will be impacted upon by the work of the Council and our partners.

***This document sets out the 'vital signs' of effectiveness and efficiency that will be reported to Cabinet on a quarterly basis.***

In each section indicators that are significantly impacted by partner contributions or wide social and economic circumstances are highlighted in light red. In terms of availability: M=monthly, Q=quarterly, T=Termly and A=annually.

## **‘Vital Signs’ of Service Effectiveness and Efficiency**

## Leader's Portfolio

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
Food Standards Agency (FSA)	13 December 2019	Fourth stage of performance concerns for FSA, report to FSA Board for possible intervention	On hold due to Covid 19, but quarterly when food inspections are recommenced
British Standards Institution: ISO 9001: 2015 for Trading Standards	5 December 2019	Accredited	December 2020
Health and Safety Executive- adequacy of health and safety enforcement programme	None recently, but submission of annual return required	Programme adequate	After May 2021
Eastside Judicial Review against the decision of the planning authority to grant planning permission.	N/A	N/A	TBC - awaiting date of judgement.

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
L01	Determine major applications within 13 weeks	Applications over 1 hectare	Bigger is better	Q	Ian MacLeod
L02	Determine minor applications within 8 weeks	Anything smaller than the criteria for major developments.	Bigger is better	Q	Ian MacLeod

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
L03	Determine other applications within 8 weeks	Householder applications (extensions, loft conversions, change of use etc)	Bigger is better	Q	Ian MacLeod
L04	The number of jobs created through the Business Growth Programme	It measures the number of jobs that have been created and/or safeguarded as a result of investment in infrastructure and development activity.	Bigger is better	Q	Ian MacLeod
L05	Public sector investment in the Enterprise Zone	Creating the conditions for inclusive and sustainable growth that delivers and sustains jobs and homes across Birmingham.	Bigger is better	Q	Ian MacLeod
L06	Number of new homes completed in the City across a range of tenures through the BMHT and InReach development programmes	Measures only those homes provided by BMHT and InReach programmes, where the Council has direct influence based on arms length relationship, in ensuring housing is built across a range of tenures.	Bigger is better	Q	Ian MacLeod
L07	Percentage of National Trading Standards target met	Birmingham holds the contract for the regional intelligence team (RIT). Achievement of the required contract standards is likely to ensure contract is renewed. This is also true for the Illegal Money Lending Team (IMLT).	Bigger is better	A	Rob James
L08	Percentage delivery of Food Inspections completed against recovery plan agreed by the Food Standards Agency and BCC	The Council is legally required to deliver a programme of food inspections in-line with the Food Standards Agency's Approved Code of Practice. The delivery of each council's programme fits into the national model for assuring food safety locally, nationally and internationally.	Bigger is better	Q	Rob James
L09	Percentage of successful prosecutions (case proved) by service (Environmental Health, Licensing and Trading Standards)	To ensure statutory compliance and Regulation and Enforcement prosecutions are undertaken to help improve the well-	Bigger is better	M	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
		being and public health of people and communities.			
L10	Deliver 8 key corporate campaigns (with a success rating of 80% of above) linked to the priorities outlined in the Delivery Plan	This is a vital component in engaging the public with the work of the Council and helping them understanding their role and contribution to the city. This will influence behaviour in a way that reduces unnecessary demand for council services and delivery savings whilst improving outcomes through empowering citizens.	Bigger is better	Q	Jonathan Tew
L11	Increase the reach and engagement levels of all the BCC corporate social media accounts by 10% per year	Building direct connections with citizens and business is crucial in building trust between the Council and those we serve. Our social media presence is a core part of our approach to building trust and this indicator measures our reach.	Bigger is better	Q	Jonathan Tew
L12	Proportion of residents aged 16 to 64 claiming out of work benefits compared to West Mids. and national average	Birmingham residents will be trained and upskilled appropriately to enable them to take advantage of sustainable employment.	Smaller is better	M	Ian MacLeod

## Deputy Leader's Portfolio

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
Housing Benefit (Subsidy) Assurance Process	2019 for 2018/19 Subsidy Year	Audit	TBC
Ensure compliance with the Data Security and Protection (DSP) Toolkit		Pass/Fail	Annually

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
DL01	Average number of days to process new housing benefit applications	Quick payments of Housing Benefit help to secure tenancies by making payments to cover the rental liability for citizens on low income, stopping hardship, and ensuring tenants are not made homeless for non-payment of rent.	Smaller is better	M	Peter Bishop
DL02	Average number of days to process changes to housing benefit	Quick payments of Housing Benefit help to secure tenancies by making payments to cover the rental liability for citizens on low income, stopping hardship, and ensuring tenants are not made homeless for non-payment of rent.	Smaller is better	M	Peter Bishop

