

BIRMINGHAM CITY COUNCIL

CABINET

TUESDAY, 25 JULY 2023 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 Chair to advise/meeting to note that this meeting will be webcast for live or subsequent broadcast via the Council's Public-I microsite ([please click this link](#)) 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 they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at this meeting.

If a disclosable pecuniary interest is declared a Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation.

If other registerable interests are declared a Member may speak on the matter only if members of the public are allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation.

If it is a 'sensitive interest', Members do not have to disclose the nature of the interest, just that they have an interest.

Information on the Local Government Association's Model Councillor Code of Conduct is set out via <http://bit.ly/3WtGQnN>. This includes, at Appendix 1, an interests flowchart which provides a simple guide to declaring interests at meetings.

- 5 - 36**
- 4 **MINUTES**
- To confirm and sign the Minutes of the meeting held on Tuesday 27 June 2023.
- 5 **EXEMPT INFORMATION – POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- a) To highlight reports or appendices which officers have identified as containing exempt information within the meaning of Section 100I of the Local Government Act 1972, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.
- b) To formally pass the following resolution:-
- RESOLVED** – That, in accordance with Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of those parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information.
- 37 - 56**
- 6 **SPORT ACCORD WORLD BUSINESS AND SPORT SUMMIT**
- Report of Strategic Director City Operations
- 57 - 136**
- 7 **OPERATION OF THE FRANKFURT CHRISTMAS MARKET**
- Report of the [Strategic Director, City Operations](#)
- 137 - 156**
- 8 **FORMER ERDINGTON BATHS – COMMUNITY AND ENTERPRISE HUB: ADDITIONAL CAPITAL GRANT**
- Report of Strategic Director of Place, Prosperity and Sustainability
- 157 - 174**
- 9 **NEW LOCATION FOR CCTV AND TRAFFIC CONTROL CENTRE**
- Report of Director, Digital and Customer Services
- 175 - 192**
- 10 **MEDIUM TERM FINANCIAL PLAN (MTFP) UPDATE**
- Report of: Director of Council Management and S151 Officer.

<u>193 - 210</u>	11	<u>JOB EVALUATION</u>	Report of the City Solicitor and Monitoring Officer.
<u>211 - 222</u>	12	<u>CLEARING BANK SERVICES</u>	Report of Interim Director of Finance & Section 151 Officer
<u>223 - 250</u>	13	<u>INDEPENDENT TRAVEL TRAINING: PERMANENT POSITIONS</u>	Children & Families Directorate
<u>251 - 402</u>	14	<u>ENTERPRISE ZONE CULTURAL ACTION AREA PROGRAMME FUNDING</u>	Report of Strategic Director, City Operations
<u>403 - 440</u>	15	<u>SMALL HEATH WBC SWIMMING POOL REFURBISHMENT OBC</u>	Report of Strategic Director - City Operations
<u>441 - 500</u>	16	<u>MOSELEY ROAD BATHS FULL BUSINESS CASE</u>	Report of the Strategic Director - City Operations
<u>501 - 532</u>	17	<u>SUBSTANCE MISUSE COMMISSIONING PROPOSALS</u>	Report of the Director for Public Health.
<u>533 - 566</u>	18	<u>0-19 HEALTHY CHILD PROGRAMME CONTRACTS</u>	Report of the Director of Children and Families and the Director of Public Health.
<u>567 - 576</u>	19	<u>KEY DECISION - PLANNED PROCUREMENT ACTIVITIES (AUGUST 2023 – OCTOBER 2023)</u>	Report of Assistant Director - Procurement
<u>577 - 582</u>	20	<u>NON KEY DECISION PLANNED PROCUREMENT ACTIVITIES (AUGUST 2023 – OCTOBER 2023)</u>	Report of Assistant Director - Procurement
	21	<u>OTHER URGENT BUSINESS</u>	To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.

