

# **BIRMINGHAM CITY COUNCIL**

## **CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE**

**FRIDAY, 15 FEBRUARY 2019 AT 10:00 HOURS**  
**IN COMMITTEE ROOMS 3 & 4, COUNCIL HOUSE, VICTORIA**  
**SQUARE, BIRMINGHAM, B1 1BB**

### **A G E N D A**

#### **1 NOTICE OF RECORDING/WEBCAST**

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

#### **2 APOLOGIES**

To receive any apologies.

#### **3 DECLARATIONS OF INTERESTS**

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

**5 - 12**

#### **4 ACTION NOTES**

To confirm the action notes of the meeting held on the 11th January 2019.

#### **5 STRENGTHENING AND DEVELOPING THE ROLE OF FULL COUNCIL IN THE POLICY PROCESS**

Inquiry into City Council meeting: evidence from Professor Colin Copus, Emeritus Professor of Local Politics, De Montfort University

**13 - 110**

#### **6 DEPUTY LEADER UPDATE**

- a) Performance update
- b) Customer Services and BRUM account

7 **REQUEST FOR CALL IN: WASTE MANAGEMENT - INDUSTRIAL ACTION UPDATE - PUBLIC**

To consider the "Request for Call-in" (the portfolio holder and the Lead Officer identified in the report have been summoned to attend the meeting). The following documents are attached: -

- (A) The Executive Decision Record.
- (B) The relevant form for the "Request for Call-in" lodged by Councillors Phil Davis and Mary Locke.
- (C) The report considered by Cabinet in reaching its decision.

8 **WORK PROGRAMME**

For discussion.

9 **CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE - DATE OF THE NEXT MEETING.**

15th March 2019, 10am

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

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

11 **OTHER URGENT BUSINESS**

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

12 **EXCLUSION OF THE PUBLIC**

That in view of the nature of the business to be transacted which includes exempt information of the category indicated the public be now excluded from the meeting:-

Exempt Paragraph 3

**P R I V A T E   A G E N D A**

13 **REQUEST FOR CALL IN: WASTE MANAGEMENT - INDUSTRIAL ACTION UPDATE - PRIVATE**

Item Description

14 **OTHER URGENT BUSINESS (EXEMPT INFORMATION)**

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

15 **AUTHORITY TO CHAIRMAN AND OFFICERS**

Chairman to move:-

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



**BIRMINGHAM CITY COUNCIL****CO-ORDINATING O&S COMMITTEE – PUBLIC MEETING**

**1000 hours on Friday 11<sup>th</sup> January 2019, Committee Rooms 3 & 4**

**Action Notes**

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**Present:**

Councillor John Cotton (Chair)

Councillors Mohammed Aikhlaq, Tahir Ali, Deirdre Alden, Debbie Clancy, Liz Clements, Roger Harmer and Rob Pocock

**Also Present:**

Steve Robinson, Birmingham Independent Improvement Panel

Sally Hammond, Birmingham Independent Improvement Panel

Jonathan Tew, Assistant Chief Executive

Kate Charlton, City Solicitor

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**1. NOTICE OF RECORDING/WEBCAST**

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**2. APOLOGIES**

Apologies were received from Cllr M. Khan.

**3. DECLARATION OF INTERESTS**

None.

**4. ACTION NOTES/ISSUES ARISING**

(See document No 1)

The action notes from the meeting held on 7<sup>th</sup> December 2018 were agreed.

The Chair noted that following a request at the last meeting, the work programmes for the other O&S Committees were now appended to the Co-ordinating work programme item.

Emma Williamson undertook to check whether the information on Relationship Managers, requested at the last meeting, had been circulated.

## **5. BIRMINGHAM INDEPENDENT IMPROVEMENT PANEL – UPDATE**

(See document No 2)

Steve Robinson from the Birmingham Independent Improvement Panel (BIIP) opened the discussion by reminding members that the Panel had originally been intended to be in place for a short time. The Panel is now intending to stand down at the end of March this year, having sent a report and a letter to the Secretary of State. This will highlight what has been achieved in the last few years, what still needs to be done and the risks the Council faces and how these will be mitigated.

He noted that the City Council is still in the foothills of where it needs to be. However, many of the foundation stones are in place: an emerging senior management team and better financial management for example. Over the forthcoming years, the focus has to be on outcomes for the citizens of Birmingham.

There need to be processes in place to challenge the Council and scrutiny is crucial in that. He also noted that the Corporate Governance Improvement Plan is being updated.

Steve Robinson said that he would welcome the committee's views on what is working and what needs to change. In the ensuing discussion, members of the committee made the following points:

- It was suggested that Scrutiny Chairs should have a regular session with the Deputy Leader to gauge any issues arising that scrutiny could have some advance warning of, as her role is to have oversight on performance across the council. A tracker could be used to keep sight of how these issues were progressing.
- At a call-in yesterday (Resources O&S) the Chair of that Committee was asked to write to the Leaders of the groups about the role of Cabinet Members and how "full time" that role is. One of the questions was how far Cabinet Members were fully briefed and had time to properly consider decisions.
- There are concerns that some decisions are implemented ahead of the expiry of the call-in period – this trend needs to be nipped in the bud quite quickly.
- There are concerns about compromise agreements with regards to accountability and transparency, where it is difficult to follow up on an issue because officers have left the council. There should be more transparency around these.
- There has been a big turnover of senior staff and we have yet to see evidence that the situation has improved.

- Late reports and verbal updates can be a problem for scrutiny.
- Increased delegated powers reduce transparency and the ability of scrutiny to do its job.
- How the Council manages transformational change is as important as governance issues, and the Panel could do more to differentiate between day to day running and major improvements.
- The Corporate Governance Plan refers to explicitly putting residents at the heart of decision-making which is critical.
- There should be parity of esteem between scrutiny and the executive; if scrutiny is to take a stronger role then that needs to be explicitly recognised.
- Call-in sessions have been very rigorous and have shaped the thinking of officers and showed the value of the call-in process.
- Members offered their views on the member development sessions held. Members said that training offered at the start of the year was very useful as a refresher on the role of scrutiny. Members of larger groups can support each other, so it would be useful to get the view of the sole Green member of the Council. However, not all training met the needs of the members and the skills level of members has not been changed by the training offered. There are gaps and problems with attendance. Training and development of those presenting to scrutiny is also needed.
- There is a transparency issue with regards to contracts, in particular the Amey contract, which is very frustrating.
- Policy overview role of scrutiny is important but the remits of the scrutiny committees are still large.
- The Panel has made a difference, and has helped “steer the ship”. However, with regards to finance, there are still issues as evidenced by the Grant Thornton report; and with regards to governance, there are still issues as evidenced by the current strike issue.
- The Corporate Governance Plan is mainly rated green or amber, which is difficult to believe.
- There has been a radical change in the demand on members over the last decade.
- It would be useful to reflect on call-ins, and benchmark across other councils as to how effective the tool is.
- Transparency is key – detailed and timely reports facilitate effective citizen engagement.
- Scrutiny needs to be careful of accepting long presentations, rather than having proper discussion and question and answer sessions.
- Pre-meetings can be useful in planning the meeting and agreeing questioning.

Steve Robinson responded:

- The key question is “have things changed?”, so not just have members been trained for example, but do they understand their brief.

- The Panel shares concerns about implementing decisions before the end of the call-in period and will be asking how officers will ensure that this does not happen in the future.
- There are still concerns about medium term financial planning. The Grant Thornton report looked back to 2017/18, now there is a better grip, more in-depth understanding of where savings are deliverable. This is a journey and there is still some way to go.
- Discussions should take place with Cabinet Members ahead of decision-making so as to reduce the need for call-ins;
- The Panel had noted a number of apologies to scrutiny – why do members think that is? Members agreed that is an on-going concern, though it is not on all committees. Any pattern of absence should be noted, and groups should emphasise that scrutiny is part of the members’ role.

The Chair summed up the challenge to re-build an effective scrutiny function for the City Council, which had suffered because of the reduction of committees and the resource issue. This is also a work in progress – parity of esteem is key and has not yet been achieved across the organisation. The intention is to revisit the Review of Scrutiny completed last year and to add in the issues raised today.

Steve Robinson thanked the committee for the discussion and reiterated that he thought progress had been good.

Jonathan Tew informed the committee that the stocktake report will be reviewed with a self-assessment and a closing position on the Corporate Governance Plan set out. A 2019/20 plan will then be created. The key components for quality assurance are likely to be:

- Robust Audit and Scrutiny;
- A different offer from the LGA, building on the peer-led approach currently in place;
- Third party support around specific risks.

This will be worked on with the committee and alongside the review proposed by Scrutiny.

## **6. LEGAL SERVICES UPDATE**

(See document No 3)

Kate Charlton, City Solicitor, outlined the position with regards to the legal services operating model.

Members made the following points:

- The core plus category includes income from external sources, and this should be maximised.
- There is no reference to risk in this report, including whether the budget will be there for the core service in coming years, and if that results in a move to core-plus, then what impact will that have. It was explained that the core

services are predicated on mitigating risk to the council. It is the job of the City Solicitor to keep the council safe and legal

- The idea of dispensing with the internal legal department and using that of another local authority; or bringing in work from other local authorities was discussed. There would be a cost to not having an in-house legal service as other local authorities would charge and information suggests that that would be around 150% to 200% of current costs. The legal team have secured some external tenders, particularly where we have a national reputation, for example on Compulsory Purchase Order work. The next step is to talk to the other Combined Authority councils as to how we could work better together; this work is at an early stage.
- The service level agreements set out that all adult social care work is within core to mitigate potential judicial review challenges. Kate Charlton confirmed that the legal department advised on the risks ahead of the judicial review for Fairways.
- Members said that legal officers are not well known to Members; it could be useful to have more information on the legal team, for example who does what, and where people are based. The City Solicitor offered to come and talk to the different committees with the lawyers with responsibility for those areas and the new Assistant Director who is starting next month. There are 190 lawyers made up of both permanent (121) and locum staff, the biggest legal team of all local authorities. The legal team deals with approximately 8,000 instructions a year.
- External legal advice is sought when the internal team does not have either the capacity or specialist knowledge, for example the work on clean air.
- The regulatory committees have dedicated lawyers to support them; if issues arise that cannot be dealt with then will go outside, but the Council has experienced lawyers in this team.

The City Solicitor undertook to provide a high level breakdown of what the legal team is working on, to indicate where the time is being spent.

Emma Williamson, Head of Scrutiny, introduced the report on confidential and exempt information. In response, Members agreed that the City Council should adopt something like the Leeds model so Members and officers must think twice about what is kept private. Members raised the following issues in the discussion:

- It is important to learn from past experience – there have been a number of examples where there has been information on the private report that should not have been. At a call-in the day before, the meeting moved into private session and discovered that the report was wrong.
- Information in private reports should be challenged.
- The note provided to the committee should have contained the qualifications and public interest test set out in the Act.

- Cabinet Members need to make two decisions: is the information exempt and if it is, is there a public interest in publishing? This should be explicit.
- Training is needed to ensure that there is full understanding – Kate Charlton and Emma Williamson will go to directorate management teams to ensure this.
- A better understanding of commercial confidentiality is needed, and how this intersects with public interest.
- The terms under which external work is commissioned should be considered so that contractors understand that information will be shared;
- Reasons should be given as to why information is exempt.
- Using bureaucratic tools to ensure information is public, which introduces a potential delay. Option 2 is clear and simple.
- This should be implemented before April.

The City Solicitor said her recommendation would also be to move to the Leeds model.

**RESOLVED:-**

The Chair of the Committee to write to the Chief Executive setting out the Committee's support for the Leeds model, and that this should be implemented by April 2019.

**7. WORK PROGRAMME – JANUARY 2019**

(See document No 4)

**RESOLVED:-**

That the work programme be noted.

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

None.

**9. OTHER URGENT BUSINESS**

**10. AUTHORITY TO CHAIRMAN AND OFFICERS**

**RESOLVED:-**

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

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The meeting ended at 1210 hours.

**CO-ORDINATING O&S COMMITTEE**  
**ACTION TRACKER 2018/19**

Date	Agenda Item	Action	Notes
07-Sep-18	Deputy Leader update - performance	In response to feedback from Members on several issues/suggestions regarding the performance measures it was agreed that there needs to be an ongoing conversation regarding the PIs. The corporate suite of PIs should be brought back to this committee in order for Members to have an input in re-shaping measures as well as looking at measures which have been escalated to this committee from other O&S committees.	COMPLETED: Report on agenda for 15 <sup>th</sup> February 2019
09-Nov-18	Corporate Governance Plan	Questions about the JNC re-structure to be referred to the Leader and CEX, ie <ul style="list-style-type: none"> <li>• Will the structure ensure current gaps are closed (e.g. no current lead for sustainability)?</li> <li>• What will the impact on services be?</li> </ul>	Cllr Cotton has met with the CEX, and officers are arranging a date for the CEX to come to committee.
09-Nov-18	Corporate Governance Plan	Update note on the work of the West Midlands Combined Authority (WMCA), with particular reference to diversity and the leadership Commission, to be provided.	To be scheduled
07-Dec-18	Budget Consultation	Cllr Cotton to meet with Deputy Leader and officers to discuss earlier involvement of scrutiny in the budget process.	To be picked up by new Chair when appointed
07-Dec-18	Localism	Councillor Thompson to re-send the list of Relationship Managers to all Members.	COMPLETED: Email sent out 16 <sup>th</sup> January 2019.
07-Dec-18	Work programme	Briefing on Community Asset Transfer requested.	Guidance to be re-issued to all councillors.
11-Jan-19	Legal Services	A high level breakdown of what the legal team are working on, to indicate where the time is being spent.	COMPLETED: Email sent out 6 <sup>th</sup> February 2019.
11-Jan-19	Legal Services	The Chair of the Committee to write to the Chief Executive setting out the Committee's support for the Leeds model, and that this should be implemented by April 2019	Since the Co-ordinating meeting, it was agreed that the Leader would take a report to Cabinet on this matter (on agenda for 12 <sup>th</sup> Feb). This superseded the need for a letter.

Co-ordinating O&S Committee – February 2019



<b>To:</b>	<b>Coordinating Overview and Scrutiny Committee</b>
<b>Date:</b>	<b>15 February 2019</b>
<b>From:</b>	<b>Assistant Chief Executive, Director Digital and Customer Service &amp; Head of Business Improvement and Change</b>

## **Update on changes to the Council's Strategic Performance Reporting Arrangements**

### **SUMMARY**

The Council's strategic performance reporting arrangements have changed significantly since the last financial year. Reporting now includes a new indicator set, benchmarking and underpinning activities designed to improve the quality of critique and challenge within performance monitoring processes. This paper outlines the key changes and their impact for the committee.

### **KEY CHANGES TO PERFORMANCE REPORTING**

#### **1. New priorities and indicator set**

Following the election in May 2018 and the formation of the current administration, the Council's Plan was renewed and the new Plan is organised around five outcomes:

- Birmingham is an entrepreneurial city to learn, work and invest in
- Birmingham is an aspirational city to grow up in
- Birmingham is a fulfilling city to age well in
- Birmingham is a great city to live in
- Birmingham residents gain the maximum benefit from hosting the Commonwealth Games

Each outcome is underpinned by a set of priorities and success measures, and these form the basis of the new Key Performance Indicator set for the Council, which is reported monthly to the Council's Management Team and Portfolio Holders, and on a quarterly basis to Cabinet. Some indicators are available on a less-than-quarterly basis; this means that the indicator set is reported partially throughout the year as and when indicators become available. The Council Plan will be refreshed in April / May 2019.

## **2. Greater focus on indicators relevant to residents, service users and customers**

To enable greater Member and managerial focus on the most important measures, the decision was taken to remove organisational health measures (such as staff absence rates) from external publication.

## **3. Benchmarking**

This year the Council has started to benchmark its performance against Core Cities and national figures on a routine basis for its KPI set. This has provided important context for the Council's performance and has informed discussions on where improvements could and should be made, and how and where the Council is and isn't providing value for money.

## **4. Improved narrative**

Taking on board feedback from CMT, Members and the Birmingham Independent Improvement Panel, the Council has worked to improve the quality of performance narrative in its regular reporting so that it focuses on why performance has deviated from targets, how this is being mitigated / resolved or what can be learnt from good practice, and next steps.

## **5. The role of Scrutiny**

Alongside these changes, the Assistant Chief Executive, Chief Operating Officer and Head of Business Improvement and Change have worked with Coordinating Scrutiny Panel Members to enhance the role of Scrutiny in performance analysis and improvement. The first workshop was held in November 2018 and a second workshop is likely to take place late February 2019. The purpose of these workshops is to gather feedback from individual scrutiny committees on the current indicator set, in order to inform the upcoming Council Plan refresh; to support Members in understanding and using performance information; and to agree how to progress performance work within scrutiny committees, for example, incorporating the performance reporting cycle into committee schedules, using to identify areas of focus for scrutiny and reviewing source data.

## **Appendices**

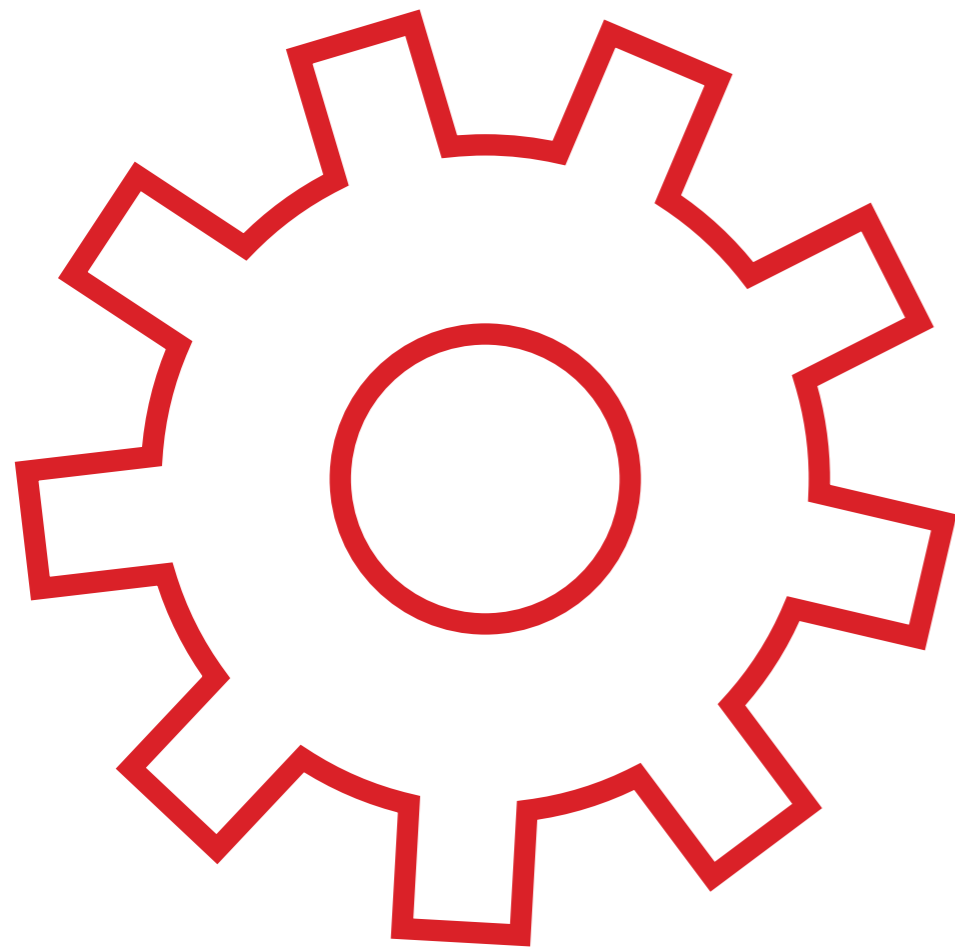
- Appendix 1: Council Plan, 2018-2022
- Appendix 2: Q2 Performance Report for 2017-18
- Appendix 3: Q2 Performance Report for FY 2018-19 (latest available)

Contact Officer: Varun Sitaram  
E-Mail: Varun.sitaram@birmingham.gov.uk

# Birmingham City Council Plan: 2018-2022

## Birmingham – a city of growth where every child, citizen and place matters

What do we want to achieve?



Outcome	Why is this important?
<b>Birmingham is an entrepreneurial city to learn, work and invest in</b>	We want a city that invests in its people so that everyone can have opportunities to realise their potential through lifelong learning, skills and good jobs. We want to invest in the buildings and transport connections of our city to provide better places to live and work and enable businesses to prosper. HS2 will be a key milestone in the city's development and we must make the most of this opportunity to boost our economy and key growth sectors, and enable citizens to access employment.
<b>Birmingham is an aspirational city to grow up in</b>	We want to respond to our unique profile as one of the youngest cities in Europe to give all children from every background and community the best start in life with a clear pathway to achieve success and realise their full potential.
<b>Birmingham is a fulfilling city to age well in</b>	We want citizens to live more active, longer, healthier and independent lives. We want to reduce social isolation so that people can make positive choices and take control of their wellbeing.
<b>Birmingham is a great city to live in</b>	We want Birmingham to be a sustainable city of vibrant culture, flourishing neighbourhoods with good quality housing. A city with clean air, safe and clean streets and green spaces. We want to be a city where our citizens have pride in where they live, have a strong sense of belonging and a voice in how Birmingham is run.
<b>Birmingham residents gain the maximum benefit from hosting the Commonwealth Games</b>	Hosting the Commonwealth Games gives us a global stage to use the transformational power of sport and culture to project a positive image of our city, promote growth and provide a long-lasting legacy to the citizens of our city.

# Birmingham City Council Plan: 2018-2022

## Challenges and opportunities

**BIRMINGHAM HAS**  
**1,141,000**  
**CITIZENS**  
**46%**  
**UNDER 30**



Our population is expected to rise to 1.31million by 2039 (15% rise from now) and 24% predicted rise in adults aged 85+ by 2028.

**90**  
**A**  
**DIFFERENT**  
**LANGUAGES**  
**ARE SPOKEN**

Birmingham has a young and richly diverse population with 25% of the population under-18 and 42% from Black and Minority Ethnic communities.


**OUTSIDE OF LONDON**  
**OUR CITY IS THE**  
**MOST**  
**ETHNICALLY &**  
**CULTURALLY**  
**DIVERSE**



**1,789**  
**CHILDREN**  
**IN CARE**  
**(UNDER 18)**

1 in 3 children live in poverty and there is a gap in life expectancy between the wealthiest and poorest wards. English is not the first language for 42% of school children.

**1,836**  
**FAMILIES**  
**SUPPORTED BY**  
**FAMILY SERVICES\***



(\*THINK FAMILY)

**Unemployment** is higher than the UK average – 6.4% in Birmingham compared to 2.6% in the UK.  
**Unequal employment** rates across Birmingham – e.g. Hodge Hill at 46% compared to 78% in Sutton Coldfield.  
**Air pollution** causes up to 900 premature deaths (deaths before the age of 75) per year.

**61,818**  
**COUNCIL HOUSES**

89,000 new homes are needed by 2023: street homelessness is on the rise and 1 in 88 people (12,785) are homeless.



**MOST RAPIDLY IMPROVING CITY**

to live and work in with exciting new developments in Birmingham city centre, delivering almost 13,000 new homes, over 40,000 jobs and adding £2billion to the local economy.

**COMMONWEALTH GAMES**

will reposition Birmingham globally,

**GENERATING**  
**£526m**

for the regional economy and creating **1,000** new homes.




Wide ranging lively cultural offer, including world class theatres, Town Hall and Symphony Hall and a rich tapestry of festivals.

**CITIZENS' TOP PRIORITIES**

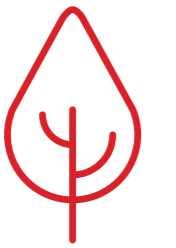
- #1** Clean Streets (57%)
- #2** Refuse Collection (55%)
- #3** Child Protection and Safeguarding (37%)
- #4** Road and Pavement Repairs (37%)
- #5** Care and Support for Older and Disabled People (36%)

**HOME TO OVER**  
**20**  
**MUSEUMS**



**571**  
**PARKS**

More than any other European city.



**4 MILLION VISITORS TO**  
**CITY'S 37**  
**LIBRARIES**  
**ANNUALLY**



**12,373**  
**ADULTS (18+)**  
**RECEIVING**  
**LONG-TERM SUPPORT**



**35 MILES**  
**OF WATERWAYS**  
**MORE CANALS**  
**THAN VENICE**



**HOME TO**  
**5**  
**UNIVERSITIES**

with 87,400 students (aged 16-64).



**IN 2017, MORE THAN**  
**12,000**  
**NEW COMPANIES**  
**OPENED THEIR DOORS**  
**FOR NEW BUSINESS**  
**IN BIRMINGHAM**



# Birmingham City Council Plan: 2018-2022

## What are we going to do?

### OUTCOME 1:

#### Birmingham is an entrepreneurial city to learn, work and invest in.

##### Priority 1:

We will create opportunities for local people to develop skills and make the best of economic growth.

##### How will we measure success?

- The number of jobs created.
- The number of Birmingham citizens supported into education, training and employment through employment support activity.
- The number of apprenticeship starts per 1,000.
- The percentage of adults with an NVQ qualification, verses national average.

##### Priority 2:

We will strive to maximise the investment in the city and engage local employers to create quality jobs and opportunities for citizens.

##### How will we measure success?

- Birmingham's unemployment rate verses the national average.
- Narrowing the pay gap for citizens across the city.

##### Priority 3:

We will invest in growth sectors where Birmingham has competitive strengths to diversify the economic base of the city.

##### How will we measure success?

- Small and Medium Enterprises starts and closures.

##### Priority 4:

We will develop our transport infrastructure, keep the city moving through walking, cycling and improved public transport.

##### How will we measure success?

- The percentage of carriageways which should be considered for structural maintenance based on condition surveys.
- Increased percentage of trips taken by bicycles.

### OUTCOME 2:

#### Birmingham is an aspirational city to grow up in.

##### Priority 1:

We will improve protection of vulnerable children and young people (including those with Special Educational Needs and Disability).

##### How will we measure success?

- Percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions.
- Percentage of pupils with a statement or EHC Plan.
- The Children's Trust meeting or exceeding its performance targets.
- Average length of time from a child entering care and moving in with its adoptive family (in days).
- Percentage of care leavers who are in Education, Employment or Training (EET).
- First time entrants into the youth justice system (per 100,000 population aged 10 to 17).

##### Priority 2:

We will work with early years services and all schools to improve educational attainment and standards.

##### How will we measure success?

- The percentage of children making at least expected progress across each stage of their education – Early Years Foundation Stage (good level of development).
- Key Stage Attainment (KS2 and KS4 proportion reaching expected standard in Reading, Writing and Maths.)
- The average progress 8 score of Birmingham pupils compared to National pupils – average progress between Key Stage 2 and Key Stage 4 across eight key subjects.

##### Priority 3:

We will inspire our children and young people to be ambitious and achieve their full potential.

##### How will we measure success?

- The proportion of years 12 to 13 not in Employment, Education or Training (NEET).
- Proportion of the population aged 16 to 24 qualified to at least level 3.
- Proportion of the population aged 16 to 24 qualified to at least level 4.
- Children with Special Educational Needs (SEN) – Progress 8 – Average progress between Key Stage 2 and Key Stage 4 for pupils with SEN Support across eight key subjects.
- Children in Care – Progress 8 – Average progress between Key Stage 2 and Key Stage 4 across eight key subjects.

##### Priority 4:

We will improve early intervention and prevention work to secure healthy lifestyles and behaviours.

##### How will we measure success?

- Percentage of children overweight or obese at reception and year 6.
- Number of 2 year old children accessing

flexible free entitlement to early education (EEE).

### OUTCOME 3:

#### Birmingham is a fulfilling city to age well in.

##### Priority 1:

We will work with our citizens to prevent social isolation, loneliness, and develop active citizenship.

##### How will we measure success?

- The proportion of people who use services who reported that they had as much social contact as they would like.
- The proportion of carers who reported that they had as much social contact as they would like.

##### Priority 2:

We will improve care for older people.

##### How will we measure success?

- Reduced number of long term admissions to residential care and nursing care (per 100,000 – 65+).
- Reduced delayed transfers of care.
- Proportion of older people (65 and over) who are still at home 91 days after discharge from hospital into re-enablement/rehabilitation services.

##### Priority 3:

Citizens and communities will have choice and control over their care and improved resilience and independence.

##### How will we measure success?

- More people will exercise independence, choice and control over their care.
- Proportion of adults with a learning disability in paid employment.

### OUTCOME 4:

#### Birmingham is a great city to live in.

##### Priority 1:

We will work with our residents and businesses to improve the cleanliness of our city.

##### How will we measure success?

- Improved cleanliness – streets and green spaces.
- Increase Recycling, Reuse, and Green waste.
- Residual household waste per household (kg/household).

##### Priority 2:

We will have the appropriate housing to meet the needs of our citizens.

##### How will we measure success?

- Number of new homes completed in the city across a range of tenures.
- Number of properties improved in the Private Rented Sector as a result of Local Authority intervention.
- Number (and percentage) of homes built that are affordable.
- Minimising the number (and percentage) of households living in temporary accommodation.

##### Priority 3:

We will work with partners to tackle rough sleeping and homelessness.

##### How will we measure success?

- Reducing the number of rough sleepers across the city.
- The number (and percentage) of households where homelessness is prevented or relieved.

# Birmingham City Council Plan: 2018-2022

## What are we going to do?

### Priority 4:

We will improve the environment and tackle air pollution.

#### How will we measure success?

- Reduce Nitrogen Oxide emissions (CAZ) levels in the city's air quality management areas (Ug/M3).
- Reduce Particulate Matter levels in the city's air quality management areas.

### Priority 5:

We will work with partners to ensure everyone feels safe in their daily lives.

#### How will we measure success?

- Citizens' perception – feeling of safety outside in local area during the day.
- Citizens' perception – feeling of safety outside in local area after dark.
- Number (and percentage) of completed safeguarding enquiries which involved concerns about domestic abuse.

### Priority 6:

We will foster local influence and involvement to ensure that local people have a voice in how their area is run.

#### How will we measure success?

- Citizens' perception – able to influence decisions that affect the local area.
- Citizens' perception – able to influence decisions about public services that affect the local area.

### Priority 7:

We will work with our partners to build a fair and inclusive city for all.

#### How will we measure success?

- Reduce inequalities between wards e.g. health, unemployment, educational achievement.

- Percentage of gap reduction of people living in the city and working in the city.
- A new residents' survey measure about citizens' pride in the city.

### Priority 8:

We will enhance our status as a city of culture, sports and events.

#### How will we measure success?

- Increased number of international, sporting, cultural and major events in our landmark venues, shared spaces, communities and libraries.

### OUTCOME 5:

**Birmingham residents gain the maximum benefit from hosting the Commonwealth Games.**

### Priority 1:

We will seek to maximise the opportunities for Birmingham businesses and the Birmingham economy as a result of the Games to stimulate economic and employment growth.

#### How will we measure success?

- Volume of Games contracts awarded to Birmingham/West Midlands companies.
- Volume of development of sustainable business on the back of the Games.

### Priority 2:

We will encourage citizens of all abilities and ages to engage in physical activity and improve their health and wellbeing.

#### How will we measure success?

- Creation and use of health and well-being initiatives.
- Percentage rise in young people and adults engaged in physical activity.

### Priority 3:

We will deliver high quality housing, sporting facilities and transport infrastructure for the benefit of our citizens.

#### How will we measure success?

- Delivery of the transport and sporting infrastructure on time and on budget.
- Community use of sporting infrastructure – making the master plans a reality.

### Priority 4:

We will use the Games as a catalyst for the development and promotion of apprenticeships, volunteering and leadership opportunities to enhance the skills of our workforce.

#### How will we measure success?

- Apprenticeships/skills courses/entry level employment offered to unemployed Birmingham citizens across core Games related industries – security, catering, cleaning, technology etc.
- Internships and skills development as a result offered and delivered by Games partners and/or supporting businesses.

### Priority 5:

We will work with our diverse communities to ensure that we deliver a Games for Birmingham that connects our citizens and fosters civic pride.

#### How will we measure success?

- Community volunteer projects delivered as a result of the Games (e.g. 'spring clean' of streets).
- Use the Games to create/foster active citizenship projects and ensure those volunteers play a role in the Games.
- Citizen engagement with the cultural programme.
- New residents' survey measure to link

active life-styles, culture and wellbeing with cohesion impact.

### HOW WILL WE WORK?

**We want to proactively strengthen our partnerships with key institutions and businesses to create a strong civic family to lead the city. As part of this family, we will endorse a 'Made in Birmingham' approach with the city council playing a stronger role in directly delivering services, enabling partners and leading the community.**

We want everyone to benefit from the city's success and have therefore set out a long-term approach to achieve our priorities. This includes improving our services by promoting innovation, learning from good practice and collaborating with our partners across all sectors and all communities.

#### Improving the way we work:

- Greater Efficiency – we are committed to a culture of continuous improvement.
- More Transparency – we will work openly and publish information on decisions and spending.
- Greater Equality – we will promote the needs of all of our citizens; tackle disparities between neighbourhoods; and ensure our workforce reflects the diversity of our city.

Achieving the outcomes set out in this plan requires a wide range of resources and funding, which extends beyond the council's net revenue budget. However, by having a clear set of priorities we are able to work effectively in partnership to

maximise the city's resources for the citizens of Birmingham.

### The Council's budget:

#### NET BUDGET FOR 2018/19

# £855.2m

#### ANNUAL BUDGET REDUCTIONS OF

# £642m

OVER 7 YEARS TO 2017/18



#### FURTHER ANNUAL CUTS OF

# £123m

BY 2021/22 ARE ANTICIPATED

#### THIS MEANS

# TOTAL ANNUAL SAVINGS OF £765m

OVER 11 YEAR PERIOD

It is important to note that a significant proportion of this budget is not within the Council's control. For example, the educational funding goes directly to schools.

We are changing the way we work to ensure we are making best use of our resources whilst continuing to deliver improved outcomes for citizens:

- We will develop a sustainable financial plan which does not rely on the use of reserves.
- We will focus on priority-based budgeting to ensure our resources are used where they are most needed.
- We will seek to use innovative models to deliver better outcomes at lower cost.
- We will make better use of our assets.

## BIRMINGHAM CITY COUNCIL

## PUBLIC REPORT

Report to:

CABINET

*Exempt  
information  
paragraph number  
– if private report:*

Report of:

Chief Operating Officer

Date of Decision:

12<sup>th</sup> December 2017

SUBJECT:

Performance Monitoring

Quarter Two April to September 2017

Key Decision: Yes

Relevant Forward Plan Ref:

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

Chief Executive approved ☐o&s chairman approved ☐

Relevant Cabinet Member(s):

Councillor Brigid Jones – Deputy Leader

Relevant O&amp;S Chairman:

Corporate Resources and Governance – Councillor

Mohammed Aikhlaq MBE

Wards affected:

All

## 1. Purpose of report:

The purpose of this report is to:

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

## 2. Decision(s) recommended:

That Cabinet:

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

Lead Contact Officer(s):

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### **3. Consultation**

#### **3.1 Internal**

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

#### **3.2 External**

No external consultation required.

### **4. Compliance Issues:**

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

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

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

•

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

#### **4.3 Legal Implications**

There are no legal implications arising from this report.

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

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

5. Relevant background/chronology of key events:

5.1 Overall Context

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

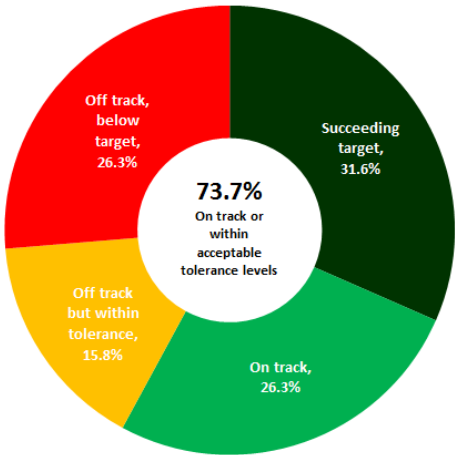
This report summarises progress made against our key targets (for those areas where we have either performed exceptionally well above our targets, or where we still have further progress to make), for the period April to September 2017, with a summary of reasons for performance and, where relevant, any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

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

5.2 Vision and Priorities Council Plan Measures (Appendix 1)

Summary

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



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

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

Of the 17 comparable measures, performance against:

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

### 5.3 **Successes**

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

#### a) **Children Priority**

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

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

#### **Council Plan Success**

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

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

#### b) **Health Priority**

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

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

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

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

### **Council Plan Success**

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

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

#### c) **Housing Priority**

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

### **Council Plan Successes**

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

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

#### d) **Jobs and Skills Priority**

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

## **Council Plan Success**

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

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

## **Other general successes**

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

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

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

### **a) Children Priority**

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

### **b) Health Priority**

- The **quality of care provided in the city will improve so that more people receive a standard of care that meets or exceeds the quality threshold** - Data for this measure is available 5 to 6 weeks after the quarter end. The

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

c) **Housing Priority**

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

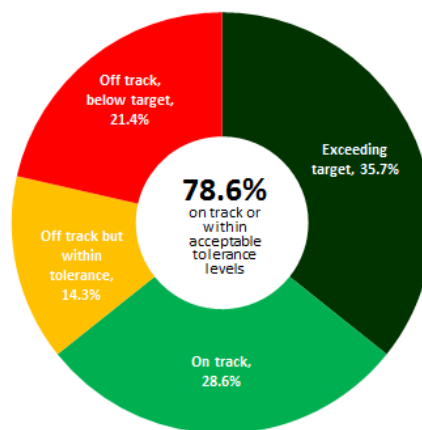
d) **Jobs and Skills Priority**

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

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

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

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



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

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

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

## 5.6 **Successes**

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

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

a) **Citizens**

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

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

b) **Governance**

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

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

c) **Workforce**

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

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

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

a) **Governance**

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

b) **Workforce**

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

5.8 **Waste management measures**

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

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

5.9 **Cross-cutting measures**

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

- Reducing households in fuel poverty.

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

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

#### 5.10 **Amended target**

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

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

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

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

#### 5.13 **General**

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

**6. Evaluation of alternative option(s):**

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

**7. Reasons for Decision(s):**

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

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

**List of Background Documents used to compile this Report:**

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

**List of Appendices accompanying this Report (if any):**

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

**Report Version                      Dated**

## **PROTOCOL PUBLIC SECTOR EQUALITY DUTY**

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

## Equality Act 2010

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

The public sector equality duty is as follows:

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

# Appendix 1

Birmingham City Council

Corporate Performance Monitoring

Vision and Priorities 2017-2020

Council Plan Measures

Quarter 2 2017/18

Progress report



# Contents

Overview **2**

Overall performance against our priorities **3**

Key messages **4**

Progress against our vision and priority measures **6**

A city of growth where every child, citizen and place matters.

- **Children** – a great place to grow
- **Housing** – a great place to live in
- **Jobs and Skills** – a great place to succeed in
- **Health** – a great place to grow old in



## Overview

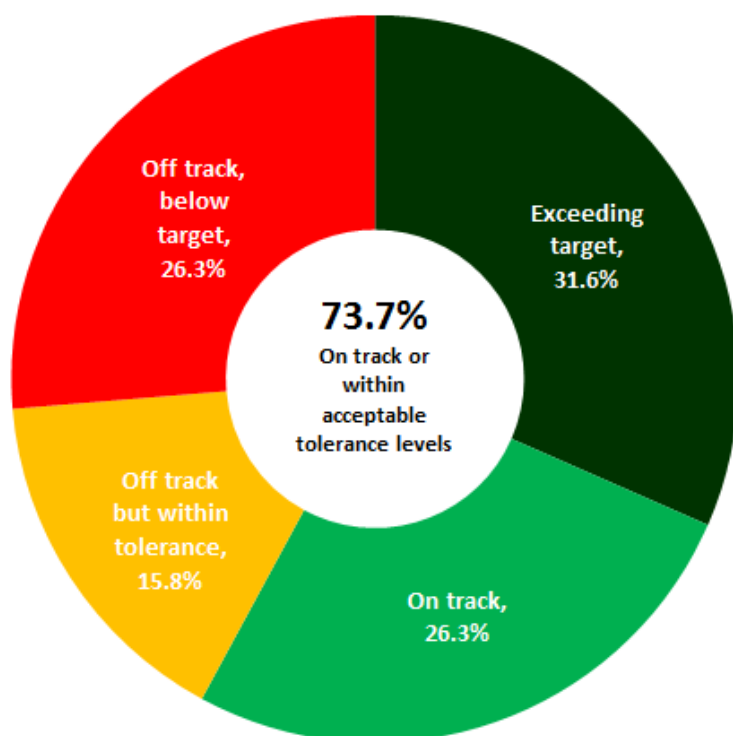
This report provides an update on performance against our Council Plan measures, at September 2017, as set out in our Visions and Forward Plan.

The key below explains the symbols and arrows we have used alongside written information to describe progress.

### Key (Symbols and abbreviations used)

★	Exceeding target	DoT	Direction of travel from the previous quarter
✓	On track	↗	Improving performance
●	Off track but within tolerance	↔	No change in performance
▲	Off track, below target	↘	Deteriorating performance
N/A	Not available		

## Overall performance against our priorities



**19 of the 28 Key Performance Measures report a result being available.**

**14 (73.7%) have exceeded, met or are within acceptable tolerance levels;**

- 6 (31.6%) exceeding target,
- 5 (26.3%) met target,
- 3 (15.8%) within acceptable tolerance levels.

**5 (26.3%) measures are off track;**

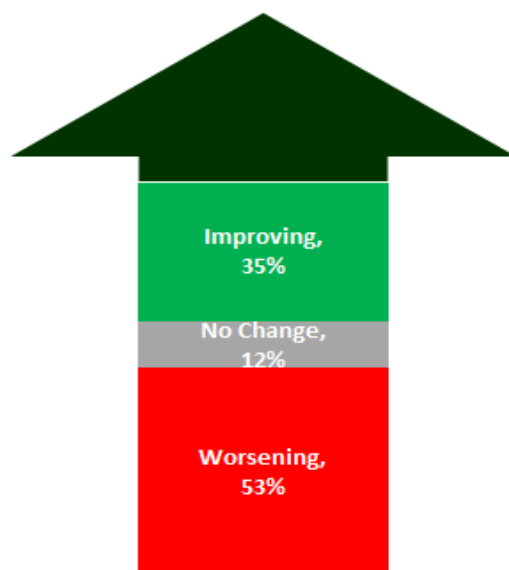
- 2 within the Children's priority,
- 1 in Health,
- 1 in Housing, and,
- 1 in the Jobs and Skills priority.