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
DL03	Council Tax collection rate	The collection of council tax allows the city council to deliver its key priorities and services to the citizens of Birmingham. This measure identifies if we are on track to achieve the agreed council tax collection rates and ensures a final collection rate of 97.1% is achieved by the 5th year.	Bigger is better	M	Peter Bishop
DL04	Council tax paid by Direct Debit	The city council is responsible for the administration, collection and recovery of all council tax liability. The collection of this revenue allows the council to fund its services. The indicator is important as it is the cheapest method of collection and guaranteed method of collection to assist with the agreed council tax collection rates. The collection of council tax allows the city council to deliver its key priorities and services to the citizens of Birmingham.	Bigger is better	M	Peter Bishop
DL05	Collection of business rates in year	Identifies we are on track to achieve the agreed business rates collection, as set through the city councils budget setting process and ensures a final collection rate of 98.00% is achieved by the 5th year. Good collection helps to ensure council services are funded.	Bigger is better	M	Peter Bishop
DL06	Percentage of housing rents collected during the year	The amount of rent collected has a direct impact on the Housing Revenue Account (HRA). This is a ring-fenced account that pays for repairs, capital programmes within housing and salaries of Housing staff, to name but a few.	Bigger is better	M	Peter Bishop

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
DL07	Percentage/Number of FOI/SARs actioned to and responded to in a timely manner	Ensure FOI and SARs are actioned and responded to in a timely manner.	Bigger is better	M	Peter Bishop
DL08	Customers registering satisfaction with the Council	It's important for Customer Services to understand the overall satisfaction when citizens are contacting the corporate contact centre. This can identify trends in terms of service delivery issues, process related issues and root cause of dissatisfaction.	Bigger is better	Q	Peter Bishop
DL09	Online transactions in comparison to telephone calls	The shift of citizen contact to the digital channel where possible is key to ensuring the City Council is as efficient as possible. It's our aim to move the simpler contact to this channel and the contact centre handle the more complex enquiries where we can add significant value to the citizen.	Bigger is better	Q	Peter Bishop
DL10	Number/percentage of Complaints responded to in 15 working days	Set by elected members and implemented across BCC in respect of all complaints regarding services provided by the Council that fall outside of any Statutory Complaints Process or Appeals Process. Monitoring at this level ensures that the Corporate Management Team are provided with information on a regular basis which can be shared with elected members upon request and management can be assured that the City Council is heading in the right direction and if not, where it needs to divert its attention immediately.	Bigger is better	M	Peter Bishop
DL11	Number of complaints received per thousand customers	A reduction in complaints should reflect an improvement in service delivery. NB As part	Smaller is better	M	Peter Bishop



No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
		of the initial consolidation work there is likely to be an initial increase. This can also be benchmarked against other organisations			
DL12	Proportion of Ombudsmen complaints that have been upheld	This indicator is a Council-wide measure of how well the Council is handling complaints. Responsibility for reporting it sits with the Finance & Governance directorate but ownership of performance against this indicator is collective across all directorates.	Smaller is better	Q	Becky Hellard
DL13	The number of data breaches that have occurred	Breaches can cause reputational damage to the Council and it is important that all staff comply with standards and protocols set up on how to handle forms of data.	Smaller is better	M	Peter Bishop
DL14	Percentage compliance to the WCAG2.1 AA Accessibility standard for Birmingham.gov.uk	Achieving an accessibility quality score to the AA standard of 98.5% on a monthly basis	Bigger is better	M	Peter Bishop
DL15	The number of BCC websites that meet the international WCAG 2.1 AA accessibility standards	Report the number of council owned websites that meet the WCAG2.1 AA standards (baselined at 250)	Bigger is better	Q	Peter Bishop
DL16	Percentage of households signed up for Council Tax paperless billing	To show an Increase in customers receiving an electronic bill saving printing costs	Bigger is better	Q	Peter Bishop

## Children's Wellbeing

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
Children's Services	December 2018	Requires Improvement	Early 2022 (3 Year cycle)
Adoption	March 2019	Good	2022 (3 Year Cycle)
Fostering	January 2019	Requires Improvement	End 2020/early 2021 (Annual)
Cambourne House	August 2019	Requires Improvement	Twice Yearly
Edgewood Road	August 2019	Requires Improvement	Twice Yearly
Warwick House	January 2020	Good	Early 2021 (Annual)
Charles House	December 2019	Good	End 2020 (Annual)
ILACS (Inspection of Local Authority Children Services)	December 2018	RI	June 2021 – June 2022
ILACS Focussed visit	February 2020	None	Imminent
Local Area Inspection SEND	June 2018	Written statement of action	Once during a 5 year period

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW01	% of all referrals with a decision within 24 hours	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW02	% of re-referrals to children's social care within 12 months	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill
CW03	% assessments completed within 45 working days	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW04	% Initial CP Conferences (ICPCs) held within 15 working days	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW05	% of children who become the subject of a CP plan for a second or subsequent time within the last 2 years	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill
CW06	% of children (under 16 years) who have been looked after for 2.5 years or more, and in the same placement (or placed for adoption) continuously for 2 years or more	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW07	% children experiencing 3 or more moves in a year	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill
CW08	% of looked after reviews held on time	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW09	% of care leavers who are in Education, Employment, and Training (EET)	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW10	% Year-to-date care leavers in suitable accommodation (19-21)	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	A	Tim O'Neill
CW11	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted. (A1)	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW12	No of children who have been adopted in the year or who leave care	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW13	% of agency social workers (including team managers)	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill
CW14	Average caseload of qualified social workers	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill
CW15	% of social workers who have had supervision (in month)	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW16	Ofsted will have found improvement in all areas and rated services at least Good.	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Outstanding is better than Good; Good better than RI	M	Andy Couldrick