BIRMINGHAM CITY COUNCIL

CABINET MEETING TUESDAY, 27 JUNE 2023
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**MINUTES OF A MEETING OF THE CABINET COMMITTEE HELD ON
TUESDAY 27 JUNE 2023 AT 1000 HOURS IN COMMITTEE ROOMS 3&4,
COUNCIL HOUSE, VICTORIA SQUARE, BIRMINGHAM, B1 1BB**

PRESENT: - Councillor John Cotton, Leader in the Chair

Councillor Nicky Brennan, Cabinet Member for Social Justice, Community Safety and Equalities
 Councillor Liz Clements, Cabinet Member for Transport
 Councillor Jayne Francis, Cabinet Member for Housing and Homelessness
 Councillor Brigid Jones, Cabinet Member for Finance and Resources
 Councillor Majid Mahmood, Cabinet Member for Environment
 Councillor Karen McCarthy, Cabinet Member for Children, Young People and Families
 Councillor Saima Suleman, Cabinet Member for Digital, Culture, Heritage and Tourism
 Councillor Sharon Thompson, Deputy Leader of the City Council

ALSO PRESENT:-

Councillor Robert Alden, Leader of the Opposition (Conservative)
 Councillor Roger Harmer (Liberal Democrat)
 Councillor Ewan Mackey, Deputy Leader of the Opposition (Conservative)
 Councillor Lee Marsham, Chair of the Sustainability and Transport Overview and Scrutiny Committee
 Carl Bennett, Commercial Lead (online)
 Janie Berry, City Solicitor and Monitoring Officer
 Professor Graeme Betts, Director, Adult Social Care (DASS)
 Richard Brooks, Director, Strategy Equalities and Partnerships
 Deborah Cadman, Chief Executive
 Meena Chuhan, Interim Procurement Manager
 Craig Cooper, Strategic Director of City Operations
 Wayne Davies, Housing Director, Asset Management City Housing
 Cheryl Doran, Assistant Director & CIO, Digital & Customer Services
 Gary Farquhar, Revenues and Operations Manager
 Nic Fell, Programme Manager, Finance and Governance
 Fiona Greenway, Interim Finance Director and Section 151 Officer
 Susan Harrison, Director for Children and Families
 Chris Jordan, Assistant Director, Neighbourhoods
 Paul Kitson, Strategic Director of Place, Prosperity and Sustainability
 Raj Mack, Head of Digital City and Innovation, Digital & Customer Services
 Ian Macleod, Director of Planning, Transport & Sustainability
 Meena Kishinani, Programme Director, Finance and Governance
 Stephen Philpott, Director, Housing Solutions & Support Service
 Steve Sandercock, Assistant Director, Procurement

Darren Share, Assistant Director, Street Scene
Errol Wilson, Committee Services

NOTICE OF RECORDING/WEBCAST

170. The Chair welcomed attendees and advised, and the Committee noted, that this meeting will be webcast for live or subsequent broadcast via the Council's Public-I microsite ([please click this link](#)) and that members of the press/public may record and take photographs except where there are confidential or exempt items.
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APOLOGIES

171. Apologies for absence were submitted on behalf of Councillor Mariam Khan, Dr Justin Varney, Paul Langford, and Dr Peter Bishop.
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DECLARATIONS OF INTERESTS

172. The Chair reminded Members that they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at the meeting.

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Any declarations will be recorded in the minutes of the meeting.

EXEMPT INFORMATION – POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC

The Chair advised that the reports at Agenda items 8, 19, 26 and 27 contained an exempt appendix within the meaning of Section 100I of the Local Government Act 1972.

The Chair then enquired whether there were any matters that Members would like to raise on the exempt appendix that may affect the decision to be made or to ask for clarification on a point on the exempt appendix.

As there were no matters that Members wished to raise in relation to the exempt appendices, the Chair advised that the public meeting would carry on to consider the recommendations.

173. RESOLVED:-

That, in accordance with Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of those parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information.

PROVISION OF ACCOMMODATION AND HOSPITALITY FOR THE DELEGATES OF THE GOALBALL COMPETITION AS PART OF THE INTERNATIONAL BLIND SPORT FEDERATION (IBSF) WORLD GAMES 2023

The Chair introduced the item and drew the attention of the Committee to the information contained in the report highlighting the key points.