Performance results for the remaining 9 measures are reported on a less frequent basis and are not yet due.

A direction of travel can be provided against the previous quarter for 17 of the 19 measures. A direction of travel is not available for the others as previous results are not comparable.

Of the 17 comparable measures:

- 6 (35%) improved,
- 2 (12%) have remained the same, and,
- 9 (53%) deteriorated.



A summary against each of our priorities, is provided below:



## Key messages

Detailed performance summary along with written information to describe progress against each measure is provided from page 6 onwards.

### Children - A great place to grow up in

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

**36 schools** have been **accredited a mode 'STAR'** (Sustainable Travel Accreditation and Recognition for Schools programme).



Overall **80.6% of schools in Birmingham** are currently **good or outstanding**. During July and September, 7 out of 10 schools were rated good/ outstanding.



**Key Stage 1 and 2** provisional progress score for **Reading (-0.9), Writing (-0.9)** below the national average grade of 0. **Maths (0)**. In line with national average.

**1,737 Children in Care (CiC)**  
Number of unaccompanied asylum seeking children increased to 131 since April 2015.



**79% of children** and young people open to Children Social Care are **supported to live with their own family**.



### Health - A great city to grow old in

- Creating a healthier environment for Birmingham
- Increased use of public spaces for physical activity; more people walking and cycling; greater choice of healthy places to eat in Birmingham
- Leading real change in individual and community mental wellbeing
- Promoting independence of all our citizens
- Joined up health and social care services so that citizens have the best possible experience of care tailored to their needs
- Preventing, reducing and delaying dependency and maximising the resilience and independence of citizens, their families and the community



**128,743 citizens engaged with our wellbeing services** on offer - been to a park or attended a wellbeing centre or service



**Direct payments at 23.3%**, 0.3% above target



**61.8% care providers** in the city meet or exceed the quality threshold.



**72.1% people receive the care they need in their own home**

## Housing - A great place to live in

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



**99.59%** of our **council housing** as a percentage of stock was **made available**.

**167 empty properties** bought back into use.



**4,949 prevention activities** carried out to help homelessness be prevented or relieved



**4.94 (per 1,000 households)** are living in **temporary accommodation**.

## Jobs and Skills - A great city to succeed in

- Creating the conditions for inclusive and sustainable growth that delivers and sustains jobs and homes across Birmingham
- Investment in infrastructure and improved connectivity
- Growth of sectors/clusters of activity where Birmingham has competitive strengths
- The development of a modern sustainable transport system that promotes and prioritises sustainable journeys
- Birmingham residents will be trained and up-skilled appropriately to enable them to take advantage of sustainable employment



**NEET**

**3.0%** (three month average for Jun, Jul and Aug), of **12 to 13 year olds** were not in education, employment or training. Performance is **better than the national average**.

**BCC Official Board Member of the West Midlands Combined Authority Digital Board**



**Unemployment gap** between the 10 best and worst **wards** for unemployment is **1.0% lower than 5 year average**. Down 0.1% on the previous quarter.



**67 apprenticeships** created with other organisations through our influence on contract management. **We have employed 65 external apprentice** new starts directly within the Council.

# Progress against our key performance measures

## CHILDREN

## A great city to grow up in



Quarter 2 July to September 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

The proportion of schools rated as good or outstanding during the term

70.0%

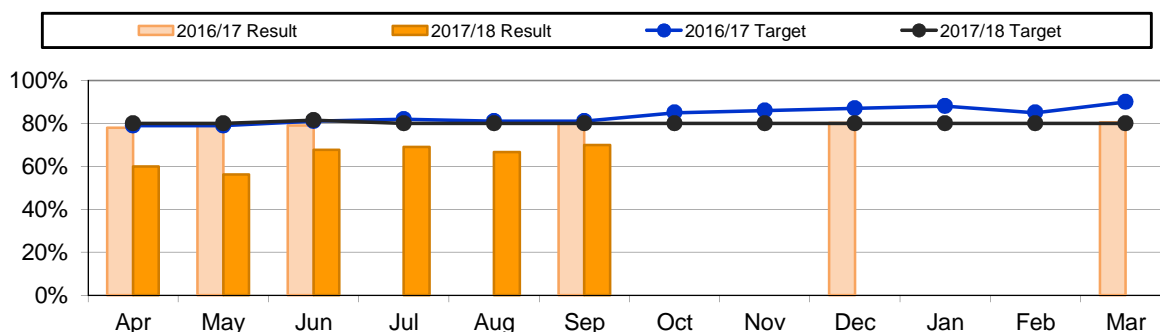
80.0%



Between July and September there were 10 inspections of schools by Ofsted (3 full and 7 short). 7 of these judgements were Good/Outstanding, 3 required improvement.



Measure previously reported on a Termly basis now changed to monthly



Overall Proportion of schools which are good/outstanding

80.6%

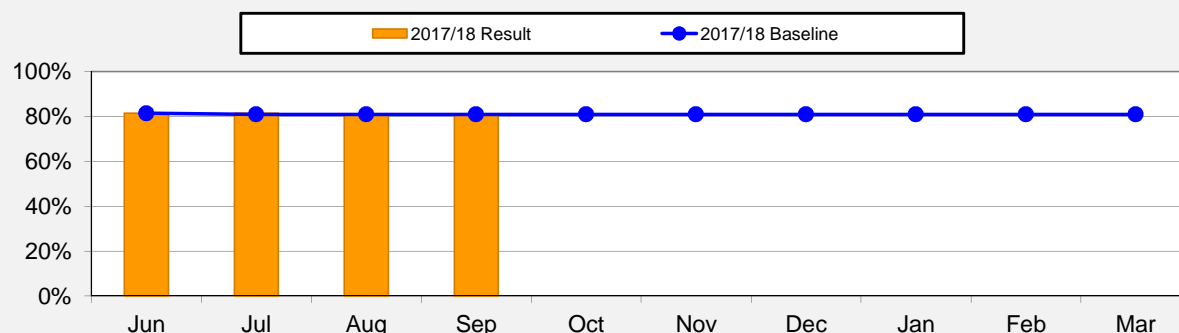
81.0%



Overall 80.6% of schools in Birmingham are currently Good/Outstanding. This has fallen from 81.5% in August and is due to more of the underperforming schools being inspected.




New measure reported from June 2017 with a baseline of 81% established





Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
 <b>The average progress score of Birmingham pupils compared to National pupils between Key Stage 2 and GCSE - Progress 8</b>	Annual Result	0.0	Not yet due	N/A
Awaiting final results to be published by Department for Education in January 2018.				
No graph provided. The 2016/17 result was zero against a target of zero. The target of zero is also in place for 2017/18				

## The percentage of children making at least expected progress across each stage of their education - Early Years Foundation Stage (good level of development)

65.9%

National  
Average

Not yet due


N/A

The early provisional result of 65.9% is based on the annual collections from Primary Schools. Final results will be published later in the year by Department of Education. Early indications are that the proportion of pupils achieving a Good Level of Development has increased slightly on 2016 levels. While performance looks like it has not met the national levels (currently estimated 70.7%), the gap has narrowed. Early analysis indicates that the rise in Good Level of Development is predominately based on a rise in Literacy and Maths. More in-depth analysis will be undertaken once the final results are out.

*Provisional result. 2017/18 target set as the national average of 70.7%*

A bar chart comparing the percentage of children making at least expected progress across each stage of their education - Early Years Foundation Stage (good level of development). The chart shows the 2016/17 Result (64%), the 2017/18 Est Result (66%), the 2016/17 Target (70%), and the 2017/18 - Target (70.7%). The Y-axis represents the percentage, ranging from 60% to 72% in 2% increments. The X-axis is labeled 'Mar'. The legend indicates that the orange bar represents the 2016/17 Result, the yellow bar represents the 2017/18 Est Result, the black dot represents the 2016/17 Target, and the blue dot represents the 2017/18 - Target.

Category	Value
2016/17 Result	64%
2017/18 Est Result	66%
2016/17 Target	70%
2017/18 - Target	70.7%




### The average progress score of Birmingham pupils compared to National pupils between Key Stage 1 and Key Stage 2

-0.9 Reading

-0.9 Writing

0 Maths

0.0



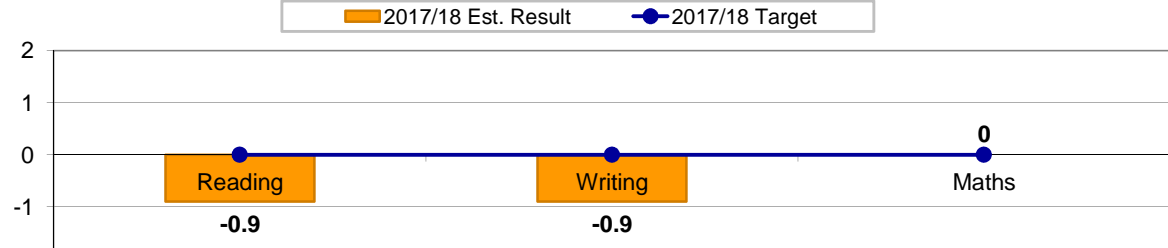
Not Comparable

Provisional results almost a level down in Reading and Writing compared to the National Average. Maths is in line with the National average. Robust progress data is not currently available for Key Stage 2. Early Indications are that the progress of Birmingham pupils has improved slightly on 2016 levels.

Provisional results

2017/18 Est. Result

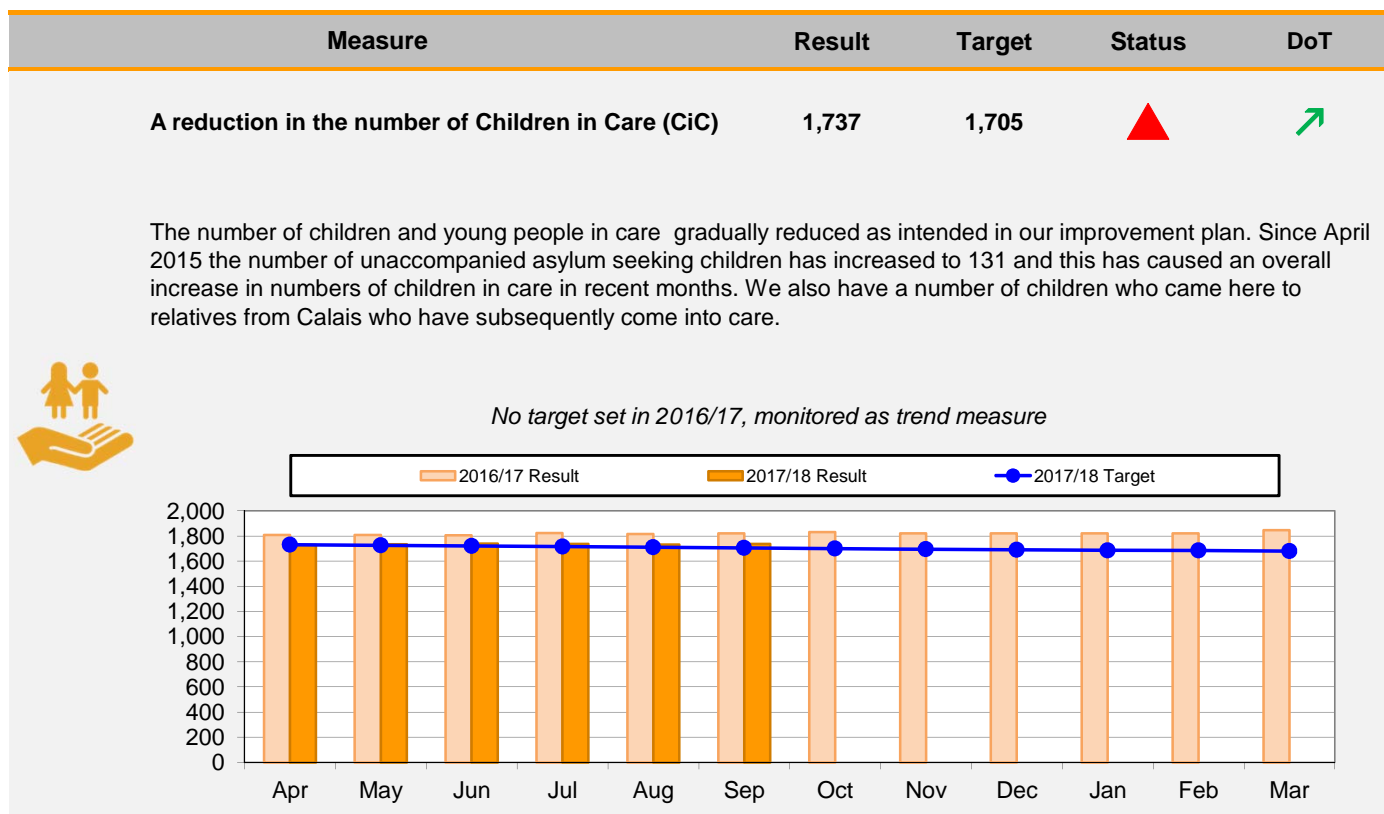
2017/18 Target



Subject	2017/18 Est. Result	2017/18 Target
Reading	-0.9	0
Writing	-0.9	0
Maths	0	0



### Quarter 2 July to September 2017



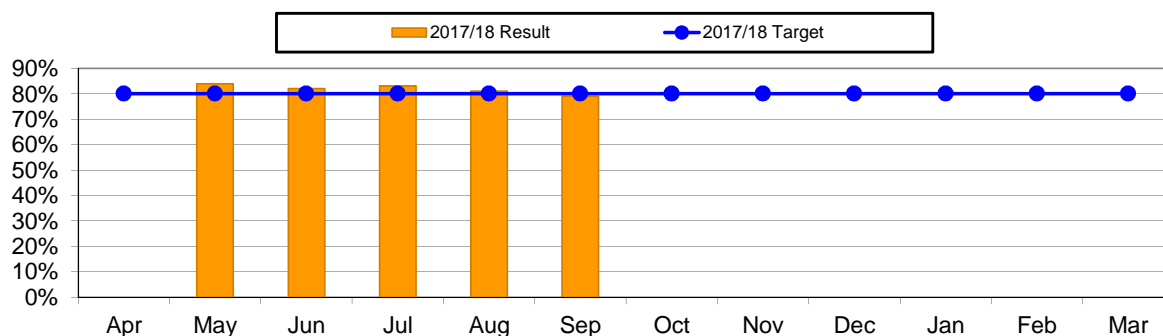
### Children and Young people open to Children Social Care are supported to live with their own family

79%

80%



This is a new Council measure. We are combining the numbers of families supported through our family support service and our Troubled Families commissioned services (targeted early help) with the numbers of children who have a social worker but who are not in care to arrive at the percentage supported to live at home.





### Quarter 2 July to September 2017




Measure	Result	Target	Status	DoT
The number of schools progressing a Mode "STARS" (Sustainable Travel Accreditation and Recognition for Schools) programme	36	25	★	↗

Our aim is to assist and encourage take-up and participation to 50 new schools. Year-to-date 36 new schools have signed up to modeshift STARS, up by 10 schools compared to the previous period April to June. At the half way point of the year we have achieved 72 % of our end of year target of 50 schools. This represents excellent progress and we are forecasting that the end of year target will be exceeded. However, there is finite capacity to support schools so we may have to review our recruitment approach.

Of the 11 schools that currently hold bronze accreditations, 5 schools have completed re-survey - this is the same as for the period April to June but is in line with what would be expected given the summer holiday period being in the second quarter July to September. This will be a focus for the team in the period October to December.

5 schools have moved to silver (a further 3 since April to June) which represents good progress. 4 schools have completed their travel plan which already exceeds the target of 3, and 2 further schools have started travel/action plan which they should complete in the period October to December. 2 schools have achieved silver (no additional ones since April to June) and we expect a further school to achieve silver in December which will meet target. Given the number of schools that are progressing their plans, the target of 3 silver schools is also likely to be exceeded.

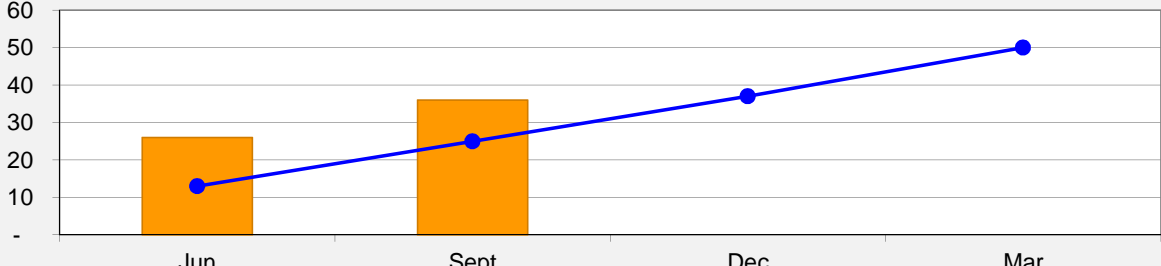
We now have 8 of the schools that registered in last academic year which have achieved bronze (up from 4 in the period April to June) - this is the most challenging target and will be an ongoing focus, a number of initiatives and campaigns are being developed to support these schools.



*New measure for 2017/18. No in year target set*

2017/18 Result

2017/18 Target



Period	2017/18 Result	2017/18 Target
Jun	26	14
Sept	36	25
Dec	38	38
Mar	50	50

### Perception of safety on public transport



Annual measure - update not yet due



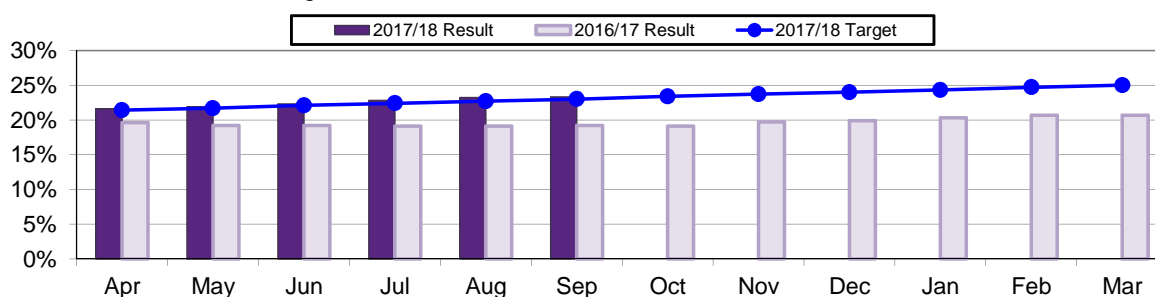
Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
More people will exercise independence, choice and control over their care through the use of a Direct Payment	23.3%	23.0%	✓	↓

Positive progress on this measure is being maintained, although the rate of growth has slowed compared to recent months

No target set in 2016/17 with the aim to monitor an increase in trend



The quality of care provided in the city will improve so that more people receive a standard of care that meets or exceeds the quality threshold

61.8%  
Q1 result

75%  
Q1 target



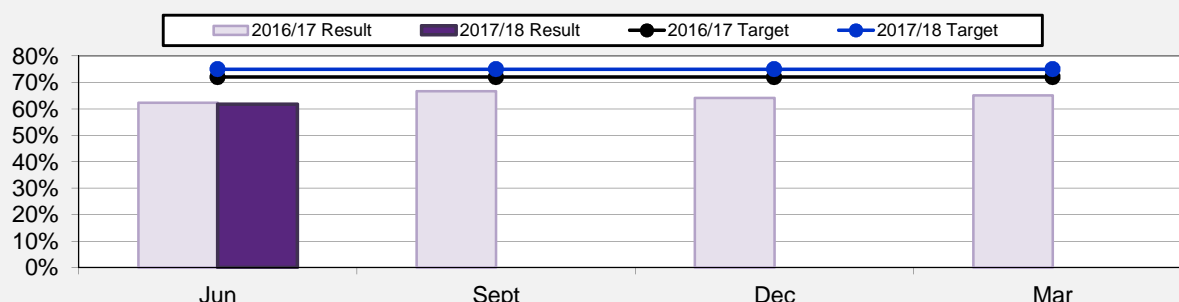
Overall there has been a decrease in the percentage of clients with providers rated as Good, with 61.8% compared to 64.0% in the last return.

There has been a reduction in the proportion of home care clients with a provider rated as Good, from 55% to 46%. Of the providers previously rated as Good, 8 reduced to Requires Improvement, including Sevacare - Kingstanding with 261 clients. Another provider reduced to Inadequate, and 8 did not return an assessment. 17 providers did improve their performance to Good, including Mach Care and Romie Care with 248 clients between them. 10 of these were previously Requires Improvement, 2 were Inadequate and 5 had not returned the last survey.



There has also been a reduction in the proportion of bed based clients with providers rated as Good, from 76% to 72%. The majority of these reduced to Requires Improvement, with 31 of those previously rated good falling to this (378 clients). Another 3 reduced to Inadequate (42 clients) with 14 not returning a questionnaire (96). 29 providers improved to Good in this return (204 clients), 18 from Requires Improvement, 2 from Inadequate and 9 who had not submitted a survey in the last return.

The Council concluded consultation on a proposed revised approach to the commissioning of adult social care in July 2017. This included proposals to address the quality of services with whom Birmingham City Council contracts. A final proposal is due to be considered by Cabinet in the autumn and if approved will be implemented from 1 April 2018.



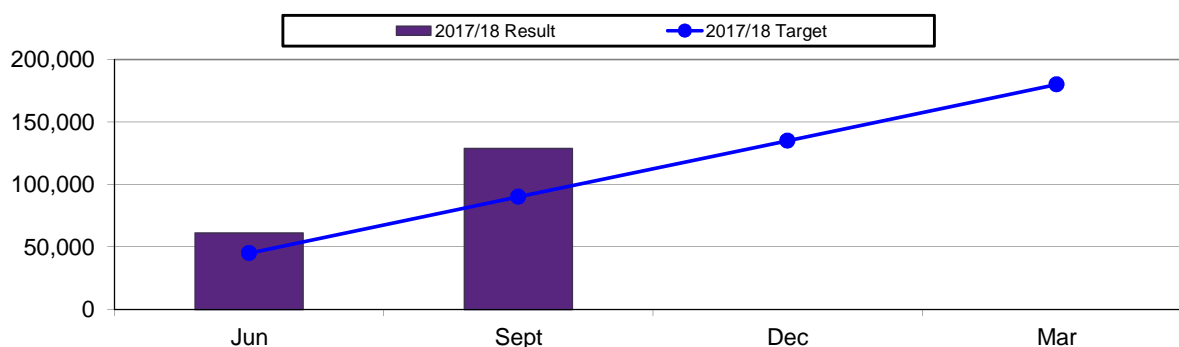


Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
Increase in the number of our most deprived citizens who have engaged with our wellbeing service, been to an active park or attend at a wellbeing centre	128,743	90,000	★	Not Comparable

Our summer activity programme ended at the beginning of September. Big Birmingham Bikes volunteers are increasing in number, and their frequency of volunteering is also increasing. They are delivering Adult and children's cycle training and leading led rides for their own community. This work is strategically and financially supported by Cycling UK and British Cycling. Further to the success of the summer activity programme in August the September figure has dropped by 3,456, 6-15 year olds dropped by 36.8% and under 5 year olds dropped by 41.5%, this is due to the summer activity programme ending at the beginning of September.



More people will receive the care they need in their own home

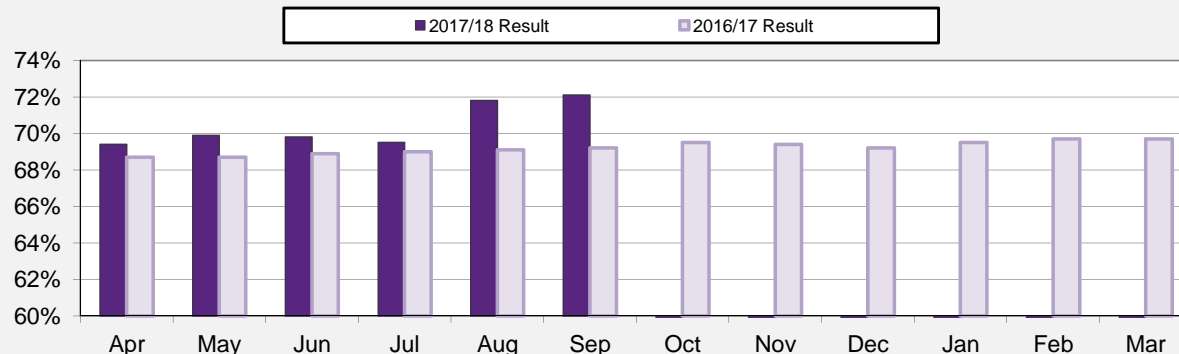
72.1%

Trend  
(Increasing)



This indicator continues to show a positive trend with a growing proportion of service users receiving care in their own home

No target set. Measure to monitor an increase in trend





Quarter 2 July to September 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
Develop a methodology for counting the number of cycle journeys	Annual Result	Establish baseline by 31st March 2018	Not yet due	N/A

The initial approach to this is to use the 50+ automatic cycle counters to track cycle journeys in the city. Whilst the data is currently available, it needs to be cleansed and processed before an indicator can be generated. Transport for West Midlands (TfWM) are investigating an approach that would cover the whole West Midlands. A test version should be available by the beginning of Quarter 3. A potential issue is that the contract for data supply ends on 31st March 2018 and the changeover may provide some challenges.



We are also investigating the use of data from the Big Birmingham Bikes. This provides Origin/Destination information, but is more sparse than the counters. The new app has been released, which provides the data, but we will need to understand whether the sample size is good enough for inclusion within a performance management framework.

Milestones	Jun-17	Sep-17	Dec-17	Mar-18
Establish baseline by 31st March 2018	→	→	→	

# HOUSING

## A great city to live in

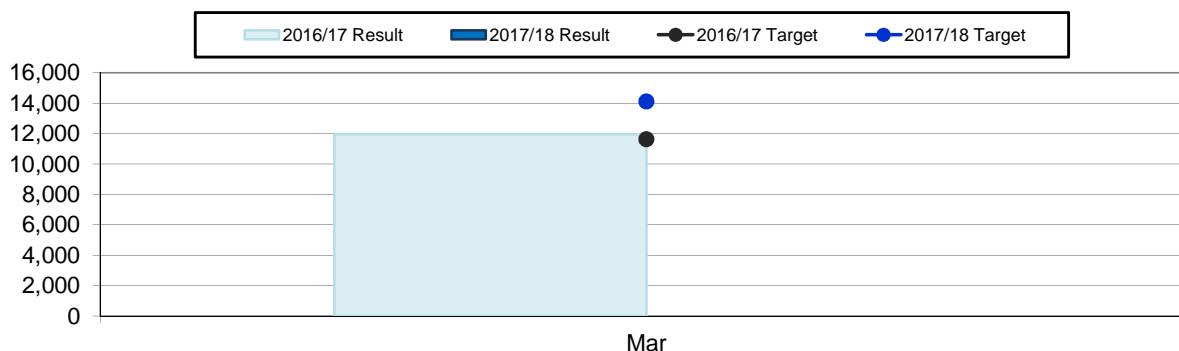


Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
The number of new homes built (to build 51,000 new build homes by 2031)	Annual Result	Cumulative 2017/18 target 14,100 homes	Not yet due	N/A

Result only available at financial year end.



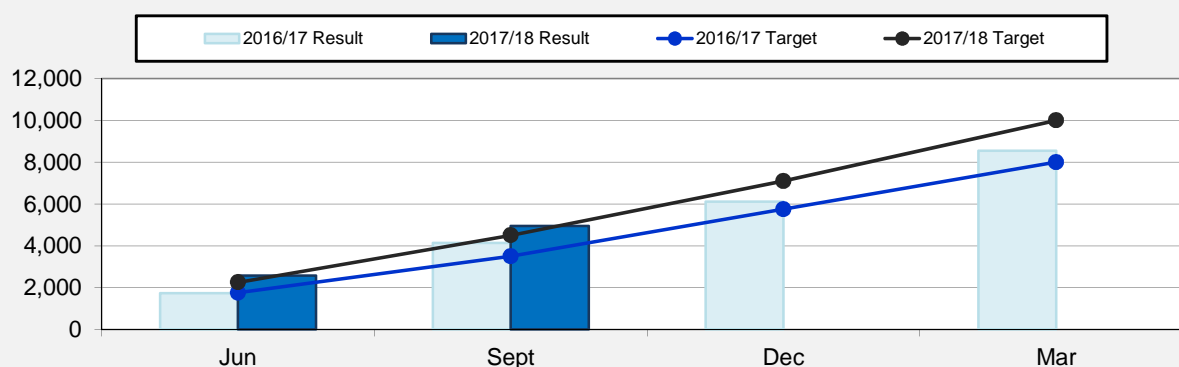
Homelessness will be prevented or relieved

4,949

4,500



Fewer prevention activities were carried out in this quarter and the number of households able to remain in their home also reduced. The number of households given assistance in obtaining alternative accommodation had increased leaving the overall number of preventions, whilst lower than last quarter, still comparable with previous quarters.



# HOUSING

## A great city to live in



Quarter 2 July to September 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

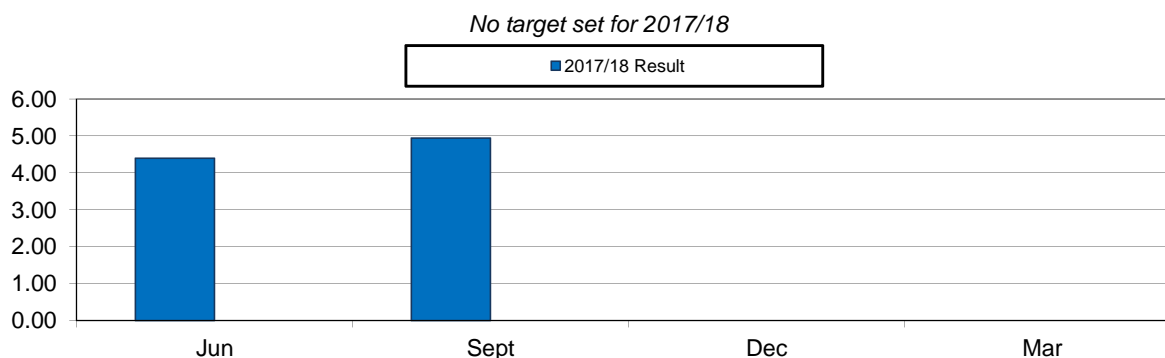
**Minimise the number of households living in temporary accommodation per 1,000 households**

4.94

No Target



A small team has started work with people residing in temporary accommodation to support them to move on. They are currently focused on ensuring that all temporary accommodation residents have joined the housing register and will then move on to exploring options for those who do not qualify as well as assisting, where needed, those who are on the register to successfully bid for permanent accommodation. This work goes hand-in-hand with the prevention work carried out at the Housing Options Centre to both reduce the numbers going into temporary accommodation and increase the number leaving.



**Number of homes built that are affordable.**

Half Yearly

298

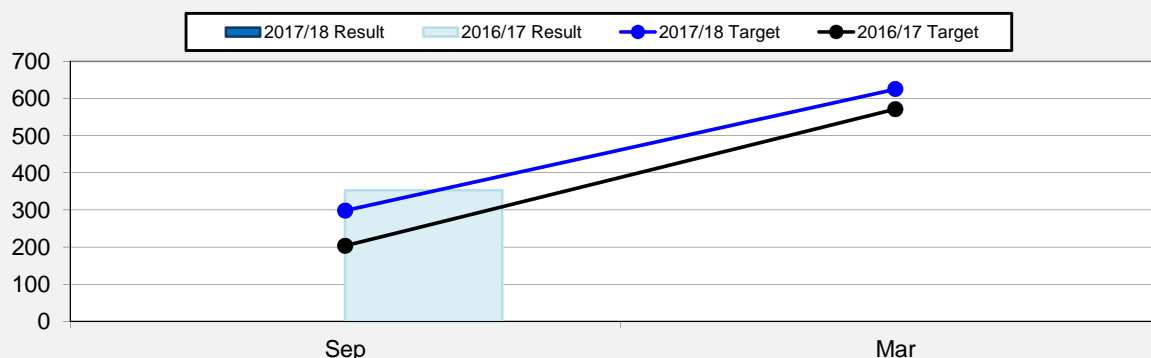
Not yet due

N/A

We are reliant upon Homes and Communities Agency (HCA) to provide us with data for the number of Affordable Homes built with grant. The HCA have advised that the release of quarterly information to external parties conflicts with Government data protection guidelines as this data is classified as official statistics. Issuing of national statistics will be made available for reporting twice a year, in November/December (for the first 2 quarters) and July/August (for the final 2 quarters). In addition, we need information from the Department for Communities and Local Government and the next set of data including Help to Buy data will not be released until the 11th January 2018.



Measure reported a quarter in arrears due to data availability



# HOUSING

## A great city to live in



Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
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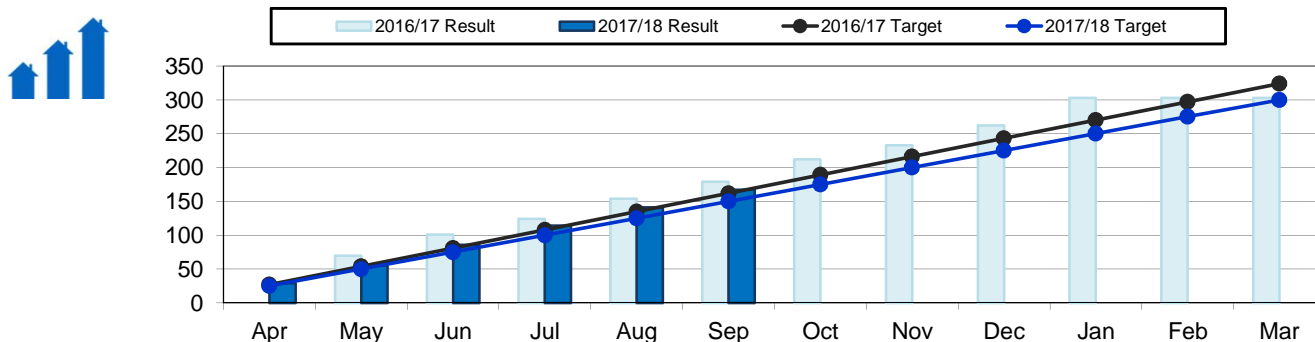
The number of empty properties brought back into use (cumulative)

167

150



The empty property team continues to strive to return long term problematic empty houses back into use, with September being another good month for the team.



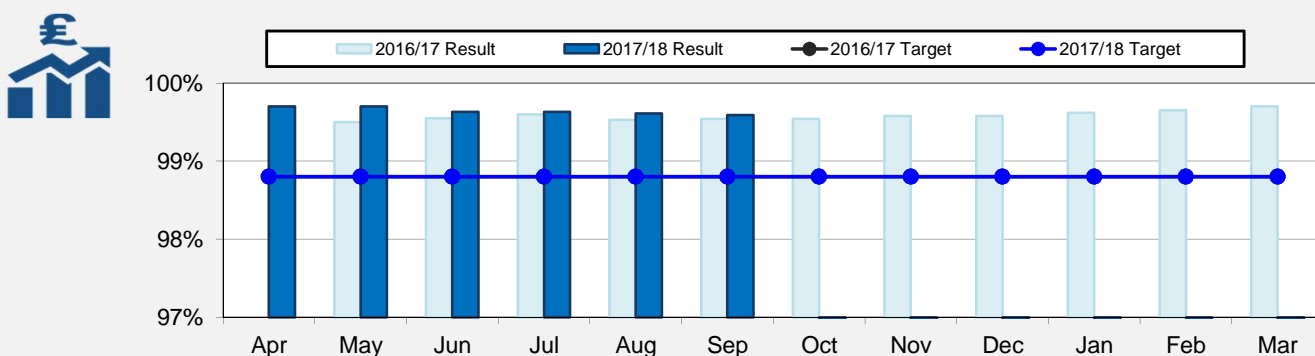
Available Council Housing as a percentage of stock

99.59%

98.80%



Performance remains well above target as a result of improved repairs turnaround for void dwellings.



# JOBS AND SKILLS

## A great city to succeed in



Quarter 2 July to September 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

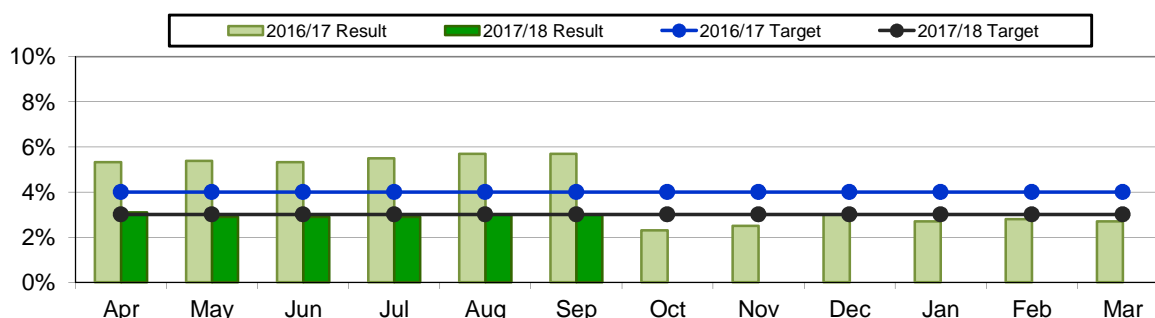
The proportion of years 12 to 13 not in employment, education or training

3.0%

3.0%



The latest performance information was released by the Department of Education on 25th September. The 3 month average figures for June, July and August was 3% with the August figure standing at 3.2% NEET. This is slightly better than national levels. Not Known proportions are still high at 7.4% above the national average of 6.1%. It should be noted that Not Known figures normally do increase in July and August at the end of the school year. The figures will increase until November, when all enrolment data for the new academic year has been loaded.



Reducing the unemployment gap between Wards

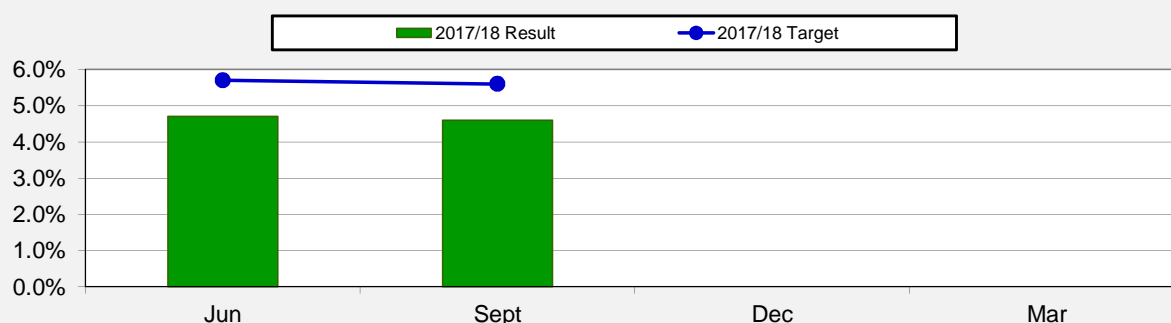
4.6%

5.6%



In the period July to September 2017/18 the average unemployment proportion across the 10 Birmingham wards with the highest unemployment levels stood at 6.7%. The corresponding figure for the 10 Birmingham wards with the lowest unemployment proportions was 2.1%. Therefore, the gap between the 10 best and worst performing wards stood at 4.6 percentage points. The baseline uses the long term average gap for the corresponding quarter to avoid any issues with seasonal variation. Over the last 5 years the average gap in the same period between the best and worst performing wards was 5.6 percentage points. The gap in the period July to September 2017/18 is 1 percentage points lower than the 5 year average.

Compared to the period April to June the average level of unemployment in the 10 wards with the highest unemployment proportions has declined (falling from 6.8 to 6.7 percentage points) and the gap with the 10 wards with the lowest unemployment proportions has narrowed from 4.7 to 4.6 percentage points. However, when compared with the long run average for the corresponding quarters the differential remains at 1.0 percentage point in the period July to September, and unchanged on the period April to June.



# JOBS AND SKILLS

## A great city to succeed in



Quarter 2 July to September 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

**Proportion of the population aged 16 to 24 qualified to at least level 1 (see commentary for list of eligible qualifications)**

Annual Result

Improving Trend

Not yet due

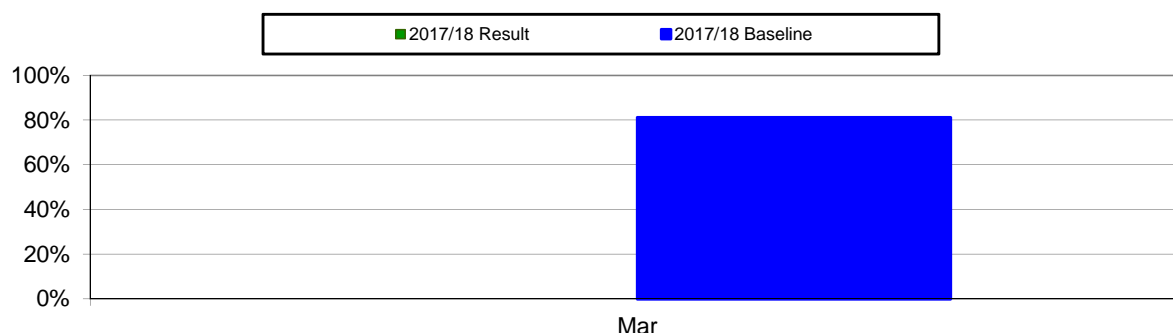
N/A

This is an Increasing Trend Annual Measure

Level 1 qualifications are: first certificate; GCSE grades D,E,F or G; Music grades 1,2 & 3; Level 1 award, certificate, diploma, English for Speakers of other Languages (ESOL); Level 1 essential skills and functional skills; Level 1 National Vocational Qualification (NVQ).