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW17	Percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions	Legal requirements in meeting statutory targets to ensure that children, young people, and their families are provided with the information, advice and support necessary to enable them to participate in discussions and decisions about support.	Bigger is better	M	Tim O'Neill
CW18	Quality of Education Health Care Plans - Monthly Case Audits	Ensuring Education Health Care Plans are rated 'good' and provide an excellent standard of information for children, young people and their families as above.	Bigger is better	M	Tim O'Neill
CW19	Corporate Parenting Board Promise for children who have experienced Birmingham's care system. We'll take care of your health and encourage you to be healthy. Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	Birmingham city council will work with health and other professionals to ensure your physical, emotional and mental health and wellbeing is support. We will increase the number of Looked After Children with up to date Health Passports and reduce their waiting time for access to forward thinking Birmingham (FTB) TESS and Health Assessments	Bigger is better	M	Tim O'Neill
CW20	Reduction in complaints/ mediations/ tribunals through an early help offer	Improved wellbeing and outcomes for children and young people.	Smaller is better	M	Tim O'Neill
CW21	Reduction in the referrals for specialised resources through investment in early school-based support and provision	We want to meet need locally and earlier.	Smaller is better	Q	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW22	Proportion of children aged 2-2½yrs offered ASQ-3 (Ages and Stages Questionnaires)	Offers parents a child development review as part of the Healthy Child Programme or integrated review which help identify children who are not progressing as expected for support, monitoring and early help of targeted services.	Bigger is Better	Q	Justin Varney

## Education, Skills and Culture

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
ILACS (Inspection of Local Authority Children Services)	December 2018	Requires Improvement	June 2021 – June 2022
ILACS Focussed visit	February 2020	None	Imminent
Local Area Inspection SEND	June 2018	Written statement of action	Once during a 5-year period
Birmingham Adult Education Service Education Inspection Framework (EIF)	March 2018	Good	Within a 5-year period
West Midlands Combined Authority Performance Management Review	Annual review	No issues	Termly

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
ESC01	The proportion of years 12 to 13 pupils whose activity is unknown	Young people who are NEET are at risk of becoming socially excluded, which can have a detrimental effect on physical and mental health, and increase the likelihood of unemployment, and a lower quality of work later on in life. By identifying those deemed NEET, the Council will be better able to target, and provide support to children falling into this cohort group.	Smaller is better	M	Tim O'Neill



No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
ESC02	Number of NEET young people supported by the career service	Children and young people need to be able to realise their full potential through great education and training, through an environment where they have the best start in life	Bigger is better	Q	Tim O'Neill
ESC03	Permanently excluded Children without a school place for more than 6 days	Children and young people will be able to continue their education following significant disruption	Smaller is better	M	Tim O'Neill
ESC04	Number of children missing from education for more than 7 days	Children and young people are safe	Smaller is better	M	Tim O'Neill
ESC05	Supporting Care Leavers with the career ambitions with regard to Education, Employment or Training (EET)	Children and young people need to be able to realise their full potential through great education and training, through an environment where they have the best start in life	Bigger is better	Q	Tim O'Neill
ESC06	The percentage of delivered routes that were needed to transport pupils to school.	Children and young people need to be able to realise their full potential through great education and training, and some need support with transport to this.	Bigger is better	M	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
ESC07	Performance in transporting the number of pupils that needed to travel to school	Children and young people need to be able to realise their full potential through great education and training, and some need support with transport to this.	Bigger is better	M	Tim O'Neill
ESC08	Overall Proportion of Early years settings Private, Voluntary and Independent providers (PVI) which are good/outstanding	Children will be able to realise their full potential in an environment where they have the best start in life	Bigger is better	T	Tim O'Neill
ESC09	The proportion of years 12 to 13 not in employment, education or training (NEET)	The law requires all young people in England to continue in education or training until at least their 18th birthday to improve the career and life prospects for young people. This includes developing a greater range of skills, increased earnings potential/reduced unemployment, and opportunities to develop new skills in an alternative setting.	Smaller is better	M	Tim O'Neill
ESC10	Overall Proportion of schools which are good/outstanding	Important as it will assist in enabling children and young people to realise their full potential through great education and training; this information is important as it enables us to challenge the regional Schools Commissioner's office over academy performance, where appropriate.	Bigger is better	M	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
ESC11	Number of Permanent Exclusions – Primary	Children and young people need to be able to realise their full potential through great education and training, through an environment where they have the best start in life	Smaller is better	T	Tim O'Neill
ESC12	Number of Permanent Exclusions – Secondary	Children and young people need to be able to realise their full potential through great education and training, through an environment where they have the best start in life	Smaller is better	T	Tim O'Neill
ESC13	Number of Permanent Exclusions – Special Schools	Children and young people need to be able to realise their full potential through great education and training, through an environment where they have the best start in life	Smaller is better	T	Tim O'Neill