Councillor Robert Alden commented that Council was awarded this in January 2020 and here we were one month before the Games trying to sort out the accommodation. He enquired why the Council took so long to sort this out.

Chris Jordan, Assistant Director Neighbourhoods advised that on this particular contract it was down to the fact that the location of the Goalball tournament moved from what was originally planned to be at the Priory to the CBS Arena in Coventry at a relatively short notice. It was down to one of our partners involved in the event no longer being able to offer that venue for the Goalball, so we had to move it and procure it again through that process.

It was

174. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- (i) Approved the Procurement Strategy in Appendix 1, to the report, for commencement of the negotiated procedure for the conclusion of a contract with University of Warwick (UoW) for the provision of accommodation and hospitality for Goalball athletes and delegates for the IBSA World Games 2023 at an estimated cost of £310K;
- (ii) Delegated the award of the contract to the Strategic Director, City Operations (or their delegate) in conjunction with the Assistant Director, Procurement (or their delegate), the interim Director of Finance, Council Management (or their delegate) and the City Solicitor and Monitoring Officer (or their delegate); and

- (iii) Authorised the City Solicitor and Monitoring Officer to execute the necessary documents to implement the above decisions.

PO974: PROVISION OF A GAMES VILLAGE ACCOMMODATION AND HOSPITALITY FOR THE INTERNATIONAL BLIND SPORT FEDERATION (IBSF) WORLD GAMES 2023

The Chair introduced the item and drew the attention of the Committee to the information contained in the report highlighting the key points.




Councillor Robert enquired whether the whole tournament moved where it was located and what was the delay here.

Chris Jordan, Assistant Director Neighbourhoods advised that this was not down to any relocation and was largely just being the slowness of the process. There was no direct reason in terms of any relocation. The University of Birmingham have always been a partner that was a signatory of the original event and that aspect had meant that it had not been prioritised with the speed that you might expected we have always known through the partnership agreement. At the start of this event the venue and main accommodation would be through the University of Birmingham as part of the original agreement that was signed up from the beginning of the contractual process.

It was

175. RESOLVED UNANIMOUSLY: -

That Cabinet:-

-  Approved the Procurement Strategy in Appendix 1, to the report, for commencement of the negotiated procedure for the conclusion of a contract with University of Birmingham (UoB) for the provision of a Games village, accommodation and hospitality for athletes and delegates for the IBSA World Games 2023 at an estimated cost of up to £1.6M noting paragraph item 7.3.1 to the report;
-  Delegated the award of the aforementioned contract to the Strategic Director, City Operations (or their delegate) in conjunction with the Assistant Director, Procurement (or their delegate), the Strategic Director, Council Management (or their delegate) and the City Solicitor and Monitoring Officer (or their delegate); and
-  Authorised the City Solicitor and Monitoring Officer to execute the necessary documents to implement the above decisions.

LADYWOOD ESTATE REGENERATION – FULL BUSINESS CASE AND CONTRACT AWARD

The Chair introduced the item and drew the attention of the Committee to the information contained in the report highlighting the key points.

Councillor Ewan Mackey stated that it was expected that some well-designed homes with the use of modern building practices and materials from Berkley Homes Plc. and that we would be getting some quality homes that would still be delivering and functioning well into the future. The density of the homes compared to what they were previously. The percentage of green space in the area now and how much would be left at the end.

Councillor Roger Harmer stated that the project involved the demolition of a lot of the 1960's and 70s housing. It was hoped that what was being built to replace the 60s and 70s housing that would be demolished was of a higher standard and was built to last for the long term. The quality and specification was important. The mix between affordable housing and the rest – 16.1% was affordable which was below the Council's target. Looking at the Birmingham Housing Strategy 2023 – 2028 and the Central District which it was presumed that this sat within it talks about the need for 1178 affordable homes of which 79% needed to be socially rented and 21 low cost. Almost 4:1 needed to be socially rented. Of the 16.1% the proportion that would be socially rented and whether it matched the target in the Birmingham Housing strategy. Whether Ward Members had anything to say when they were consulted.