New measure reported for 2017/18. Baseline of 81% established



**Proportion of the population aged 16 to 24 qualified to at least level 3 (see commentary for list of eligible qualifications)**

Annual Result

Improving Trend

Not yet due

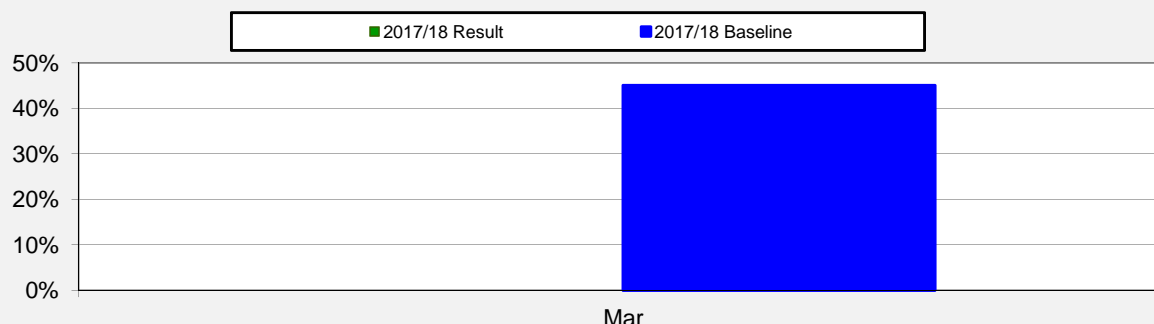
N/A

This is an Increasing Trend Annual Measure

Level 3 qualifications are: A level grades A,B,C,D or E; Music grades 6,7 & 8; access to higher education diploma; advanced apprenticeship; applied general; AS level; international Baccalaureate diploma; tech level; Level 3 award, certificate, diploma, English for Speakers of other Languages (ESOL), national certificate, national diploma; Level 3 National Vocational Qualification (NVQ).



New measure reported for 2017/18. Baseline of 45% established



# JOBS AND SKILLS

## A great city to succeed in



Quarter 2 July to September 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

Land developed (hectares), jobs created and new employment floor space created as a result of investment in infrastructure and development activity

Annual Result

N/A

Not yet due

N/A

Progress against this measure will be reported at financial year end 2017/18.



Milestones	Jun-17	Sep-17	Dec-17	Mar-18
N/A	Annual Result			
N/A	→	Annual Result		
	→	→	0	
	→	→	→	0

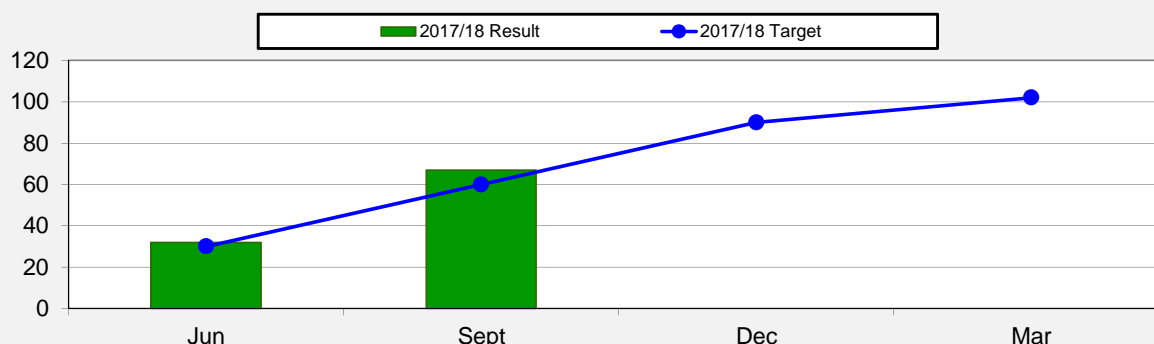
**Increase the number of apprenticeships within other organisations through our influence on contract management**

67

60



67 apprenticeships as at end of Quarter 2 against the target of 60 set for Quarter 2. Target of 102 to achieve by year-end. The caveat for this measure is that it will only report apprenticeships from newly accredited organisations (the amount being for the life of the contract).



# JOBS AND SKILLS

## A great city to succeed in



Quarter 2 July to September 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

**The number of Birmingham City Council apprenticeships directly within the City Council**

65

75



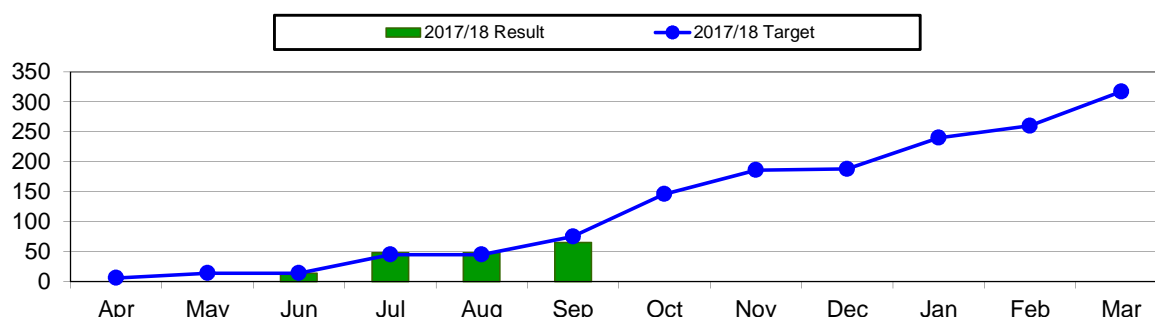
The metric agreed remains off-target, for the following reasons:

- Awaiting Local Government Association (LGA) procurement guidance to all local authorities. This has resulted in the production and issue of Valuation Quotations on an ad-hoc basis, which has slowed down the process considerably.
- Awaiting the approval of new Apprenticeship Standards relevant to local authorities to be approved by the Institute of Apprenticeships before recruitment can begin (e.g. Countryside Worker; Town Planning)
- Complexity of reviewing, commenting on, and agreeing contracts from training providers, creating a backlog of apprentices waiting to commence on programme.

Some of the above issues are currently out of our control and therefore BCC cannot be confident that this metric will be back on track by the end of the financial year.

Actions being taken to bring performance within an acceptable tolerance level:

- Supporting Legal Services to produce a 'Birmingham City Council Contract' which providers will be expected to accept at the Tender stage.
- Working with Apprenticeship Levy leads in the West Midlands region to share experiences, advice and guidance to the above challenges and others which we are all facing at this point in time.
- Planning work with colleagues in Procurement to consider best approach to procuring training providers for the Authority, when LGA Guidance is available.
- Putting together a detailed communications plan for the delivery of Leadership and Management training, and planning work with service areas to help drive up performance, personal development and identify potential skills requirements for 2020 and beyond.



# JOBS AND SKILLS


## A great city to succeed in



Quarter 2 July to September 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
<b>Improved digital offer across Birmingham - work more closely with the Greater Birmingham &amp; Solihull LEP and West Midlands Combined Authority to develop a digital and Smart City approach</b>	Achieved	<b>Ensure BCC have a formal role in developing the WMCA Digital Strategy</b>	✓	↔
<p>Quarter 1 paved the way for more formalised discussions and we are pleased to report that Birmingham City Council (via its Digital Birmingham initiative) is now an official Board member of the West Midlands Combined Authority Digital Board and work with them to develop a set of priorities. This is largely been achieved</p>				
<p> A formal West Midlands Digital Board has now been established and a number of work streams have been identified under the key themes of Skills, Digital Government, Digital Infrastructure, Start up support. Delivery plans for each of these activities are being developed.</p>				
<p><i>Milestones to be agreed</i></p>				
Milestones	Jun-17	Sep-17	Dec-17	Mar-18
Establish role	Achieved			
Ensure BCC have a formal role in developing the WMCA Digital Strategy	→	Achieved		
	→	→		
	→	→	→	

# Appendix 2

## Birmingham City Council Corporate Performance Monitoring

### Organisational Health Measures

#### Quarter 2 2017/18 Progress report



# Contents

Overview **2**

Overall performance against our health measures **3**

Key messages **4**

Progress against our health measures **5**

## Overview

This report provides an update on performance against our Organisational Health measures, as at September 2017.

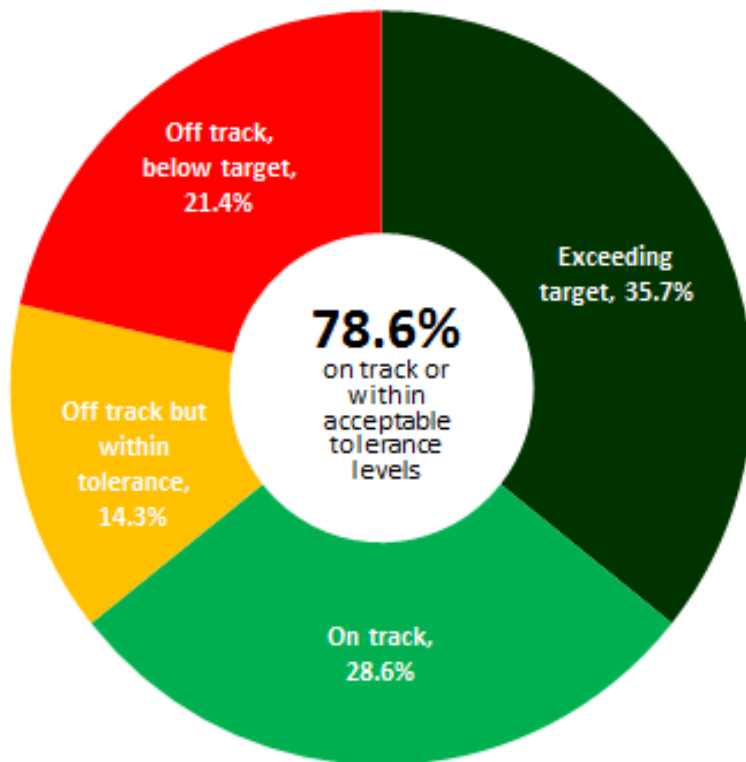
The key below explains the symbols and arrows we have used alongside written information to describe progress.

### Key (Symbols and abbreviations used)

★	Exceeding target	DoT	Direction of travel from the previous quarter
✓	On track	↗	Improving performance
●	Off track but within tolerance	↔	No change in performance
▲	Off track, below target	↘	Deteriorating performance
N/A	Not available		

# Organisational performance against our health measures

Making the most of our assets and ensuring we have a healthy organisation.



**Results are available for 18 (14 targeted and 4 trend) of the 29 Organisational Health measures.**

**11 (78.6%) of the 14 measures with a target have exceeded, met, or are within acceptable tolerance levels.**

- 5 (35.7%) exceeding target,
- 4 (28.6%) on track,
- 2 (14.3%) within acceptable tolerance levels.

**3 (21.4%) measures are off track;**

- 2 in Governance, and,
- 1 in Workforce.

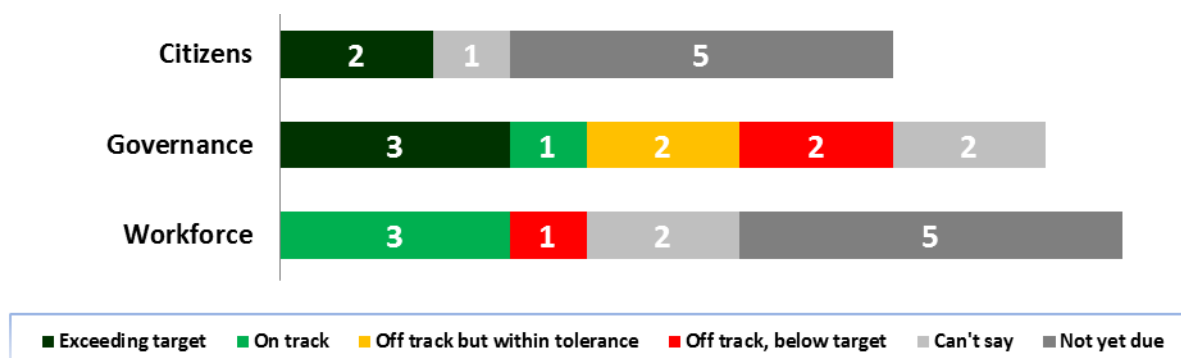
Results for the remaining 11 measures are reported on a less frequent basis and are not yet due.

A direction of travel can be provided against the previous quarter for 15 of the 18 measures. A direction of travel is not available for the others as previous results are not comparable.

5 (33%) improving;  
1 (7%) remained the same, and,  
9 (60%) deteriorated.



The Organisational Health measures are separated into three areas; Workforce, Citizens and Governance. The performance position as at September 2017 for each of these areas is summarised below.



# Key messages

Detailed performance summary along with written information to describe progress against each measure is provided from page 5 onwards.

## Citizens

**More citizens are transacting digitally with the Council**, 6.3% above target



## Governance

**25% whistleblowing requests received** that progressed under the boundaries of the policy.



We had **no ombudsman complaints resulting in reports being issued**



**25 Final audit reports issued for June**



**100% of Judicial review challenges successfully defended.**

**93% compliance with procurement procedures**

**91% of our ICT Assets have Owners.**

**1.93% quarantined assets.**

**8% of officers have multiple devices.**



**Collection of business rates is 0.75% above target** at 61.43%.



**55.69%, Council tax collected**, 0.5% below target

**67.39% of Freedom of Information requests responded to within deadline**, 17.61% below target.



**81.03% Data Protection Act requests responded to in 40 days**, 3.97% below target.



**73.7% Council Plan Measures achieved**, 8.7% better than 2016/17.

## Workforce

**Workforce expenditure as at month 6 is £39m spent.** Current workforce expenditure forecast is £100k underspend by year-end.



**Workforce attendance rate stands at 95.46%**, 0.46% above target.



**Sickness absences rate 10.22 days per FTE**, 0.97 days above target. Long term sick is down 17.92% and short term up 35.45%.

**39.68 (per 1,000 employees) accidents/incidents.** Aggression/assault and Slips and Trips being the two highest recorded areas.



**“Other Known Cause” highest reason for referrals (69%) made to Occupational Health.** Volume of referrals stands at 101.24 (per 1,000 employees).



# Progress against our health measures

**Citizens**



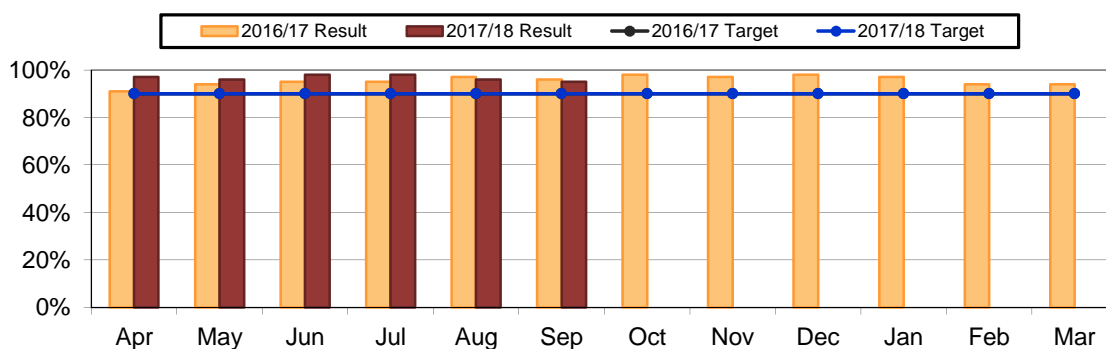
Quarter 2 July to September 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
The percentage of complaints answered within time	95%	90%	★	↘

Performance for responding within 15 working days was 95% citywide which is above the corporate target of 90%.



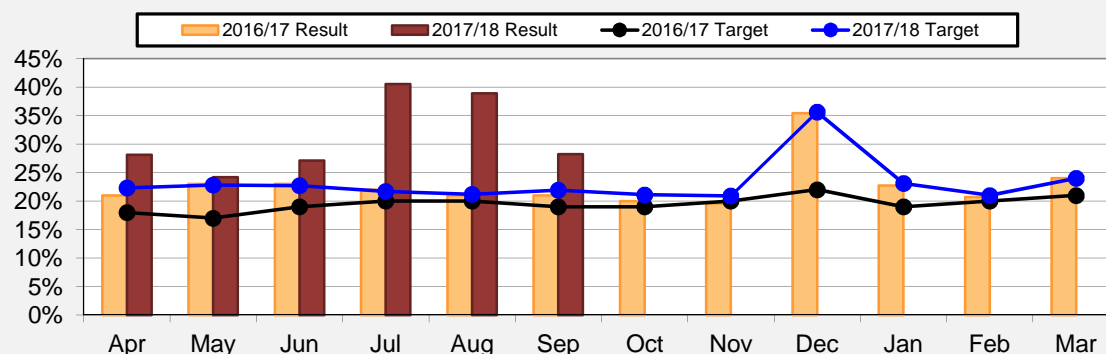
The percentage of citizens transacting digitally with the Council

28.2%

21.9%



Channel shift performance was 6.3% above target at 28.2% representing a slight reduction on the previous month. This level of performance is consistent with the levels achieved prior to the start of industrial action in Waste Management.





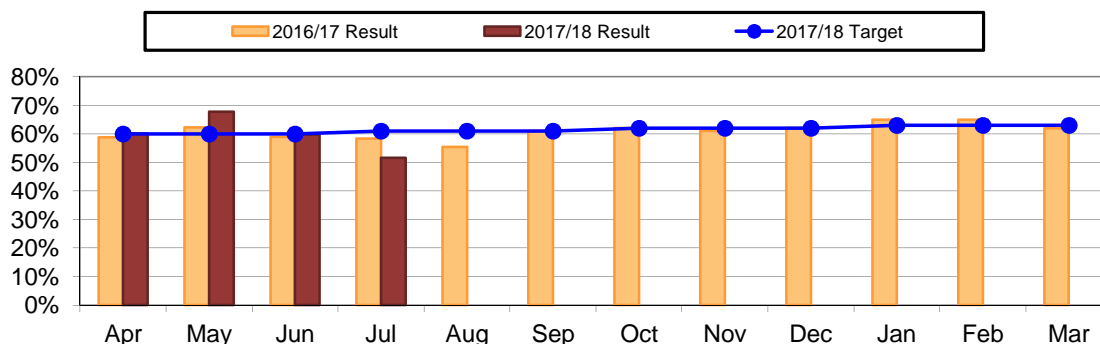
## Quarter 2 July to September 2017

2	1	5
---	---	---

■ Exceeding target
■ On track
■ Off track but within tolerance
■ Off track, below target
■ Can't say
■ Not yet due

Measure	Result	Target	Status	DoT
The percentage of citizens registering satisfaction with the Council	Not available to report	61.0%	N/A	N/A

Due to technical issues no satisfaction figures are available for September. From November all callers will be given the opportunity to feedback, in the interim October a sample of advisers are transferring callers to partake in the survey. This will allow one off comparison with other authorities who predominately select callers for surveys in this way.



	<b>Increase in people trusting the Council to make right decisions</b>	Annual Result	N/A	Not yet due	N/A
	The Resident Survey is due to be commissioned and carried out in quarter 3 and results will be available for reporting in quarter 4.				
	<b>Increase in people feeling they can influence decision making</b>	Annual Result	N/A	Not yet due	N/A
	The Resident Survey is due to be commissioned and carried out in quarter 3 and results will be available for reporting in quarter 4.				
	<b>Increase in people feeling satisfied with the Council</b>	Annual Result	N/A	Not yet due	N/A
	The Resident Survey is due to be commissioned and carried out in quarter 3 and results will be available for reporting in quarter 4.				
	<b>Increase in people feeling informed by the Council</b>	Annual Result	N/A	Not yet due	N/A
	The Resident Survey is due to be commissioned and carried out in quarter 3 and results will be available for reporting in quarter 4.				
	<b>Increase in people feeling involved in making decisions affecting their local area</b>	Annual Result	N/A	Not yet due	N/A
	The Resident Survey is due to be commissioned and carried out in quarter 3 and results will be available for reporting in quarter 4.				

# Governance



## Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
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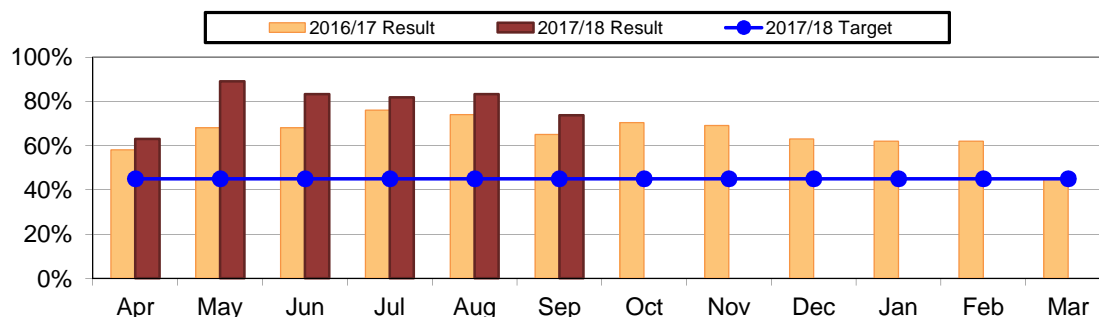
**The percentage of council plan measures achieved**

73.7%

45.0%



Compared to the previous quarter (June 2017), performance at 73.7% has decreased by 9.6 percentage points. When compared to the end of quarter two in 2016/17 performance is 8.7 percentage points better than that achieved at the end of September 2016.



**Whistleblowing requests received that progress under the boundaries of the policy (% by directorate)**

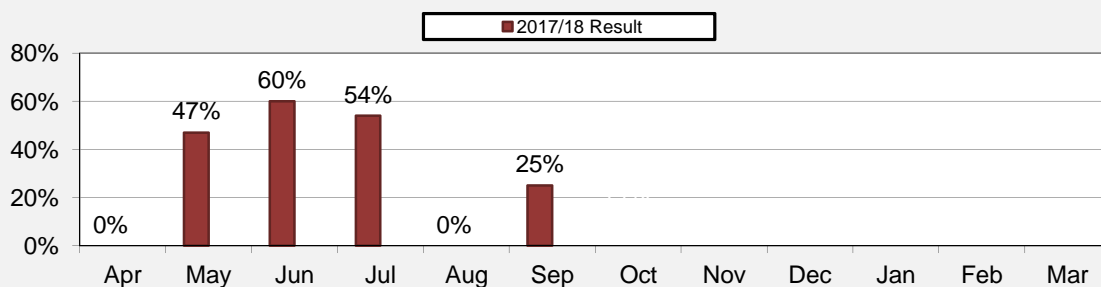
25%

Trend

N/A



A total of 4 complaints received with only one progressing under the boundaries of the policy. This was in the Place Directorate.



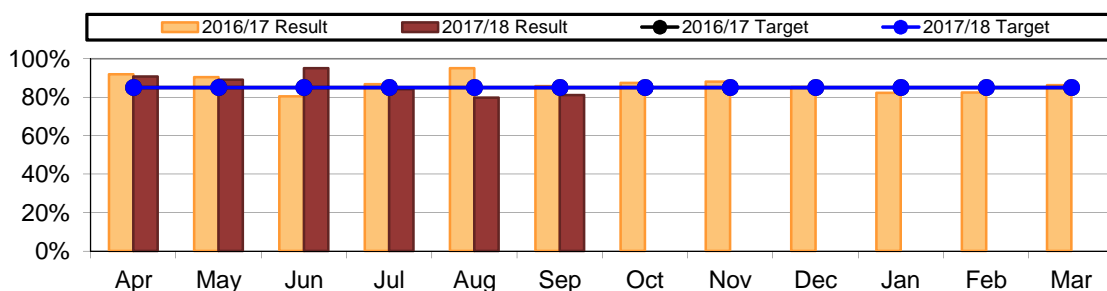
**Freedom Of Information requests responded to within deadline (% by directorate)**

81.03%

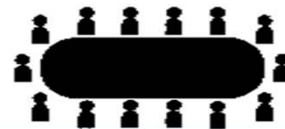
85.00%



A total of 174 FOI requests were completed in September, 141 were completed in 20 days, At Quarter 2 performance stands at 81.61% with 484 requests completed during the quarter and 395 completed within 20 days.



# Governance

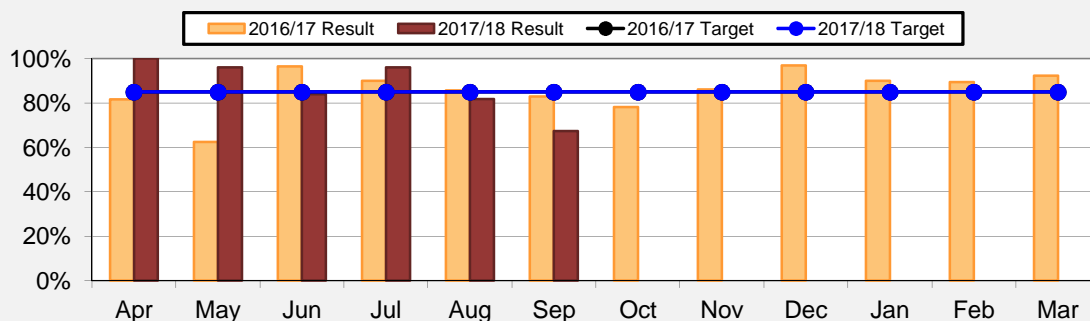


## Quarter 2 July to September 2017



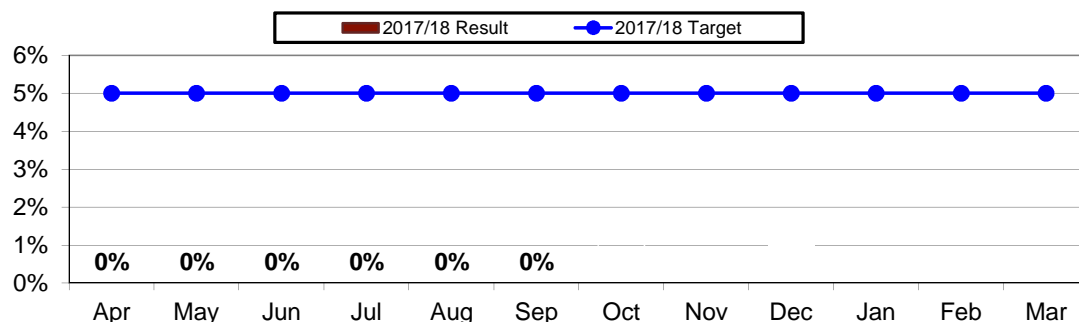
Measure	Result	Target	Status	DoT
Data Protection Act requests in 40 days	67.39%	85.00%	<span style="color: red;">▲</span>	<span style="color: red;">↘</span>

46 requests were completed within September. 31 were completed within 40 days.  
For the quarter, 95 requests were completed. 75 were completed in 40 days.



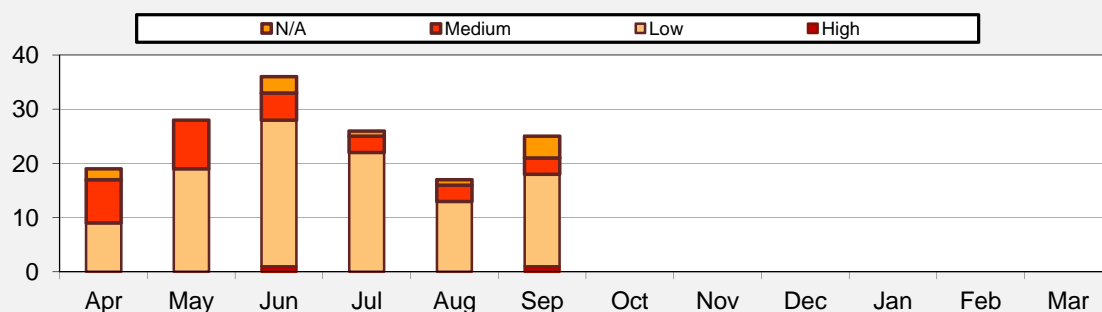
Ombudsman complaints resulting in reports issued	0%	5%	★	↔
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There were no Local Government Office reports issued in September.

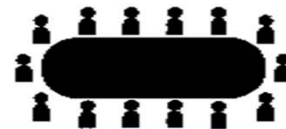


Number of final audit reports issued per month	High - 1 Medium - 3 Low - 17 N/A - 4	Trend	N/A	N/A
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A total of 25 final audit reports were issued for September



# Governance



Quarter 2 July to September 2017

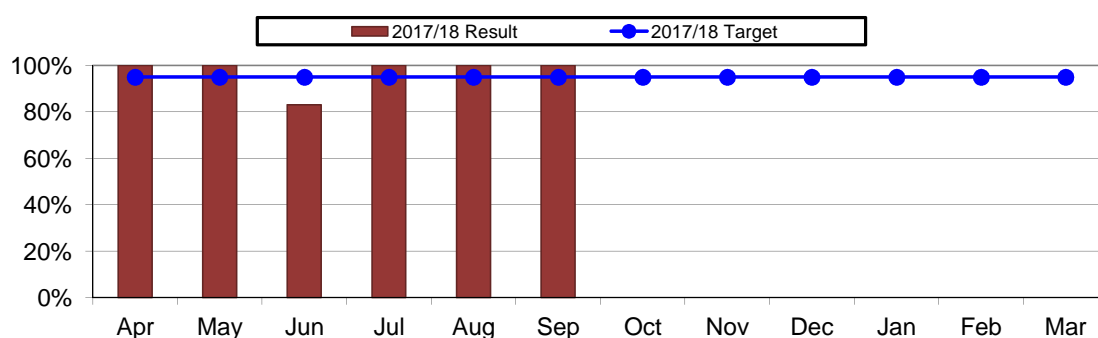


Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

Judicial review challenges successfully defended

100%

95%



Maintain/improve compliance with ICT and procurement policies and governance

Asset Owners  
91%

Asset Owners  
100%

Quarantined  
Assets 1.93%

Quarantined  
Assets <1%

Officers with  
multiple  
devices 8%

Officers with  
multiple  
devices 3%

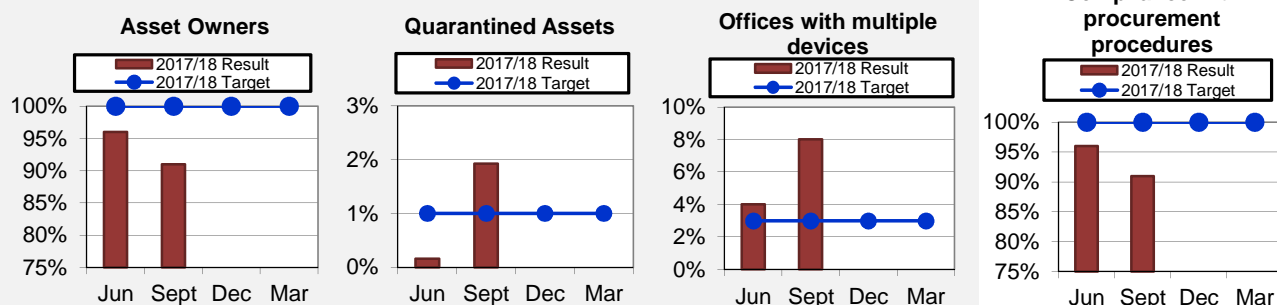


Compliance to  
procurement  
procedures  
93%

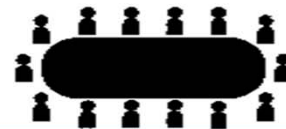
Compliance to  
procurement  
procedures  
99%



ICT Compliance has declined slightly from Quarter 1. This has been discussed at the Procurement & ICT Operational Group and groups around the Directorates. Group members are to take responsibility within their own service areas to improve compliance and bring us closer to the set targets. Corporate Procurement Services will continue to monitor and liaise with individual representatives to ensure this indicator receives the attention it requires in order to save money and become more efficient



# Governance



## Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
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Collection of council tax in year

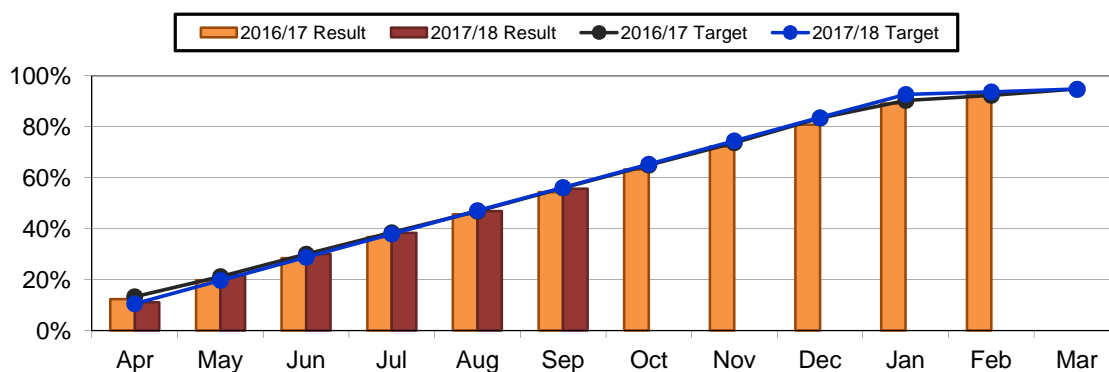
55.69%

56.19%



Collection is slightly down on the monthly target, but is 1.76% better than the same point last year. The target does not take into account the large number of people who have chosen to spread their instalments over 12 months instead of 10. This will mean collection in February and March will be higher – enabling us to meet the year-end target.

Re-profiling of the collection targets will be completed for second half of the financial year. We have collected an additional £10.5 million than the same point last year.



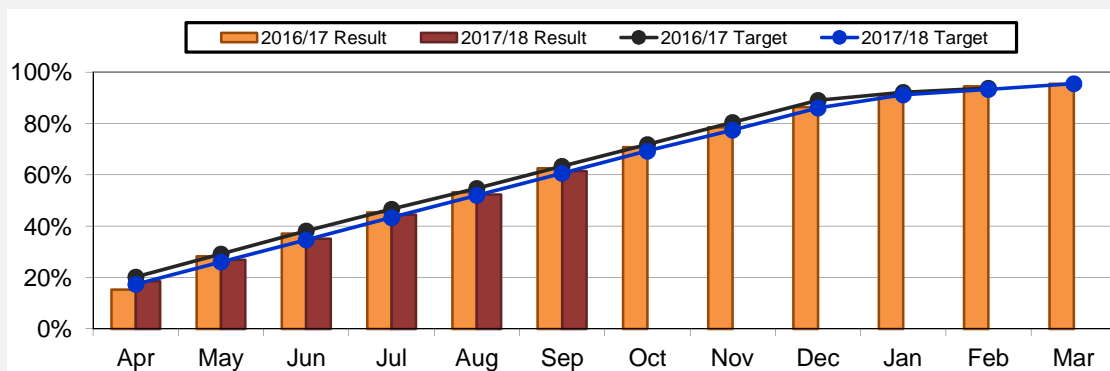
Collection of business rates in year

61.43%

60.68%



Business Rates performance has been maintained and remains on track and above profile.



# Workforce



## Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
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Workforce expenditure i.e. within budget	39,000,000	40,500,000	✓	➔
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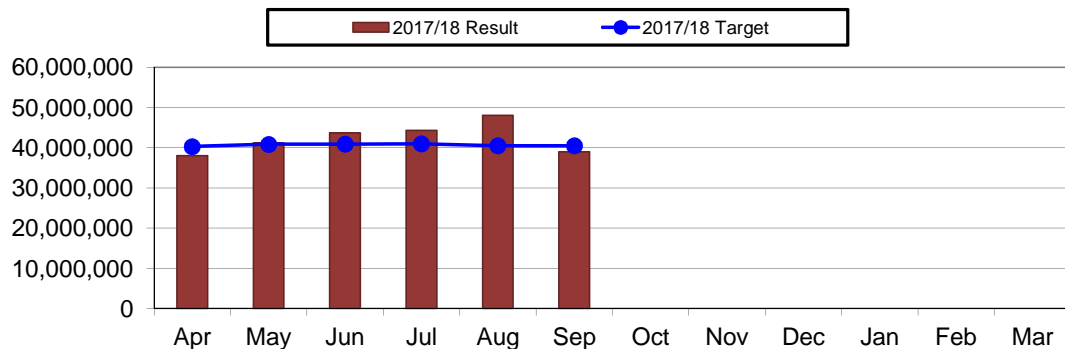
The current forecast for workforce expenditure for period 6 is an end of year underspend of £100k, a reduction of £3.6m since the last reporting period.

The agency budget for 17/18 is £2.4m. Agency spend in period 6 was 2.4m and agency spend collectively in Periods 1 - 6 is £16.5m. Based on actual agency spend by period 6, the projected end of year forecast is £33m.



### Actions

- The Hays Agency Worker portal was implemented in Sept 17. This provides the opportunity to revisit the workforce strategy and a report will be provided to CLT in due course to agree and set a policy framework going forwards. To include maximum number of hours for agency workers and overtime as there are currently compliance issues.





## Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

<b>Workforce sickness absence rates</b>	<b>10.22</b>	<b>9.25</b>		
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This metric is still off track, and the overall performance of this metric is now less positive, in that year to date absence levels are 0.05 days per FTE (0.5%) higher than in the same month last year. They are also 0.05 days per FTE (0.05%) higher than last month. However sickness absence usually increases in September for seasonal reasons:

- Sickness days, absence incidents, and days lost per FTE, due to coughs/colds/flu, have all increased this month by around 3%, in line with seasonal norms.

- While chest/respiratory absence in terms of absence incidents has only increased by around 1%, the number of days lost, and days per FTE lost, for this reason have increased by around 3%, again in line with seasonal norms.

Total sickness days have decreased by 3.11% (308 days) since August, but the workforce taking this absence is also now slightly smaller. While long term sickness days decreased by 1284 days (17.92%), short term sickness days have increased by 976 days (35.45%).



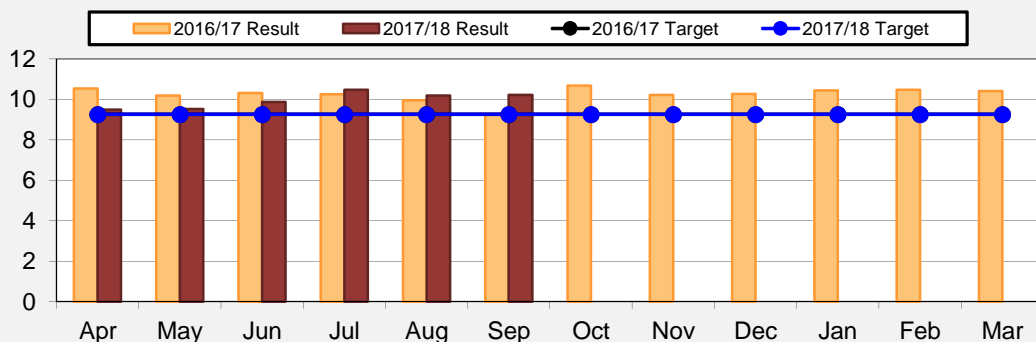
A comparison between sickness reasons in September 2016 and September 2017 shows that

- the greatest reduction in absence incidents have been in relation to injury/fracture (1.97% reduction);

- there have been 0.4% and 0.56% increases in gastro-intestinal, and other musculo-skeletal problem absence incidents respectively, which are NOT due to seasonal norms.

- the number of working days lost due to anxiety/stress/depression in a rolling 12 month period has increased, for the second consecutive month. The number of days lost for this reason has increased by 999 days since September 2016, despite the number of FTE employees having fallen by 1.8% in the same period. The number of days lost due to this reason has also increased by 858 days since last month.

Per full time equivalent






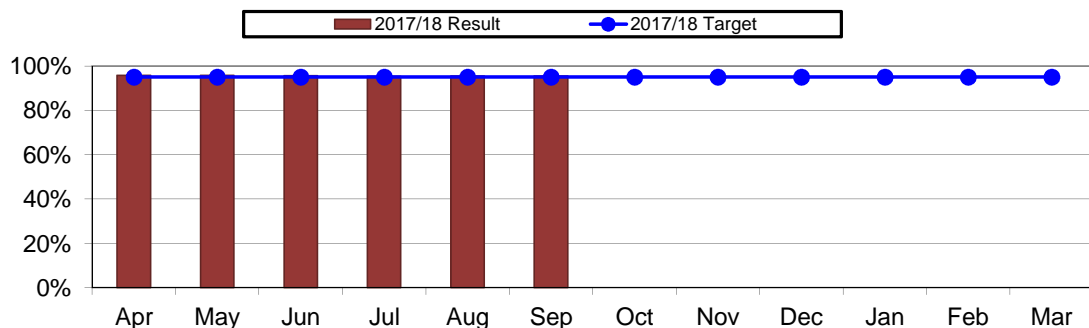
## Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
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**Workforce attendance rates** 95.46% 95.00%  

Attendance is static this month and continues to be above target. The year to date figure of 95.57% is 0.02 less than this time last year.

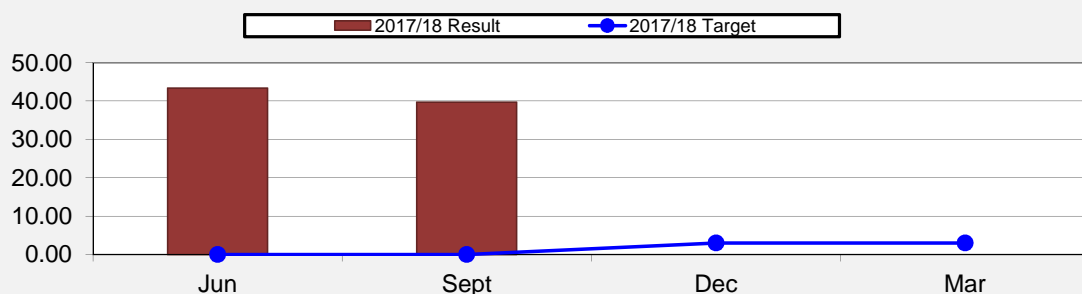


**Number of accidents/incidents per 1,000 employees** 39.68 **To be confirmed** N/A N/A

Accidents and incidents appear to be decreasing over recent months; this trend reaches a predictable low reflecting the summer holidays and associated reduced levels of attendance. However a number of directorate-level measures have been taken.

Separate studies have been conducted relating to aggression/assault and slips and trips - the highest two areas recorded. These show that only 1/3 of risk assessments are reviewed following an accident or incident. This reasons for this are being explored, and a Managers Bulletin is planned. A further study is being undertaken to review the individual risk assessments related to a % of the reported accidents, to see if the risk was foreseeable, captured by the risk assessment, subject to adequate implemented controls, communicated to the injured party, and amended to implement further controls where appropriate to do so.