## Finance and Resources

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
Annual Governance Statement as defined by the external audit sign off of the BCC financial statements.	25 September 2019	Qualified Value for Money conclusion in respect of one item	25 November 2020
The external audit opinion on the financial statements	25 September 2019	Unmodified opinion	25 November 2020
Lexcel and ISO 9001 accreditation	October 2020	Accreditation obtained	June 2021

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
FR01	Internal assessment of Financial Resilience (using Chartered Institute Public Finance Accountants Resilience Index)	These measures demonstrate effective internal controls, robust governance, good value for money service delivery and financial resilience as shown by financial outturn, strength of balance sheet, level of reserves, level of debt	Positive CIPFA Resilience measures	Q	Rebecca Hellard
FR02	Health & Safety Compliance Audits undertaken across directorates in targeted areas	To meet legal obligations in ensuring staff safety and completion of risk assessments (to apply with the duty under the Management of Health and Safety at Work Regulations 1999)	Smaller is better	A	Dawn Hewins
FR03	Number of accidents and incidents within the City Council	Continue to monitor whole council accident and incident incidence rates to ensure that figures recorded remain as low as possible considering the opportunity for meaningful intervention	Smaller is better although continued communications around the need to report is a positive increase	M	Dawn Hewins

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
FR04	Number of accidents and incidents reported to the HSE	To ensure meet legal duty for criteria set under the Management of Health and Safety Act Work Regulations 1999	Smaller is better	M	Dawn Hewins
FR05	The average number of working days lost due to sickness absence per FTE (full time equivalent) employee	BCC is committed to employee wellbeing. This indicator allows the organisation to gather information that can be used to ensure effective absence management policies are developed and actioned that assist with managing staff health and well-being issues, enabling them to stay in or return to work, and/or aid recovery from illness, as well as enabling staff to better manage service delivery.	Smaller is better	M	Dawn Hewins
FR06	Grow channels such as Yammer to increase engagement ratings with staff	Yammer has been shown to be a critical tool to build trust with staff. Staff engagement levels have been shown to increase motivation of staff and improve wellbeing and satisfaction at work. This indicator is therefore an important proxy measure for staff wellbeing.	Bigger is better	Q	Jonathan Tew

## Health and Social Care

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
CQC - Shared Lives	24 September 2019	Good	Not Known
CQC - North Homecare (Enablement)	28 November 2019	Good	Not Known
CQC - South Birmingham Homecare (Enablement)	16 April 2020	Good	Not Known
CQC - Care Centre – Anne Marie Howes	30 July 2020	Requires Improvement	Not Known
CQC - Care Centre - Kenrick	19 December 2019	Requires Improvement	Not Known
CQC - Care Centre Perry Trees	3 September 2019	Good	Not Known

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC01	Proportion of people safeguarded with at least one outcome met	The key focus of Making Safeguarding Personal is on developing a real understanding of what people wish to achieve. This includes agreeing, negotiating and recording their desired outcomes, working out with them how best those outcomes might be reached, and the extent to which desired outcomes have been realized. This measure is an effective means of evidencing that BCC Adult Social Care is meeting this requirement.	Bigger is better	M	Graeme Betts

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC02	The number of long-term admissions to residential or nursing care (per 100.000 over 65s)	People staying in their own homes remain in a familiar environment, embedded in their communities, and it helps support people's independence.	Smaller is better	Q	Graeme Betts
HSC03	Percentage of concluded Safeguarding enquiries where the individual or representative was asked what their desired outcomes were	Legislation places an emphasis on the individual rather than the investigation in safeguarding, obliging us to ensure that the person who is the subject of a safeguarding enquiry is fully involved in it. Taking into account their desired outcomes (even if they are not fully possible to meet or are simply that the investigation should end) is a key part of this, and helps instruct the direction any intervention should take.	Bigger is better	M	Graeme Betts
HSC04	Uptake of Direct Payments	Research has indicated that personal budgets impact positively on well-being, increasing choice and control, reducing cost implications and improving outcomes	Bigger is better	M	Graeme Betts
HSC05	The percentage of people who receive Adult Social Care in their own home	It is generally regarded that it is ideal to avoid admission to a care home wherever possible. People staying in their own homes remain in a familiar environment, embedded in their communities, and it helps support people's independence. As a Council, our duty is to assess people and arrange suitable care according to their needs with an emphasis on supporting them to remain in their own home as long as possible. Work with the private and third sectors to ensure the availability of suitable community-based care.	Bigger is better	M	Graeme Betts

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC06	Proportion of clients reviewed, reassessed or assessed within 12 months	The Care Act obliges us to carry out a review of every person who receives services from us once every 12 months. They are necessary to ensure that the person is safe and has care and support of their needs and desired outcomes.	Bigger is better	M	Graeme Betts
HSC07	The number of people with Learning Disabilities who have been supported into employment by the PURE Project	<p><b>NB: Reporting on this indicator is paused owing to COVID. Work in this area will restart once the pandemic is over and reporting will recommence in line with activity.</b></p> <p>Supports ASCOF measure 1E - Adults with a learning disability in paid employment. The PURE Project has a target to support participants with a disability during a three-year programme. It is expected that this will result in 245 participants achieving employment, measured 6 months from the citizen leaving the project.</p>	Bigger is better	Q	Graeme Betts
HSC08	The number of people who have Shared Lives	<p>Shared lives provides an alternative to residential care, particularly for younger adults who have needs that can't be met through tradition home care, allowing them to live in the community.</p> <p>The Council's role is to ensure sufficient numbers of carers are recruited (or engage an external organisation to do this). Assess people's needs and identify where they can be needs met through a shared lives service.</p>	Bigger is better	M	Graeme Betts