Councillor Robert Alden commented that the site was near to an international sporting venue could be considered comparable to Wembley and the huge rescale that happened around that they managed 29% affordable housing and Birmingham was coming in at barely half of what was managed at Wembley a figure which was still below the Council's target. The two largest schemes between Perry Barr and here was so miserably unable to meet that target whether or not the Council was serious. Paragraph 3.3.5 of the report talked about the local lettings plan with the option to a term policy. It was known from some of the issues that was raised with the redevelopment in Druids Heath that the Council's policy did not go to what tenants were wanting – what details were there around making sure that this properly allows that those people who wished to remain on the estate when it was redeveloped to be able to return. Given the scale of this and the way it had been staggered over time, were we putting in place a policy to ensure that people who could actually go onto the bits that were built first allowing then the rest of it for people to remain if they wanted to. What percentage of the trees would remain on site.

The Chair commented that the points around the need to not repeat the mistakes of the past in this city around the quality of the homes was well made. We cannot afford that to be the situation as we have learned a lot since the days of the 60s and 70s and you only had to look at some of the developments that took place in this city that this Council had led on in terms of its own Council housing to see that we were not repeating those mistakes of the past and that he was confident that this was the case with the proposal that was taken forward here.

The Chair continued that we do take affordable housing targets seriously and that he was keen to ensure that every opportunity we had to maximise the provision of affordable housing was taken. This was a 20-year project and there were opportunities further down the line for the expansion of further provision of affordable housing. In terms of the Ward Members issue, there had been an initial engagement with Ward Members as they were fully supporting the process. However, there was now a full consultation process on the details of the scheme which takes place following the approval of this report today and the Ladywood Councillors were closely involved in that with Ward Forums and other forums that supplied commentaries on that scheme.

Ian McLeod, Director, Planning, Transport and Sustainability made the following statements:-

- + Funding for the schools would be sought from other developments, and it would be ensured that a full funding package would be put together. There was contribution there towards the cost that Berkeley Homes were due to provide which was included.
- + There was over 75,000 square metres of repurposed green space which was a significant investment into the green infrastructure within the site.
- + The current open space was poorly used and underutilised and there was a commitment from Berkeley to retain the tree infrastructure as far as possible within the site, so a large proportion of the trees would be retained within the Master Plan.
- + In terms of the affordable housing the 638 re-provided Council homes would be social housing on a like for like basis as the commitment to re-provide those like for like.
- + There was a commitment within Phase 4 for another 400 homes to be re-provided and a large proportion of the 400 homes was targeted for social housing and we were meeting as much as possible for that need.
- + The viability – we need to work through planning and looking at the planning balance and the commitments that Berkeley had made particularly in terms of social infrastructure with the overall social infrastructure package was over 300m.
- + It was how that balanced against the affordable housing provision that we will look to see how that mixed come through as part of the planning assessment which comes forward.
- + There was also the opportunity for the Combined Authority and Homes England to support through grant funding and to achieve more affordable housing on the site overall.
- + The Ward Members as the Chair clarified has been supportive of the consultation process and there will be significant public engagement going forward in terms of how that process was managed and how the Master Plan developed.
- + Importantly and in terms of existing community Berkeley was fully committed to retain the existing community on site.
- + They had signed up to a one move principle so people would not be decanted from the site, and they re-provided the affordable housing, Council housing the majority of which comes forward in early phases and they were fully committed to giving them a one move principle so they would not have to move in return. This was a key element of the

scheme that they had put forward and the big estate regeneration project that they had delivered.

Councillor Mackey enquired once the schools were built who takes responsibility – whether this would be the Council, or would it be an academy or whether this had not yet been decided. It was mentioned that there would be more social housing accommodation further down the track. At the moment we were getting as well as the one stage move we were getting one to ne as we had at the minute. He enquired if we wanted more social housing on this site whether we had to buy these from Berkeley Homes at market rate or whether Berkeley would turn over some of these plots free of charge to put more social homes on.