Some aggression/assault incidents warranted police involvement, but there was none. This infers that certain employees believe (wrongly) that tolerating abusive behaviour is a part of the job role. Women appear to experience abusive behaviour approx. 70% more than their male counterparts – although again this could be due to underreporting by males – this will be subject to further investigation. The majority of slips and trips recorded have a reported root cause of 'missed footing' and do not allow for meaningful intervention to prevent recurrence. The remaining minority will be addressed locally. There is no apparent trend which requires further action.





## Quarter 2 July to September 2017

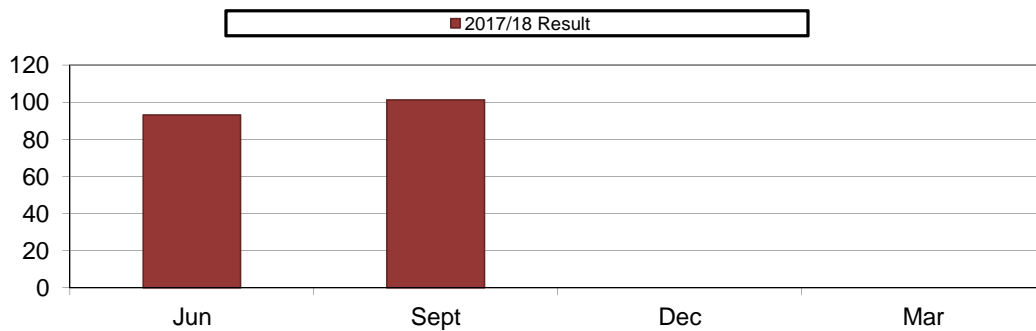


Measure	Result	Target	Status	DoT
Volume of referrals to Occupational Health per 1,000 employees	101.24	Trend	N/A	

The rate has slightly increased, although referrals from the business reduce over the holiday months of July and August. This increase is indication of other services offered by Organisational Health being in demand, physiotherapy in particular.



No target set. Baseline being established

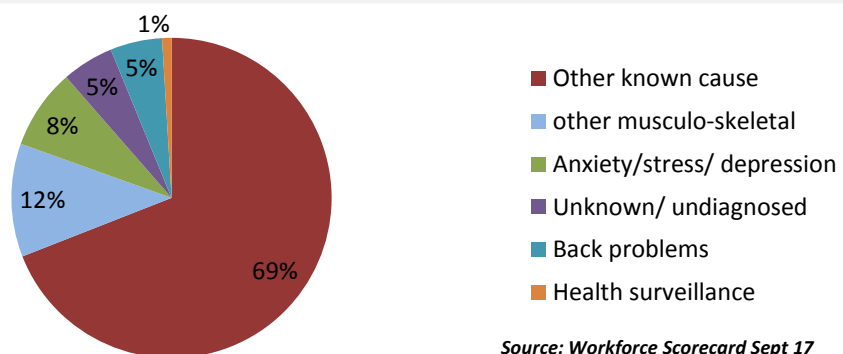


Type of referrals to Occupational Health	Other Known Causes	Refer to commentary		N/A
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Quarter 2 shows the improvements of data collection within Organisational Health service with many differing diagnosis. The largest percentage of 69% are a variety of diagnosis. From this largest 69% number we have known cases of coronary heart disease 11%, cancer 9% and surgical recovery 6%, with the rest of the 66% overall being a variety of other medical conditions.



BCC Top 5 Reasons for Occupational health Referrals during Qtr 2 of 2017-18








Source: Workforce Scorecard Sept 17

# Workforce



Quarter 2 July to September 2017



Measure	Result	Target	Status	DoT
 Increase in the number of people completing the staff survey	Annual Result	N/A	Not yet due	N/A
 Increase in the feeling of engagement	Annual Result	N/A	Not yet due	N/A
 Increase in the trust rating	Annual Result	N/A	Not yet due	N/A
 Increase in confidence in the Council to implement changes	Annual Result	N/A	Not yet due	N/A
 Increase level of pride for working for the Council	Annual Result	N/A	Not yet due	N/A



**Subject:** Performance Monitoring  
Quarter Two - April to September 2018

**Report of:** Chief Operating Officer

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

**Relevant O & S Chair(s):** Coordinating – Councillor John Cotton

**Report author:** Varun Sitaram  
07548 123 554  
varun.sitaram@birmingham.gov.uk

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:**

- Provide a summary of progress against Council Plan targets for the period April to September 2018 (unless otherwise stated);
- Inform Cabinet of areas of particular success, issues requiring attention and remedial activity in place to deal with these; and
- Notify Cabinet of removal of the Council Plan measure 'The percentage of adults with an NVQ qualification, verses national'

## **2 Recommendation(s)**

- 2.1 That Cabinet considers the progress to date and the issues requiring attention; and
- 2.2 Approves the removal of the Council Plan measure 'The percentage of adults with an NVQ qualification, verses national'.

## **3 Background**

- 3.1 The Council's Quarter One (Q1) performance monitoring report (April to June 2018) reported to Cabinet in September 2018 reiterated the Council's commitment to keep Cabinet and citizens informed of progress against the Council's key performance targets for measuring success against the Council's outcomes and priorities.
- 3.2 This report summarises progress made against those targets, as at the end of Quarter Two (September 2018), with particular focus being placed on those areas that have either performed exceptionally well, or not yet achieved target.
- 3.3 The report is supported by an appendix which provides fuller details of performance against all of the Council's key targets, including actions being taken to ensure any underperformance is being tackled efficiently, and measures are in place to bring performance back on track as soon as is practicably possible.

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

- 4.1 Overall Service Performance analysis is made up of 67 measures of which 12 relate to Birmingham's future performance around the Commonwealth Games, and as reported at Q1, the nature of these measures mean that there will be little to report on during the early stages as the main activities are likely to take place closer to, during, or after the games period.
- 4.2 Performance against the target is available for 18 of the remaining 55 measures. Of these, 61.1% (11) have either met, exceeded or were within acceptable tolerance levels of their target. 38.9% (7) have missed their target. This is a reduction of 12.6 percentage points on the position achieved last year (September 2017 – 73.7% – 14 of 19 measures), but up slightly (0.2 percentage points) on the Council's end of year performance for 2017/18 (60.9% - 14 of 23 measures).
- 4.3 For 34 Council Plan measures, results are not yet due. Progress against these measures are reported less frequently (e.g., half yearly or annually), and updates will be provided to Cabinet when results become available.
- 4.4 Against the Council's Vision and Priorities outcomes, the performance position at the end of September 2018 is summarised below:

Outcome	Total No. of Council Plan Measures	Number of Results expected (received)	% Targets met or within tolerance
An entrepreneurial city to learn, work and invest in	10	5(5) (includes 2 Trend measures)	67%
An aspirational city to grow up in	18	6(6)	33%
A fulfilling city to age well in	7	4(4)	75%
A great city to live in	20	6(6) (includes 1 Trend measure)	80%
Residents gain the maximum benefit from hosting the Commonwealth Games	12	<i>Not yet applicable</i>	
	67	21(21)	61.1%

### Council Plan Successes

- 4.5 This section of the report focusses on results that have significantly exceeded their targets.
- 4.6 The Council has achieved performance that exceeds its targets in the year to date in the following areas:
- 1.1.2 The number of Birmingham citizens supported into education/training & employment through employment support activity.
  - 2.1.5 The percentage of care leavers who are in employment, education and training.
  - 4.1.3 Reduced collected household waste – kg per household.

### Other significant Birmingham highlights include:

- 4.7 The launch of a £10million pilot project, Housing First, to support rough sleepers with complex needs by getting them off the streets and into stable and affordable accommodation. Having now officially accepted the funding, Council officials met the Minister for Homelessness, Nigel Adams MP, and showed all of the hard work that went into planning for the project implementation.

**Council Plan Measures which are below target and not within acceptable tolerance levels:**

4.8 In the year to date, performance is below the Council's targets and outside tolerance levels in the following areas:

- 1.2.2 Narrowing the pay gap between people living in the city and those who work in the city.
- 2.1.1 The percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions.
- 2.1.3 The percentage of Children's Trust performance targets that have been met or exceeded.
- 2.2.2a The percentage of Key Stage 2 pupils reaching expected standards in reading, writing and maths.
- 2.4.2 The number of 2 year old children accessing flexible free entitlement to early education (EEE).
- 3.2.2 Reduced delayed transfers of care – the daily average beds per day per 100,000 of the population aged 18 years and over.
- 4.2.4 Minimising the number and percentage of households living in temporary accommodation per 1,000 households.

**Proposed Council Plan Measure for Removal**

4.9 Cabinet is asked to note the removal of the Council Plan Measure 'The percentage of adults with an NVQ qualification, verses national – this indicator is no longer monitored nationally and as there are 2 other Council Plan measures which cover 16 to 24 age group qualifications, it has been deemed that a replacement indicator is not needed.

**General**

4.10 The attached Appendix A - Performance Monitoring April to September 2018 report provides a more detailed breakdown of performance for all available results, along with commentary which explains performance, and where relevant, summarises any remedial actions that have been taken or are planned to bring performance on track.

4.11 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 symbol representing the performance status, frequency of reporting and a direction of travel against a previously defined result. The four symbol style for monitoring progress reflects the 'as at position' against targets. 'A 'Star' means performance significantly exceeded the target, the 'Tick' indicates performance met target, the 'Circle' shows performance was below target, but within acceptable tolerance levels, and

the 'Triangle' indicates that performance was off target and outside of agreed tolerance levels.

- 4.12 In addition to the above, the appendix also shows graphical representation of performance, displaying (where available), results, and historical performance, and alongside the graph, as well as the 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.
- 4.13 This style of reporting enables services to better manage measures at lower risk and Members to focus on those areas that require particular attention.
- 4.14 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](http://www.birmingham.gov.uk/performance) in line with previous practice.

## **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 appendices. 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. If this report was not provided, Cabinet, in its entirety, would not have an overview of progress against the Council's key performance, or actions being taken to bring performance back on track.

## **7 Compliance Issues:**

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

This report provides 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**

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 2018/19 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. Non-achievement may have a negative impact on external assessments of the City Council, and could put relevant funding opportunities at risk.

**8 Background Documents**

- Council Plan 2018-2022.
- Performance Monitoring Quarter Two April to September 2017.
- Performance Monitoring April 2017 to March 2018.

## **Annexe 2: 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 (7.6) 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 7.6 or an appendix if necessary)
  - the full equality impact assessment (as an appendix)
  - the equality duty (as an appendix).

## Equality Act 2010

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

The public sector equality duty is as follows:

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

a) Marriage & civil partnership	f) Race
b) Age	g) Religion or belief
c) Disability	h) Sex
d) Gender reassignment	i) Sexual orientation
e) Pregnancy and maternity	

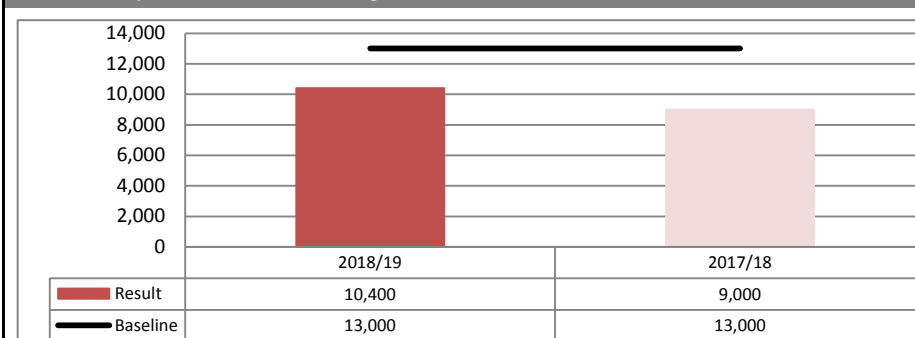
# Appendix A - Performance Monitoring April to September 2018

Council Plan 2018/19 Quarter 2 Summary of Performance										
Measures:	55						Quarterly Measures	Q2	Frequency	
Reported this quarter:	21	(including 3 trend measures without a target)					or	2018/19	Monthly	
RAG Summary:	★	✓	●	▲	N/A	Trend		Quarterly	Preferred	
	3	3	5	7	34	3	Annual Measures	18/19	1/2 Yearly	direction
								Annual	of travel	
<b>Outcome 1: Birmingham is an entrepreneurial city to learn, work and invest in</b>										
★ Blue	1	1.1.1	Number of jobs created					Trend	A	△
✓ Green	1	1.1.2	Birmingham citizens supported into education/training & employment through employment support activity					★	Q	△
● Amber	0	1.1.3	Number of apprenticeship starts per 1,000					N/A	A	△
▲ Red	1	1.1.4	Percentage of adults with an NVQ qualification, verses national					N/A	A	△
N/A	5	1.2.1	Birmingham's unemployment rate verses the national average					✓	Q	▽
		1.2.2	Narrowing the pay gap for citizens across the city					▲	A	▽
		1.3.1	Small and Medium Enterprises starts and closures					Trend	A	△
		1.4.1a	Carriageways - Principal roads where maintenance should be considered					N/A	A	▽
		1.4.1b	Carriageways - Non-principal classified roads where maintenance should be considered					N/A	A	▽
		1.4.2	Increased percentage of trips taken by bicycles					N/A	Q	△
<b>Outcome 2: Birmingham is an aspirational city to grow up in</b>										
★ Blue	1	2.1.1	Percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions					▲	Q	△
✓ Green	1	2.1.2	Percentage of pupils with an Educational Health Care Plan					N/A	A	▽
● Amber	0	2.1.3	Children's Trust meeting or exceeding their performance targets					▲	Q	△
▲ Red	4	2.1.4	Average length of time from a child entering care and moving in with its adoptive family					✓	Q	▽
N/A	12	2.1.5	Percentage of care leavers who are in Education, Employment, and Training (EET)					★	Q	△
		2.1.6	First time entrants (FTEs) into the youth justice system					N/A	Q	▽
		2.2.1	Percentage of children achieving a good level of development - Early Years Foundation Stage					N/A	A	△
		2.2.2a	Key Stage 2 Attainment - proportion reaching expected standard in Reading, Writing and Maths					▲	A	△
		2.2.2b	Key Stage Attainment Percentage children achieving strong pass (9-5) in English and Maths					N/A	A	△
		2.2.3	Average progress 8 score of Birmingham pupils compared to National pupils					N/A	A	△
		2.3.1	The proportion of years 12 and 13 not in employment, education or training (NEET)					N/A	M	▽
		2.3.2	Proportion of the population aged 16 to 24 qualified to at least level 3					N/A	A	△
		2.3.3	Proportion of the population aged 16 to 24 qualified to at least level 4					N/A	A	△
		2.3.4	Children with SEN - Progress 8					N/A	A	△
		2.3.5	Children in Care – Progress 8					N/A	A	△
		2.4.1a	Percentage of children overweight or obese at reception					N/A	A	▽
		2.4.1b	Percentage of children overweight or obese at year 6					N/A	A	▽
		2.4.2	Number of 2 year old children accessing flexible free entitlement to early education (EEE)					▲	A	△
<b>Outcome 3: Birmingham is a fulfilling city to age well in</b>										
★ Blue	0	3.1.1	Proportion of people who use services who reported that they had as much social contact as they would like					N/A	A	△
✓ Green	1	3.1.2	Proportion of carers who reported that they had as much social contact as they would like					N/A	A	△
● Amber	2	3.2.1	Reduced number of long term admissions to residential care and nursing care					●	Q	▽
▲ Red	1	3.2.2	Reduced delayed transfers of care					▲	Q	▽
N/A	3	3.2.3	Older people (65+) still at home 91 days after discharge from hospital into re-enablement / rehabilitation services					N/A	A	△
		3.3.1	More people will exercise independence, choice and control over their care through the use of direct payments					●	Q	△
		3.3.2	Proportion of adults with a learning disability support in paid employment					✓	Q	△
<b>Outcome 4: Birmingham is a great city to live in</b>										
★ Blue	1	4.1.1	Improved cleanliness – streets and green spaces					N/A	A	△
✓ Green	0	4.1.2	Increase Recycling, Reuse, and Green Waste					●	Q	△
● Amber	3	4.1.3	Reduced collected household waste – kg per household					★	Q	▽
▲ Red	1	4.2.1	Number of new homes completed in the city across a range of tenures					N/A	A	△
N/A	14	4.2.2	Number of properties improved in the Private Rented Sector as a result of Local Authority intervention					●	Q	△
		4.2.3	Homes built that are affordable					N/A	A	△
		4.2.4	Minimising the number and percentage of households living in temporary accommodation per 1000 households					▲	Q	▽
		4.3.1	Reducing the number of rough sleepers across the city					N/A	A	▽
		4.3.2	Households where homelessness is prevented or relieved					N/A	M	△
		4.4.1	Reduce Nitrogen Oxide emissions (CAZ) levels in the City's air quality management areas (Ug/M3)					N/A	A	▽
		4.4.2	Reduce Particulate Matter levels in the City's air quality management areas					N/A	A	▽
		4.5.1	Feeling of safety outside in local area during the day					N/A	A	△
		4.5.2	Feeling of safety outside in local area after dark					N/A	A	△
		4.5.3	Completed safeguarding enquiries which involved concerns about domestic abuse					Trend	Q	▽
		4.6.1	It is important to be able to influence decisions affecting my local area					N/A	A	△
		4.6.2	I can influence decisions					N/A	A	△
		4.7.1	Reduce inequalities between wards: e.g. health, educational achievement, male, female					N/A	1/2 Y	▽
		4.7.2	Reducing the Unemployment Gap Between Wards					●	Q	▽
		4.7.3	New Residents' survey measure about citizens' pride in the city					N/A	A	△
		4.8.1	Increased number of international, sporting, cultural and major events in our landmark venues, shared spaces, communities and libraries					N/A	A	△

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

### 1.1.1 Number of jobs created

via jobs created and/or safeguarded as a result of investment in infrastructure and development activity



#### Commentary:

Reported one year in arrears. The pace of employment growth has slowed in the city and nationally in 2017. This is due to the slowing in economic growth between 2016 and 2017 linked to Brexit uncertainty. Employment growth in the city remains relatively strong, outperforming national growth in each of the last two years. If we look at employment growth over the last two years in total the city has added 23,000 jobs, a growth rate of 4.6% well above the England growth rate of 2.9%. During this period Birmingham was the second fastest growing core city for employment.

#### Preferred direction of travel:

△

Bigger is better

#### Status:

17/18  
18/19  
19/20  
20/21

#### Trend

Improving Trend

#### Year-end Target:

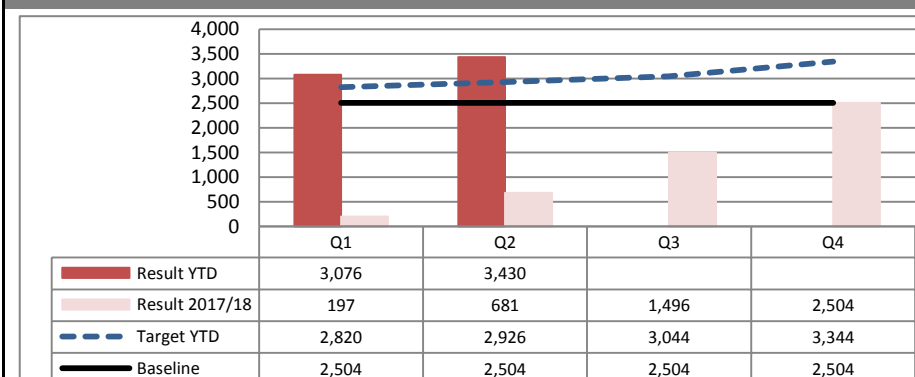
Not Set - Trend

#### Benchmark:

1.7% increase  
451,000 jobs  
2016 v 2015

All England total

### 1.1.2 Birmingham citizens supported into education/training & employment through employment support activity



#### Commentary:

The service has outperformed its targets against this indicator in the year to date. Our work in this area includes the large Youth Promise Plus (YPP) project, which continued until July (interim activity is ongoing and an extension is being considered). Since April, the YPP project has supported 926 young people into education, training or employment, and the cumulative figure stands at 3,430, which means that 500 more young people have been supported than the target number. These results show that performance has recovered since the end of the last financial year, when targets were not met.

#### Preferred direction of travel:

△

Bigger is better

#### Status:

Q4-17  
Q1  
Q2  
Q3  
Q4

RED

BLUE

BLUE

#### Variance from target:

+504.0

#### Year-end Target:

3,344

At Quarter 2, performance has exceeded it's year end target by 86 citizens

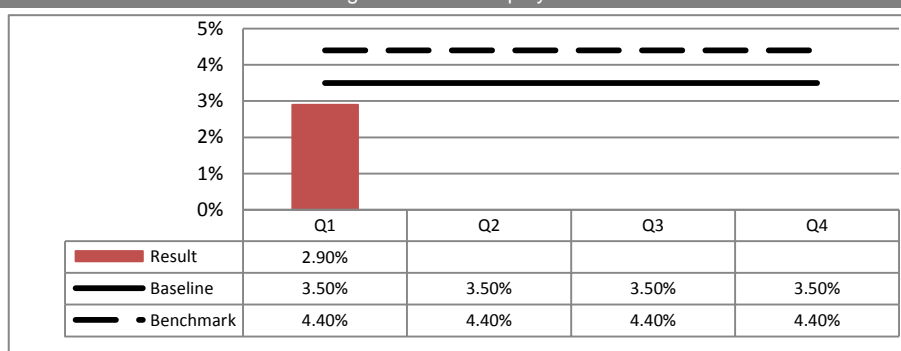
#### Benchmark:

Unable to benchmark

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

### 1.2.1 Birmingham's unemployment rate verses the national average

via International Labour Organisation Unemployment



#### Commentary:

Unemployment rates reported a quarter in arrears

Birmingham - 7.2%

UK - 4.3%

Gap 2.9% Points

The unemployment rate gap with the UK closed in Quarter 1 2018/19. The unemployment rate for the city fell from 7.9% in 2017/18 to 7.2% in Quarter 1 2018/19. For the same period the UK unemployment rate fell from 4.4% to 4.3%. The differential between the two areas has therefore fallen from 3.5% points in 2017/18 (baseline) to 2.9% points in Quarter 1 2018/19, a reduction of 0.6% points.

#### Preferred direction of travel:



Smaller is better

#### Status:

Q1

**GREEN**

Q2

Reported quarter in arrears

Q3

Q4

#### Year-end Target:

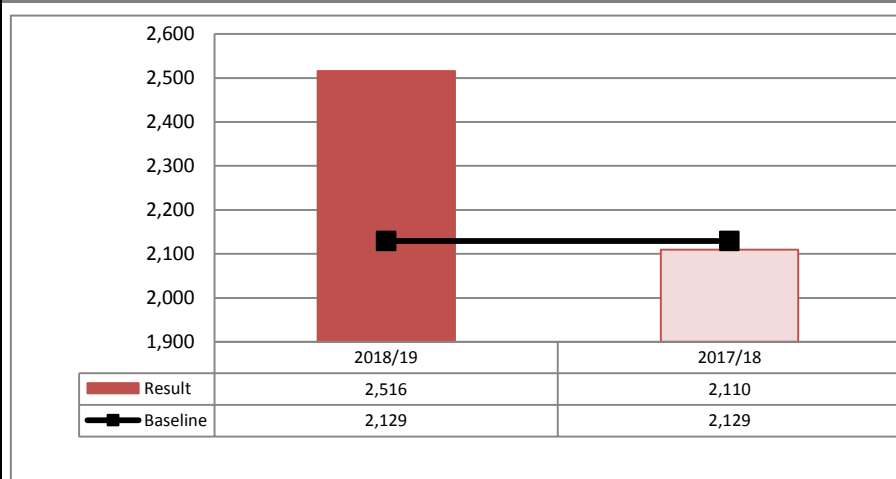
3.5% as baseline

#### Benchmark:

4.40%  
National average

### 1.2.2 Narrowing the pay gap for citizens across the city

via Percentage of pay gap reduction of people living in the city and working in the city



#### Commentary:

The latest average earnings figures for 2018 show that gross earnings (pre-tax) for full time workers who are Birmingham residents stood at £27,954. The corresponding figure for Birmingham workers is £30,470. A £2,516 pay gap therefore exists between Birmingham residents and Birmingham workers. The gap has also widened on the previous year, in 2017 the gap stood at £2,110 (revised). The gap has therefore widened by £406 (19%).

#### Preferred direction of travel:



Smaller is better

#### Status:

17/18

Baseline Year

18/19

**RED**

19/20

20/21

#### Year-end Target:

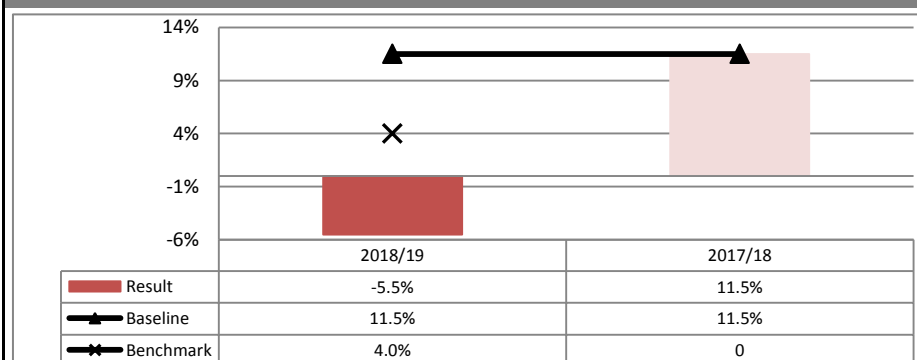
2129

#### Benchmark:

Not Yet Available

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

### 1.3.1 Small and Medium Enterprises starts and closures



#### Commentary:

The 2018 fall in the stock of SME businesses in the city partly offsets a very large increase that was recorded in 2017. Because the SME data includes micro businesses (those employing fewer than 10 employees) it has become more volatile of late due to changing employment patterns (increase in self-employment). Virtually all of the change in business numbers from year to year is within micro businesses. If we look at the picture over two years the city has seen net growth in SME numbers of 2,120 (5.4%), above the UK growth of 4.1%.

#### Preferred direction of travel:



Bigger is better

#### Status:

17/18 Trend  
18/19 Trend  
19/20  
20/21

#### Year-end Target:

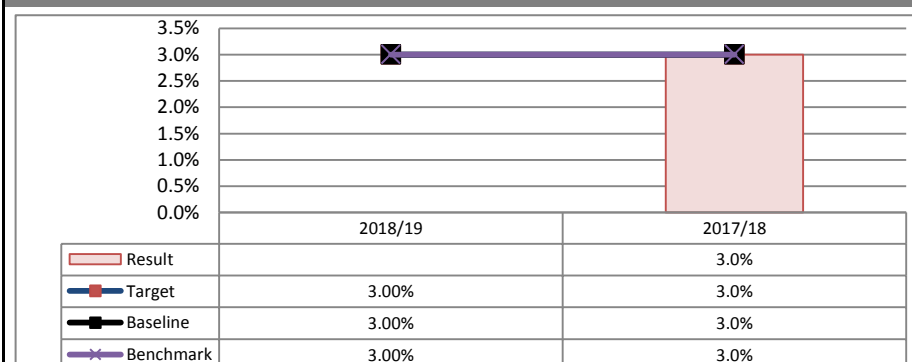
Not Set - Trend

#### Benchmark:

119,215  
(4.0%)

UK Average

### 1.4.1a Carriageways - Principal roads where maintenance should be considered



#### Commentary:

Associated with the wider disputes regarding the Council's contract with Amey, performance information for this indicator has not been provided to the Council by Amey as yet. The issues has been raised by the service with Amey, and we fully expect the information to be provided, however delays are expected. Updated figures will be included once available.

#### Preferred direction of travel:



Smaller is better

#### Status:

17/18 GREEN  
18/19 Due November 2018  
19/20  
20/21

#### Variance from target:

#### Year-end Target:

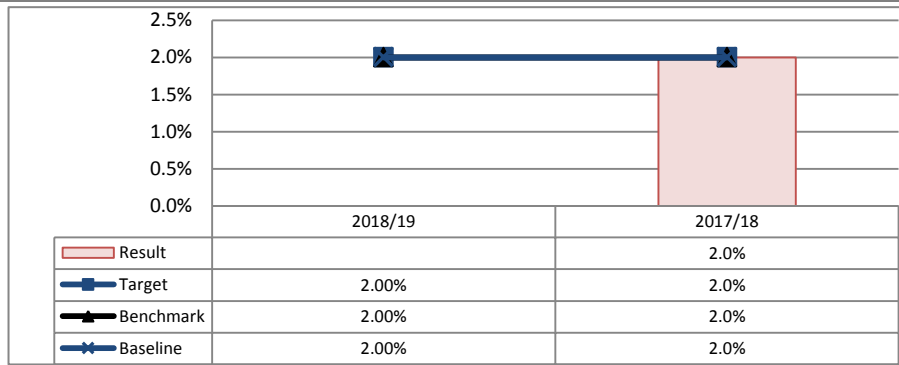
3%

#### Benchmark:

3.00%  
Maintain position

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

### 1.4.1b Carriageways - Non-principal classified roads where maintenance should be considered



#### Commentary:

Same status as 1.4.1a – please see commentary for that indicator.

#### Preferred direction of travel:



Smaller is better

#### Status:

**17/18** GREEN

**18/19** Due November 2018

**19/20**

**20/21**

#### Variance from target:

#### Year-end Target:

2%

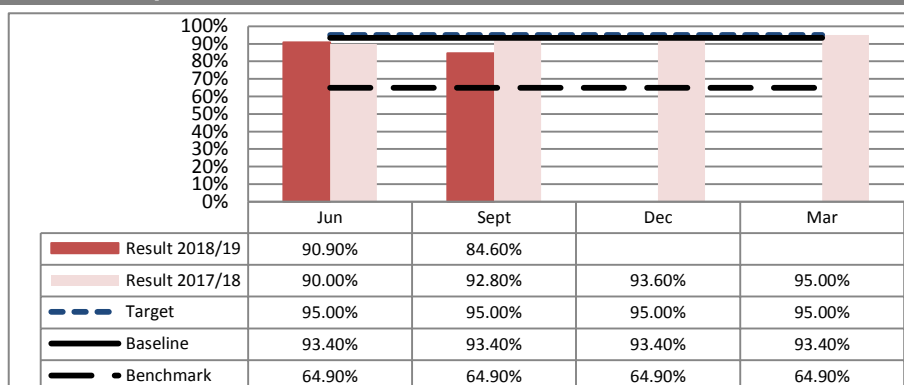
#### Benchmark:

2.00%

Maintain position

## Outcome 2: Birmingham is an aspirational city to grow up in

### 2.1.1 Percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions



#### Commentary:

Although still behind target, there was some improvement in the average speed of processing EHC Plans in September compared with August. This is a result of a temporary plug to the resource gap. However, longer term resourcing issues remain. There is a continual focus on improving quality in line with recent OFSTED findings.

#### Preferred direction of travel:



Bigger is better

#### Status:

Q4 -17

**GREEN**

Q1

**AMBER**

Q2

**RED**

Q3

Q4

#### Variance from target:

-10.4%

#### Year-end Target:

95%

Performance is 19.7 percentage points above the All England average. To meet our 2018/19 target we will need an average increase of 5.2%, per quarter, over the next 2 quarters.

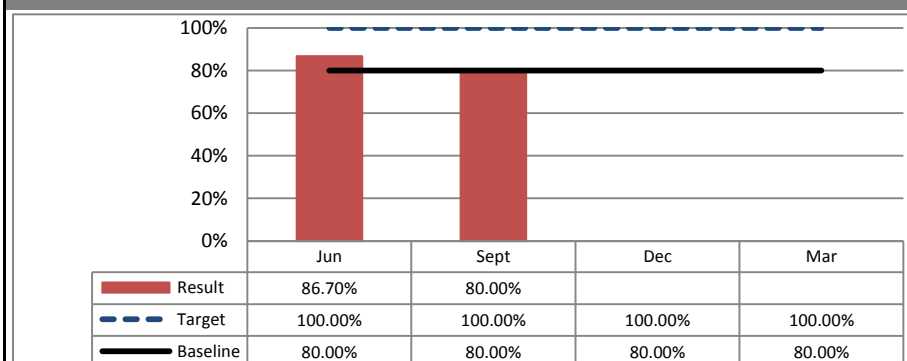
#### Benchmark:

64.90%

All England average

### 2.1.3 Children's Trust meeting or exceeding their performance targets

Total of 15 individual indicators monitored separately as part of the contract



#### Commentary:

80% (12/15) of the Trusts KPI's were on target in September, however, 93% (14/15) were either on target or within tolerance levels.

Re-referrals to social care within 12 months was, however, outside of tolerance levels, with a 12 month average at 26% against a target of 21%.

To address issues in this area further discussions are taking place with exception reporting methods being developed.

#### Preferred direction of travel:



Bigger is better

#### Status:

Q1

**RED**

Q2

**RED**

Q3

Q4

#### Variance from target:

-20.0%

#### Year-end Target:

100%

To meet our 2018/19 target we will need the 3 KPI's within the contract to be on track or above their individual set targets, and, performance against the 12 KPI's to either remain on target or improve over the next 2 quarters.

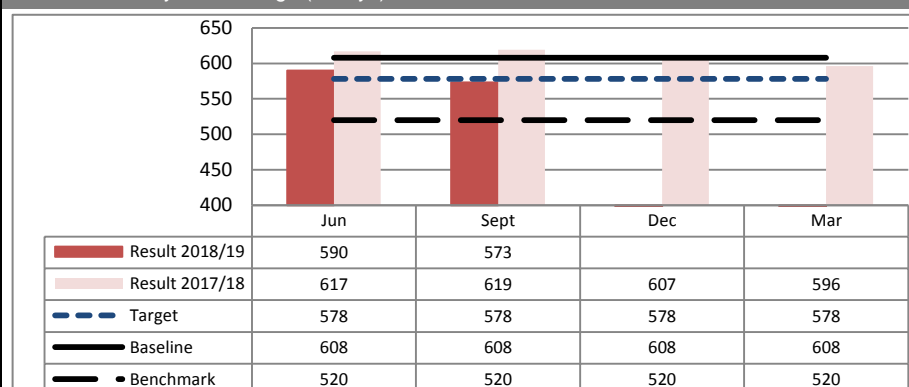
#### Benchmark:

Unable to benchmark

## Outcome 2: Birmingham is an aspirational city to grow up in

### 2.1.4 Average length of time from a child entering care and moving in with its adoptive family

Three years average (in days)



#### Commentary:

Improvement actions in place:

Media company providing a 3 month targeted Facebook campaign #RoomForMe.

Recruitment of a full time Marketing Officer. We anticipate that this and recruitment re-design should see an increase in adopter recruitment.

Greater geographical reach from a 30 mile radius to a 50 mile radius.

Increase in the number of Early Permanence Carers.

Monthly Adoption Monitoring Meeting in each area.

Weekly Permanence Advice Service clinics in each area of the city.

Delivery of Child's Permanence Report writing training/workshops.

There has been an increase in the number of information evenings on offer for prospective adopters to hear about adoption with Birmingham.

#### Preferred direction of travel:



Smaller is better

#### Status:

Q1-17 **GREEN**

Q1 **AMBER**

Q2 **GREEN**

Q3

Q4

#### Variance from target:

-5

#### Year-end Target:

578

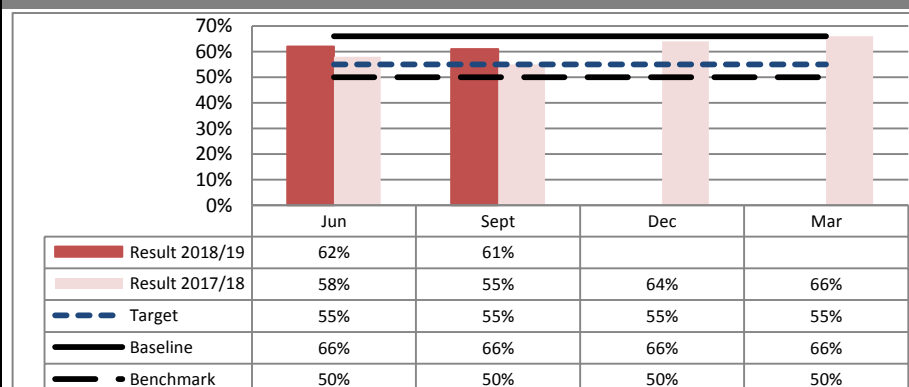
At September, performance has exceeded it's year end target by 5 children.

#### Benchmark:

520

England average

### 2.1.5 Percentage of care leavers who are in Education, Employment, and Training (EET)



#### Commentary:

Care leavers aged 19 to 21 who are EET. Performance continues to improve in this area. This is an area of good practice. We are performing better than statistical neighbours (48%) and nationally (50%).

Work continues to maintain performance and to ensure that Care Leavers have the best possible opportunities to access education, employment and training.

#### Preferred direction of travel:



Bigger is better

#### Status:

Q1-17 **N/A Trend**

Q1 **BLUE**

Q2 **BLUE**

Q3

Q4

#### Variance from target:

+6.0%

#### Year-end Target:

55%

We have exceeded our 2018/19 Quarter 2 target by 6% and performance is above the national average by 11%.

#### Benchmark:

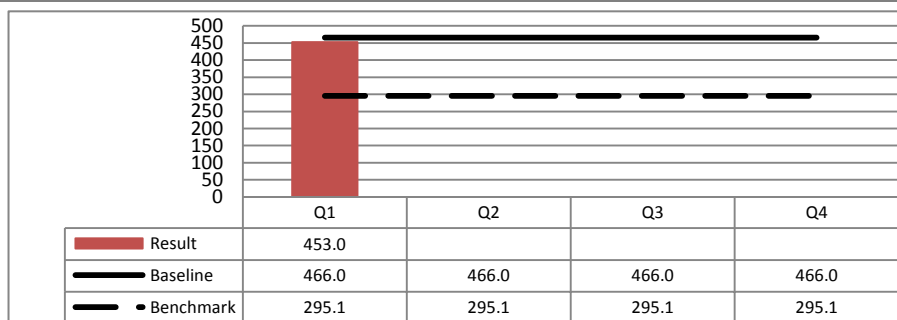
50%

England average

## Outcome 2: Birmingham is an aspirational city to grow up in

### 2.1.6 First time entrants (FTEs) into the youth justice system

(per 100,000 population aged 10 to 17)



Preferred direction of travel:



Smaller is better

Status:

Q1 Trend  
Q2 Result due November 2018  
Q3  
Q4

Year-end Target:

Not Set - Trend

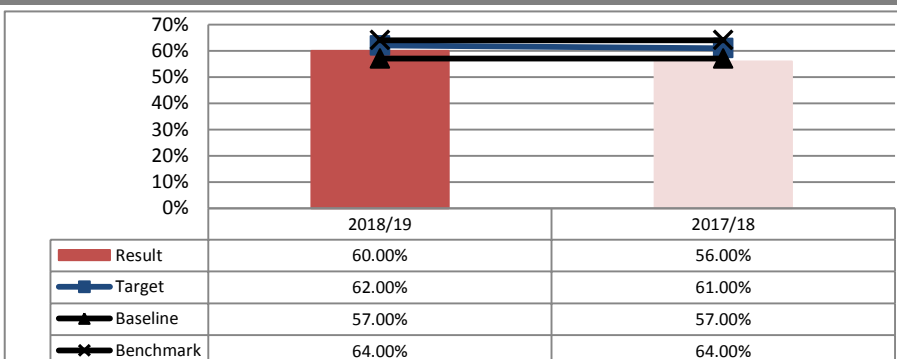
Benchmark:

295.1  
England average

#### Commentary:

Quarter 2 information is not yet available for this indicator. It is due to be published by the Ministry of Justice in November.

### 2.2.2a Key Stage 2 Attainment - proportion reaching expected standard in Reading, Writing and Maths



Preferred direction of travel:



Bigger is better

Status:

17/18 RED  
18/19 RED  
19/20  
20/21

Variance from target:

-4.0%

Year-end Target:

62%

Performance is 4 percentage points below the England average, and, 2 percentage points below the BCC target.

Benchmark:

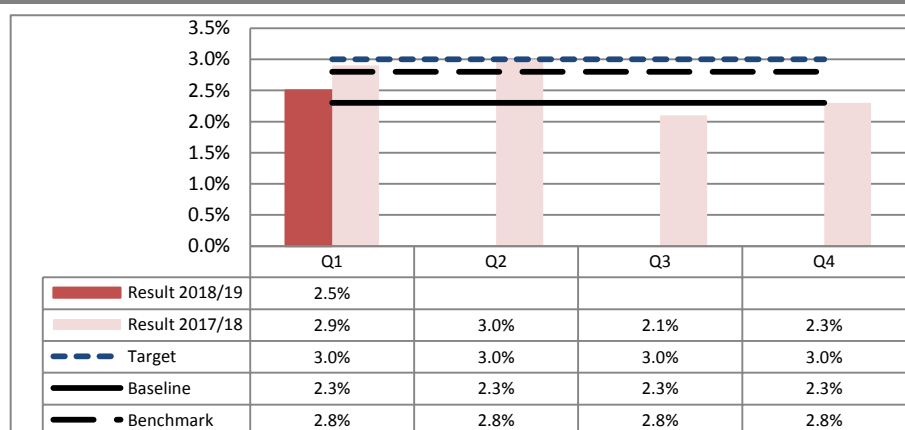
64%  
England average

#### Commentary:

Whilst an improvement has been made on last year's result, it remains below our target. The (provisional) national average has increased this year as well, which means that Birmingham remains in the 4th Quartile, ranking 128 out of 152 local authorities.