No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC09	The proportion of clients receiving Residential, Nursing or Home Care, or Care and Support (supported living) from a provider that is rated as Silver or Gold	<b>NB: COVID has seen postponement of inspections.</b> Good quality service providers have a positive impact on the quality of life of the people who receive social care via them. Having a focus on the quality of the providers helps avoid a race-to-the-bottom situation where providers undercut each other on cost at the expense of quality.	Bigger is better	Q	Graeme Betts
HSC10	Social work client satisfaction - postcard questionnaire	It provides a valuable insight into people's perception of their social care assessments and adds a qualitative dimension which is difficult to obtain otherwise.	Bigger is better	Q	Graeme Betts
HSC11	Number and percentage of parent/carers satisfied with the Transition Plan co-produced with their young people	The indicator provides a level of assurance in relation to the satisfaction of parent/carers to the type of intervention and support for their young person and the management of any tension between the expectations of the young person and their parent/carers	Bigger is better	Q	Graeme Betts
HSC12	Number and % of young people aged 14-25 transitioning to the Integrated Transition Team who feel that they can achieve their outcomes	It starts to establish as a new team the effectiveness of the screening process and the anticipated impact of the intervention in relation to the young person and subsequently the effectiveness of the team	Bigger is better	Q	Graeme Betts
HSC13	Number and % of young people who do achieve their outcomes following support from the Integrated Transition Team	The indicator provides a comparator to the likelihood of impact and actual impact of the intervention from the Team and starts the reporting in relation to actual outcomes linked to the intervention	Bigger is better	A	Graeme Betts
HSC14	Number of Changing Places across the city	Many people with disabilities cannot use standard accessible toilets. Changing Places toilets give disabled people and their carers the space and equipment they	Bigger is better	A	Graeme Betts

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
		need to have the confidence to leave their homes and go out.			
HSC15	Percentage of births that receive a face to face newborn visit within 14 days	The health visiting service leads onto the healthy child programme which is set to improve the health and wellbeing of children aged 0 to 5. Monitors health reach and contact with new babies and their families and enables early help and support and identification of any issues to be put in place.	Bigger is better	Q	Justin Varney
HSC16	Proportion of eligible population receiving an NHS health check	It is a risk assessment and management programme which aims to keep people well for longer, and help/delay major non-communicable diseases e.g., heart disease, stroke, diabetes, kidney disease, certain cancers and respiratory disease. Addressing differences by prevention is the key aim of the programme.	Bigger is better	Q	Justin Varney
HSC17	Rate of chlamydia detection (per 100,000 young people aged 15 to 24)	Sexually Transmitted infection (STI) which usually doesn't cause symptoms. However, if not treated early, can spread to other parts of the body and lead to long term problems such as infertility.	Bigger is better	Q	Justin Varney
HSC18	Number of smoking quitters at 4 and 12 weeks	Improve early intervention and prevention work to secure healthy lifestyles and behaviours.	Bigger is better	Q	Justin Varney
HSC19	Under 18 conception Rates per 1000 girls (15-17)	Teenage Pregnancy is a good indicator of health inequalities and is an important indicator because of the significant impact of teenage conception on both parent and child.	Smaller is better	Q	Justin Varney

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC20	Corporate Parent Board Promises for children in care or with care experience: We'll involve you in decisions that affect you and listen to your views: Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	Children and young people will be encouraged and supported to be an active participant in their own care planning and Reviews. We'll make sure you have your own social worker, who visits you regularly and gives you details about how to contact them (or someone else if they're away) when you need them; and help you stay in touch with your family, friends and anyone else who's important to you	Bigger is better	M	Tim O'Neill
HSC21	Corporate Parent Board Promises for children in care or with care experience: We'll try really hard to find the best possible place for you to live: Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	Finding suitable accommodation for our care leavers and no children or young people in unregulated placements, provide you with an up to date plan of permanency (4 month review):	Bigger is better	M	Tim O'Neill
HSC22	Corporate Parent Board Promises for children in care or with care experience We'll work with you and give you all the help and support you need to move successfully from care to adult life: Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	Our care leavers (18-21) will be in suitable accommodation and in the right locality. They will be supported to ensure they are in education, Higher education, employment or training and help you stay in touch with your family, friends and anyone else who's important to you	Bigger is Better	M	Tim O'Neill
HSC23	Miles travelled on free bicycles provided by the Council	It is an indicator of physical activity in and around Birmingham, the impact that cycling infrastructure changes have had on miles travelled, more miles travelled by bike indicates a positive contribution to making Birmingham healthier, greener, safer and less congested. It is also an indicator of the success of the scheme overall.	Bigger is better	Q	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC24	PLACEHOLDER - New national measure to replace Delayed Transfers of Care (DTOC)	National indicator yet to be confirmed – this indicator will be included once available	Smaller is better	M	Graeme Betts
HSC25	Percentage of opiate drug users who are in full time employment for 10 working days following or upon discharge	Forms part of the Public Health Outcomes Framework for England - health and employment benefits.	Bigger is better	Q	Justin Varney
HSC26	Percentage of non-opiate drug users who are in full time employment for 10 working days following or upon discharge	Forms part of the Public Health Outcomes Framework for England - health and employment benefits.	Bigger is better	Q	Justin Varney