Ian MacLeod responded that the specific answer to that question was a phase to the development, Berkeley's did not build homes they were effectively acting as master developer which creates 400 units plus that could be acquired by registered providers or the Council directly. It would not be market value in that case. They enabled the site to be serviced and then it come to the market for the Council to be delivered directly and there was opportunity for us to do that. In terms of who would operates the schools, particularly in terms of the secondary school, this would need to be discussed further down the line particularly in terms of the public engagement. The EPC ratings for the buildings Berkeley had committed through the Master Plan to achieve EPCA by the 2030s for all of the new housing would be of the highest environmental standard in terms of meeting future needs.

Councillor Harmer referred to the comment about getting more socially rented housing as the project developed and commented that there was the danger that this could go the other way. If cost overrun there might be pressure to reduce the amount of socially rented housing. He enquired how it could be ensured that this did not happen and what commitment could we have that that did not happen. In terms of the schools there was history in Ladywood of basically the secondary schools in that part of Birmingham during the 60s 70s and 80s gradually closed down to the point that as each one closed the next one became unviable to the point were kids from Ladywood were bussed out to Four Dwellings School in Quinton. He enquired how we could ensured that we learned the lesson from that, and we did not end up with a school that people in that area did not want to go to and that school was viable and a success from day one.

Councillor Brigid Jones commented that Councillors Mackey and Harmer was aware of the 2010 Education Act passed by the Liberal Democratic/Conservative Government that all new schools had to be free schools. Councillor Karen McCarthy stated that our work on schools sufficiency carries on in line with our aim that children could go to a local school and thrive in their local area.

Ian MacLeod stated that in terms of the two specific points on contractual commitment from Berkeley in terms of the re-provision and to enable Phase 4 targeted affordable housing both of these were written into their contract so they would not be able to not re-provide the Council housing as that was a firm commitment within the contract. Similarly their enabling role in Phase 4 was a

contractual commitment so there was assurance around that. In terms of the school provision this was part of a wider growth corridor delivering up to 10,000 homes in the corridor out towards Greater Icknield and Sandwell. There were significant proposals along Ladywood and with City Hospital been delivered by Homes England so the demand for new schools were significant and was a key requirement of the tendering process that will need that school growth going forward.

Councillor Jayne Francis stated that one of the things we have learnt in recent years was that we were not as good with consultation as we needed to so there was a sophisticated programme of consultation for this project which she had an additional briefing of and that she would be happy to report on progress for that.

It was

176. RESOLVED UNANIMOUSLY: -

That Cabinet:-

1. Approved the Ladywood Estate Regeneration Scheme Full Business Case (FBC) in Appendix 2, to the report;
2. Approved the award of a contract to St Joseph Homes Limited as development partner (with Berkeley Homes Plc standing as the guarantor for the development partner) for Ladywood Estate, Central, in accordance with the principal terms of the proposed contractual obligations under the Development Agreement;
3. Noted that the Council and St Joseph Homes Limited (Berkeley Homes Plc) have set out a Stakeholder Engagement Strategy for engaging with all stakeholders on the regeneration of Ladywood Estate which will be adhered to during the lifetime of the project starting from the award of contract stage through to the completion of the construction of the last phase;
4. Authorised the Assistant Director Investment and Valuation to negotiate the voluntary acquisition of all land and interests edged red on the plan at Appendix 3, to the report, (which, save for the 7 tower blocks which are proposed to be retained, shows the maximum anticipated extent of acquisitions necessary to enable the delivery of the regeneration scheme), in advance of and alongside the use of Compulsory Purchase powers as necessary, as set out at (v) below and, where appropriate, pay statutory home loss, basic loss, and negotiate disturbance compensation to all qualifying owners and tenants, with all costs met by St Joseph Homes Limited (Berkeley Homes Plc) in line with the Development Agreement;
5. Noted that the Council has a conditional obligation under the Development Agreement to utilise its Compulsory Purchase powers (or to obtain vacant possession of those units occupied by secure tenants under the Housing Act 1985) to facilitate the delivery of the scheme,

should the use of such be necessary. This will require the Council to enter into a site assembly agreement on a phased basis across the estate. The authority to utilise such powers will be sought from Cabinet, where necessary and justified, when the scheme has been further developed through public consultation and engagement. To support the development of the scheme to this point, and to enable a robust land assembly approach to be delivered, it is necessary that Cabinet also:

6. Approved in principle, and subject to the completion of the phased site assembly agreements at (v) above, the making of Compulsory Purchase Orders (CPO) in respect of the land edged red at Appendix 3, to the report, (save for the 7 tower blocks which are proposed to be retained, shows the maximum anticipated extent of acquisitions necessary to enable the delivery of the regeneration scheme), such powers to be exercised under section 226 of the Town and Country Planning Act 1990, section 530 of the Education Act 1996, and section 17 of the Housing Act 1985 as appropriate, as well as the acquisition of new rights under section 13 of the Local Government (Miscellaneous Provisions) Act 1976.
7. Authorised the City Solicitor & Monitoring Officer to complete any indemnity agreements (including surety/guarantee if required) under which all costs, expenses and compensation arising from the Land Assembly and CPO and the pursuance thereof are met by St Joseph Homes Limited (Berkley Homes Plc) to ensure that the City Council is indemnified for all costs and acquisition costs arising from Land Assembly and CPO in accordance with the Development Agreement;
8. Delegated Strategic Director of City Housing the authority to cease lettings, commence the priority rehousing, serve Initial Demolition Notices on the Council tenants based on the intention to demolish, and to serve Final Demolition Notices and comply with all associated statutory requirements in respect of tenants residing in the properties identified at Appendix 3 (to the report) to enable the delivery of the regeneration programme in line with the Development Agreement and the phased approach;
9. Approved the governance and the decision-making arrangements for the Ladywood Estate Regeneration Scheme including the Scheme of Delegations, comprising Project Board (management of the programme) and an Implementation Group (day-to-day running of the Development), as set out and detailed in Appendix 4 to the report, and delegates authority to the Strategic Director, Place, Prosperity and Sustainability and Strategic Director City Housing, to review the governance as required;
10. Approved the commitment of staff resources to manage the delivery of the Ladywood Estate Regeneration Scheme, as shown at Appendix 5, to the report. The staff costs associated with the progressing of land assembly (including CPO), all the costs of site acquisition, and all compensation will be funded by St Joseph Homes Limited (Berkley Homes Plc), in line with the Site Assembly Agreement and Development

Cabinet Committee – 27 June 2023

Agreement. Any additional staff costs to support the delivery of the scheme are to be funded from the Delivery Plan Capacity Build Transformation Budget up to a sum of £750,000 covering estimated spend for 2023/24 and 2024/25;

11. Delegated authority to the Strategic Director, Place, Prosperity and Sustainability in conjunction with the Assistant Director, Procurement, the Acting Director for People and Corporate Services, the Interim Director of Finance (Section 151) and the City Solicitor & Monitoring Officer (or their delegates) in consultation with the Cabinet Member for Finance and Resources to develop a strategy including the procurement route(s) and then to award contracts for the procurement of any professional services over the procurement threshold as required during the project to assist in the delivery of the scheme in accordance with the Procurement and Contract Governance Rules. This includes but is not limited to:
 - a. Stakeholder Engagement
 - b. Land Referencing
 - c. Professional advice to support Land Assembly and Compulsory Purchase
 - d. Cost Management
 - e. Financial Viability and Economic Assessment
 - f. Legal Advice
12. Authorised the Director, Planning, Transport & Sustainability and the Acting Director for People and Corporate Services, the Interim Director of Finance (Section 151) and the City Solicitor & Monitoring Officer (or their delegates) to apply for and accept any external funding associated with the Ladywood Estate Regeneration Scheme to help support the delivery of this programme subject to the funding conditions being acceptable;
13. Authorised the City Solicitor & Monitoring Officer to take any steps and enter into any legal agreements needed to bring the above into effect, including but not limited to: negotiate, finalise, execute, and complete all necessary legal documentation to give effect to the above recommendations, and in relation to the CPO to carry out preparatory work including land referencing required prior to the making of such orders;
14. Approved the appropriation of 40 hectares (98 acres) of General Fund land, held within the Housing, Education, Economic Development, Leisure, Social Services and Transportation service areas shown on the plan at Appendix 6, to the report, to the Housing Revenue Account; and
15. Noted that a developer could not be found to take the Ladywood Estate, Broad Street scheme forward at this time, a further report will be submitted to Cabinet on the future proposals for the area.