## Outcome 2: Birmingham is an aspirational city to grow up in

### 2.3.1 The proportion of years 12 and 13 not in employment, education or training (NEET)



Preferred direction of travel:



Smaller is better

Status:

Q4-17 **BLUE**

Q1 **BLUE**

Q2 N/A

Q3

Q4

Variance from target:

-0.5%

Year-end Target:

3.0%

Benchmark:

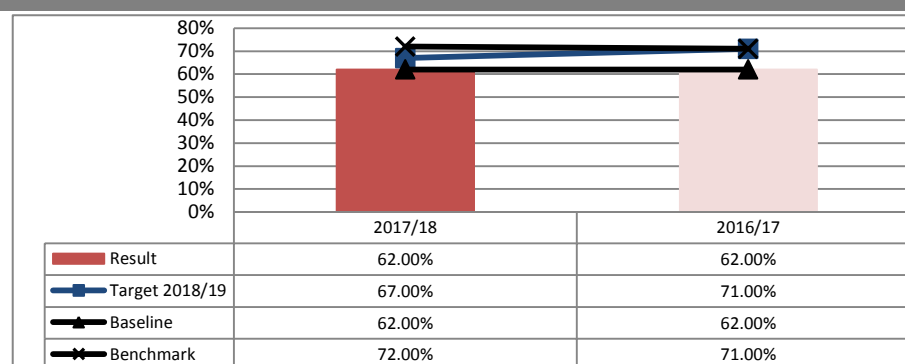
2.80%

England average

#### Commentary:

Results for the full Quarter 2 period are not yet available.

### 2.4.2 Number of 2 year old children accessing flexible free entitlement to early education (EEE)



Preferred direction of travel:



Bigger is better

Status:

16/17 **RED**

17/18 **RED**

18/19

19/20

Variance from target:

-5.0%

Year-end Target:

67%

Performance is 5 percentage points below target.

Benchmark:

72%

England average

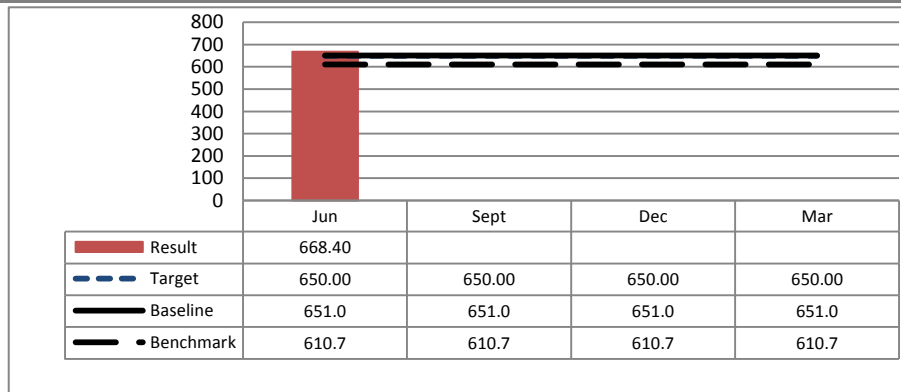
#### Commentary:

The result relating to period 2017/2018 has not been achieved and is below target by 5% at 62%. The result is in line with our statistical neighbours at 62.5%. The result is poorer than expected as there have been significant changes to the Children's Centres delivery as a result of the mobilisation of the new Early Years Health and Wellbeing contract in January 2018. This service is now being delivered by Birmingham Forward Steps. Children's Centres are an integral part of targeting the eligible children and assisting parents to access provision, and this has been negatively impacted by the structural changes that Children's Centres have been going through since January 2018.

Local Early Years Networks are also an important mechanism for enabling Children's Centres and other local early education providers to work together to drive up participation and raise awareness in the local area – this has also been affected by the Early Years Health and Wellbeing service as the co-ordination of these networks was included in the contract. Information is shared on the children and families that are eligible from the Early Years team to the networks via the Children's Centres, however the networks have not been meeting during the last 10 months and this has significantly impacted on the awareness raising and parental engagement to stimulate the take-up of places by eligible children. The Children's Centres have now completed their change management process and Early Years Networks are now re-commencing their activity. Plans are in place for Early Years Officers to support closely the Network steering groups, and Data Sharing difficulties have been resolved. Named Early Years Officers have been allocated to work closely with the Children's Centres, Early Years Networks and Nursery Schools to ensure that there is a priority focus for activity to support the 2 year old take-up. This will be monitored termly against the headcount.

## Outcome 3: Birmingham is a fulfilling city to age well in

### 3.2.1 Reduced number of long term admissions to residential care and nursing care (per 100,000 65+)



#### Commentary:

Reported a quarter in arrears. The previously reported figure reported in Quarter 1 (June) has been amended to that above in order to ensure robust data reporting.

Work has begun with the Directorate to have 'Home First' as the first option for individuals. This option includes support in the community to develop services to meet individual's needs and '3 Conversations Model' of social work continues to be rolled out. This is the first quarter where this has been reported a quarter in arrears in order to mitigate errors from delayed recording. Following the stabilisation of the Quarter 4 figure, Quarter 1 shows an actual improvement.

#### Preferred direction of travel:



Smaller is better

#### Status:

Q4-17

N/A

Q1

AMBER

Q2

Q3

Q4

#### Variance from target:

+18.4

#### Year-end Target:

650.0

To meet our 2018/19 target we will need an average decrease of 6.1 per quarter, over the next 3 quarters.

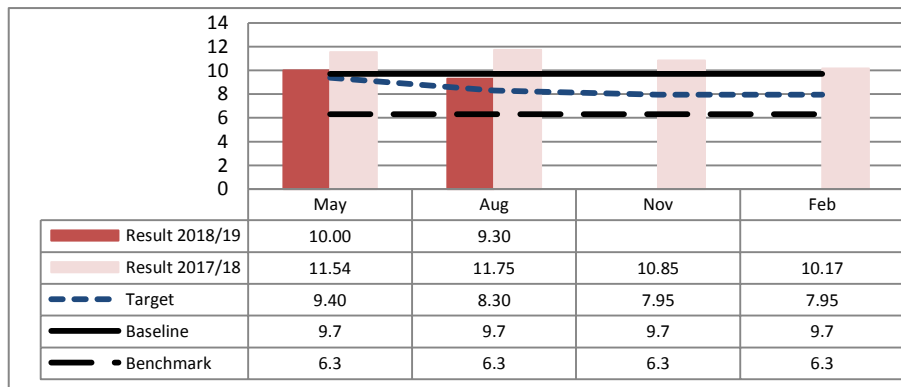
#### Benchmark:

610.7

England average

### 3.2.2 Reduced delayed transfers of care

Daily Average Delay beds per day per 100,000 18+ population - combined figure - Social Care only and Joint NHS and Social Care



#### Commentary:

The data for this measure is collected from a national system and is reported a month in arrears. The August out-turn maintains the position of improved performance relative to last year as a result of improvements to integrated working with health colleagues characterised by more effective tracking of individuals within the system. Further step-changes in performance are required in order to both reach and maintain performance at the year-end target level. To this end system partners are working together to prototype and roll-out a re-designed model of intermediate care with an absolute focus on directly returning people to their own from hospital rather than spending time in short-time residential care services. This work is currently at the "set-up" phase.

#### Preferred direction of travel:



Smaller is better

#### Status:

Q4-17

RED

Q1

RED

Q2

RED

Q3

Q4

#### Variance from target:

+1.0

#### Year-end Target:

7.95

To meet our 2018/19 target we will need an average decrease of 0.68, per quarter, over the next 2 quarters.

#### Benchmark:

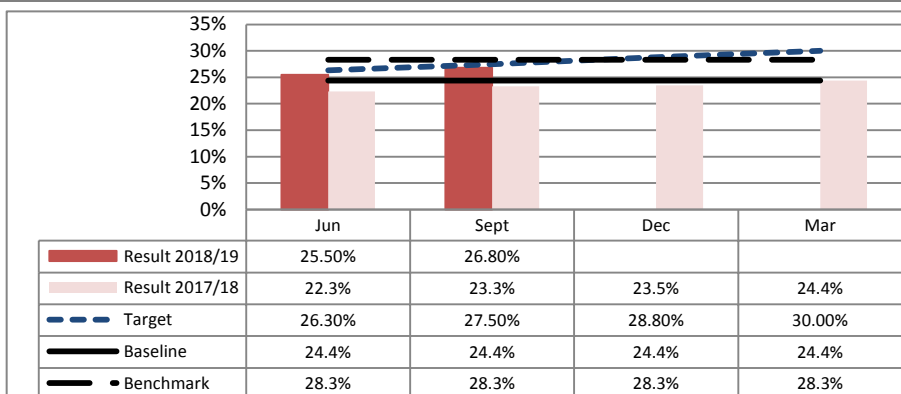
6.3

England average

## Outcome 3: Birmingham is a fulfilling city to age well in

### 3.3.1 More people will exercise independence, choice and control over their care through the use of direct payments

Uptake of Direct Payments



#### Commentary:

As anticipated we are seeing a steady incremental increase in the take up of direct payments. This has been underpinned by a range of co-production initiatives and support for workers which have included briefings, workshops, e-learning and one to one support. We have worked closely with support agencies, client financial services, commissioning, citizens and workers to develop tools which support this. Leadership from Cabinet Member and Senior Managers have supported and encouraged all the work that has been undertake. We have a continued programme to enable us to further to develop in this area.

#### Preferred direction of travel:



Bigger is better

#### Status:

Q4-17 **GREEN**  
 Q1 **AMBER**  
 Q2 **AMBER**  
 Q3  
 Q4

#### Variance from target:

-0.7%

#### Year-end Target:

30.0%

To meet our 2018/19 target we will need an average increase of 1.6 over the next 2 quarters which will also put us above the national average.

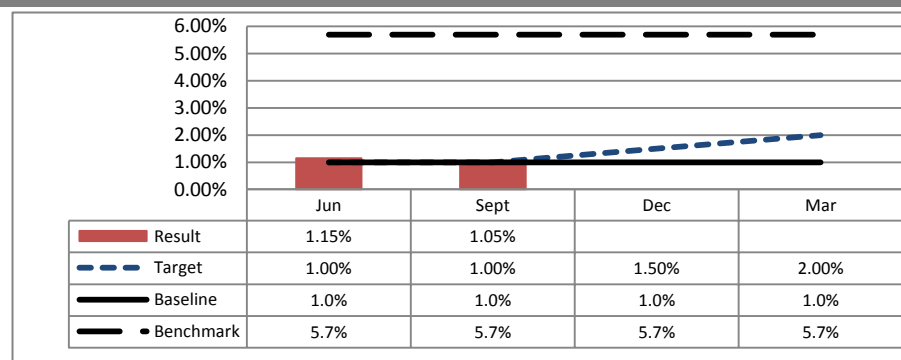
#### Benchmark:

28.30%

England average

### 3.3.2 Proportion of adults with a learning disability support in paid employment

Service users aged 18-64 with learning disabilities in employment



#### Commentary:

The plan is to review the activities around this area of work to better understand the barriers. This will require a collaborative approach with Commissioning colleagues. During the Quarter 2 period, the Day Opportunity Strategy, which includes plans to invest in employment support was approved by Cabinet, and, has now progressed to the detailed planning stage. Targeting people with Learning Disabilities is a key plank of the strategy, and implementation is due to begin at the end of Quarter 3 (December), with results expected in line with the target of 2% at year end.

#### Preferred direction of travel:



Bigger is better

#### Status:

Q1 **GREEN**  
 Q2 **GREEN**  
 Q3  
 Q4

#### Variance from target:

+0.1%

#### Year-end Target:

2%

To meet our 2018/19 target we will need an average increase of 0.48, per quarter, over the next 2 quarters.

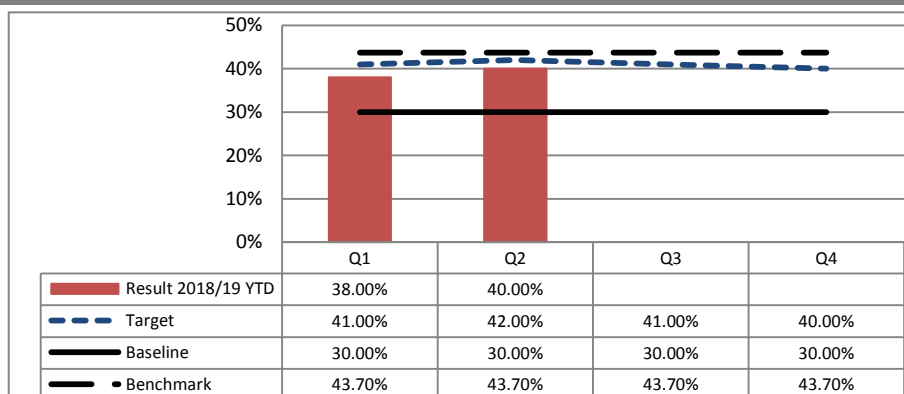
#### Benchmark:

5.70%

England average

## Outcome 4: Birmingham is a great city to live in

### 4.1.2 Increase Recycling, Reuse, and Green Waste



#### Commentary:

The step up in recycling rates has continued. The planned maintenance shutdown and plant issues at the Tyseley facility continued to result in lower levels of bottom ash being recycled. This has meant that the estimated year-to-date result of 40% has remained slightly below the 42% target but still within tolerance levels. It should be noted that the in-month September estimated rate increased to 42.5%. The estimated second quarter performance (July to September) is 41.3% against a Quarter 2 target of 43%, therefore remains within tolerance. The introduction of Waste Recycling Collection Officers is expected to increase the overall recycling rate in the coming months.

#### Preferred direction of travel:



Bigger is better

#### Status:

Q4-17

**RED**

Q1

**AMBER**

Q2

**AMBER**

Q3

Q4

#### Variance from target:

-2.0%

#### Year-end Target:

40%

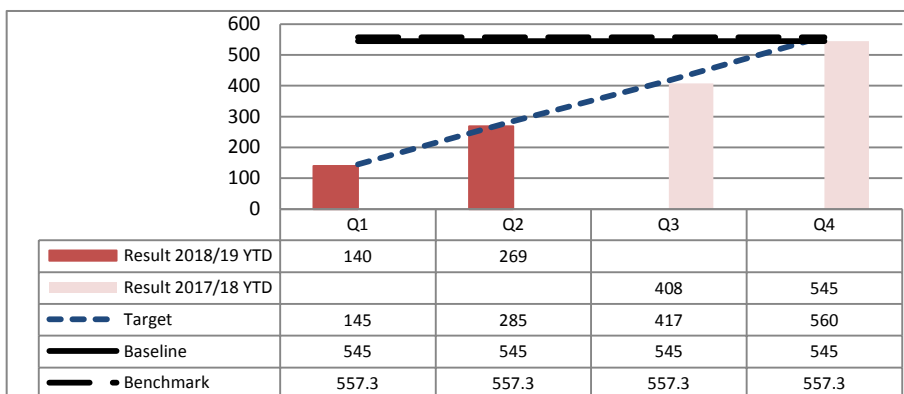
To meet our 2018/19 target performance needs to remain stable over the next 2 quarters.

#### Benchmark:

43.70%

England average

### 4.1.3 Reduced collected household waste – kg per household



#### Commentary:

This indicator, which measures the average amount of residual waste collected directly from households, shows that in the financial year from April to September, the amount of waste collected is significantly better than target. The estimated second quarter performance (July to September) is 129 against a quarter 2 target of 140, continuing to be significantly better than target and 11kg less than the previous quarter. Whilst this is good news, rates are slightly higher than the same period last year, and the introduction of Waste Recycling Collection Officers is expected to continue to reduce the amount of residual household waste.

#### Preferred direction of travel:



Smaller is better

#### Status:

Q4-17

**GREEN**

Q1

**GREEN**

Q2

**BLUE**

Q3

Q4

#### Variance from target:

-16.0

#### Year-end Target:

560

To meet our 2018/19 target we will need an average decrease of 145.5, per quarter, over the next 2 quarters.

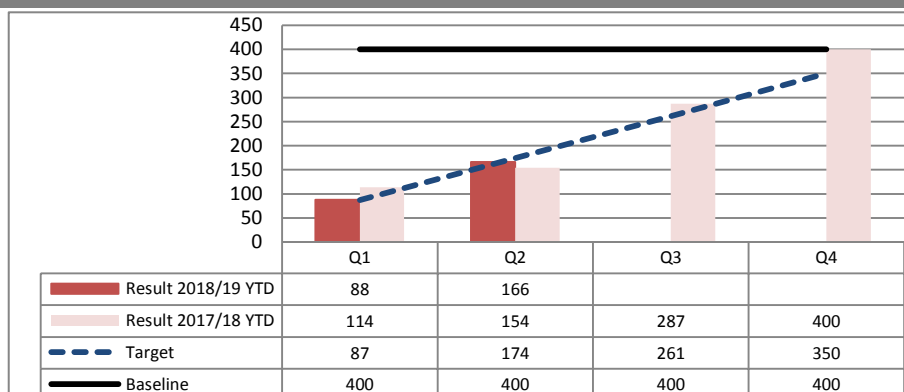
#### Benchmark:

557.3

England average

## Outcome 4: Birmingham is a great city to live in

### 4.2.2 Number of properties improved in the Private Rented Sector as a result of Local Authority intervention



#### Commentary:

The number of properties improved in Quarter 2 alone (July to September) was 78, bringing the cumulative total for this financial year to 166 against a target 174. Although below target but within tolerance levels, the service fully expects to meet its end of year target.

#### Preferred direction of travel:



Bigger is better

#### Status:

Q4-17

BLUE

Q1

GREEN

Q2

AMBER

Q3

Q4

#### Variance from target:

-8.0

#### Year-end Target:

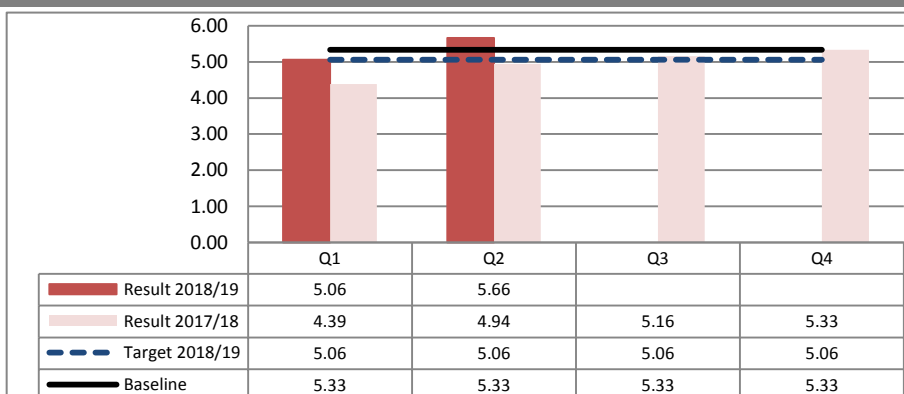
350

To meet our 2018/19 target we will need an average increase of 92, per quarter, over the next 2 quarters.

#### Benchmark:

Unable to benchmark

### 4.2.4 Minimising the number and percentage of households living in temporary accommodation per 1000 households



#### Commentary:

The overall proportion of households in temporary accommodation rose by 11% to 5.66 per 1000 household in the quarter. This reflects the national picture of increased demand from people presenting as homeless against a lack of affordable housing provision and number of properties. The overall strategy to reduce the number of households in bed and breakfast has been successful and the reliance on this type of accommodation and the number accommodated within it has fallen. The utilisation of Council owned stock and working alongside the private sector to obtain suitable properties has also had the impact of reducing bed and breakfast numbers. In addition, the Service is also converting Council owned properties into more appropriate supported living accommodation e.g. Barry Jackson Tower and Magnolia House.

#### Preferred direction of travel:



Smaller is better

#### Status:

Q4-17

N/A Trend

Q1

GREEN

Q2

RED

Q3

Q4

#### Variance from target:

+0.6

#### Year-end Target:

5.06

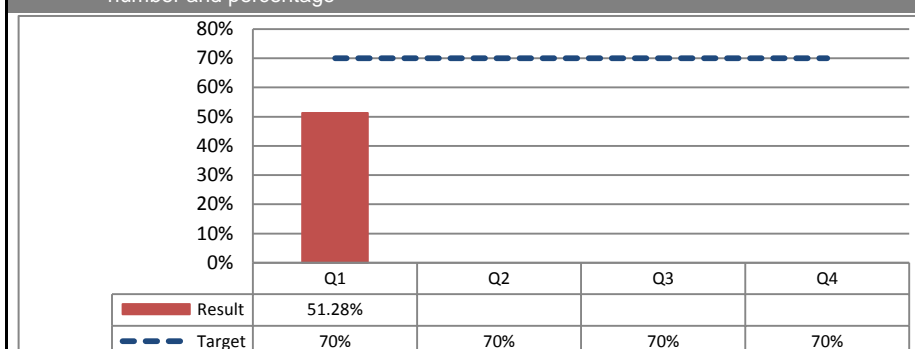
To meet our 2018/19 target we will need an average decrease of 0.30, per quarter, over the next 2 quarters.

#### Benchmark:

Unable to benchmark

## Outcome 4: Birmingham is a great city to live in

### 4.3.2 Households where homelessness is prevented or relieved number and percentage



#### Commentary:

This is a new Government target that captures the work of the statutory services where homelessness is prevented or relieved. Prevention activity has increased significantly, however the reporting of this measure is reliant upon a new IT system for which there have been a number of difficulties in implementation across the country. The Ministry of Housing, Communities and Local Government (MHCLG) is aware of these difficulties and therefore any information received thus far is heavily caveated.

The information will be available from December and whilst this indicator only captures work undertaken by Birmingham City Council, other prevention measures are in place from the third sector and our commissioned providers.

#### Preferred direction of travel:



Bigger is better

#### Status:

**Q1** **RED**  
**Q2** Due December 2018  
**Q3**  
**Q4**

#### Variance from target:

-10.2%

#### Year-end Target:

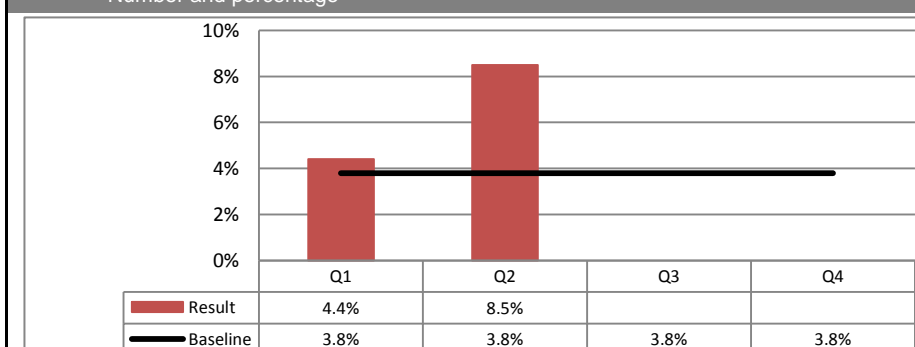
70%

To meet our 2018/19 target we will need an average increase of 3.4 percentage points over the next 3 quarters.

#### Benchmark:

Revised nationally, benchmark not yet available

### 4.5.3 Completed safeguarding enquiries which involved concerns about domestic abuse Number and percentage



#### Commentary:

In Quarter 2 (July to September), a total of 44 safeguarding enquiries which involved concerns about domestic abuse were completed.

In the last 12 months there have been 134 completed enquiries relating to this. Of these 87% achieved their expressed outcomes, 92% felt that they were involved, 91% felt they had been listened to, 89% felt we had acted on their wishes, 82% felt safer and 81% felt happier as a result of our intervention.

#### Preferred direction of travel:



Smaller is better

#### Status:

**Q1** **Trend**  
**Q2** **Trend**  
**Q3**  
**Q4**

#### Year-end Target:

Not Set - Trend

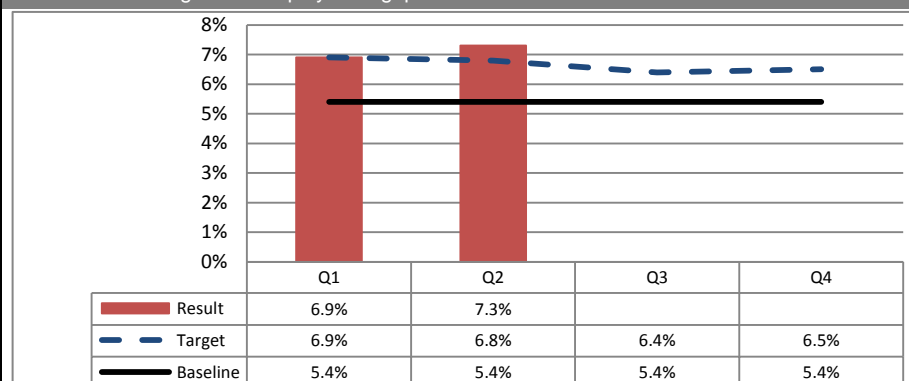
#### Benchmark:

Unable to benchmark

## Outcome 4: Birmingham is a great city to live in

### 4.7.2 Reducing the Unemployment Gap Between Wards

Reducing the unemployment gap between Wards



#### Commentary:

In Quarter 2 2018/19 the average unemployment proportion across the 10 Birmingham wards with the highest unemployment levels stood at 9.2%. The corresponding figure for the 10 Birmingham wards with the lowest unemployment proportions was 1.9%. Therefore, the gap between the 10 best and worst performing wards stood at 7.3% points in Quarter 2 2018/19. The baseline uses the long term average gap for the corresponding quarter to avoid any issues with seasonal variation. Over the last 5 years the average gap in Quarter 2 between the 10 best and worst performing wards was 6.8% points. The gap in Quarter 2 2018/19 is therefore 0.5% points higher than the 5 year average. The gap between the 10 best and worst performing wards has widened by 0.4% points between Quarter 1 and Quarter 2.

#### Preferred direction of travel:



Smaller is better

#### Status:

Q4-17

BLUE

Q1

GREEN

Q2

AMBER

Q3

Q4

#### Variance from target:

+0.5%

#### Year-end Target:

6.5%

To meet our 2018/19 target we will need an average decrease of 0.4 percentage points per quarter over the 2 quarters

#### Benchmark:

Unable to benchmark



<b>To:</b>	<b>Coordinating Overview and Scrutiny Committee</b>
<b>Date:</b>	<b>15 February 2019</b>
<b>From</b>	<b>Acting Director Digital &amp; Customer Service and Head of Online Service Delivery</b>

### **Customer Services Update including BRUM account and Members Portal**

#### **1. Purpose**

- 1.1. This report provides an update to the Coordinating Overview and Scrutiny Committee on Customer Service delivery via the new online account the BRUM account
- 1.2. The report builds on the report to Coordinating Overview and Scrutiny in June 2018 and provides a further update on the progress made since then and outlines the key priorities for 2019-20.

#### **2. Background**

- 2.1. The contact centre receives two million telephone calls and approximately 60,000 emails a year and is therefore the largest touch-point the council has with users of council services. A breakdown of call volumes is available in appendix 1
- 2.2. Customer Service is also responsible for the website and online customer service delivery. The website receives 46 million page views per annum. In order to improve user experience when accessing accounts or requesting services online a project is underway to replace the One Account solution with the new BRUM Account. The project will also increase the services that are available via the Birmingham website.
- 2.3. The BRUM account business case was approved in December 2017, with work on the BRUM account commencing shortly after.
- 2.4. The first phase of the BRUM account went live in June 2018 with additional services added throughout 2018 and plans to migrate other services during 2019. Full details of all services available are contained in appendix 5.
- 2.5. The contact centre transferred in house in November 2014. At the time customer satisfaction levels with services delivered via the contact centre were very low at

49%. As part of the transfer significant savings of £4m per annum were achieved. Since transfer further cumulative savings of £1.4m per annum were achieved with further proposals to increase savings in 2019-20.

- 2.6. In addition to movement of customer contact to the online solution from phones the savings are also supported by plans to transfer further services to the contact centre namely Tenancy Estate Management and Adult Social Care ACAP telephone calls. It is planned that Tenancy Estate Management telephone calls will transfer by March 2019 and ACAP by April 2019.
- 2.7. Against this background the direction of travel in citizen satisfaction with the services received via the contact centre has continued to increase until September 2018, achieving 70%. However from October to December 2018 there has been a decrease in satisfaction levels to 64%. In order to reverse this trend work is underway with services to implement the actions needs to improve satisfaction levels with particular focus on Waste, Parking and Housing Repairs, against this it should be noted that satisfaction levels are above average for some areas an example is Housing Rents are at 80% considerably above the average. A table showing details of citizen satisfaction is contained in appendix 3.

### **3. Customer Service Delivery Improvement Initiatives BRUM account and Online Services**

- 3.1. The main focus since the previous report to Coordinating Scrutiny in June 2018 has been the development of the BRUM (Birmingham's Report, Update and Manage it) account. Any take up has been achieved through natural growth in the changes to the web user journeys for services or raising awareness via the contact centre when citizens telephone us. Promotion to increase take up has started in January 2019 with a campaign to encourage sign up for council tax e-billing and raise awareness that citizens can access their council tax account via the council's website.
- 3.2. **Background**
- 3.3. The current Birmingham.gov.uk website went live in August 2016. This was the first step in a work plan to improve availability of online information and services to citizens and businesses. Post go live the website received positive feedback and was recognised in a number of awards in 2017, these were Honoree status in the Webby Awards (International), winners of the public vote and gold status in the Lovie awards (33 countries) and the Plain English Campaign Website Award.
- 3.4. The new website was designed and built with contributions from citizens, staff and a cross party member group that informed the final version. It was identified prior to the launch of the new website that the next step in the journey should be the replacement of the My Account. This was further reinforced by feedback from stake-holders post go-live of the website. The negative feedback on the new website was around the experience of using My Account. The current My Account was implemented in 2009 and is part of a full SAP Customer Relationship Management (CRM) solution which was developed to support the take up of online services in Birmingham.

- 3.5. It is an online self-service channel giving citizens access to create their own online account to allow them to view and track the requests they have raised with the Council. The services available via the My Account have reduced over time. The CWS platform (Corporate Web Services) which supports the My Account and associated online forms including integration to CRM or line of business systems has reached end of life and requires upgrading or replacing, so the decision has been to replace it with the BRUM account.
- 3.6. The “My Account” is being replaced on an iterative basis by the “BRUM Account” which allows citizens to register for an account and add services as they require them. This will consist of a number of different solutions accessible via a single online account. In order to ensure security of individual’s information, the first time a citizen requests a service they will be required to provide information that will authenticate them to each service. Once authenticated; future access to the service will be via a simple click on a link within the BRUM account to the individual’s information.
- 3.7. **Overview of BRUM account**
- 3.8. The new customer services online solution will allow citizens to self-serve with council services through the website enabled by simple account registration, enquiry tracking, the ability to update personal information, status reporting and notifications.
- 3.9. The “BRUM” Account Phase 1 went live in June 2018 and 60,990 accounts have been created by end of December 2018. This has been achieved without any promotion other than raising awareness via the contact centre. Volumes of online services usage are contained in appendix 2.
- 3.10. The registration and manage your account element of the BRUM Account solution will include:
- Simple Registration Process
  - Personalised welcome message
  - Online account maintenance, including ability to reset password
  - Enable authentication to service specific self-service solutions, once authenticated the service will be accessible via a single click from within the BRUM account
  - Each service will display a history of activities that shows last date accessed
  - Ability to retain partially completed forms which can be edited or deleted later
  - Find My Local (Local View) functionality with pre-populated address
  - Campaigns/Marketing functionality
  - Agent view allowing auditable transaction/ account creation by contact centre staff on behalf of the citizen

The customer home page is the main entry point for registered users to view all their service requests and access other transactional and personalised services. The home page can be seen in appendix 4.

**Table 1: Services currently live in BRUM account**

<b>Solution</b>	<b>Citizens and Businesses are able to</b>	<b>Available</b>
Citizen Portal	Registration for BRUM account using email and password. Ability to opt into services as required	Jun 2018
Council Tax	View instalments and payments, Make payment, Amend account e.g. request/end SPD, open or close account, set up or amend direct debit	Jun 2018
Business Rates	View instalments and payments, make a payment, set up direct debit	Jun 2018
Parks	Report issues via maps or postcode (20 forms) Get update on progress	Jun 2018
Skips	Request and pay for a permit	Jun 2018
Elections	For use by Contact Centre staff to the electoral register	Jun 2018
Neighbourhood Offices	For use by Contact Centre staff to transfer information to Neighbourhood offices	Jun 2018
Complaints & Compliments	Log a complaint or compliment. Improved functionality to monitor progress on resolution and root cause analysis. All complaints including ombudsman and statutory will move to this solution, giving a single view for all.	Jun 2018
Council Tax/Business Rates – E-billing	Launch of paperless billing for Citizens and Business Rates customers. Provides the ability for Citizens and Businesses within Birmingham to opt into receiving their bills electronically through the BRUM Account and E-mails.	Nov 2018
Housing Rents	View account, rent due, set up/Amend Direct Debits, online paperless statements and payments received	Dec 2018
Web Chat	Ability to chat to a contact centre agent while in the BRUM account and key web pages	Dec 2018

3.11 The “BRUM” Account consists of a number of ‘out the box’ solutions which have been developed and tested in the market as well as used by other local authorities with integration into line of business systems. This will also support agility and increased availability of the BRUM account in the future as changes to one module

for example rents can be made without impact on other services delivered via the BRUM account.

- 3.12 The implementation of the BRUM account also aligns to the city councils corporate objectives, Citizen Access Strategy and ICT-D strategy and supports the following themes:

#### **Citizen Access Strategy**

- Develop citizen access arrangements that are designed to meet the differing needs of our citizens, focused on the citizen, not internal service boundaries
- Develop a consistent, dynamic and excellent experience for our citizens whenever and however they contact us, building in continuous flexible change made rapidly in a controlled manner
- Improve the efficiency of citizen access arrangements by reducing failure demand – designing service delivery to get it right first time, every time so as to remove duplication and failure and prevent demand arising in the first place
- Develop an improved digital offer, better citizen confidence in digital access channels and significantly increase take up and use of digital access channels
- Reduce demand by changing the relationship with citizens so that those that are able do more for themselves

#### **ICT-D strategy**

- Integrated ICT and Digital Services - We'll deliver an innovative, reliable, flexible, integrated, secure and well managed service.
- Digital Facilitation – We will help you to go digital
- Insight – to boost our capability, to turn data into information and information into insight

### **4.0 Further Implementation**

- 4.1 The “BRUM” account is delivered in iterative phases; further phases will go live during 2019.
- 4.2 Where it is possible the solutions used are developed by suppliers and available in the market to other local authorities, only in instances where there is no developed solution that integrates with line of business systems will the solution be developed. When this becomes necessary all developments will be made available for other local authorities using the same software and vice versa.
- 4.3 This is supported by greater desire across suppliers and local authorities to do more collaborative working on developing technological solutions that can be easily shared amongst Authorities. This approach enables best practice and cost avoidance. Birmingham have recently shared the Parks and Skips solutions developed online with other local authorities
- 4.4 Each implementation includes refinement of requirements and design workshops that will inform the design and configuration of the new solution as well as the changes needed to business processes, policies and procedures, to enable a high quality experience for BRUM Account users.

- 4.5 Customer Services and Service Areas are working very closely together to support the project requirements, with service area representatives on each of the project teams.
- 4.6 The BCC web team will work on website content to ensure it supports the take up of the new BRUM Account. This will include working closely with Service Areas in advance of the online solution for their service becoming available via the BRUM Account, to ensure accuracy and effectiveness of associated content on the website.
- 4.7 Now that the BRUM account has been embedded and paperless billing is live, a campaign has been developed to promote the take up of e-billing for Council tax and Business Rates. Promotion Campaigns will run through the contact centre, IVR telephone queuing messages, social media and email messages.
- 4.8 It should be noted that there has been some slippage in the Phase 2 implementation which was planned to go live in December 2018. The remaining Phase 2 services will now go live on an incremental basis between January and March 2019.

**Table 2 - Project Deliverables - Phase 2 – finalised March 2019**

Solution	Citizens and Businesses will be able to	Go Live
Environmental Health	Report issues via maps, geo tagging or postcode Request for service – Pest Control Get update on progress	Feb 2019
Tenancy Estate & Anti-Social Behaviour	Report Anti-Social Behaviour Report Abandoned/ Permissions & Alternations/ Miscellaneous/ Tenancy Breach / Mutual exchanges	Jan 2019
Waste Management	Report a missed collection, order new bin, pay for Garden Waste	Feb 2019
Highways	Report issues via maps, geo tagging or postcode Get update on progress	Feb 2019

**Table 3 - Project Deliverables - Phase 3 – finalised September 2019**

Solution	Citizens and Businesses will be able to
Housing Repairs	Report, repair and track progress
Housing	View payments due and apply for benefit or report change in

Benefit and Council Tax Support	circumstances
Landlord Portal	Landlords can view Housing Benefit payments for their tenants when paid direct to the Landlord
Private Sector Housing	Apply for HMO licence applications/renewals and pay for licences
Planning	Single sign on to the planning portal

## 5. Citizen Engagement

- 5.1.1. A number of engagement activities have taken place with the citizen's panel. The purpose of the panel is to obtain citizen feedback on proposed changes prior to implementation.
- 5.1.2. These included the current website and insight and feedback on other changes including amendments to notifications and letters and the introduction of other online solutions for parking and home options.
- 5.1.3. The adult social care co-production team transferred to customer service in 2018. Post transfer changes were made to the engagement and coproduction activities to increase effectiveness.
- 5.1.4. Co-production features very strongly in the vision for adult social care which was agreed by Cabinet in 2017. This states all services should be co-produced with users and carers as they are directly impacted by services and have first-hand experience of what works well and what doesn't.
- 5.1.5. **Progress to date**
- 5.1.5.1. The work has enabled the engagement and we have now had the opportunity to have worked with over 100 new citizens we have never worked with before and therefore reaching a wider audience
- 5.1.5.2. A group of 15 citizens volunteered to assist the team to plan the approach for co-production and associated engagement activities
- 5.1.5.3. The citizens agreed renamed the forum 'People for Public Services' and created a draft vision.
- 5.1.5.4. The citizens drafted the invitation which was issued to over 6,000 citizens who had shown as interest in the city council in receive information about adult social care and health.
- 5.1.5.5. The first monthly forum meeting took place on 9<sup>th</sup> January. 55 citizens attended along with Cabinet Members and Senior Officers. The meeting was co-chaired by the Cabinet Member for Health and Social Care and a member of the People for public services forum. Other forum members undertook other roles such as facilitating table discussions.

- 5.1.5.6. The forum planning group meet every month to agree and plan the approach for the next Forum.
- 5.1.5.7. The Citizen Involvement team have worked with over 25 teams and services to involve citizens in co-production since September 2018, including supporting the BRUM account and benefits. This figure is continuing to rise and the work of the team is set to increase going forward.
- 5.1.5.8. Citizens have been involved in the sign off of requirements and design for the new Waste solution which is currently begin implemented
- 5.1.5.9. They have also supported the agreement of requirements and testing of the Rents solution prior to implementation
- 5.1.5.10. They also informed the design and the content for the e-billing campaign for Council Tax.

## **6. Members Portal Update**

### **6.1. Background**

- 6.2. As part of phase one of the BRUM account, a Members Portal was implemented to support enquiry and complaint handling by elected members on behalf of constituents, and allow constituents to report issues online to identified elected members. The Members portal went live on 2 July 2018. It was envisaged that this would allow members to move away from the current paper and free format email approach to case handling and enable members to hold a central record of enquiries from citizens, allocate enquiries to service areas without the need for a named officer, track progress, respond to enquiries and view all cases, with the ability to identify trends and undertake analysis of the types of enquiries received.
- 6.3. However take up has not been as good as hoped and a review has been undertaken to identify actions needed to take place to improve the portal and increase take up. After receiving training 12 of the 22 members went on to use the Members Portal.
- 6.4. The Members Portal is a module within the replaced corporate complaints system, which was procured to replace the complaints system in SAP CRM.
- 6.5. **Workshop to Review Members Portal Pilot outcome**
- 6.6. In order to obtain feedback on what changes are necessary to increase take on the 6<sup>th</sup> November 2018 a feedback session was held with the pilot group that used the Members Portal after go live. At the feedback session members spoke about the issues they had experienced whilst using the system which were documented for review. Details of the items raised are listed below:

- Auto Acknowledgment for enquiries
- Review of where enquiry contact details are retained in the system
- Escalation Process needs to be reviewed so that the effort required to escalate an enquiry is reduced.
- Amend some Enquiry Type Descriptions.
- Ensure Directorates always respond to the original email which integrates back into the case, this means the response is not automatically updated on the Members Portal.
- Responses – ability to choose between sending an email reply via the system with an instead of the letter headed templates which includes their picture, contact details and signature.
- Directorate Responses – members feel they get a quicker response through emails to enquiries to know senior managers of the enquiries mailbox.
- Automate some of the activities in the portal or steps in the process removed to simplify the activities needed to manage a case.
- Multiple Enquiry Handling – The current solution does cater for multiple issues within one enquiry

#### 6.7. **Next Steps:**

- 6.8. A number of changes will be made to the system following that feedback from members. A high level milestone plan outlined below provides details of when that will take place.
- 6.9. Incorporating the feedback from members and considering the need to rollout further to increase take up of the portal, the proposed next steps are outlined in table below. It should be noted that the staff who will support this activity also support the implementation of the BRUM account, which has impacted on the speed at which these activities can be undertaken.