# Homes and Neighbourhoods

## External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
Human Tissue Authority- re Public Mortuary	3 July 2019	Achieved required CAPA plan	Not known
Register Office- Annual assessment based on annual return	July 2020	Improving, but not meeting national performance targets	June 2021

## Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HN01	We will respond to all council housing emergency repairs in 2 hours	Contractual Measure: This measure is important as it ensures that BCC properties are made safe and vulnerable customers are provided a prioritised response within 2 hours.	Bigger is better	M	Rob James
HN02	We will resolve council housing routine repairs within 30 days	Contractual Measure: This measure ensures that all repairs reported are actioned and completed within the corporate timescale. This SDM is designed to ensure that the contractor's level of outstanding works orders are progressed and kept to a minimum level.	Bigger is better	M	Rob James
HN03	Percentage of Right to Repair jobs completed against period profile	This measure ensures that the Contractors are complying with the Right to Repair Regulations 1994	Bigger is better	M	Rob James
HN04	Average days void turnaround - excluding void sheltered properties	This measures the speed in which properties are being re-let and identifies which properties are difficult to let.	Smaller is better	M	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HN05	Available properties as a percentage of total stock	Available properties as a percentage of stock measures BCC housing stock that is deemed as currently occupied or void but available to be relet as a proportion of total stock. The Council's role is to ensure that unlettable stock is kept to a minimum level.	Bigger is better	M	Rob James
HN06	Percentage of tenancies sustained at 12 months (where appropriate)	To sustain communities, reduce void loss/costs and ensure that rental income is maximised.	Bigger is better	A	Rob James
HN07	Households where homelessness is prevented	The city council has a duty under the Homelessness Reduction Act to prevent homelessness. The service must work with households to prevent them from becoming homeless in the first instance by early intervention and a robust personal housing plan. The duty lasts for 56 days and duties include any activities to prevent a household becoming homeless within 56 days.	Bigger is better	M	Rob James
HN08	Households where homelessness is relieved	The city council has a duty under the Homelessness Reduction Act to prevent homelessness. The service must work with households to prevent them from becoming homeless in the first instance by early intervention and a robust personal housing plan. The duty lasts for 56 days and duties include any activities to prevent a household becoming homeless within 56 days.	Bigger is better	M	Rob James
HN09	Minimising the number and percentage of households living in temporary accommodation per 1,000 households	Stays in temporary accommodation has a longer term negative impact on households and families and as such we are working to reduce the number of people requiring TA through effective homeless prevention, and where people require TA, we work to develop move on plans into sustainable settled accommodation.	Smaller is better	M	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HN10	Percentage of residents allocated a social housing tenancy	Our allocation policy will support the council's homelessness priority and ensure we will make the best use of high demand social housing stock to meet citizen's needs.	Bigger is better	M	Rob James
HN11	Number of properties improved in the Private Rented Sector as a result of Local Authority intervention	The city is reliant on the housing sector to provide suitable homes for residents, and it is important to ensure that households living in these properties are living in safe and suitable accommodation, in line with housing standards legislation. This becomes increasingly more important as we are seeing increased homeless presentations and one of the main tenures of those presenting is the Private Rented Sector. We need all homes in this sector to be of standard to prevent homelessness and provide much needed capacity for those people who are homeless and living in temporary accommodation.	Bigger is better	M	Rob James
HN12	Private sector empty properties brought back into use (cumulative)	This KPI is indicative into Council Policies regarding reducing empty private homes and homelessness. We need all homes in the city to be occupied to prevent homelessness and provide much needed capacity for those people who are homeless and living in temporary accommodation.	Bigger is better	M	Rob James
HN13	Number of ward meetings held annually	Members can hold up to 6 meetings per year or 414 across the city.	Bigger is better	Q	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HN14	Annual Resident Attendee Numbers for Ward Forum Meetings	This is one indicator of local participations	Bigger is better	Q	Rob James
HN15	Number of ward plans updated or completed in the year	The ward plans set out local priority actions after consultation with local people	Bigger is better	Q	Rob James
HN16	Number of people supporting local Community Infrastructure Levy (CIL) crowdfunding projects per annum	This is a measure of the level of engagement people have in the CIL/Ward projects	Bigger is better	A	Rob James
HN17	Total number of buildings either on Community Asset Transfer lease or community lease	Good indicator of the level of support the city council is providing to local community organisations	Bigger is better	A	Rob James