Action	Deadline for Completion
Improvements identified in Pilot review to be shared with original cross party working group members	March 2019
Feedback session with Directorates on the Members portal to identify any issues that impact on it's use from a Directorate	April 2019

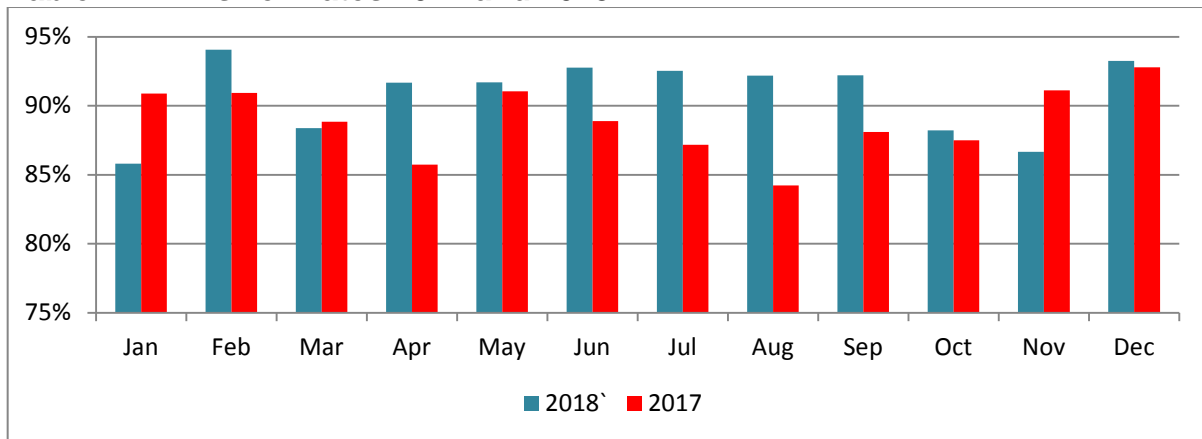
perspective	
Invitation to be sent to other authorities who use a members enquiry system to speak to Member Groups and share the benefits of using a case management system for member enquiries	April /May 2019
Improvements identified in Pilot review to be implemented	May 2019
Re-launch of Members Portal with training and support for new users, as well as refresher training if required for others	June 2019
Re-launch of Members Portal with Directorates to raise awareness, support improvement in enquiry handling and increase member confidence	June 2019
Launch of monthly anonymised report for each Directorate on enquiry handling to be incorporated in monthly performance report to CMT	July 2019

## 7. Business Case

- 7.1. The BRUM account business case is on track to provide savings of £3.858m between 2019-20 and 2022-23 and expenditure remains within the budget set for the project for Phase 1 and 2. Phase 3 deliverables will require a separate business case prior to implementation.

## Appendix 1 – Call Volumes and Answer Rates

**Table 1.1 - Answer Rates 2017 and 2018**



**Table 1.2 - Calls received and answered 2018, with % answer rate**

2018	Offered	Answered	PCA
Jan	223303	191619	85.81%
Feb	168919	158895	94.07%
Mar	208474	184255	88.38%
Apr	182871	167643	91.67%
May	178009	163217	91.69%
Jun	168071	155920	92.77%
Jul	167790	155252	92.53%
Aug	159396	146953	92.19%
Sep	159570	147130	92.20%
Oct	188874	166631	88.22%
Nov	170727	147947	86.66%
Dec	124380	115983	93.25%
<b>Totals</b>	<b>2100384</b>	<b>1901445</b>	<b>90.53%</b>

**Table 1.3 - Calls received and answered 2017, with % answer rate**

2017	Received	Answered	PCA
Jan	188318	171154	90.89%
Feb	172426	156785	90.93%
Mar	230199	204508	88.84%
Apr	172868	148192	85.73%
May	180857	164664	91.05%
Jun	196860	174994	88.89%
Jul	197205	171902	87.17%
Aug	190669	160598	84.23%
Sep	188605	166140	88.09%
Oct	189196	165540	87.50%
Nov	184663	168253	91.11%
Dec	138512	128518	92.78%
<b>Totals</b>	<b>2230378</b>	<b>1981248</b>	<b>88.83%</b>

**Table 1.4 Changes in Call Volumes since June 2018**

Service	June	July	Aug	Sept	Oct	Nov	Dec	Ave	
Benefits	-23%	-21%	-28%	-33%	-26%	-33%	-36%	-29%	Summer 2017 Strike
Waste Management	-28%	-57%	-54%	-31%	22%	6%	-16%	-23%	
Payments Team	-6%	-23%	-18%	-14%	-14%	-23%	-16%	-16%	
Switchboard	-12%	3%	-8%	-16%	-16%	-32%	-9%	-13%	
Elections	-93%	-11%	21%	16%	14%	3%	-7%	-8%	June 2017 General Election
Neighbourhood Office and Advice	0%	-4%	-6%	-11%	-1%	-16%	-16%	-8%	
Planning	0%	7%	7%	3%	-5%	-22%	-10%	-3%	
Housing Rents	0%	13%	-10%	-8%	-2%	-9%	2%	-2%	
Environmental Health	12%	26%	14%	4%	-2%	-27%	-16%	1%	
Revenues	3%	8%	3%	-4%	11%	2%	-7%	2%	
Highways	7%	18%	13%	12%	-2%	-13%	-12%	3%	
Parking	-13%	21%	17%	16%	0%	-17%	14%	5%	
Housing Repairs	4%	15%	17%	6%	12%	-5%	4%	8%	
Your Views	14%	7%	-18%	-19%	66%	19%	-5%	9%	
Parks	14%	19%	23%	33%	15%	0%	6%	16%	
Anti-Social BASBU	27%	32%	6%	5%	12%	-14%	47%	17%	

## Appendix 2 – Online Statistics

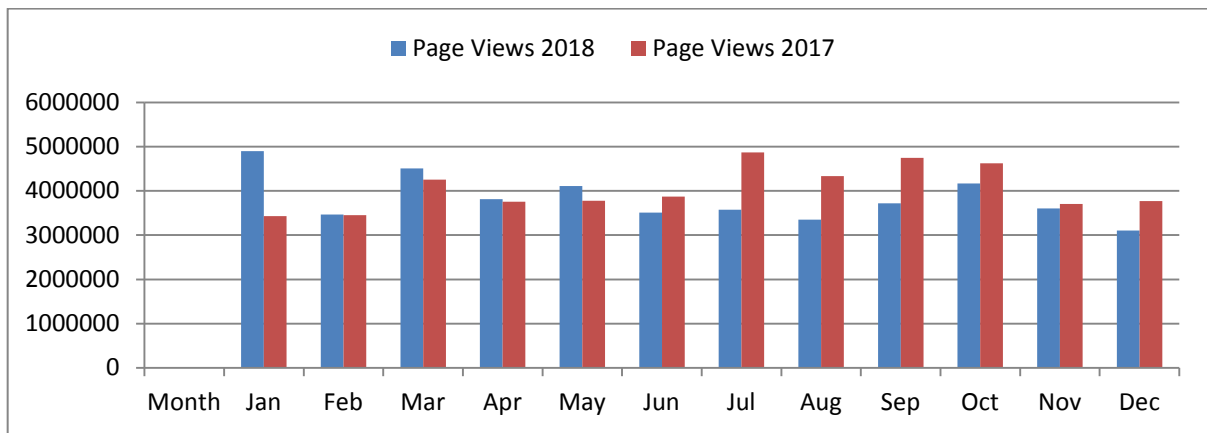
**Table 2.1 - Comparison of Contact via online and telephone channels**

	BRUM Account	Old Online Account	Other Forms	Telephone Calls
June	1909	14811	17580	136075
July	5419	14589	18630	136238
August	6623	11898	17387	131583
September	7232	12570	17385	127057
October	7510	19068	18540	145370
November	5882	16421	17761	132004
December	4394	11828	15998	103763

**Table 2.2 - Website Visits**

Month	2018	2017
Jan	4904106	3433390
Feb	3463942	3450164
Mar	4507325	4257865
Apr	3814194	3758096
May	4109156	3781150
Jun	3510463	3874566
Jul	3577137	4869037
Aug	3354113	4336706
Sep	3719934	4745192
Oct	4171941	4625004
Nov	3600678	3706018
Dec	3104667	3771123
<b>Total</b>	<b>45,837,656</b>	<b>48,608,311</b>

**Table 2.3 – Page views on Website**




## Appendix 3 – Customer Satisfaction

Overall Satisfaction Levels December 17 to December 2018				Breakdown by Service of Satisfaction levels December 2018		
MONTH	Overall Satisfaction	Agent Willingness	Number of Survey Responses	Service Breakdown Dec -18	Satisfaction Score	Number of Survey Responses
Dec-17	67%	80%	3,437	Housing Rents	80%	46
Jan-18	69%	82%	3,682	Council Tax	69%	127
Feb-18	68%	79%	2,035	Housing Benefit	69%	93
Mar-18	67%	83%	1,166	Childrens Services	66%	32
Apr-18	69%	83%	1,121	Highways	64%	11
May-18	69%	83%	1,014	Housing Repairs	55%	190
Jun-18	67%	82%	1,114	Waste	50%	85
Jul-18	68%	81%	856	Parking	40%	10
Aug-18	69%	84%	1,134			
Sep-18	70%	85%	1,028			
Oct-18	64%	82%	708			
Nov-18	64%	81%	938			
Dec-18	64%	82%	749			

## Appendix 4

Image 4.1 – Image BRUM account log in page

**BRUM account**  
Birmingham - Report - Update - Manage



### Welcome to Birmingham's new BRUM account

The BRUM account will help you request and track a range of council services, providing you with an improved customer experience.

[Find out more about the BRUM account](#)

#### Register for a BRUM account


Register >

#### Sign into your BRUM account

Sign In >

If you are using a public computer, remember to sign out when you are finished

Image 4.2 – Image log in page Online Account that is being replaced

**Birmingham**  
City Council

Search

**Not Registered Yet?**

Our safe and secure site allows you to quickly access Council services and track all your dealings with the Council.

Find out about the [benefits of online account](#):

Register for an Individual Account

Register for a Business Account

#### Log in to your secure account

**Welcome back. Log in now to access Council services and manage your account.**

\* = required information

\* Email

(your registered email address)


\* Password

Forgotten Password?

Lost or Expired Activation Link?

Need help accessing your account?

Login



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## Appendix 5 – details of services available in Phase 1 and 2

**Table 5.1 – Phase 1**

<b>Parks</b> <ul style="list-style-type: none"> <li>• Apply to hold an event in a park</li> <li>• Apply for an allotment</li> <li>• Floristry service - place an order</li> <li>• Hedge and shrub maintenance</li> <li>• Pitch maintenance</li> <li>• Access to sports pitches in parks</li> <li>• Japanese knotweed and other invasive weeds</li> <li>• School trips to parks</li> <li>• Report an accident or an incident causing a nuisance, danger or damage</li> <li>• Bins in parks</li> <li>• Grass cutting</li> <li>• Litter in parks</li> <li>• Rubbish or debris in lakes and streams</li> <li>• Talks and guided walks for groups in parks</li> <li>• Report faulty or dangerous playground equipment or surfaces</li> <li>• Book a room</li> <li>• Request a repair to a facility or building</li> <li>• Memorials and commemorative features in parks</li> <li>• Work experience and work placements</li> <li>• Schools, group visits and children's parties</li> <li>• Parks Enquiry</li> </ul>	<b>Council Tax</b> <ul style="list-style-type: none"> <li>• Council Tax Change in circumstances:</li> <li>• Tell us if you change your address</li> <li>• Let us know if a tenant moves in or out</li> <li>• Student council tax discount or exemption:</li> <li>• Full time students attending college or university</li> <li>• Foreign language assistants</li> <li>• People with dementia and others who are severely mentally impaired</li> <li>• Single Person Discount</li> <li>• Set up or amend your Direct Debit</li> <li>• View your statement</li> <li>• Paperless billing</li> </ul>
<b>Contact Us</b> <ul style="list-style-type: none"> <li>• Comments, compliments and complaints</li> <li>• Give a compliment</li> <li>• Make a comment</li> <li>• Make a complaint</li> </ul>	<b>Housing Rents</b> <ul style="list-style-type: none"> <li>• Pay your rent:</li> <li>• Pay rent by Direct Debit</li> <li>• View/request rent statement</li> </ul>
<b>Business Rates</b>	<b>Skips</b>

<ul style="list-style-type: none"> <li>• Set up or amend your Direct Debit</li> <li>• View your statement</li> <li>• Paperless billing</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for a skip permit</li> <li>• Register as a skip operator</li> </ul>
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**Table 5.2 - Phase 2 Services**

<b>Highways</b>	<b>Waste</b>
<ul style="list-style-type: none"> <li>• Pavement &amp; Road Surface Enquiry</li> <li>• Report Street Lighting, Traffic Lights, Street Name Plates and Signals</li> <li>• Tree Pruning</li> <li>• Tree Planting</li> <li>• Weed Removal</li> <li>• Road Obstructions</li> <li>• Fly posting</li> <li>• Guard Rails &amp; Benches</li> <li>• Bollards</li> <li>• Drainage &amp; flooding on the Highway</li> <li>• Graffiti Removal</li> <li>• Winter Maintenance</li> <li>• New works on the Highway</li> <li>• Highways General Enquiry</li> </ul>	<ul style="list-style-type: none"> <li>• Refuse &amp; Recycling: Order Green Service</li> <li>• Refuse &amp; Recycling: Missed Collection</li> <li>• Special Waste Collection: Large Items</li> <li>• Clinical Waste: Request New Delivery/Service</li> <li>• Fly tipping Removal</li> <li>• Street Cleaning</li> <li>• Wheelie Bins Enquiry</li> <li>• Refuse &amp; Recycling: Replacement Missing/Damaged</li> <li>• Cement Asbestos Collection</li> <li>• Recycling: Assisted Collection</li> <li>• Litter/Dog Waste Bin Issue</li> <li>• Clinical Waste: Cancel Sack Collection</li> <li>• Clinical Waste: Missed Sack Collection</li> <li>• Waste/Recycling Collection Schedule</li> </ul>
<b>Anti-Social Behaviour</b>	<b>Tenancy Estate Management</b>
<ul style="list-style-type: none"> <li>• Report Anti-Social Behaviour</li> <li>• Log Anti-Social Behaviour Incident</li> <li>• Log Anti-Social Behaviour Involved Party</li> </ul>	<ul style="list-style-type: none"> <li>• Mutual Exchange</li> <li>• Report Abandoned Property</li> <li>• Report Tenancy Breach</li> <li>• Request Permissions and Alterations</li> <li>• Miscellaneous</li> </ul>
<b>Environmental Health</b>	<b>Parking</b>
<ul style="list-style-type: none"> <li>• Pest Control</li> </ul>	<ul style="list-style-type: none"> <li>• Report Abandoned vehicles</li> </ul>

<ul style="list-style-type: none"> <li>• Noise Nuisance</li> <li>• Environmental Health Food Hygiene complaint</li> <li>• Registration of food premises</li> <li>• Dog Related Enquiries</li> <li>• Travellers/Sites/Unauthorised Encampment</li> <li>• Animals</li> <li>• Food Export Certificates</li> <li>• Food Condemnation Certificate</li> <li>• None Smoking Compliance</li> <li>• Health and Safety Consultancy</li> <li>• Environmental health Pollution</li> <li>• Drainage</li> </ul>	<ul style="list-style-type: none"> <li>• Report illegal parking</li> </ul>



Details

<b>Status</b>	Decision Subject To Call In
---------------	-----------------------------

<b>Title</b>	Waste Management Industrial Action Update
--------------	---

<b>Urgent Decision - Not in Forward Plan</b>	Yes
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<b>Details for Agenda Sheet</b>	Report of the Chief Executive.
---------------------------------	--------------------------------

<b>Implementation Date (not before meeting on)</b>	Tue 12 Feb 2019
--	-----------------

<b>Purpose</b>	To receive an update report.
----------------	------------------------------

<b>Key Portfolio</b>	Clean Streets, Waste and Recycling
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<b>Include item on Forward Plan/ Key Decision</b>	No
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<b>Decision Maker</b>	
-----------------------	--

<b>Reason For Key Decision</b>	
--------------------------------	--

<b>Relevant Documents</b>	
---------------------------	--

<b>Is Private</b>	No
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<b>Directorate</b>	Chief Executive.
--------------------	------------------

<b>Other Information</b>
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<b>Private Reason</b>
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<p><b>Decision Outcome</b></p> <p>After considering the public report, Cabinet deferred reaching a decision until considering the private report and then resuming the public session. It was proposed that a further option, Option 5, be added at Recommendation 2.7.5 of the report as set out below, which was agreed.</p> <p>On 12 February 2019, Cabinet:-</p> <ul style="list-style-type: none"> <li>(i) Noted the contents of this Report and the accompanying Private Report;</li> <li>(ii) Noted the options available to the City Council for managing the current Industrial Action as set out in section 7 of this report;</li> <li>(iii) Noted the advice of the Monitoring Officer and the Chief Finance Officer as set out in this report and in the private report;</li> <li>(iv) Noted that Cabinet will be required to take into account any recommendations made by the District Auditor;</li> <li>(v) Noted that Unite the Union have been offered binding arbitration and have declined. UNISON has not yet been offered this route and ACAS talks with UNISON continue. In such circumstances, the decision of Cabinet on 15th January 2019 was to commence the legal processes for a court application with a view to preventing the unlawful industrial action of both Unite the Union and UNISON from continuing as set out this report;</li> <li>(vi) Noted the updated Contingency Plan attached at Appendix 2 of the report;</li> <li>(vii) Considered the benefits and risks associated with each option and the accompanying private report, and approved Option 5 as set out below: <ul style="list-style-type: none"> <li>(a) Option 1 – do nothing and await the outcome of the employment tribunal litigation or any litigation issued by the council as set out in this report; or</li> <li>(b) Option 2 - to offer a one-off payment (as set out in para 7.2 this report) to the members of Unite the Union to settle the current employment litigation between the Council and Unite the Union; or</li> </ul> </li> </ul>
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- (c) Option 3 – to make a payment (as set out in para 7.3 of this report) to resolve the dispute; this option is not recommended due to significant legal and financial risks; or
- (d) Option 4 – re-affirm the decision reached at Cabinet on 15th January 2019 and to issue forthwith injunction proceedings as set out in Cabinet Report 15th January 2019 (Appendix 1) of the report.
- (e) Option 5 –
  - i. To approve formal offers (as set out in the private report) to be presented to Unite the Union and UNISON via ACAS conciliation on Tuesday 12 February 2019 to settle the employment tribunal litigation issued against the Council by Unite the Union and the early conciliation claims issued by UNISON and, if those offers are not accepted by close of business on Tuesday 12 February 2019, to commence the legal process for a court application with a view to preventing further unlawful industrial action by both Unite the Union and UNISON.
  - ii. To note that the offer will be made subject to the Council's call in requirements and any injunction proceedings issued in the High Court by the Council will be subject to the Council's call in period, however any pre action correspondence with solicitors acting for Unite the Union or UNISON regarding the proposed injunction proceedings will take place within this call in period and does not negate a call in.
- (viii) Agreed to delegate to the Head of Paid Service, Chief Finance Officer, the City Solicitor and the Acting Director Neighbourhoods, acting together, to implement the decision arising from consideration by Cabinet of the options above in accordance within the financial and legal terms set out in this report and in the Private report in the shortest time possible, having regard to the relevant call in period.

THE DEADLINE FOR CALL IN IS 1600 HOURS ON FRIDAY 15 FEBRUARY 2019.

On Thursday 14 February 2019 at 1415 hours, a request for call-in was submitted by Councillors Phil Davis and Mary Locke. No Action on the decision can be taken until the request for call-in has been considered by the Co-ordinating Overview and Scrutiny Committee within 15 days of the decision being posted.

<b>Rating</b>	Yes
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<b>Is the Decision Maker Aware of the Decision</b>	No
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<b>Is the Head of Services Aware of the Decision</b>	No
--	----

**Is Decision County  
Wide**      No

**Would the  
recommended  
decision be  
contrary to the  
budget and policy  
framework**      No

**Decision Maker  
Role**

**Decision Options**

### Additional Information

**Reg 10**

**Reg 11**

### Decision Criteria

This Decision does not contain any decision criteria records.

### Wards

This Decision does not contain any Ward records.

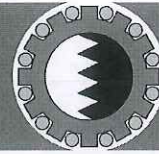
### Topics

This Decision does not contain any Topic records

### Overview and Scrutiny

Co-ordinating Overview and Scrutiny Committee





## Appendix 2: Request for Call In – Pro-forma

To:

Committee Services, Room 315, Council House.

E-Mail: LESCommitteeServicesAll@birmingham.gov.uk (marked "For the attention of Dave Smith")

Date: 14/02/2019

Please arrange for a meeting of the

Co-ordinating

O&S Committee

to be called to discuss the following executive decision:

Title: Waste Management – Industrial Action Update

Taken By: Cabinet

On: 12/02/2019

### Reason for request:

(a) Is the Executive decision within existing policy?

1. the decision appears to be contrary to the Budget or one of the 'policy framework' plans or strategies; ☐
2. the decision appears to be inconsistent with any other form of policy approved by the full Council, the Executive or the Regulatory Committees; ☐
3. the decision appears to be inconsistent with recommendations previously made by an Overview and Scrutiny body (and accepted by the full Council or the Executive); ☐

(b) Is the Executive decision well-founded?

4. the Executive appears to have failed to consult relevant stakeholders or other interested persons before arriving at its decision; ☐
5. the Executive appears to have overlooked some relevant consideration in arriving at its decision; ☐
6. the decision has already generated particular controversy amongst those likely to be affected by it or, in the opinion of the Overview and Scrutiny Committee, it is likely so to do; ☒
7. the decision appears to be particularly "novel" and therefore likely to set an important precedent; ☐
8. there is a substantial lack of clarity, material inaccuracy or insufficient information provided in the report to allow the Overview and Scrutiny Committee to hold the Executive to account and/or add value to the work of the Council. ☐



(c) Has the Executive decision been properly taken?

9. the decision appears to give rise to significant legal, financial or propriety issues; ☐

10. the notification of the decision does not appear to have been in accordance with council procedures; ☐

(d) Does the Executive decision particularly affect a District?

11. the decision appears to give rise to significant issues in relation to a particular District. ☐

Councillor

(Signed)

Cllr Phil Davis

(Print Name)

Councillor

(Signed)

Cllr Mary Locke

(Print Name)



## Appendix 3: Criteria For 'Call In'

These are the criteria against which the Council expects an O&S Committee to judge any "request for call in". The Council does NOT expect an Overview and Scrutiny Committee to call in an Executive decision UNLESS one or more of the following circumstances applies –

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



**Public Report - FINAL 4 February 2019****Birmingham City Council****Report to Cabinet**12<sup>th</sup> February 2019

**Subject:** Waste Management – Industrial Action Update

**Report of:** Chief Executive, Chief Finance Officer and City Solicitor

**Relevant Cabinet Member:** Councillor Ian Ward, Leader of the Council

**Relevant O &S Chair(s):** Councillor John Cotton Chair of Co-ordinating Overview and Scrutiny

**Report author:** Clive Heaphy, Chief Finance Officer  
 Kate Charlton, City Solicitor and Monitoring Officer  
 Rob James, Acting Director Neighbourhoods  
 Dawn Hewins, Director Human Resources

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

**1 Executive Summary**

- 1.1 This report is not on the Forward Plan. The subject matter is likely to be a 'key decision' and due to the matters set out in this report it is the opinion of the Chief Executive that it is impracticable to defer the decision. The Chair of Overview and Scrutiny Committee has agreed that the matter is urgent and cannot be reasonably deferred. [Paragraph 3.5 Council Constitution 11/9/18].

## **2 Recommendations**

Cabinet are asked to: -

- 2.1 Note the contents of this Report and the accompanying Private Report.
- 2.2 Note the options available to the City Council for managing the current Industrial Action as set out in section 7 of this report.
- 2.3 Note the advice of the Monitoring Officer and the Chief Finance Officer as set out in this report and in the private report.
- 2.4 Note that Cabinet will be required to take into account any recommendations made by the District Auditor.
- 2.5 Note, as set out this report, that Unite the Union have been offered binding arbitration and have declined. UNISON has not yet been offered this route and ACAS talks with UNISON continue. In such circumstances, the decision of Cabinet on 15<sup>th</sup> January 2019 was to commence the legal processes for a court application with a view to preventing the unlawful industrial action of both Unite the Union and UNISON from continuing.
- 2.6 Note the updated Contingency Plan attached at Appendix 2
- 2.7 Consider the benefits and risks associated with each option as set out in this report and the accompanying private report, and approve one of the following:
  - 2.7.1 Option 1 – do nothing and await the outcome of the employment tribunal litigation or any litigation issued by the council as set out in this report; or
  - 2.7.2 Option 2 - to offer a one-off payment (as set out in para 7.2 this report) to the members of Unite the Union to settle the current employment litigation between the Council and Unite the Union; or
  - 2.7.3 Option 3 – to make a payment (as set out in para 7.3 of this report) to resolve the dispute; this option is not recommended due to significant legal and financial risks; or
  - 2.7.4 Option 4 – re-affirm the decision reached at Cabinet on 15<sup>th</sup> January 2019 and to issue forthwith injunction proceedings as set out in Cabinet Report 15<sup>th</sup> January 2019 (Appendix 1).
- 2.8 Delegate to the Head of Paid Service, Chief Finance Officer, the City Solicitor and the Acting Director Neighbourhoods, acting together, to implement the decision arising from consideration by Cabinet of options 2.7.1 – 2.7.4 above in accordance within the financial and legal terms set out in this report and in the Private report in the shortest time possible, having regard to the relevant call in period.

### **3 Background**

- 3.1 On 15<sup>th</sup> January 2019, Cabinet considered public and private reports setting out options for mitigating the impact of the current industrial action in the waste service.
- 3.2 That meeting of Cabinet approved at paragraph 4.4.3 and 4.4.4 of the Public Report the following course of action: -
- a) A formal invitation to Unite the Union and UNISON to enter into binding arbitration; and
  - b) Subject to the outcome of an invitation to arbitration /arbitration meetings – commence the legal process for a court application with a view to preventing unlawful industrial action of both Unite the Union and UNISON continuing.
- 3.3 At the same time as the Cabinet decision was taken, the Council was still in active ACAS talks with the Unite the Union; during those talks an offer of binding arbitration was made and was not accepted by Unite the Union and so the ACAS talks continued.
- 3.4 On 31 January 2019, a formal written offer of binding arbitration was extended to the Unite the Union, via their solicitors, with a written response required by 1 February 2019 and no formal acceptance was received by the deadline given.
- 3.5 During those talks, Unite the Union notified the Council, of its intention to issue a 14 days' notice to escalate the current industrial action to full strike action if the Council commenced court action to prevent Unite the Union from continuing with its industrial action. On 4<sup>th</sup> February 2019, the Unite the Union gave notice of its intention to escalate industrial action as follows:
- To take part in discontinuous strike action consisting of a series of 24 hour stoppages commencing at 00:01 hours on: 19th February 2019, 22nd February 2019, 4th March 2019, and 8th March 2019
- And discontinuous strike action consisting of a series of 48 hour stoppages commencing at 00:01 hours on: 27th February 2019, 12th March 2019, and 21st March 2019.
- 3.6 This is in addition to the continuous action consisting of a ban on overtime, Unite the Union members adhering to job grades and descriptions, adhering to contractual start and finish times as follows:
- Unite the Union members on container or single operation vehicles (05:00 hours to 12:48 hours)
  - All other grades 2-4 Unite the Union members - all residual and recycling, including garden waste (06:00 hours to 13:48 hours) and Unite the Union members returning to work base yards for washing facilities for every 15 minute concessionary breaks and half hour lunch breaks in line with the Council's

Hygiene Regulations and Instructions which commenced on 29th December 2018.

#### **4 Latest Position**

- 4.1 Council has made, on a 'without prejudice' basis (via ACAS and subject to a decision of the Cabinet at a Cabinet meeting), a reasonable offer to Unite the Union to settle the ET Claim and to make a payment to each eligible litigant (as set out in the schedule to the ET) on a relevant date. The relevant date for the purposes of Option 2 is 6th June 2018 because that was the date of the last failure to consult payment to a GMB member.
- 4.2 Leading Counsel has been extensively consulted based on any litigation risk for the Council and the commercial reasons for settling these claims and advised that a reasonable well evaluated figure for members of Unite the Union would be in the region of £2,000 to £3,000.
- 4.3 The Council has made a reasonable offer which the Union has rejected on behalf of its members.
- 4.4 At the ACAS talks on Wednesday 30<sup>th</sup> January 2019, Unite the Union tabled additional demands which the Council cannot lawfully meet. Unite the Union have indicated that they see ACAS talks as being at an end although the Council continues to offer this route.
- 4.5 As a result of those ACAS discussions the options to mitigate the current industrial action are discussed at paragraph 7 of this report. In summary, these are:
  - 1 To allow the industrial action to continue through to the date of the trial to hear the tribunal claims (currently set for February 2020) or
  - 2 To consider a one-off financial settlement of the current employment litigation with members of Unite the Union based on legal and commercial factors or
  - 3 To consider making a payment to resolve the dispute with the Unite the Union or
  - 4 For Cabinet to re-affirm its decision reached on 15<sup>th</sup> January 2019 to commence court action to seek to prevent the union from continuing with its industrial action.

#### **5. Analysis of Available Options to mitigate the risks and issues of the current industrial action by Unite the Union and UNISON**

As set out in this report and in the Private report.

These options are an update to those set out in the Public and Private Cabinet report dated 15<sup>th</sup> January 2019 including alternative options as a result of recent ACAS meetings and escalated challenges from Unite the Union.

## **5.1 Option 1**

### Do Nothing

Allow the Industrial Action by Unite the Union to continue and await the outcome of the Employment Tribunal litigation issued by Unite the Union against the Council or injunction proceedings issued by the Council.

Unite the Union have also issued or notified of their intention to issue further litigation against the Council and this is set out in the Private report.

### Summary Issues - Option 1

1. Leading Counsel is of the view that it is likely that the current industrial action is unlawful.
2. Leading Counsel has also advised that in respect of the Employment Tribunal proceedings by Unite the Union members 'BCC is highly likely to successfully defend [these] claims'.
3. The hearing date for the Employment Tribunal is set to start on 3<sup>rd</sup> February 2020 and is likely to last for up to 10 working days.
4. A request has been sent to the Regional Employment Tribunal Judge at the Birmingham Employment Tribunal to request that the hearing date be expedited. If possible, a verbal update will be provided at the Cabinet meeting on 12<sup>th</sup> February 2019.
5. Litigation could result in further appeal hearings arising from the Employment Tribunal litigation.
6. The cost of industrial action is likely to continue at up to £350,000 per week. This cost is not in the current budgetary framework. The cost of providing a contingency service during the strike action is estimated to be in the range of £13.5m to £28.2m depending on whether the industrial action is discontinuous or continuous.
7. Waste accumulation is likely to increase whilst a resolution to the dispute is not reached resulting in increased resident complaints.
8. The Council will be unable to deliver a consistent waste service during this period due to industrial action.
9. This option does not align with Kerslake observations in relation to Political and Industrial Relations.
10. Trade Waste Collection and income will be adversely impacted.
11. Recycling rates will be compromised.

12. Absence rates in the refuse collection workforce are substantially increasing.
13. Significant Value for Money issues will arise for the District Auditor and will impact on resolving current section 24 Notice findings.
14. In spite of Council requests through recent ACAS negotiation meetings (January 2019 – to date), Unite the Union have not agreed to suspend the current Industrial Action during these talks.

## 5.2 Option 2

Settle the Employment Tribunal claim B v Birmingham City Council (multiple 9438) issued by the Unite the Union ('ET Claim');

### Summary of Issues - Option 2

1. The Council has express and/ implied statutory powers under S111 Local Government Act 1972 to make payments to union members to settle litigation.
2. The express power conferred by S222 Local Government Act 1972 'Power to prosecute or defend in court in the interest of the public' enables the Council to also to seek to settle litigation claims.
3. Having the powers to transact does not necessarily make it the right thing to do as this course of action carries with it a number of risks. There is no certainty as to whether a challenge on the grounds of Ultra Vires (UV) would be successful, the view of the Monitoring Officer is that the risk cannot be nil. Option 2 and Option 3 each carry Ultra Vires risks however each is different in terms of likelihood of risk and impact of risk.
4. In spite of the likely unlawfulness of the industrial action, the fact that the earliest that a court can hear the cases is February 2020 means that the cost of the strike continuing is substantial and damaging to the City's finances and reputation.
5. The Council has made on a 'without prejudice basis' (via ACAS and subject to a decision of the Cabinet at a Cabinet meeting), a reasonable offer to Unite the Union to settle the ET Claim and to make a payment via ACAS COT3 agreements to each eligible litigant who was, on 6<sup>th</sup> June 2018
  - a. A Council employee (not an agency worker);
  - b. A member of Unite the Union and on strike during 2017;
  - c. Listed on the schedule to the ET claim and is a valid claimant.
6. Settlement terms would include undertakings that the employment tribunal proceedings are withdrawn and that Unite the Union agree to cease all current industrial action against the Council relating to this dispute.
7. Leading Counsel has been extensively consulted based on any litigation risk for the Council and the commercial reasons for settling these claims and advised

that a reasonable, well evaluated figure for members of Unite the Union would be in the region of £2,000 to £3,000.

8. The Council has already made a reasonable offer which has been rejected by Unite the Union.
9. Factors in favour of making payments
  - a. Strong commercial reasons – In spite of the likely unlawfulness of the industrial action, the fact that the earliest that a court can hear the cases is February 2020 means that the cost of the strike continuing is substantial and damaging to the City's finances.
  - b. The significant impact the strike is having on the residents of Birmingham and the City's reputation.
  - c. The cost of providing a contingency service during the strike action is estimated to be in the range of £13.5m to £28.2m depending on whether the industrial action is discontinuous or continuous. This is based on a likely ET Claim hearing date of February 2020.
  - d. The outcome of the claim will be determined by the ET. Whilst the Council considers its case to be strong, there is never any complete certainty in litigation.
10. Factors against making payments
  - a. A settlement payment may carry litigation and other risks which are further discussed in the Private Report.
  - b. A settlement does not guarantee that there will no further collective disputes from Unite the Union in Waste Management or further industrial action across the Council or further trade union litigation.
  - c. A payment could set a precedent in the Council such that other service areas in the Council (and potentially Council managed Schools) who are subject to changes in terms of conditions and/redundancy would expect a similar payment, particularly if the affected group are a female dominated group. Industrial action might be taken in these areas and only be stopped if a payment was made.
  - d. This could lead to an increase in industrial unrest, with union members choosing to strike because they would then be likely to expect to receive a financial settlement and not because of specific issues leading to a trade dispute. Paying one union as against another union, could lead to industrial unrest; the union members not paid could have a valid trade dispute entitling them to strike.

### **5.3 Option 3**

To make a payment to resolve the dispute with Unite the Union.

#### Summary of Issues - Option 3:

1. The Council has express and/ implied statutory powers under S111 and/or S222 to make payments to Unite the Union to settle a dispute.
2. Factors in Favour of making a payment
  - a. There are strong commercial reasons – the cost of the strike continuing and the significant impact on the residents of Birmingham.
3. Factors against making a payment to resolve the dispute
  - a. There is no legitimate reason to pay Unite the Union in order to resolve the dispute.
  - b. The Council's position is that the industrial action is unlawful and that the additional allegations of breach of the MOU 2017, use of agency workers during the industrial action, failure to approve holiday leave for Unite the Union members resulting in further blacklisting are denied and without merit.
  - c. A decision to make equivalent payments to those made to GMB members could be considered to be Ultra Vires (see Private report).
  - d. A payment could set a precedent in the Council such that other service areas in the Council (and potentially Council managed Schools) who are subject to changes in terms of conditions and/redundancy would expect a similar payment, particularly if the affected group are a female dominated group. Industrial action might be taken in these areas and only be stopped if a payment was made.
  - e. This could lead to an increase in industrial unrest, with union members choosing to strike because they would then be likely to expect to receive a financial settlement and not because of specific issues leading to a trade dispute. Paying one union as against another union could lead to industrial unrest; union members not paid could have a valid trade dispute entitling them to strike.

#### **5.4 Option 4**

Issue injunction proceedings forthwith, with a view to preventing the unlawful Industrial action by the unions in waste management from continuing.

#### Summary of Issues Option 4

1. The Council has the express power conferred by S222 Local Government Act 1972 'Power to prosecute or defend in court in the interest of the public.
2. The purpose of the injunction application is with a view to preventing the unlawful Industrial action by the unions in waste management from continuing.

3. The Council has explored and undertaken various mitigations since notification of the ballot and the industrial action by Unite the Union and since the Cabinet decision of 15<sup>th</sup> January 2019 the Council has used its best endeavours through ACAS mediation to mitigate the need to proceed with Court action all of which, to date, have not resulted in an agreed resolution to the dispute or the employment tribunal litigation.
4. Factors in favour of issuing injunction proceedings
  - a. Cabinet reached a decision on 15<sup>th</sup> January 2019 to commence the legal process for a court application with a view to preventing unlawful industrial action of both Unite the Union and UNISON continuing.
  - b. Such action would be setting a precedent not to accept unlawful industrial action.
  - c. Legal costs of injunction and costs of trial c£1.5m including potential appeal balanced against ongoing costs of industrial action of up to £350,000 per week.
  - d. Kerslake recommendations – mature relationship between members and officers with clarity of role and formally and transparently considering the advice of statutory officers in reaching cabinet decisions.
5. Factors against issuing injunction proceedings
  - a. Unite the Union have stated that they would carry on industrial action regardless of any injunction. Continuing on the same basis would risk contempt of Court by Unite the Union.
  - b. A risk that the injunction is not successful.
  - c. A risk that the Union ballot for another reason to issue strike action.

## **6. Operational Issues**

There are a range of operational issues as follows:

### **6.1 Option 1 Do Nothing:**

- Waste accumulation on streets and backlog increasing – up to 20 crews not going out each day.
- Impact of safety of residents in tower blocks becomes more significant
- Cabinet Mandate from 15<sup>th</sup> January provides a contingency – see update attached at Appendix 2
- Increased complaints from residents and elected members
- Risk of escalation to full strike (could be per hour rather than all out)
- Trade customers and income likely to be affected
- Media unrest and constant requests for information
- Recycling rates compromised

- Impact on the waste disposal arrangements i.e. mixed waste is collected which is higher in calorific value. Waste volumes are processed more slowly through the plant and therefore increases the amount of waste to landfill.
- General image of the city compromised
- Behaviour of workforce in applying industrial action i.e. returning to the depot for breaks, stand in arrangements etc. is left unchallenged.
- Absence is increasing with causation cited as stress and anxiety – leads to fewer rounds being sent out each day.

## **6.2 Options 2 & 3: Settle Employment Tribunal Proceedings / Settle Dispute**

- Industrial action would cease imminently.
- There would be a period of catch up required and we would continue to use existing contractor as two weeks' notice required to terminate these arrangements.
- Limited overtime over a maximum of 2 weekends could be offered to existing workforce to assist with the catch up. There is no question of regular overtime being re-introduced as this is not permitted in the MoU.
- Recycling rates would take additional effort to recover.
- Need to maintain good communication as to the reason for settling litigation when the strike itself is unlawful i.e. this cannot be tested until February 2020.
- Manager / Trade Union relations will need time to recover and a culture change is required
- Strong performance management of the service is essential going forward
- Resident engagement on recycling and support to the collections service will take time to recover

## **6.3 Option 4: Injunction**

As Option 1 but:

- Increased conflict
- Potential all out strike and increased contingency measures will be required

## **6.4 Contingency Plan**

An updated contingency plan is attached at Appendix 2

## **7.0 Consultation**

- 7.1 The Leader, Deputy Leader and Cabinet Members have been briefed on the Options set out in the Public report.

- 7.2 The Group Leader Conservative Group and the Group Leader Liberal Democratic Group Councillor have been advised of this report.
- 7.3 The Chair of Co-ordinating Overview and Scrutiny has agreed that as this report is not on the Forward Plan and the subject matter is likely to be a 'key decision' and due to the matters set out in this report it is impracticable to defer the decision and has agreed that the matter is urgent and cannot be reasonably deferred to another meeting.
- 7.4 The District Auditor has been briefed on the matters set out in this report.
- 7.5 The Birmingham Improvement Panel has been briefed on the matters set out in this report

## **8.0 Risk Management**

- a. There are significant environmental, financial, operational and reputational risks associated with industrial action. The risks of not mitigating the industrial action would be as follows
- b. Significant financial costs - contingency crews
- c. Significant operational issues – missed collections and impact on service delivery for residents.
- d. Significant reputational issue – missed collections, industrial action in Waste Service
- e. Mitigating these risks was discussed further in the Cabinet Report Public Report 15<sup>th</sup> January 2019 and further discussed in the Private Report.

## **9.0 Compliance Issues:**

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

- 9.1 These proposals support the City Council priority of being a great city to live in by keeping the streets free from unnecessary domestic waste.

## **10.0 Legal Implications and Monitoring Officer**

As set out in the Private Report and

- 10.1 The Council has express and/ implied statutory powers under S111 and/or S222 to make payments to Unite the Union and or UNISON members.
- 10.2 266 Unite the Union members have issued employment claims in the Birmingham ET alleging that the Council has subjected their members to detriment for whistleblowing, for trade union activities, and has blacklisted them. The Council is vigorously defending these claims.
- 10.3 The hearing date when this claim will be considered at the Birmingham ET is currently listed for February 2020.

- 10.4 The power conferred by S222 Local Government Act 1972 'Power to prosecute or defend in court in the interest of the public' enables the Council to also to seek to settle claims.
- 10.5 The cost of defending the ET is likely to be c£150,000.
- 10.6 A losing party to an Employment Tribunal decision can appeal to the Employment Appeal Tribunal and that process from application to the EAT and subsequent hearing could take up 12 months, i.e. 2021
- 10.7 It is not unreasonable for an employer to seek to settle litigation for commercial reasons. If the Council wins the Employment Tribunal, the Council would be able to claim the legal costs incurred in defending the litigation. If the Council won the injunction it would seek damages from Unite to include the cost of industrial action including the legal costs. It may not be possible to recover 100% of the costs incurred.
- 10.8 The process for instigating court proceedings could commence forthwith in accordance with the Cabinet decision reached on 15<sup>th</sup> January 2019, which would mitigate the risks/challenges of the options for resolving the dispute
- 10.9 The decision of the Employment Tribunal will be a legal ruling determining who is right and who is wrong about Unite's arguments that non-payment amounts to trade union detriment and trade union blacklisting and whistleblowing detriment.
- 10.10 A subsequent ruling about who is right and who is wrong could have the practical effect of determining the wider industrial dispute.

#### **11.0 City Solicitor (Monitoring Officer)**

- 11.1 A challenge to a decision to make the payments to members of the Unite Union or directly to the Unite Union if there is going to be a challenge it is likely to be made on the grounds that it is ultra vires. It is necessary to consider the factual circumstances, and apply the law on ultra vires to those circumstances to determine if a likely challenge would be successful or not. That risk assessment is set out in the Private report
- 11.2 In broad terms, an action will be ultra vires if the decision-maker has no power to make that decision, or even if it has a power to make it, it does not act in good faith, it takes into account irrelevant considerations, it does not take into account relevant considerations, or the decision is manifestly unreasonable in the sense that it is one which no reasonable decision-maker could make.
- 11.3 In reaching their decision on a preferred option as an alternative to that reached on 15<sup>th</sup> January 2019, as set out in paragraph 2 of this report, Cabinet are strongly advised to address their mind to all the relevant issues, act in good faith in reaching their decision, not base their decision on grounds of bias or pre-determination and not base their decision on irrelevant issues. In doing so Cabinet should ensure that they have read and considered the matters and

issues raised in this report and the Private report and also in the Public and Private Cabinet reports 15<sup>th</sup> January 2019.

- 11.4 There can be no guarantee that a challenge to a decision of Cabinet would seek to demonstrate that one or more considerations was legally irrelevant, or that a legally relevant consideration had been overlooked; however this report and the Private report and the Public and Private Cabinet reports 15<sup>th</sup> January 2019 contain a summary of a number of considerations that it is unlikely that a court would find to be irrelevant, or that omitted relevant considerations.
- 11.5 As the Council's Monitoring Officer, my statutory duty under section 5 and section 5A Local Government and Housing Act 1989 is summarised as being a duty to report to the Council in any case where I am of the opinion that any proposal, decision or omission of the Council, its committees or subcommittees or anyone employed by the Council is, or is likely to give rise to illegality or breach of statutory code or constitute maladministration.
- 11.6 Whilst I am of the view that there is no certainty as to whether a challenge on the grounds of Ultra Vires (UV) would be successful, I cannot say that the risk is nil. Option 2 and Option 3 carry UV risks however each is different in terms of likelihood of risk and impact of risk. They also carry other risks that the payment does not protect against future union action in waste, of future action in other areas of the Council, of claims from members of other TU's and of claims from the female dominated workforce.
- 11.7 The Injunction option enables the Council to either stop the current unlawful industrial action or then make a payment to Unite the Union, without the contagion and discrimination and TU issues arising. It also provides the option of claiming damages against Unite the Union in respect of the cost of the contingency arrangements.
- 12.0 Option 2
- 12.1 Settlement of the employment tribunal litigation under ACAS COT3 arrangements would be done under statutory powers as referred earlier in this report. That in itself does not present a risk. There is no appreciable risk that the council acted other than in good faith in order to bring the industrial action to an end for commercial reasons due to the significant financial and reputational risks. The Cabinet reports 15<sup>th</sup> January and these reports (public and private) set out relevant factors in favour and against making such a payment.
- 12.2 In terms of whether a decision to settle the ET Claim and for the Council to make a payment to Unite the Union members, relevant factors in favour of making that payment are that :
- a) the strike progressing until at least February 2020 is prohibitively costly, significant and
  - b) increased resident disquiet is probable with increased waste accumulating

- c) including significant reputational damage at a time when the Council is under public and government scrutiny is making significant improvement journeys in other service areas.
- 12.3 On the other hand, factors against making the payment are that other risks are created, such as contagion issues across the Council, allegations of trade union discrimination from other Unions and potential sex discrimination challenges from other service areas that are also in dispute with the Council. The likelihood of claims is low so unlikely but cannot be ruled out and the impact if claims were successful would be low to medium.
- 12.4 It is unlikely that I would need to consider reporting to Council if a decision is taken to implement option 2, to settle the employment tribunal litigation, provided the terms of settlement are in accordance with the legal advice given and for sound demonstrable commercial reasons.
- 12.5 Option 3
1. Making a payment to Unite the Union to resolve the dispute and for the union to make payments to its members which the Council cannot control or does not know about presents a more significant risk in terms of UV.
  2. A payment to Unite the Union would be done under statutory powers as referred earlier in this report. That in itself does not present a risk.
  3. A decision for the Council to make a payment to Unite would be likely to be found to be manifestly unreasonable in the sense that it is one which no reasonable decision-maker could make. The relevant factors are that the Council has received advice that there is good reason to conclude that Unite the Union's call for action is unlawful.
  4. There is a much higher risk of contagion elsewhere in the Council if payment is made to end the action, and unions in all areas will perceive that the Council will capitulate to their demands, and may become ever more ambitious in making them; the action has been called to pressurise the Council to make payments to Unite the Union members equivalent to the FTC payments to GMB members in circumstances where Unite the Union members have no valid FTC claims; the payments could therefore be viewed by a court as FTC payments to Unite the Union members.
  5. And so the chances that making a payment to Unite the Union to settle the dispute would be a manifestly unreasonable decision that no reasonable authority could choose to make, and hence ultra vires, are at least Low to Medium.
  6. In terms of sex discrimination and contagion risks, I describe the risk of claims as medium, however more importantly if such claims are subsequently successful for the claimants, then the impact across the Council is assessed as 'significant'.

7. A decision to approve option 3, is likely to require the Statutory officers to seriously consider further their statutory responsibilities, and particularly where the District Auditor is likely to raise issues of concern.

#### 12.6 Option 4

1. The Council has received advice that there is good reason to conclude that Unite the Union's call for action is unlawful and that it would obtain an injunction to restrain Unite the Union from calling it and continuing with it. Those reasons were set out in detail in the Private Cabinet report 15<sup>th</sup> January 2019.
2. In response to the decision reached by Cabinet 15<sup>th</sup> January 2019, Unite the Union have widened the dispute with further challenges:
  - (a) use of agency workers during strike action,
  - (b) judicial review challenging Council's contingency arrangements; and
  - (c) threatened to issue further ET claims regarding holiday arrangements.
3. These challenges are not viewed as legitimate. The Union have widened the challenges in order to put pressure on the Council to approve option 3, all these challenges rest on their assumption that the Industrial Action is lawful.
4. The Union have threatened to apply for an injunction to restrain the Council from breaching the MOU (Nov 2017) – if they do this, it makes legal and practical sense for the Council, at the same time as defending that application, to apply for a cross injunction against the Union to restrain their unlawful action (it would also resolve the other Unite the Union challenges identified above).
5. The Injunction option presents an opportunity to the Council, a logical, speediest and most cost effective way, compared to option 1, and without the employment risks associated with option 2 and 3, of determining whether these challenges are correctly made or not.
6. Whether any judicial ruling goes in favour of the Council, which it is believed it would, it would be for the Council to apply as soon as possible for an injunction against Unite the Union.

#### **13.0 Financial Implications and Chief Finance Officer**

- 13.1 The financial implications of each of the potential responses by the Council to industrial action are considered in the Private Report
- 13.2 The cost of current industrial action is around £350,000 per week and up to the date of the ET, is estimated to be in the region of £13.5m to £28.2m depending on whether the industrial action is discontinuous or continuous. It is clear that the financial impact of prolonged action could place a significant financial burden on the Council. All efforts need to be made to seek a resolution which limits the financial impacts.

**13.3 Chief Finance Officer**

- 13.4 The Council has a fiduciary duty to the taxpayers of Birmingham which extends both to probity and value for money – decisions should be taken having considered these factors. There are no straightforward options – each carries benefits and risks.
- 13.5 Extended industrial action, regardless of outcome, carries with it a high financial cost and operational and reputational damage. This is a strong commercial factor in considering available options to manage industrial action.
- 13.6 Whilst efforts are being made to secure an earlier hearing, and the Council's defence is considered strong, the cost of prolonged action and impacts on other service proposals would, if such a case were lost, the cost of the industrial action would be extremely damaging to the Council's financial stability. If the Council wins the Employment Tribunal, the Council would be able to claim the legal costs incurred in defending the litigation. If the Council won the injunction it would seek damages from Unite to include the entire cost of industrial action including the legal costs.
- 13.7 The making of a payment to Unite the Union members under ACAS COT3 arrangements to settle litigation would be done under existing powers and does not present a legal risk although the possibility of an Ultra Vires challenge remains a risk. As such, it is unlikely that I would consider a Section 114 notice as long as payments were within the parameters advised by Counsel or supported by an evidenced Commercial justification. However, the longer term impacts, including those related to future service transformation and indeed the risk of further industrial action could themselves lead to significant financial consequences and value for money issues.
- 13.8 The making of a payment directly to Unite the Union carries significant risks and indeed if not limited to litigant's only, poses many more questions which would require deeper review by myself as Section 151 officer. The making of payments to a politically affiliated body is not permitted and care would need to be taken not infringe contractual rights or anything which could give rise to challenge or contagion. The longer term impacts, including those related to future service transformation and indeed the risk of further industrial action could themselves lead to significant financial consequences and value for money issues.
- 13.9 Finally, the injunction route, like Option 1 has significant cost attached for it and no guarantee of an outcome. Should an injunction be successful it would cap the costs of the industrial action at a much lower level (circa £3m depending on timing) and clarify the lawfulness or otherwise of the dispute. The risk would still remain that both Unite the Union and UNISON would simply find other reasons to take industrial action.

- 13.10 No route provides a simple answer and there are considerable risks associated with each but it is important that Cabinet ensure that it understands the risks and is able to justify a decision based on the impartial advice of its statutory officers

#### **14.0 District Auditor**

- 14.1 It is a matter of practice that an auditor will seek a legal opinion where an issue comes before him/her which involves a council potentially taking a decision which might be deemed ultra vires.
- 14.2 The Auditors powers are set out in the Local Audit and Accountability Act 2014. The Act provides for an external auditor of a local authority to issue a Notice under schedule 8 of the Act. The issue of such a Notice requires a local authority to put a decision on hold and reconsider it if he/she considers the authority is about to make or has made a decision which involves or would involve the authority incurring unlawful expenditure or is about to take or has begun to take a course of action which, if followed to its conclusion, would be unlawful and likely to cause a loss or deficiency, or is about to enter an item of account, the entry of which is unlawful.

#### **15. Human Resources Implications**

- 15.1 Whilst Unite the Union have clearly stated its intention and requirements the Council remains committed to maintaining discussions with Unite the Union in a genuine effort to bring about resolution. Senior Management has been engaged in those discussions, having utilised the services of ACAS to assist, meetings that have been taking place throughout January 2019.
- 15.2 The Council remains committed to also having discussions with UNISON with a view to bringing about a resolution to their industrial dispute. ACAS led discussions between the Council and Unison are progressing.
- 15.3 At a more local level the Council remains committed to ensuring that lawful industrial action is able to progress unimpeded whilst maintaining employee relations with the joint Trade Unions. Regular union meetings in the Waste Service, led by officers in the service with the joint Trade Unions continue.
- 15.4 Following a ballot of its Refuse Collection members and appropriate notice to the Council Unite the Union have been engaged in continuous industrial action since 29 December 2018. Action has consisted of a ban on overtime; working to rule; adhering to contractual start and finish with times specified by Unite the Union; and returning to work base yards for washing facilities for every 15 minute concessionary breaks and half hour lunch breaks.
- 15.5 Following a ballot of its Refuse Collection members and appropriate notice to the Council Unison have been engaged in continuous action short of a strike commencing 25 January 2019. The action includes refusal to work stand-in and acting up; overtime ban; working to rule; returning to yard for breaks

- 15.6 Refuse Collection crews returning to the depot for breaks and lunch during the working day is reducing the time available to collect waste when compared to previous routines when such breaks were taken on the route. In addition, the workforce starting at the same time rather than previous staggered start times is creating queues waiting to tip loads at the end of the working day. This combination is having an adverse impact on performance

#### **Director of HR**

- 15.7 Balancing the needs of the citizens whilst delicately performance managing its workforce during a period of lawful industrial action has placed greater demands on line management, as the environment has become more litigation charged demands on management time
- 15.8 The Council retains the right to not accept partial performance. Moving forward the following measures will assist depot management to ensure we make the best of available resources and deliver the best possible service to our citizens during these difficult times:
- Increased levels of HR support to each depot coupled with dedicated central specialists support to address employee related issues.
  - Additional managerial support from across the wider Directorate to provide mentored support and increased capacity

#### **16.0 Public Sector Equality Duty**

The requirements Council's Equality Policy and the Equality Act 2010 policy will be specifically included as part of any implementation of any decision.

#### **17.0 Appendices**

1. Cabinet Report (Public) 15th January 2019
2. Cabinet Report (Private) 15<sup>th</sup> January 2019
3. Waste Contingency Plan- updated (January 2019)

Updated Contingency Plan from the Cabinet Report 15<sup>th</sup> January 2019

Issues	Action	Dependencies	Cost	Impact	Current Status
Domestic Collection (Wheelie Bin)	<p>Reduce residual collection to fortnightly to correspond with residents Recycling collection days and reinforce with the use of 20 contractor crews, collecting 7 days a week.</p> <p>Keeping, where possible, the twin stream collection but focussing on recycling collections where residents have, historically, minimal contamination</p>	<p>Procurement</p> <p>Corporate Communications</p> <p>Contact Centre</p> <p>Waste Management</p>	£37,800.00 per day	Financial	<p>10 Contractor Crews have been engaged and are working 7 days per week</p> <p>We have maintained existing collection times, weekly residual and fortnightly recycling</p>
High Rise Flats	Suspend current container collection round and procure contractors to collect from 213 High Rise, maintaining their current collection rates	<p>Procurement</p> <p>Housing</p>	£11,685.00 per day	Financial	Contractors have not been engaged we are still using BCC staff
Sack Collection	<p>Suspend Ward based Street Cleansing teams and allocate this resource to the collection of domestic sacks for those 22,000 properties who still have sack collections.</p> <p>Suspend current enforcement activities and allocate to commercial and arterial roads to assist with the clearance of residual waste in sacks on an agreed schedule underpinned by the ward based cleansing teams.</p>	<p>Waste Management</p> <p>Regulatory Services</p>	No cost	Reputational	<p>Street Cleansing staff are prioritising the collection of sacks on the streets.</p> <p>Enforcement teams are concentrating on commercial areas</p>
Flytipping	Establish a task force for escalated concerns such as flytipping and environmental health hazards. 8 crews operating from 6 am to 8pm, 7 days a week.	Waste Management	£1,700.00 Per day	Financial	Crews have been allocated to respond to high profile issues
Trade Waste	All current container rounds to be allocated to trade.	Waste Management	No Cost	Reputational	Trade is continuing to be managed within existing resources.





## Co-ordinating O&S Committee: Work Programme 2018/19

### Chair

**Deputy Chair** Cllr Mariam Khan

**Committee Members:** Cllrs: Mohammed Aikhlaq, Deirdre Alden, Tahir Ali, Albert Bore, Debbie Clancy, Liz Clements, Roger Harmer, Charlotte Hodivala, Penny Holbrook and Rob Pocock

**Committee Support:** Scrutiny Team: Emma Williamson (464 6870)  
Committee Manager: Marie Reynolds (464 4104)

## 1 Meeting Schedule

Date	Item	Officer contact
08 June 2018 10.00 am Committee Room 6	Work Programme Discussion  <i>Outcome:</i> to determine the work programme priorities for the year	Emma Williamson, Scrutiny Office
27 July 2018 10.00am Committee Room 2	Leader of the Council <ul style="list-style-type: none"> <li>Birmingham Independent Improvement Panel report</li> <li>Response to Review of Scrutiny</li> </ul>	Rebecca Grant, Cabinet Support Officer
07 September 2018 10.00am Committee Room 3&4	Deputy Leader <ul style="list-style-type: none"> <li>Performance Framework</li> <li>Corporate Governance Plan update</li> <li>Citizen engagement</li> <li>Annual Audit Letter</li> </ul>	Jonathan Tew, Assistant Chief Executive
05 October 2018	<i>Meeting cancelled</i>	
09 November 2018 10.30am Committee Room 3&4	Tracking Report Partnership working BCC and Parish/Town Councils	Jonathan Tew, Assistant Chief Executive / Tony Smith / Chris Jordan
	Update on Corporate Governance Plan (including update on governance in Place Directorate)	Jonathan Tew, Assistant Chief Executive
	Inquiry: City Council meeting – discussion paper	Emma Williamson, Scrutiny Office
07 December 2018 10.00am	Budget Consultation	Clive Heaphy, Director Finance and Governance



Date	Item	Officer contact
Committee Room 3&4	Localism in Birmingham – Update	Jonathan Tew, Assistant Chief Executive / Tony Smith, Policy Executive
11 January 2019 Committee Room 3&4	Birmingham Independent Improvement Panel / Update on Corporate Governance Plan	Jonathan Tew, Assistant Chief Executive
	Legal Services – new model Public and private reports	Kate Charlton, City Solicitor
15 February 2019, Committee Room 3&4  Report Deadline: 6 Feb 2019	Strengthening and Developing the Role of Full Council in the Policy Process	Emma Williamson, Scrutiny Office
	Inquiry into City Council meeting: evidence from Professor Colin Copus, Emeritus Professor of Local Politics, De Montfort University	
	a) Performance update – Deputy Leader to attend	Paula Buckley, Assistant Director Customer Service and Varun Sitaram, Head of Business Improvement and Change
15 March 2019 Committee Room 3&4  Report Deadline: 6 Mar 2019	b) Customer Services and BRUM account update – Deputy Leader to attend	Paula Buckley, Assistant Director Customer Service
	Emergency Planning update	Michael Enderby, Head of Resilience & Services
12 April 2019 Committee Room 3&4  Report Deadline: 3 Apr 2019	Review of Consultation (tbc)	
	Leader of the Council – end of year review and look forward to 2019/20 including <ul style="list-style-type: none"> <li>Corporate governance plan</li> <li>Audit letter</li> </ul>	Rebecca Grant, Cabinet Support Officer Jonathan Tew, Assistant Chief Executive
	Localism – update (tbc)	Chris Jordan, Assistant Director

## 2 Items to be scheduled

- Inquiry into City Council meeting.
- Inquiry into Universal Credit – date to be agreed.

## 3 Other Meetings

### Call in



*None scheduled*

## **Petitions**

*None scheduled*

## **Councillor Call for Action requests**

*None scheduled*

## **Informal meetings**

# **4 Forward Plan**

4.1 Below is an extract of the Forward Plan, detailing those decisions relating to this Committee's remit.

<b>Leader</b>		
005423/2018	BCC International Strategy	16 Apr 19
05336/2018	GBSLEP Future Operating Model	16 Apr 19

<b>Deputy Leader</b>		
005701/2018	Capita ICT Service Transition Update – Public	16 Apr 19

# **5 Scrutiny Reports to City Council**

<b>O&amp;S Committee</b>	<b>Report Title</b>	<b>Date for Council</b>
All	Annual Report	July 2018
Sustainability & Transport	Flooding	September 2018
Co-ordinating	City Council Meeting	April 2019
Housing & Neighbourhoods	Private Rented Sector	2019/20
Resources	Long Term Financial Planning	
Sustainability and Transport	Plastics	





## Children's Social Care O&S Committee: Work Programme 2018/19

**Chair:** Cllr Mohammed Aikhlaq

**Deputy Chair:** Cllr Diane Donaldson

**Committee Members:** Cllrs: Debbie Clancy, Shabrana Hussain, Morriam Jan, Kerry Jenkins, Kath Scott and Alex Yip

**Officer Support:** Rose Kiely, Group Overview & Scrutiny Manager (303 1730)  
Amanda Simcox, Scrutiny Officer (675 8444)  
Sarah Stride, Committee Manager (303 0709)

### 1 Terms of Reference

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

### 2 Priority Issues and Items to be Scheduled

- 2.1 The following were highlighted in June as the possible priority issues for the committee's 2017/18 municipal year:
- Children's Trust - July and December 2018 committee meetings and visits in September 2018 and April 2019.
  - Safeguarding - to include the Birmingham Safeguarding Children's Board Annual report in October 2018 and Youth Justice Strategic Plan in January 2019.
  - Special Educational Needs and Disabilities (SEND) - October 2018 and further updates tbc.
  - Early Years, Health and Wellbeing contract – to be scheduled.
  - Update on the Children Missing from Home and Care Inquiry – 13 March 2019.
  - Corporate Parenting – the Corporate Parenting Board Annual report and an update on progress with the Corporate Parenting Inquiry recommendations will be discussed in March 2019. Also, the Cabinet Member for Children's Wellbeing is the Lead Member for Children's Services (LMCS) and the LMCS and the Director of Children's Services (DCS) have a shared responsibility with all officers and members of the local authority to act as effective and caring corporate parents for Children in Care. The Cabinet Member attended the December 2018 committee meeting to provide an update on her portfolio.



### 3 Meeting Schedule

3.1 Below is the list of potential committee dates and Members may want to use some of these dates for other things other than committee meetings, such as visits, informal briefings etc.

All at 10 am	Session / Outcome	Officers / Attendees
20 June 2018 in committee room 6	Informal meeting to discuss the Work Programme and priorities.	Andy Couldrick, Chief Executive, Children's Trust; Seamus Gaynor, Head of Executive, Children's Trust; Sarah Sinclair, Interim AD, Commissioning; Natalie Loon, Corporate Parenting Coordinator.
25 July 2018 committee room 6  Report Deadline: 16 July 2018	Cllr Booth, Cabinet Member for Children's Wellbeing.	Suman McCarthy.
	Children's Trust briefing and discussion.	Andy Couldrick, Chief Executive; Seamus Gaynor, Head of Executive; Sarah Sinclair, Interim AD, Commissioning; Dawn Roberts, AD, Early Help; David Bishop, Head of Service.
19 September 2018	Visit to the Children's Advice and Support Service (CASS) to observe the work of the Children's Trust.	Seamus Gaynor, Head of Executive, Children's Trust; Rachel McCartan, Head of Service, CASS.
17 October 2018 committee rooms 3 & 4  Report Deadline: 8 October 2018	Birmingham Safeguarding Children's Board (BSCB) Annual Report.	Penny Thompson, Chair of BSCB; Simon Cross, Business Manager.
	Special Educational Needs and Disability (SEND)  Cllrs Kath Scott and Martin Straker-Welds were in attendance from the Learning, Culture and Physical Activity O&S Committee.	Cllr Kate Booth, Cabinet Member for Children's Wellbeing; Anne Ainsworth, Acting Corporate Director for Children and Young People; Rachel O'Connor, Director of Planning & Performance, Birmingham and Solihull CCG.
14 November 2018 committee rooms 3 & 4  Report Deadline: 5 November 2018	Travel Assist  Cllr Kath Scott, Cllr Mary Locke and Rabia Shami were in attendance from the Learning, Culture and Physical Activity O&S Committee.	Cllr Kate Booth, Cabinet Member for Children's Wellbeing; Anne Ainsworth, Acting Corporate Director for Children and Young People; Sharon Scott, Acting AD for SEND; Jennifer Langan, Travel Assist Lead; Suman McCarthy, CSO.
12 December 2018 committee rooms 3 & 4  Report Deadline: 3	Children's Trust report (10am – 11am).	Andrew Christie, Chair; Andy Couldrick, CEX; Professor Jon Glasby, Non-Executive Director.



<b>All at 10 am</b>	<b>Session / Outcome</b>	<b>Officers / Attendees</b>
December 2018	<p>Cllr Kate Booth, Cabinet Member for Children's Wellbeing Update (11am – 12).</p> <p>To provide an update on portfolio (including the budget proposals).</p>	Anne Ainsworth, Acting Corporate Director for Children and Young People; Suman McCarthy, CSO.
17 December 2018 Ellen Pinsent committee room	<p>Request for Call In: Written Statement of Action (WSOA) – Special Educational Needs and Disability (SEND).</p> <p>Cllr Kath Scott was in attendance from the Learning, Culture and Physical Activity O&amp;S Committee.</p> <p>Background documents including the action plan and risk assessment to be circulated to Members. The action plan was circulated on the 2<sup>nd</sup> January 2019.</p>	Cllr Kate Booth, Cabinet Member for Children's Wellbeing; Anne Ainsworth, Acting Corporate Director for Children and Young People.
8 January 2019 <b>at 1pm</b> committee rooms 3 & 4	<p>Request for Call In: Travel Assist Service</p> <p>The risk register was circulated to Members on the 24<sup>th</sup> January 2019.</p>	Cllr Kate Booth, Cabinet Member for Children's Wellbeing; Anne Ainsworth, Acting Corporate Director for Children and Young People.
16 January 2019 committee room 2  Report Deadline: 7 January 2019	<p>Youth Justice Strategic Plan (annual)</p> <p>Members from the Housing and Neighbourhoods O&amp;S Committee were invited for this item as it is linked to the work of the Community Safety Partnership.</p>	Dawn Roberts, AD, Early Help and Trevor Brown, Head Of Youth Offending Service.
13 February 2019 committee room 2	Ofsted Inspection of Children's Social Care Services	Andrew Christie, Chair, Andy Couldrick, CEX, Children's Trust and Cllr Kate Booth, Cabinet Member for Children's Wellbeing.
Report Deadline: 4 February 2019	Update on the Child Poverty Action Forum	Cabinet Member for Social Inclusion, Community Safety & Equality and Suwinder Bains, Cohesion and Partnerships Manager; Marcia Wynter, Cabinet Support Officer
13 March 2019 committee room 2	Updates on CSE, missing children, youth offending and FGM	Andy Couldrick, CEX and/or relevant officers tbc)
Report Deadline: 4 March 2019	Corporate Parenting Board report (annual) and a progress update on the Corporate Parenting Inquiry recommendations (R02, R03 & R04)	Andy Pepper, AD, Children in Care Provider Services; Natalie Loon, Corporate Parenting Support Officer.



All at 10 am	Session / Outcome	Officers / Attendees
17 April 2019 committee room 6  Report Deadline: 8 April 2019	Visit to observe the work of the Children's Trust.	

## 4 Other Meetings

### Call in Meetings

17 December 2018 – Written Statement of Action (WSOA)  
8 January 2019 - Travel Assist Service

### Petitions

None scheduled

### Councillor Call for Action requests

None scheduled

It is suggested that the Committee approves Wednesday at 10.00am as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

## 5 Report to City Council / Pieces of Work

5.1 Members to discuss the timings for this.

### (Update on the Children's Trust - TBC)

Date	Item

## 6 Outstanding Tracking

Inquiry	Outstanding Recommendations	Date of Tracking
Children Missing from Home and Care  12 January 2016 report to City Council	R2 – Develop an overarching strategy for missing children so responsibilities are clear and understood, <b>risk is managed well, especially for looked after children and persistent runaways, information is shared effectively and appropriate support is in place for children and families.</b>	Update received: 12 October 2016, 26 April 2017 and 18 October 2017



Corporate Parenting 4 April 2017 report to City Council	R1 – R7 Update on recommendations due on 13 March 2019	Update rec'd 18 Oct 17 & Annual Report 14 Feb 18
<p>R01 - Councillors to commit to at least one activity from the 'menu of involvement'. This will then be published on the Council's website. A follow-up survey will be undertaken by the Scrutiny Office in nine months requesting an update from Councillors on this. Responsibility - All Councillors, by April 2017 (Achieved – late).</p> <p>R02 - The menu of involvement for Councillors is developed into a corporate parenting handbook for Councillors for May 2018. This will include providing Councillors with examples of how they can undertake each task. Responsibility: Cabinet Member for Children, Families and Schools by May 2018 (this was in progress at the last update).</p> <p>R03 - Training is offered to Councillors in the first couple of weeks of becoming a Councillor. Responsibility: Deputy Leader by May 2018 (in progress at the last update).</p> <p>R04 - Every children's home in Birmingham that has a Birmingham child in care is visited by the end of July 2017 and the District Corporate Parent Champions ensure this happens. Responsibility: District Corporate Parent Champions by July 2017 (Not Achieved - Progress Made at the last update).</p> <p>R05 - Supporting documentation for completing cabinet reports includes a requirement that consideration is given as to any impact of the proposals on children in care. If there are likely impacts, the cabinet report should include this in the body of the report. Responsibility: Cabinet Member for Transparency, Openness and Equality by October 2017 (Achieved).</p> <p>R06 - The AD, Children in Care Provider Services presents an annual Corporate Parenting Board report to the Schools, Children and Families O&amp;S Committee. Responsibility: Cabinet Member for Children, Families &amp; Schools by Feb 2018 (Annual report received 14 February 2018).</p>		

## 7 Useful Acronyms

ASTI = Assessment and Short Term Intervention BEP = Birmingham Education Partnership BSCB = Birmingham Safeguarding Children Board CAFCASS = Child & Family Court Advisory Support Service CAMHS = Child and Adolescent Mental Health Services CASS = Children's Advice and Support Service CICC = Children in Care Council COBS = City of Birmingham School CSE = Child Sexual Exploitation	EHE = Elective Home Education	SEN = Special Educational Needs SENAR = SEN Assessment and Review SENDIASS = SEND Information, Advice and Support Service SENCO = Special Educational Needs Coordinator SEND = Special Educational Needs and Disability SGOs = Special Guardianship Orders UASC = Unaccompanied Asylum Seeking Children YOT = Youth Offending Team
	FGM = Female Genital Mutilation	
	Key Stage 1 (Ages 5-7) Years 1 and 2	
	Key Stage 2 (Ages 7-11) Years 3, 4, 5 & 6	
	Key Stage 3 (Ages 11-14) Years 7, 8 & 9	
	Key Stage 4 (Ages 14-16) Years 10 & 11	
	Key Stage 5 (ages 16 – 18)	
	MASH = Multi Agency Safeguarding Hub	
	NEET = Not in Education, Employment or Training	
	NRPF = No Recourse to Public Funds	
	Ofsted = Office for Standards in Education	

## 8 Forward Plan for Cabinet Decisions

8.1 The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Children's Social Care O&S Committee's remit.

ID Number	Title	Cabinet Member	Proposed Date	Date of Decision
005164/2018	T023 – Provision of Transport Services (Contract Extension)	Children's Wellbeing	26 Jun 18	26 Jun 18



ID Number	Title	Cabinet Member	Proposed Date	Date of Decision
005447/2018	Council Run Day Nurseries – Public Report	Children's Wellbeing	11 Dec 18	11 Dec 18
005639/2018	Options for Next Stage of Early Years Health & Wellbeing Contract	Children's Wellbeing	22 Jan 19	
005729/2018	Youth Justice Strategic Plan 2018-19	Children's Wellbeing	11 Dec 18	11 Dec 18
005449/2018	Travel Assist Service	Education, Skills & Culture	11 Dec 18	11 Dec 18

8.2 The following are joint decisions made by the relevant Cabinet Member and Chief Officers.

Ref No	Title	Cabinet Member & Lead Officer	Date of Decision
005968/2018 005969/2018	Written Statement of Action (WSOA) - Special Educational Needs and Disability (SEND) - Public Report Private Report	Cllr Kate Booth, Cabinet Member for Children's Wellbeing Jointly with Sharon Scott, Interim Assistant Director - SEND	7 Dec 2018



## Economy & Skills O&S Committee: Work Programme 2018/19

**Chair:** Cllr Tahir Ali

**Committee Members:** Cllrs John Clancy, Phil Davis, Fred Grindrod, Simon Morrall, Julien Pritchard, Lou Robson and Ken Wood

**Officer Support:** Scrutiny Officers: Rose Kiely (303 1730) & Baseema Begum (303 1668)  
Committee Manager: Errol Wilson (675 0955)

### 1 Meeting Schedule

Date	What	Officer Contact / Attendees
<b>4th July 2018</b> 1030 hours Committee Room 6	Informal meeting to discuss the Work Programme with input from Officers (where possible) on key Economy & Skills issues	Scrutiny Office
<b>10th October 2018</b> 1030 hours Committee Room 6	Economic impact of the Commonwealth Games Village  Leader: Priorities & upcoming work areas relating to the Economy and Skills portfolio	Ian MacLeod, Assistant Director, Regeneration/ Ashley Innis, Major Programmes & Projects Link Manager  Rebecca Grant, Leader's office
<b>7th November 2018</b> 1030 hours Committee Room 6	Cabinet Member for Education, Skills & Culture: Portfolio priorities & upcoming work areas  Quarterly update on the impact of Brexit on the City	Chris Brockie, Cabinet Support Officer  Lloyd Broad, Head of European Affairs and Interim Head of Employment and Skills
<b>5th December 2018</b> <b>**1000 hours**</b> National College for High Speed Rail 2 Lister Street, B7 4AG	Tour of National College for High Speed Rail  BCC Land & Property Strategy  East Birmingham & North Solihull Regeneration Strategy - Update	Clair Mowbray, Chief Executive, National College for High Speed Rail  Kathryn James, Interim Assistant Director, Property  Mark Gamble, Delivery Manager



Date	What	Officer Contact / Attendees
<b>30<sup>th</sup> January 2019</b> 1030 hours Committee Room 2	BCC Land & Property Strategy  Inclusive Growth: Local Centres, Economic Zones and the Urban Centres Framework consultation  West Midlands Local Government Pension Fund	Kathryn James, Interim Assistant Director, Property  Richard Cowell, Assistant Director, Development  Committee Discussion
<b>27<sup>th</sup> February 2019</b> 1030 hours Committee Room 6	Quarterly update on the impact of Brexit on the City (TBC)  Update on EU funding and Skills Projects  WMCA update on Jobs and Skills agenda including regional skills plan and skills deal (TBC)	Lloyd Broad, Head of European Affairs and Interim Head of Employment and Skills  Lloyd Broad, Head of European Affairs and Interim Head of Employment and Skills Chamber of Commerce (TBC) GBSLEP (TBC) Adult Education (TBC)  Lloyd Broad, Head of European Affairs and Interim Head of Employment and Skills
<b>27<sup>th</sup> March 2019</b> 1030 hours Committee Room 2	Local Industrial Strategy  West Midlands Local Government Pension Fund (TBC)	Leader
<b>24<sup>th</sup> April 2019</b> 1030 hours Committee Room 2	TBC	

## 2 Further work areas of interest/Work to be programmed

2.1 The following items could be scheduled into the work programme if members wish to investigate further:

- WMCA Productivity & Skills Commission
- Utilisation of the investment made in the West Midlands Local Government Pension Fund
- Jobs creation in connection with/during the Commonwealth Games
- The Leader to provide an update on the local industrial strategy and work that the Combined Authority is doing in relation to the jobs and skills agenda.
- The Committee should in the future monitor the impact of the introduction of the Clean Air Zone on businesses.
- Further details on grants to SMEs from the Business Enterprise Team.



- A cross party working group of the Committee to consider careers advice being delivered in school. Members to meet informally in the New Year.

## 3 Other Meetings

### Call in Meetings

'Phoenix Business Park, Brickfield Road, Tyseley - Proposed Compulsory Purchase Order', Wednesday 6<sup>th</sup> June, 1030 hours, Committee Rooms 3&4, Council House

'NEC Masterplan', Wednesday 5<sup>th</sup> December, 1000 hours, National College for High Speed Rail, 2 Lister Street, Birmingham B7 4AG

'Council House Complex Works – Phase 3A' – Monday 7<sup>th</sup> January, 1300 hours, Committee Room 6, Council House

### Petitions

*None  
scheduled*

### Councillor Call for Action requests

*None  
scheduled*

It is suggested that the Committee approve Wednesday at 1430 hours as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

### Contact Officers

Rose Kiely, Group Overview and Scrutiny Manager, [rose.kiely@birmingham.gov.uk](mailto:rose.kiely@birmingham.gov.uk) – 0121 303 1730

Baseema Begum, Research & Policy Officer, [baseema.begum@birmingham.gov.uk](mailto:baseema.begum@birmingham.gov.uk) – 0121 303 1668

## 4 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Economy & Skills O&S Committee's remit. **Please note this is correct at the time of publication. Highlighted rows show a change to the previously listed cabinet proposed date.**

Reference	Title	Portfolio	Proposed Date of Decision
005336/2018	GBSLEP Future Operating Model	Leader	12 Feb 2019
005623/2019	Adoption of Supplementary Planning Documents for Langley Sustainable Urban Extension and Peddimore Employment Site	Leader	05 Mar 2019
005776/2019	NEC - Disposal of land for Film Studio and supporting development	Leader	05 Mar 2019
005930/2019	Property Prospectus - Tenders	Leader	05 Mar 2019



Reference	Title	Portfolio	Proposed Date of Decision
006004/2019	Master Plan for the Alexander Stadium	Leader	26 Mar 2019
004101/2017	Enterprise Zone Investment Plan 2018	Leader	16 Apr 2019
005423/2018	BCC International Strategy	Leader	16 Apr 2019
005638/2018	Wheels Site and Environs Development	Leader	16 Apr 2019



## Health and Social Care Overview & Scrutiny Committee 2018/19 Work Programme

**Committee Members:** Chair: Cllr Rob Pocock

Cllr Nicky Brennan  
Cllr Mick Brown  
Cllr Peter Fowler  
Cllr Ziaul Islam

Cllr Chauhdry Rashid  
Cllr Paul Tilsley  
Cllr Suzanne Webb

### Committee Support:

Scrutiny Team: Rose Kiely (303 1730) / Gail Sadler (303 1901)

Committee Manager: Errol Wilson (675 0955)

### Schedule of Work

Meeting Date	Committee Agenda Items	Officers
19 <sup>th</sup> June 2018  Send out – 7th June 2018	<p><u>Formal Session</u></p> <p>Appointments to Deputy Chair and JHOSCs</p> <p><u>Informal Session</u></p> <p>NHS Birmingham and Solihull CCG</p> <p>Healthwatch Birmingham</p> <p>Adult Social Care and Health – Member Briefing</p> <p>Public Health</p> <p>Adult Social Care and Health – Overview of Performance Management</p>	<p>Paul Sherriff, Director of Organisational Developments &amp; Partnerships; Gemma Coldicott, Head of Communications &amp; Engagement, BSol CCG</p> <p>Andy Cave, Chief Executive, Healthwatch Birmingham</p> <p>Melanie Brooks, Interim Assistant Director, Community Services, Adult Social Care &amp; Health</p> <p>Dennis Wilkes, Acting Director of Public Health</p> <p>Mike Walsh, Service Lead – Commissioning, Adult Social Care &amp; Health</p>



19 <sup>th</sup> June 2018  Send out – 7 <sup>th</sup> June 2018	Live healthy, Live happy – Strategy Overview – Birmingham and Solihull STP	Rachel O'Connor, Director of Planning and Performance, BSol CCG
17 <sup>th</sup> July 2018  Send out – 5 <sup>th</sup> July 2018	Early Years Update re Childhood Obesity  Younger Adults Day Service Consolidation – Lessons Learnt  Adult Social Care Performance Monitoring	Dennis Wilkes, Assistant Director, Public Health  Melanie Brooks, Interim Assistant Director, Social Care & Health  Mike Walsh, Head of Service – Service Lead – Commissioning, Adult Social Care & Health
16 <sup>th</sup> August 2018  Send out – 8 <sup>th</sup> August 2018	Request for Call In: Younger Adults Day Care Consolidation – Adults Social Care and Health	Councillor Paulette Hamilton; Professor Graeme Betts; Melanie Brooks.
18 <sup>th</sup> September 2018  Send out – 6 <sup>th</sup> September 2018	Tracking of 'The Impact of Poor Air Quality on Health' Inquiry  Tracking of the 'Living Life to the full with Dementia' Inquiry  Healthwatch Birmingham Update	David Harris, Transportation Policy Manager  Zoeta Manning, Senior Integration Manager - Frailty, BSol CCG  Andy Cave, Chief Executive, Healthwatch Birmingham
16 <sup>th</sup> October 2018  Send out – 4 <sup>th</sup> October 2018	Forward Thinking Birmingham Update  The Outcome of the STP Engagement Programme  Is the STP arrangement working for West Birmingham?  STP – Public Health	Elaine Kirwan, Associate Director of Nursing; Marie Crofts, Mental Health Director.  Rachel O'Connor, Director of Planning & Performance, BSol CCG  Paul Jennings, Chief Executive, BSol CCG  Becky Pollard, Interim Director of Public Health



<p>20<sup>th</sup> November 2018</p> <p>Send out – 8<sup>th</sup> November 2018</p>	<p>Cabinet Member for Health and Social Care Update Report including</p> <ul style="list-style-type: none"> <li>Birmingham Public Health Priorities</li> </ul> <p>Birmingham Substance Misuse Recovery System (CGL)</p> <p>Birmingham Safeguarding Adults Board Report</p> <p>Update on Day Opportunities Strategy</p> <p>Adult Social Care Performance Monitoring</p>	<p>Councillor Paulette Hamilton; Suman McCartney, Cabinet Support Officer and Becky Pollard, Interim Director of Public Health</p> <p>Max Vaughan, Head of Service, Universal and Prevention – Commissioning</p> <p>Cherry Dale, Independent Chair of the Birmingham Safeguarding Adults Board</p> <p>Melanie Brooks, Interim Assistant Director, Community Services</p> <p>Mike Walsh, Service Lead – Commissioning, Adult Social Care &amp; Health</p>
<p>18<sup>th</sup> December 2018</p> <p>Send out – 6<sup>th</sup> December 2018</p>	<p>Budget Consultation 2019+</p> <ul style="list-style-type: none"> <li>Financial breakdown of Public Health spend against priorities</li> </ul> <p>Birmingham Safeguarding Adults Board Annual Report</p> <p>The New Social Work Model in Birmingham</p> <p>Update on Day Opportunities Strategy</p>	<p>Cabinet Member for Health &amp; Social Care; Becky Pollard, Interim Director of Public Health</p> <p>Cherry Dale, Independent Chair of the Birmingham Safeguarding Adults Board.</p> <p>Pauline Mugridge, Interim Assistant Director, Community Services; Fiona Mould, Principal Social Worker</p> <p>Melanie Brooks, Interim Assistant Director, Community Services</p>



<p>22<sup>nd</sup> January 2019</p> <p>Send out – 10<sup>th</sup> January 2019</p>	<p>Homelessness Prevention: Social Care and Health Response</p> <p>Tracking of the 'Homeless Health' Inquiry</p> <p>Direct Payments in Birmingham: Maximising choice, control and flexibility in the use of Direct Payments</p>	<p>Kalvinder Kohli, Head of Service, Adult Social Care Commissioning; Carol Herity, Interim Locality Director, NHS BSol CCG.</p> <p>Kalvinder Kohli, Head of Service, Adult Social Care Commissioning</p> <p>Andy Cave, Chief Executive; Dr Chipiliro Kalebe-Nyamongo, Policy Officer, Healthwatch Birmingham</p>
<p>19<sup>th</sup> February 2019</p> <p>Send out – 7<sup>th</sup> February 2019</p>	<p>Birmingham Sexual Health Services – Umbrella (UHB)</p> <p>Birmingham City Health and Wellbeing Board, Healthwatch Birmingham and Health Scrutiny - Draft Ways of Working Agreement</p> <p>Adult Social Care Survey 17/18 Results</p> <p>Local Performance Account 17/18</p> <p>CQC Local System Review Action Plan</p> <p>Period Poverty – Draft Terms of Reference</p>	<p>Max Vaughan, Head of Service, Universal and Prevention</p> <p>Councillor Rob Pocock, Chair, HOSC</p> <p>Mike Walsh, Service Lead – Commissioning, Adult Social Care &amp; Health</p> <p>Councillor Rob Pocock, Chair HOSC</p>
<p>19<sup>th</sup> March 2019</p> <p>Send out – 7<sup>th</sup> March 2019</p>	<p>STP Outcomes Framework</p> <p>STP – West Birmingham Update</p> <p>Day Opportunities Consultation Strategy</p> <p>Draft Suicide Prevention Action Plan</p>	<p>Rachel O'Connor, Director of Planning &amp; Delivery, BSol CCG</p> <p>Paul Jennings, Chief Executive, BSol CCG; Paul Sherriff, Director of Organisational Developments &amp; Partnerships</p> <p>Linda Harper, Interim Assistant Director, Community Services</p> <p>Becky Pollard, Interim Director of Public Health</p>