## Social Inclusion, Community Safety and Equalities

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
<p>The Equality duty is supported by specific duties. This duty requires LAs to:</p> <ul style="list-style-type: none"> <li>• annually publish information demonstrating compliance with the Equality duty.</li> <li>• Set equality objectives at least every four years.</li> </ul> <p>We have published our equality objectives 2019 – 2023. (HR publish the equality data.)</p>	No Standard Judgment	<p>The Equality and Human Rights Commission is responsible for assessing compliance with and enforcing the duty.</p> <p>To support compliance, we are assessing our progress against the Equality Framework for Local Government.</p>	<p>Whilst there is no standard regulatory inspection this can happen in Extremis should the government deem it necessary.</p>
<p>Prevent Duty under the Counter terrorism and Security Act 2015, requires specified authorities, including local authorities, to give 'due regard' to the need to prevent people being drawn into terrorism.</p>	No standard judgement although the Home Office did undertake a Peer Review of Prevent in January 2018	<p>The Home Office is responsible for assessing compliance with and enforcing the duty.</p> <p>To support compliance, we are assessing our progress against the Prevent Duty Toolkit and undertaking regular Peer reviews.</p> <p>The outcome of the January 2018 Peer Review assessed Birmingham's Prevent programme as "an extremely strong approach that is internationally recognised".</p>	<p>Whilst there is no standard regulatory inspection this can happen in Extremis should the Secretary Statement deem it necessary.</p>

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
<p>Crime and Disorder ACT 1998</p> <p>Section 5 requires the Police and local authorities to have joint responsibility for preventing and reducing crime in an area through the establishment of community safety partnerships.</p> <p>Section 6 requires responsible authorities to formulate and implement a strategy for the reduction of crime and disorder in the area and produce a strategic assessment.</p> <p>Section 17 requires local authorities to exercise their functions and to all that is reasonable to prevent crime and disorder in its area.</p>	<p>No Standard Judgement although the local authority did undertake a Peer Review of CSP Arrangements in Sep 2018</p>	<p>The Home Office is responsible for assessing compliance with and enforcing the duty which they do through the Office of the Police and Crime Commissioner.</p> <p>To support compliance, we are able to assess our progress through Peer reviews. The outcome of the last Peer review was a strengthened partnership governance framework and a realignment of local delivery structures.</p>	<p>Whilst there is no standard regulatory inspection this can happen in Extremis should the Secretary of State deem it necessary.</p>
<p>Modern Slavery 2015 Duty to notify and National Referral Mechanism (NRM)</p> <p>Local authorities have a duty to notify the Home Office of any individual encountered in England and Wales who they believe is a suspected victim of slavery or human trafficking.</p>	<p>No Standard Inspection</p>	<p>The Home Office is responsible for assessing compliance with and enforcing the duty.</p>	<p>Whilst there is no standard regulatory inspection this can happen in Extremis should the Secretary of State deem it necessary.</p>
<p>Advice Services Alliance</p>	<p>15<sup>th</sup> October 2020</p>	<p>Advice Quality Standard Awarded to Neighbourhood Advice &amp; Information Service (for Welfare Benefits, Housing and Debt.)</p>	<p>15<sup>th</sup> October 2022</p>

## Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
SCE01	Proportion of BAME staff in each grade compared to Birmingham population	We will implement the recommendations arising from the Workforce Race Equity Report which will ensure that we have full representation of our communities across the Council and will eliminate the Race Pay Gap by 2025.	Bigger is better	A	Dawn Hewins
SCE02	Reduce first time entrants to the Youth Justice System aged 10-17 (per 100,000 10-17-year olds)	The Youth Children's Justice Act is there to protect the public by holding youth accountable, by preventing crime and by rehabilitating and reintegrating youth in the community. The Act further supports the prevention of crime by referring youth to community programs.	Smaller is better	M	Andy Couldrick
SCE03	Reoffending by young offenders (10 to 14 year olds and 15 to 17 year olds)	Whilst the above indicator is important, it is equally important to understand reoffending rates as this will tell us whether youth offending programs are working in turning young people away from crime.	Smaller is better	Q	Andy Couldrick
SCE04	The Neighbourhood Advice Service will maximise income for citizens from benefits / charitable sources or employment	Assisting citizens in this way, including the most disadvantaged in the city, ensures they are more financially resilient and better able to meet their needs and those of their families	Bigger is better	Q	Rob James
SCE05	PLACEHOLDER: Community Safety Partnership indicators	The Community Safety Partnership indicator set is being developed currently and is due for completion by the end of November 2020. The indicators will be incorporated into this framework and included in the next quarterly reporting cycle to Cabinet.			
SCE06	PLACEHOLDER: Equalities indicators	The Equalities indicator set is being developed currently and will take into account feedback received through consultation. The indicators will be incorporated into this framework and included in the next quarterly reporting cycle to Cabinet.			