<p>19<sup>th</sup> March 2019</p> <p>Send out – 7<sup>th</sup> March 2019</p>	<p>Draft Revised Role of the Health and Wellbeing Board</p> <p>Evaluation of the HENRY and STARTWELL programmes</p> <p>BINDI – Birmingham India Nutrition Initiative</p> <p>Healthwatch: Hospital Waiting Room Investigation</p> <p>Adult Social Care Performance Scorecard Monitoring</p>	<p>Becky Pollard, Interim Director of Public Health</p> <p>Dennis Wilkes, Assistant Director of Public Health</p> <p>Ralph Smith, Public Health Knowledge Impact and Outcomes Lead</p> <p>Andy Cave, Chief Executive, Healthwatch</p> <p>Mike Walsh, Service Lead – Commissioning, Adult Social Care &amp; Health</p>
<p>16<sup>th</sup> April 2019</p> <p>Send out – 4<sup>th</sup> April 2019</p>	<p>West Midlands Ambulance Service University NHS Foundation Trust</p> <ul style="list-style-type: none"> <li>• General Overview</li> <li>• Winter 18/19</li> </ul> <p>Tracking of the 'Living Life to the Full with Dementia' Inquiry</p> <p>Tracking of 'The Impact of Poor Air Quality on Health' Inquiry</p>	<p>Mark Docherty, Director of Clinical Commissioning and Strategic Development/ Executive Nurse; Nathan Hudson, Emergency Services Operations Delivery Director.</p> <p>Zoeta Manning, Senior Integration Manager - Frailty, BSol CCG</p> <p>Mark Wolstencroft, Operations Manager, Environmental Protection</p>
<p>14<sup>th</sup> May 2019</p> <p>Send out – 2<sup>nd</sup> May 2019</p>	<p>STP 'West Birmingham Position' Status Report</p> <p>Forward Thinking Birmingham</p> <p>Mental Health – CCG Commissioning Strategy</p>	<p>Paul Jennings, BSol STP, System Lead; Andy Williams, Accountable Officer, SWBCCG</p> <p>Elaine Kirwan, Associate Director of Nursing</p> <p>Jo Carney, Associate Director of Joint Commissioning, BSol CCG</p>



14 <sup>th</sup> May 2019  Send out – 2 <sup>nd</sup> May 2019	Adult Social Care Performance Monitoring	Mike Walsh, Service Lead – Commissioning, Adult Social Care & Health
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### Items to be scheduled in Work Programme

- Adult Social Care Commissioning Strategy (Graeme Betts)
- Enablement Service Review (Graeme Betts)
- Ageing Well Programme (Graeme Betts)
- Shared Lives Service Re-design (Graeme Betts)
- Neighbourhood Networks Programme (Graeme Betts)
- Local Authority Social Services and National Health Service Complaints Annual Report for 2017/18 (Fran Zain)
- Paediatric Surgery at the Royal Orthopaedic Hospital – (Kieren Caldwell, NHS England)
- Birmingham Public Health Priorities Green Paper (Becky Pollard/Elizabeth Griffiths) (Early 2019)
- Tracking of the Suicide Prevention Action Plan.
- GP Practice Delivery – (Late 2019)
  - Partnerships (e.g. Modality)
  - Universal Patient Offer (Karen Helliwell)
- STP Strategy – Post Engagement Report (Rachel O'Connor)
- Quality of Mental Health Services provided by General Practice (Andy Cave, Healthwatch)
- Update on the New Social Work Model in Birmingham (Pauline Mugridge) (Early new municipal year)
- Birmingham Community Healthcare NHS Foundation Trust Quality Account 2018/19 (Carol Herbert)
- Population based approach to health and collaborative working (Dr Dayani, BCHC) June/July 2019
- Direct Payments in Birmingham: Maximising choice, control and flexibility in the use of Direct Payments ( Andy Cave, Healthwatch Birmingham – September 2019)



Joint Birmingham & Sandwell Health Scrutiny Committee Work		
Members	Cllrs Rob Pocock, Mick Brown, Chauhdry Rashid, Paul Tilsley and Suzanne Webb	
Meeting Date	Key Topics	Contacts
1 <sup>st</sup> August 2018 @ 2.00pm in Birmingham	<ul style="list-style-type: none"> <li>Terms of Reference</li> <li>Sandwell and West Birmingham Solid Tumour Oncology and Specialised Gynaecology Cancer Surgery Services Update</li> <li>Update on the Midland Metropolitan Hospital</li> <li>Outcome of Consultation into Proposed Changes to 2 GP Practices in Sandwell and 1 GP Practice in West Birmingham</li> <li>Update on Same Day Access</li> </ul>	<p>Catherine O'Connell, Director of Specialised Commissioning, Midlands and East; Scott Hancock, Project Lead, Head of Operational Performance and Business Management Support, UHB; Toby Lewis, Chief Executive, Sandwell &amp; West Birmingham NHS Trust.</p> <p>Toby Lewis, Chief Executive, Sandwell &amp; West Birmingham NHS Trust.</p> <p>Sharon Liggins, Chief Officer for Strategic Commissioning and Redesign</p> <p>Sharon Liggins, Chief Officer for Strategic Commissioning and Redesign</p>
18 October 2018 Sandwell	<ul style="list-style-type: none"> <li>Sandwell and West Birmingham Solid Tumour Oncology and Specialised Gynaecology Cancer Surgery Services Update</li> </ul>	<p>Catherine O'Connell, Director of Specialised Commissioning, Midlands and East; Scott Hancock, Project Lead, Head of Operational Performance and Business Management Support, UHB; Toby Lewis, Chief Executive, Sandwell &amp; West Birmingham NHS Trust.</p>



18 October 2018	<ul style="list-style-type: none"> <li>Update on the Midland Metropolitan Hospital</li> <li>Reconfiguration of services pending (the delayed) MMH</li> </ul>	Toby Lewis, Chief Executive, Sandwell & West Birmingham NHS Trust
24 January 2019 Birmingham at 2.00pm.	<ul style="list-style-type: none"> <li>Proposed service model for the delivery of a gynae-oncology service for Sandwell and West Birmingham</li> <li>Further update on the Midland Metropolitan Hospital               <ul style="list-style-type: none"> <li>Written report on future service configurations upon opening of the new hospital and any interim reconfigurations as a result of the delay.</li> </ul> </li> <li>Progress Report on Measures to Reduce A &amp; E Waiting Times at Sandwell and West Birmingham Hospitals</li> </ul>	<p>Catherine O'Connell, Director of Specialised Commissioning, Midlands and East; Scott Hancock, Project Lead, Head of Operational Performance and Business Management Support, UHB; Toby Lewis, Chief Executive, Sandwell &amp; West Birmingham NHS Trust.</p> <p>Toby Lewis, Chief Executive, Sandwell &amp; West Birmingham NHS Trust</p> <p>Toby Lewis, Chief Executive, Sandwell &amp; West Birmingham NHS Trust</p>
11 April 2019 Sandwell	<ul style="list-style-type: none"> <li>Sandwell and West Birmingham Solid Tumour Oncology and Specialised Gynaecology Cancer Surgery Services               <ul style="list-style-type: none"> <li>Solid Tumour Oncology - formerly agreed transition plan and timelines.</li> <li>Gynaecology Cancer Surgery Services – Options proposal.</li> </ul> </li> <li>Further update on the Midland Metropolitan Hospital</li> <li>Further update on Measures to Reduce A&amp;E Waiting times at Sandwell and West Birmingham Hospitals</li> </ul>	<p>Catherine O'Connell, Director of Specialised Commissioning, Midlands and East; Scott Hancock, Project Lead, Head of Operational Performance and Business Management Support, UHB; Toby Lewis, Chief Executive, Sandwell &amp; West Birmingham NHS Trust.</p> <p>Toby Lewis, Chief Executive, Sandwell &amp; West Birmingham NHS Trust.</p>



<b>TO BE SCHEDULED</b>	<ul style="list-style-type: none"><li>• Changes in Primary Care</li><li>• Communication and Information to Patients regarding Changes in Primary Care</li><li>• Outcome of Consultation into Improving Access to Local Healthcare Services</li></ul>	<p>Toby Lewis, Chief Executive, Sandwell &amp; West Birmingham NHS Trust</p> <p>Toby Lewis, Chief Executive, Sandwell &amp; West Birmingham NHS Trust</p> <p>Sharon Liggins, Chief Officer for Strategic Commissioning and Redesign, SWB CCG</p>
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Joint Birmingham & Solihull Health Scrutiny Committee Work		
Members	Cllrs Rob Pocock, Nicky Brennan, Mick Brown, Peter Fowler, Ziaul Islam, Chauhdry Rashid and Suzanne Webb	
Meeting Date	Key Topics	Contacts
18 July 2018 at 5.00pm Birmingham	<ul style="list-style-type: none"> <li>BSol CCG – Urgent Treatment Centres in Birmingham and Solihull</li> <li>BSol CCG – Quality, Innovation, Productivity and Prevention (QIPP) Programme</li> </ul>	<p>Paul Jennings, CEO, BSol CCG</p> <p>Phil Johns, Chief Finance Officer</p>
29 <sup>th</sup> November at 6.00pm Solihull	<ul style="list-style-type: none"> <li>Treatment Policies Clinical Development Group Progress Report</li> <li>BSol CCG - Financial Plan 2018/19 Update – Latest figures</li> <li>NHS England (West Midlands) Community Dental Services Review – Update on Engagement and Consultation</li> </ul>	<p>Rhona Woosey, Network &amp; Commissioning Manager; Ben Panton, Transformation Project Manager, Transformation &amp; Innovation – Arden &amp; GEM CSU; Cherry Shaw, Senior Communications Lead, Arden &amp; GEM CSU.</p> <p>Phil Johns, Chief Finance Officer</p> <p>Howard Thompson, Supplier Manager – Dental NHS England – West Midlands; Nuala Woodman, Deputy Head of Commissioning (dental), NHS West Midlands</p>
21 <sup>st</sup> February 2019 @ 5.00pm in Birmingham	<ul style="list-style-type: none"> <li>BSol CCG - Primary Care Access Transformation Programme: Urgent Treatment Centres</li> <li>BSol CCG – Finance Update including:-               <ul style="list-style-type: none"> <li>Priorities/Issues/Concerns</li> </ul> </li> </ul>	<p>Karen Helliwell, Director of Integration; Helen Kelly, Associate Director of Integration</p> <p>Phil Johns, Chief Finance Officer</p>



Joint Birmingham & Solihull Health Scrutiny Committee Work		
<b>TO BE SCHEDULED</b>	<ul style="list-style-type: none"> <li>Community Dental Services Review Consultation Document – Committee Response</li> <li>Healthwatch Birmingham &amp; Healthwatch Solihull: Birmingham and Solihull Mental Health NHS Foundation Trust - PPI</li> </ul>	<p>Howard Thompson, Supplier Manager – Dental NHS England – West Midlands</p> <p>Andy Cave, Chief Executive; Dr Jane Upton, Head of Evidence, Healthwatch Birmingham.</p>

CHAIR & COMMITTEE VISITS		
Date	Organisation	Contact
12 <sup>th</sup> February 2019 1015-1215hrs	Visit to CGL, Scala House	Russell Booth
TBC	Visit to Umbrella (Birmingham Sexual Health Services)	Natalie Slayman-Broom

INQUIRY:	
Key Question:	
Lead Member:	
Lead Officer:	
Inquiry Members:	
Evidence Gathering:	
Drafting of Report:	
Report to Council:	

Councillor Call for Action requests

Cabinet Forward Plan - Items in the Cabinet Forward Plan that may be of interest to the Committee		
Item no.	Item Name	Proposed date
005327/2018	PURE: Placing Vulnerable Adult Residents into Employment and Training	13 November 18
005730/2018	A Sustainable Solution for the Future of Wellbeing Services and Hubs	22 January 19
005759/2018	School Health Support Service	11 December 18
005920/2019	Adult Social Care and Health – Day Opportunity Strategy	25 June 19
006126/2019	Public Health Paper – Approval to Consult	05 March 19
006206/2019	Putting Prevention First: Tender Strategy for the Commissioning of Housing Support to Vulnerable Adults	16 April 19



# Housing and Neighbourhoods O&S Committee: Work Programme 2018/19

**Chair:** Councillor Penny Holbrook

**Committee Members:** Councillors Akhlaq Ahmed, Deirdre Alden, Gurdial Singh Atwal, Marje Bridle, Eddie Freeman, Roger Harmer and Mahmood Hussain

**Officer Support:** Scrutiny Team: Emma Williamson (464 6870) and Jayne Power (303 4810)  
Committee Manager: Sarah Stride (303 0709)

## 1 Meeting Schedule

Date	Item	Officer Contact / Attendees
<b>5 June 2018</b>	Informal Meeting: <ul style="list-style-type: none"> <li>Work Programme Discussion</li> </ul>	Emma Williamson/Jayne Power, Scrutiny Office
<b>3 July 2018</b> Deadline for reports: 22 June	Annual Report of the Community Safety Partnership	Marcia Wynter, Cabinet Support Officer/Sajeela Naseer, Head of Trading Standards, Community Safety & Markets
	Consultation and Engagement: Community Cohesion Strategy / Localisation	Marcia Wynter, Cabinet Support Officer
<b>4 September 2018</b> Deadline for reports: 23 August	Petition (CT scanner)	Joyce Springer-Amadedon, Head of Bereavement Services, Coroners & Mortuary and Registration Services
	Performance Reporting	Rob James, Service Director, Housing/Lesley Ariss, Head of Business Improvement and Support
	PRS Session 1	Emma Williamson/Jayne Power, Scrutiny Office
<b>9 October 2018</b> Deadline for reports: 28 September	Update on Universal Credit	Marcia Wynter, Cabinet Support Officer/Tim Savill, AD, Revenues & Benefits
	Homelessness: <ul style="list-style-type: none"> <li>Tracking of Rough Sleeping &amp; Prevention</li> <li>Update on implementation of the Homelessness Reduction Act</li> <li>Update on Allocations Scheme</li> </ul>	Rob James, Service Director, Housing/Julie Griffin, Service Integration Head, Homelessness/Kalvinder Kohli & Mike Walsh, Service Leads, Commissioning Centre for Excellence



Date	Item	Officer Contact / Attendees
<b>13 November 2018</b> Deadline for reports: 2 November	Community Cohesion Strategy White Paper	Marcia Wynter, Cabinet Support Officer/Jonathan Tew. Assistant Chief Executive/Suwinder Bains, Cohesion and Partnerships Manager
	Performance Reporting	Lesley Ariss, Head of Business Improvement and Support
	Cabinet Member for Clean Streets, Waste and Recycling	Jon Lawton, Cabinet Support Officer
<b>11 December 2018</b> Deadline for reports: 30 November	Update on the Implementation of the Homelessness Reduction Act (to include Allocations Update)	Julie Griffin, Acting Service Director, Housing/Jim Crawshaw, Head of Housing Options/Private Sector Housing
	Budget Consultation 2019+ – Cabinet Member for Homes & Neighbourhoods and Cabinet Member for Clean Streets, Waste & Recycling	Marcia Wynter & Jon Lawton, Cabinet Support Officers
	Waste Management Service: <ul style="list-style-type: none"> <li>Waste Disposal Contract</li> <li>Procurement Strategy to support Fleet Replacement Strategy for Waste Management Service</li> </ul>	Jon Lawton, Cabinet Support Officer
<b>8 January 2019</b> Deadline for reports: 20 December <i>(please note earlier deadline due to Christmas and New Year)</i>	PRS Session 2 – Exempt Accommodation	Kalvinder Kohli, Head of Service, Commissioning/Jim Crawshaw, Head of Housing Options/Private Rented Sector
<b>12 February 2019</b>	Informal Meeting	Emma Williamson/Jayne Power
<b>12 March 2019</b> Deadline for reports: 1 March	Option to Return – Policy for Housing Regeneration Schemes	Rob James/Guy Chaundy
	PRS Session 3	TBC
<b>9 April 2019</b> Deadline for reports: 29 March	Update on Universal Credit	Marcia Wynter, Cabinet Support Officer/Tim Savill, AD, Revenues & Benefits
	PRS Session 4	TBC



## 2 Items to be programmed

- 2.1 Update on CT scanner – Date to be advised
- 2.2 Community Cohesion Strategy – Update 6 months after Summit
- 2.3 Performance Reporting – further reports

## 3 Outstanding Tracking

Inquiry	Outstanding Recommendations

## 4 Other Meetings

### Call in Meetings

*None scheduled*

### Petitions

*None scheduled*

### Councillor Call for Action requests

*None scheduled*

It is suggested that the Committee approves Tuesday at 2.00pm as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

## 5 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Housing and Neighbourhoods O&S Committee's remit.

Cabinet Member for Homes and Neighbourhoods		
006035/2019	Housing Rent, Service Charges and Other Charges	12 Feb 19
006202/2019	Future Parks Accelerator Bid Birmingham	5 Mar 19
005498/2019	Private Sector Empty Property Strategy	16 Apr 19



006033/2019	Option to Return Policy for Housing Regeneration Schemes	16 Apr 19
005459/2018	Selective Licensing – Private Rented Sector	16 Apr 19
005636/2018	Change of BMHT contract sum relating to a contract for the construction of residential properties and public open space on Perry Common – final phase of update of the development and update of the FBC	14 May 19
Cabinet Member for Clean Streets, Waste and Recycling		
005460/2018	Procurement Strategy to Support Fleet Replacement Strategy for Waste Management Service	12 Feb 19
Leader		
004869/2018	BMHT Programme and Future Development Pipeline	5 Mar 19
005901/2019	Driving Housing Growth – Land Appropriations Report	5 Mar 19
005626/2018	Securing the Legacy of the Commonwealth Games Village through InReach	26 Mar 19



## Learning, Culture & Physical Activity O&S Committee: Work Programme 2018/19

**Chair:** Cllr Mariam Khan

**Committee Members:** Cllrs: Alex Aitken, Mary Locke, Gary Sambrook, Kath Scott, Mike Sharpe, Ron Storer and Martin Straker Welds

Education Representatives: Adam Hardy, Roman Catholic Diocese; Rabia Shami, Parent Governor and Sarah Smith, Church of England Diocese

**Officer Support:** Rose Kiely, Group Overview & Scrutiny Manager (303 1730)  
Amanda Simcox, Scrutiny Officer (675 8444)  
Committee Manager: Louisa Nisbett (303 9844)

### 1 Terms of Reference

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

### 2 Priority Issues

- 2.1 The following were highlighted in June as the possible priority issues for the committee's 2017/18 municipal year:
- Commonwealth Games (Oct);
  - Young People and Mental Health (Sep 2018, Nov 2018 & Feb 2019);
  - SEND (this also falls within the Children Social Care O&S Committee's remit and this has been an item at their meetings on the 17<sup>th</sup> October 2018 and 17<sup>th</sup> December 2018);
  - School Place Planning (Sep);
  - School Admissions (Dec);
  - School Attainment and School Improvement (Dec and Mar);
  - Education Finance;
  - Safeguarding (also falls within the Children Social Care O&S Committee's remit);
  - Youth Services.

### 3 Meeting Schedule

- 3.1 Below is the list of committee dates and items. However, Members may want to use some of



these dates for other things, such as visits and informal briefings etc.

<b>Date, Committee Rooms 3 &amp; 4 Start at 1.30pm</b>	<b>Session / Outcome</b>	<b>Officers / Attendees</b>
6 June 2018 at 2pm	Informal meeting to discuss the Work Programme and priorities:	<ul style="list-style-type: none"> <li>Colin Diamond, Corporate Director, Children and Young People</li> <li>Anne Ainsworth, AD, Education Strategy (Lead on participation and skills, oversight on education infrastructure, finance and planning)</li> <li>Julie Young, Interim AD Education Safeguarding (also re-commissioning of the school improvement contract, school admissions and co-ordination of schools causing concern work)</li> <li>Chris Jordan, AD, Neighbourhoods &amp; Communities</li> <li>Claire Starmer, Cultural Development</li> <li>Joe Hayden, Parks Service Manager</li> </ul>
25 July 2018  Report Deadline: 16 July 2018	Cllr Kate Booth, Cabinet Member for Children's Wellbeing (Lead Member for Children's Services for Education and Special Educational Needs and Disabilities (SEND))	Suman McCarthy
	English Baccalaureate (EBacc)  Councillors: Liz Clements, Olly Armstrong, Jon Hunt and Zaker Choudhry were invited to the committee meeting.	Colin Diamond, Corporate Director, Children and Young People and Anne Ainsworth, AD, Education Strategy
5 September 2018  Report Deadline: 24 August 2018	Young People and Mental Health	Erin Docherty Senior Nurse Lead, Forward Thinking Birmingham, Birmingham Women's and Children's NHS Foundation Trust.  Joanne Thurston, Chief Operating Officer and Karen Hansford, Head of Universal Children's Services 5-19, Birmingham Community Healthcare NHS Foundation Trust.
	School Place Planning	Anne Ainsworth, Acting Corporate Director Children and Young People, Jaswinder Didiyal, Head of Service, Education Infrastructure and Dave Marlow, School Place Planning Lead Officer
10 October 2018  Report Deadline:	Commonwealth Games 2022	Cllr Ian Ward, Leader, Neil Carney, Project Director and Andrew Slattery, Commonwealth Games Programme Manager



<b>Date, Committee Rooms 3 &amp; 4 Start at 1.30pm</b>	<b>Session / Outcome</b>	<b>Officers / Attendees</b>
1 October 2018	Cllr Jayne Francis, Cabinet Member, Education, Skills and Culture	Chris Brockie, Cabinet Support Officer, Symon Easton, Head of Cultural Development & Kevin Jones, Birmingham's Career Service
14 November 2018 <b>Committee Room 6</b>  Report Deadline: 5 November 2018	1.30pm – 2.30pm Educational Psychology Service Birmingham  Visit to Pause, 21 Digbeth (20 mins travelling time to the centre)	Amanda Daniels, Principal Educational Psychologist  Karen Woodfield, Area Manager, Pause, Forward Thinking Birmingham & Sandwell Beam and Leroy McConnell, Mental Health, Youth Work/Participation Lead, The Children's Society
5 December 2018  Report Deadline: 26 November 2018	School Attainment (headline data) and School Improvement	Anne Ainsworth, Acting Corporate Director Children and Young People, Julie Young, Interim AD Education Safeguarding, Tim Boyes, CEX, Tracy Ruddle, Director of Continuous School Improvement, BEP and Shagufta Anwar, Senior Intelligence Officer
	School Admissions and Fair Access	Julie Young, Interim AD Education Safeguarding and Alan Michell, Interim Lead for School Admissions and Fair Access
19 December 2019 9.00 – 10.00 Scrutiny Office	Budget 2019/20 Consultation	Cllr Jayne Francis, Cabinet Member, Education, Skills and Culture; Symon Easton, Head of Cultural Development; Chris Jordan, Assistant Director, Neighbourhoods and Communities & Lesley Poulton, Integrated Services Head
6 February 2019  Report Deadline: 29 January 2019	Young People and Mental Health	Anna Robinson, BEP Mental Health/Emotional Wellbeing Lead and Sarah Finch, Assistant Head, Colmers Secondary School and Sixth Form
	Special Educational Needs and Disability (SEND)  Members from the Children's Social Care O&S Committee to be invited.	Cllr Kate Booth, Cabinet Member for Children's Wellbeing; Dr Tim O'Neill, Director for Education and Skills and Rachel O'Connor, Director of Planning & Performance, B'ham and Solihull CCG



<b>Date, Committee Rooms 3 &amp; 4 Start at 1.30pm</b>	<b>Session / Outcome</b>	<b>Officers / Attendees</b>
6 March 2019  Report Deadline: 25 February 2019	School Attainment (detailed data) and School Improvement	Dr Tim O'Neil, Director For Education and Skills; Julie Young, Interim AD Education Safeguarding; Tim Boyes, CEX; BEP Tracy Ruddle, Director of Continuous School Improvement, BEP Shagufta Anwar, Senior Intelligence Officer
	Childcare Sufficiency Annual Report	Lindsey Trivett, Head of Early Years, Childcare and Children's Centres and Kevin Caulfield, Childcare Quality and Sufficiency Manager
17 April 2019  Report Deadline: 9 April 2019	Cllr Jayne Francis, Cabinet Member, Education, Skills and Culture	Tim O'Neil, Director for Education and Skills; Anne Ainsworth, AD for Skills & Employability, Education & Skills

## 4 Other Meetings

### Call in Meetings

*None scheduled*

### Petitions

*None scheduled*

### Councillor Call for Action requests

*None scheduled*

It is suggested that the Committee approves Wednesday at 1.30pm as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

## 5 Report(s) to City Council

### Young People and Mental Health

<b>Date</b>	<b>Item</b>
5 September 2018	Broad discussion on young people and mental health.



14 November 2018	Educational Psychology Service and visit to Pause drop in centre.
6 February 2019	Further evidence gathering.

## Commonwealth Games 2022 – Citizens Engagement

Date	Item
TBC	

## 6 Forward Plan for Cabinet Decisions

6.1 The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Learning, Culture and Physical Activity O&S Committee's remit.

ID Number	Title	Cabinet Member	Proposed Date of Decision	Date of Decision
000232/2015	School Organisation Issues which may include Closures, Amalgamations, Opening of a new school – Standing Item	Education, Skills & Culture	30 Jun 17	
002600/2016	Unattached School Playing Fields – Disposal for Development	Education, Skills & Culture	24 Jan 18	
004890/2018	School Capital Programme 2018-19	Education, Skills & Culture	18 Sep 18	18 Sep 18
005060/2018	Birmingham Museums Trust Future Contract, lease agreement and Financial Arrangements - Public	Education, Skills & Culture	31 Jul 18	31 Jul 18
005062/2018	Birmingham Museum and Art Gallery - The New Museums and Collection Centre – Options Appraisal	Education, Skills & Culture	31 Jul 18	31 Jul 18
005137/2018	Youth Promise Plus – Project Extension	Education, Skills & Culture	22 Jan 19	22 Jan 19
004668/2018	Birmingham Playing Pitch Strategy 2017-2020	Education, Skills & Culture	24 Jul 18	26 Jun 18
005449/2018	Travel Assist Service	Education, Skills & Culture	11 Dec 18	11 Dec 18
005759/2018	School Health Support Service	Health & Social Care	11 Dec 18	11 Dec 18
005871/2019	Refurbishment of the Former Small Heath Lower School Site to Relocate Al - Hijrah Primary School	Education, Skills & Culture	22 Jan 19	22 Jan 19
006042/2019	Admission Arrangements and Published Admission Numbers for Community and Voluntary Controlled Schools and the Local Authority Co-ordinated Scheme 2020/2021	Education, Skills & Culture	12 Feb 19	
005280/2018	Midlands Art Centre - new lease	Leader	12 Feb 19	
005423/2018	BCC International Strategy	Leader	16 Apr 19	
005731/2019	Cofton Park Nursery - Redevelopment PUBLIC	Leader	05 Mar 19	
006004/2019	Master Plan for the Alexander Stadium	Leader	12 Feb 19	



6.2 The following are joint decisions made by the relevant Cabinet Member and Chief Officers.

Ref No	Title	Cabinet Member & Lead Officer	Date of Decision
005462/2018	Proposal to Discontinue Bournville Infant School and to alter the lower age limit and expand Bournville Junior School by Enlargement	Cllr Jayne Francis, Cabinet Member for Education, Skills & Culture Jointly with Anne Ainsworth, Acting Corporate Director for Children And Young People	8 Aug 2018
005968/2018 005969/2018	Written Statement of Action (WSOA) - Special Educational Needs and Disability (SEND) - Public Report	Cllr Kate Booth, Cabinet Member for Children's Wellbeing Jointly with Sharon Scott, Interim Assistant Director - SEND	7 Dec 2018
006031/2018	Review of Sport and Leisure Fees and Charges 2019-2020	Cllr Ian Ward, Leader and Service Director, Sport, Events, Open Space & Wellbeing	19 Dec 2018
006039/2018	Wishaw Lane Playing Fields New Changing Pavilion – Full Business Case	Cllr Sharon Thompson, Cabinet Member for Homes and Neighbourhoods and Service Director of Sport, Events, Open Spaces and Wellbeing	20 Dec 2018
006027/2018 006028/2018	3rd Floor Refurbishment of Pines School – FBC and Contract Award	Cllr Jayne Francis, Cabinet Member for Education, Skills and Culture and Anne Ainsworth, Assistant Director, Children & Young People	21 Dec 2018
006025/2018 006026/2018	Yenton School Early Years Provision – FBC and Contract Award	Cllr Jayne Francis, Cabinet Member for Education, Skills and Culture and Anne Ainsworth, Acting Corporate Director, Children & Young People	21 Dec 2018
006182/2019	Dedicated School Grant Formula 2019/20	Cllr Jayne Francis - Education, Skills and Dr Tim O'Neill, Director for Education and Skills	24 Jan 2019



## Resources O&S Committee: Work Programme 2018/19

<b>Chair</b>	Cllr Sir Albert Bore
<b>Deputy Chair</b>	Cllr Josh Jones
<b>Committee Members:</b>	Cllrs Muhammad Afzal, Meirion Jenkins, Zaheer Khan, Narinder Kaur Kooner, Ewan Mackey, Paul Tilsley
<b>Committee Support:</b>	Scrutiny Team: Emma Williamson (464 6870) and Jayne Power (303 4810) Committee Manager: Marie Reynolds (464 4104)

### 1 Meeting Schedule

Date	Item	Officer contact
<b>21 June 2018</b>	Work Programme Discussion <i>Outcome:</i> to determine the work programme priorities for the year	Emma Williamson/Jayne Power, Scrutiny Office
<b>19 July 2018</b>	Financial Outturn Report 2017/18 Birmingham independent Improvement Panel Stock-take Report Travel Assist	Emma Williamson/Jayne Power, Scrutiny Office
<b>4 September 2018</b>	Annual Audit Findings Report	Clive Heaphy, Corporate Director, Finance and Governance/Jon Lawton, Cabinet Support Officer
<b>20 September 2018</b> Deadline for reports: 11 September	2018-19 Budget Update	Clive Heaphy, Corporate Director, Finance & Governance
	Proposed new IT system for Finance and HR	Dawn Hewins, Director of HR / Clive Heaphy, Corporate Director, Finance & Governance
<b>18 October 2018</b> Deadline for reports: 9 October	Financial Monitoring 2018/19 – Month 5	Clive Heaphy, Corporate Director, Finance & Governance
<b>15 November 2018</b> Deadline for reports: 6 November	Financial Monitoring 2018/19 – Month 6	Clive Heaphy, Corporate Director, Finance & Governance
	Waste Services	Rob James, Acting Corporate Director, Place



Date	Item	Officer contact
<b>13 December 2018</b> Deadline for reports: 4 December	Financial Monitoring 2018/19 – Month 7	Clive Heaphy, Corporate Director, Finance & Governance
	2019/20 Budget	Clive Heaphy, Corporate Director, Finance & Governance
	Acivico	Clive Heaphy, Corporate Director, Finance & Governance
<b>17 January 2019</b> Deadline for reports: 8 January	Financial Monitoring 2018/19 – Month 8	Clive Heaphy, Corporate Director, Finance & Governance
	Transition Project	Graeme Betts, Director, Adult Social Care & Health/Suman McCartney, Cabinet Support Officer
<b>14 February 2019</b> Deadline for reports: 5 February	Travel Assist	Clive Heaphy/Tim O'Neill/Paul Stevenson/Suman McCartney
	Funding for the Commonwealth Games	Clive Heaphy/Neil Carney/Guy Olivant
<b>14 March 2019</b> Deadline for reports: 5 March	Financial Monitoring 2018/19 – Month 10	Clive Heaphy, Corporate Director, Finance & Governance
	Transition Project/Packages of Care	Graeme Betts/John Hickson/Suman McCartney
	<i>Update on HR &amp; Finance ERP System tbc</i>	<i>Clive Heaphy, Corporate Director, Finance &amp; Governance/Dawn Hewins, Director of HR/Peter Bishop, AD, ICT &amp; Digital Services</i>
<b>11 April 2019</b> Deadline for reports: 2 April	TBC	

## 2 Other Meetings

### Call in

13 December 2018	Equal Pay Strategy 2018 – Update – <i>not called in</i>
20 December 2018 (re-convened on 10 January 2019)	Waste Disposal Contract Interim Arrangement Agreement – <i>called in</i>



## Petitions

*None scheduled*

## Councillor Call for Action requests

*None scheduled*

## 3 Forward Plan for Cabinet Decisions

Leader		
006013/2019	Financial Plan 2019-2023	12 Feb 19
Cabinet Member for Finance and Resources		
Cabinet Member for Clean Streets, Waste and Recycling		
005460/2018	Procurement Strategy to Support Fleet Replacement Strategy for Waste Management Service	12 Feb 19



## Sustainability & Transport O&S Committee: Work Programme 2018/19

**Chair:** Cllr Liz Clements

**Committee Members:** Cllrs David Barrie, Zaker Choudhry, Kath Hartley, Tim Huxtable, Josh Jones, Chaman Lal and Hendrina Quinnen

**Officer Support:** Scrutiny Officers: Rose Kiely (303 1730) & Baseema Begum (303 1668)  
Committee Manager: Louisa Nisbett (303 9844)

### 1 Meeting Schedule

Date	What	Officer Contact / Attendees
<b>14<sup>th</sup> June 2018</b> (informal) 1000 hours Room 335, Scrutiny Office	<b>Informal meeting</b> to discuss the Work Programme with input from Officers (where possible) on key Sustainability and Transportation issues	Scrutiny Office
<b>19<sup>th</sup> July 2018</b> 1000 hours Committee Room 2	Inquiry: Managing the Risk of Flooding in Birmingham	Kevin Hicks, Assistant Director, Highways Michael Enderby, Head of Resilience, BCC Representatives and Ward Councillors of flood affected areas Mike Grimes, Director and Ian Jones, FCRM Manager, Environment Agency (West Midlands) Tim Smith, Severn Trent Water Richard Cowell, Assistant Director, Development and Jacob Bonehill, Principal Planning Policy Officer, BCC
<b>2<sup>nd</sup> August 2018</b> 1000 hours Committee Room 6	Clean Air Zone - Consultation	David Harris, Transportation Policy Manager
<b>13<sup>th</sup> September 2018</b> 1000 hours Committee Room 6	Cabinet Member for Transport & Environment: Portfolio priorities & upcoming work areas  Highway Maintenance and Management PFI Contract	Chris Brockie, Cabinet Support Officer  Kevin Hicks, Assistant Director, Highways



Date	What	Officer Contact / Attendees
<b>11<sup>th</sup> October 2018</b> 1000 hours Committee Room 6	<p>Bus franchising changes, changes to bus routes, bus fares, smart ticketing and way current system operates. Interface between TfWM/ Mayor/ SPRINT/ with deregulated bus market</p> <p>Update on Bus Stop Rationalisation Pilot</p> <p>Quarterly update on the Midland Metro Extension and Bus Rapid Transit</p>	<p>Steve McAleavy, Director of Customer Experience; Pete Bond, Director of Integrated Transport Services and Matt Lewis, Head of Swift, Transport for West Midlands</p> <p>Jon Hayes, Head of Network Delivery, Transport for West Midlands Ali Bell, National Express West Midlands</p> <p>Phil Hewitt, Director - West Midlands Metro and Chris Haworth, Head of Metro Project, Transport for West Midlands</p>
<b>8<sup>th</sup> November 2018</b> 1000 hours Committee Room 2	<p>Tracking – Birmingham Tree Policy Inquiry Report</p> <p>20mph limits in pilot areas</p> <p>Birmingham Cordon Survey – Results and Trends</p>	<p>Simon Needle, Principle Ecologist – City Design Team</p> <p>Mel Jones, Head of Transportation and Traffic Services</p> <p>Andrew Radford, Principal Infrastructure Delivery Officer</p>
<b>13<sup>th</sup> December 2018</b> 1000 hours Committee Room 6	<p>Budget Consultation – Cabinet Member for Transport &amp; Environment</p> <p>Session on Rail with partners</p>	<p>Chris Brockie, Cabinet Support Officer</p> <p>West Midlands Rail/West Midlands Trains, Network Rail/Virgin Trains/Midlands Connect/ Rail Passenger Groups /University of B'ham/B'ham City Council/ Hon. Alderman Stewart Stacey</p>
<b>10<sup>th</sup> January 2019</b> 1000 hours Committee Room 6	Inquiry: Plastic Free Birmingham	Cllr Majid Mahmood, Cabinet Member for Clean Streets, Waste & Recycling/Louise Bessant, Interim Head of Operations (Waste Management)/Soho BID/Colmore BID/Veolia/WRAP
<b>14<sup>th</sup> February 2019</b> 1000 hours Committee Room 2	Inquiry: Plastic Free Birmingham	B'ham Friends of the Earth/Plastic Free Moseley/The Clean Kilo Supermarket/ecobirmingham/Darren Share, Waste Management/Haydn Brown, Procurement/Chris Neville, Regulation & Enforcement/Neil Carney, Bham 2022 Commonwealth Games



Date	What	Officer Contact / Attendees
<b>14<sup>th</sup> March 2019</b> 1000 hours Committee Room 2	Flood Risk and Management Annual Report (TBC)  Tracking – Birmingham Tree Policy Inquiry Report	TBC  Simon Needle, Principal Ecologist – City Design Team
<b>11<sup>th</sup> April 2019</b> 1000 hours Committee Room 2	Cabinet Member for Transport & Environment: Annual Report  Update on Birmingham Cycle Revolution (BCR)	Rose Horsfall, Cabinet Support Officer  TBC

## 2 Further work areas of interest/Work to be programmed

2.1 The following items could be scheduled into the work programme if members wish to investigate further:

- Transportation aspects of Commonwealth Games
- HS2 Connectivity Package – regional strategy
- Parking Standards and role of parking within the transport system
- Policy on dropped kerbs (link to grass verges/green infrastructure)
- Way local highway engineers interact with local residents
- Birmingham Design Guide – Draft for consultation
- Birmingham Energy Company
- Visit the Safer Travel Suite based at Transport for West Midlands, Summer Lane including a presentation on the work that is undertaken.
- Member Development Training session on 'Transport for West Midlands'.
- Report on the latest position regarding hydrogen buses.
- Findings of the Transport Delivery Committee study on the 45/47 bus route on Pershore Road when it is available.
- A further update report on the outcome of the SPRINT consultation.
- A further report on the Integrated Transport System at a future meeting in 2019.



### 3 Other Meetings

- 3.1 Members have received regular private briefing sessions on the Highways PFI contract. These will be scheduled as agreed by Members at regular intervals.

#### Call in Meetings

'Birmingham Clean Air Zone Submission of Full Business Case and Request to Proceed with Implementation', Tuesday 10<sup>th</sup> January, 1430 hours, Committee Room 2, Council House

#### Petitions

*None  
scheduled*

#### Councillor Call for Action requests

*None  
scheduled*

It is suggested that the Committee approve Thursday at 1400 hours as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

#### Contact Officers

Rose Kiely, Group Overview and Scrutiny Manager, [rose.kiely@birmingham.gov.uk](mailto:rose.kiely@birmingham.gov.uk) – 0121 303 1730  
Baseema Begum, Research & Policy Officer, [baseema.begum@birmingham.gov.uk](mailto:baseema.begum@birmingham.gov.uk) – 0121 303 1668

### 4 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Sustainability & Transport O&S Committee's remit. **Please note this is correct at the time of publication. Highlighted rows show a change to the previously listed cabinet proposed date.**

Reference	Title	Portfolio	Proposed Date of Decision
005623/2019	Adoption of Supplementary Planning Documents for Langley Sustainable Urban Extension and Peddimore Employment Site	Leader	05 Mar 2019
006208/2019	HS2 Curzon Station Public Realm Project Delivery	Leader	16 Apr 2019
005632/2018	Commonwealth Games Perry Barr A34 Highway Infrastructure	Transport & Environment	12 Feb 2019



005743/2019	Metro Westside Extension and Associated Measures – Full Business Case	Transport & Environment	12 Feb 2019
006071/2019	Pershore Road	Transport & Environment	05 Mar 2019
003385/2017	BCC Energy Company - FBC	Transport & Environment	26 Mar 2019
005048/2018	Moor Street Queensway Public Realm Improvements Outline Business Case	Transport & Environment	26 Mar 2019
005708/2019	A38(M) Tame Valley Viaduct Strengthening Works – Procurement Strategy	Transport & Environment	26 Mar 2019
005491/2018	Digbeth Public Realm Improvements Full Business Case	Transport & Environment	26 Mar 2019
005877/2019	Updated Transportation and Highways Funding Strategy 2019/20 to 2024/25	Transport & Environment	26 Mar 2019
005878/2019	Clean Air Zone – BCC Full Business Case	Transport & Environment	26 Mar 2019
006018/2019	Highway Maintenance and Management PFI Contract	Transport & Environment	26 Mar 2019
005052/2018	Birmingham to Airport Sprint – Project Definition Document (PDD)	Transport & Environment	14 May 2019
005053/2018	Sutton Coldfield to Birmingham via Langley Sprint – Project Definition Document (PDD)	Transport & Environment	14 May 2019
005054/2018	Walsall to Birmingham Sprint – Project Definition Document (PDD)	Transport & Environment	14 May 2019