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
SCE07	Our advice services delivered by the third sector will maximise income for citizens from benefits / charitable sources or employment	Assisting citizens in this way, including the most disadvantaged in the city, ensures they are more financially resilient and better able to meet their needs and those of their families	Bigger is better	Q	Rob James

## Street Scene and Parks

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
CAR's (Compliance Assessment Reports) carried out by the Environment Agency to evaluate compliance against Permit/Licensed waste facility obligations. This is a physical officer inspection with water sampling of discharge activity or groundwater activity	Inspections are planned or unannounced during the year with a CAR's score being delivered after each assessment	Available to view via the DEFRA portal, but copies can be viewed on request from Veolia if required.	Unknown in advance
To ensure that DEFRA inspections take place on a regular basis and that any identified problems are dealt with appropriately. Plant Passport system in place to cover new government guidelines following withdrawal from EU in January.	Coleshill Road Nursery was visited 22 <sup>nd</sup> October 2020	No issues were found	Unknown in advance

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
SSP01	Level of street cleanliness as assessed by the Land Audit Management System (LAMS)	It is important to have a performance indicator which measures the cleanliness of the City's streets. According to the 2019/20 resident survey, street cleanliness	Bigger is better	Q	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
		was the number one priority for the residents of Birmingham.			
SSP02	Increased Recycling, Reuse, and Green Waste (both with and without bottom ash)	Reuse and recycling are second only to reduction in the waste hierarchy and it is important to the Council's reputation that behaves in an environmentally sustainable way. There are potential cost implications if recyclable materials are disposed of as residual waste.	Bigger is better	M	Rob James
SSP03	Missed collections per 100k collections achieved	A high level of missed collections can result in waste being left out on the street and risk an increase in fly-tipping. Both of which could have negative effect on both the city's and the Council's reputations.	Smaller is better	M	Rob James
SSP04	Percentage of waste presented to landfill	Landfill is the least desirable option in the waste hierarchy, and it is important to the Council's reputation that behaves in an environmentally sustainable way. There are potential cost implications if waste is disposed of at landfill.	Smaller is better	M	Rob James
SSP05	Percentage completed annual tree inspections (according to the 5 year plan)	The City Council is responsible for public safety a part of which is to ensure tree inspections are carried out to ensure the safety of residents.	Bigger is better	M	Rob James
SSP06	If you report a tree that is considered dangerous by our qualified Tree Officer, we will ensure the tree is attended to and the area made safe within 2 hours	To ensure tree emergencies are captured and dealt with in a timely manner.	Bigger is better	M	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
SSP07	Level of Grounds Maintenance works completed to green space across the City including H & S inspections. The measure will show the percentage of work completed against programme.	It is important to have a performance indicator which measures the completion rate of Grounds Maintenance works to standard and on time to ensure that the green space in the City is a safe and clean place to visit.	Bigger is better	Q	Rob James
SSP08	Level of Grounds Maintenance works completed to the specified service standard. The measure will show the percentage of work completed to standard	It is important to have a performance indicator which measures the standard of work completed and not just the level of completion.	Bigger is better	Q	Rob James

## Transport and Environment

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
None	None	None	None

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
TE01	Cat 1 and urgent faults attend and make safe on time. (percentage and number) within 2 hours	Highway defects that require prompt attention because they represent an immediate or imminent hazard or risk are attended to within the required timescale.	Bigger is better	M	Ian MacLeod
TE02	Streetlight In-Light repairs carried out within time (percentage and number)	Prompt attention to repairing streetlight defects is important to ensure safety and residents perception to feeling safe, particularly after dark.	Bigger is better	M	Ian MacLeod
TE03	Percentage of dangerous defects ('Category 1' defects) on streets temporarily repaired within 24 hours	Highway defects that require prompt attention because they represent an immediate or imminent hazard or risk are attended to within the required timescale.	Bigger is better	M	Ian MacLeod
TE04	Cat 1 and urgent faults full repair carried out on time (%) within 35 days	Highway defects that require prompt attention because they represent an immediate or imminent hazard or risk are attended to within the required timescale.	Bigger is better	M	Ian MacLeod



No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
TE05	Number of statutory responses to planning applications returned by the Highway Authority within the statutory deadline	Helps to give confidence for Developers to invest in Birmingham and prevent unnecessary delay expenditure from developers and non-determination Planning appeals.	Bigger is better	M	Ian MacLeod
TE06	Level of CO2 emissions from Council buildings and operations	Policies to lower carbon emissions mitigate impact of climate change and can contribute to improve health outcomes.	Smaller is better	Q	Ian MacLeod
TE07	The number of schools progressing a Mode "STARS" (Sustainable Travel Accreditation and Recognition for Schools) programme	The Modeshift STARS is a national schools award scheme, established to recognise schools that have demonstrated excellence in supporting cycling, walking and other forms of sustainable travel.	Bigger is better	Q	Ian MacLeod
TE08	The amount of publicly available council-controlled parking within the city centre	BTP big move - managing demand through parking measures. A reduction in parking supply will encourage people to use public transport to access the city centre	Smaller is better	A	Ian Macleod
TE09	PLACEHOLDER: Route to Zero indicator set.	Further indicators will be added once the Route to Zero Performance Framework is agreed by Full Council. This is scheduled to take place in January 2021.			
TE10	Increased percentage of trips taken by bicycles	Making Birmingham healthier and less congested, increasing use of public spaces for physical activity and helping to city moving through cycling.	Bigger is better	A	Ian MacLeod