**INTEGRATION OF GREATER BIRMINGHAM AND SOLIHULL LOCAL
ENTERPRISE PARTNERSHIP SERVICES TO BIRMINGHAM CITY COUNCIL**

The Chair, Councillor John Cotton and the Deputy Leader, Councillor Sharon Thompson declared their interest in the item as they are both directors on the LEP Board.

The Chair then presented the item and drew the attention of the Committee to the information contained in the report highlighting the key points.

Councillor Robert Alden commented that there needed to be strong governance around this, and that Members may be aware of the issues there were a few years ago around the Paradise development and the overrun of almost £100m and the fact that the LEP had to be brought in to take over the governance of that scheme. If the Council was now taking over these projects it needed to be ensured that the Council had the proper governance in place to manage those schemes.

Paul Kitson, Strategic Director of Place, Prosperity and Sustainability stated that in terms of the governance question posed by Councillor Alden that it was proposed as part of this transitional arrangement to maintain the wider LEP Partnership Board which includes people from outside the local authority and the private sector to provide that extra governance and assurance.

It was

177. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- a) Approved the Council taking on responsibility for the management and delivery of the Enterprise Zone (EZ) and Legacy programmes (Appendix 4, to the report) from 1st July 2023, including any archiving requirements;
- b) Approved the Enterprise Zone EZ Assurance Framework (Appendix 1, to the report), which sets out the detailed governance arrangements for the EZ;
- c) Delegated authority to the Strategic Director of Place, Prosperity, and Sustainability to negotiate, agree and accept an appropriate level of funding from the EZ and other Legacy programmes to reflect the Council's costs of management and administration. An estimate of these costs are included in paragraph 7.3.2, to the report, and will need to be refined ahead of a formal request for EZ funds;
- d) Approved the Council's continuing role as Accountable Body in respect of Capital and Revenue funds provided by Government for the EZ and Legacy programmes, to include the provision of Section 151 Officer Role and to do so until such funding and associated programme delivery is concluded; and

- e) Authorised the City Solicitor and Monitoring Officer (or their delegate) to negotiate, execute and seal and complete all necessary agreements and documentation to give effect to the above decisions.
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STRATEGY/AWARD – CONTRACT FOR SUPPLY OF TEMPORARY WORKERS AND ADDITIONAL HR SERVICES (PO188 – 2023)

Councillor Brigid Jones, Cabinet Member for Finance and Resources introduced the item and advised that there was a slight amendment to the report under recommendation 2.3 as HR now sits within the Leader's portfolio and that Recommendation 2.3 should read:

*Delegates authority on whether or not to apply the contractual break option to Assistant Director – Procurement (Interim), Acting Director for People and Corporate Services, Interim Director of Finance, Section 151 Officer and City Solicitor (or their delegates) in consultation with the Leader.
drew the attention of Cabinet to the information contained in the report.*

Councillor Brigid Jones then drew the attention of Cabinet to the information contained in the report.

Steve Sandercock, Assistant Director, Procurement noted Councillor Ewan Mackey's comment concerning the contract that was worth £82m and explained that in terms of the overall value of the contract it was important to stress that the value includes the interim cost itself. The value to Hays or to any provider that would be appointed on this would not be £82m per annum as they got a margin of that. The majority of these cost on these commercial arrangements was the margin cost on top of the interim cost of pay. It was possibly slightly misleading around the overall value in that sense as it picked up the marginal aspect.

Steve Sandercock noted Councillor Robert Alden's comment in relation to paragraph 3.5 of the report and the point around the hyperinflation and apologised if that was inaccurate and would look to pick up this point separately as he was unable to provide a comment on that point at the moment. Regarding the direct award in process it was an option and was the compliant framework we were seeking to use. Many organisations used this as a mechanism for awards. Going out on an open market we would probably get the two or three same players looking to bid so the value of running our own competition on this was marginal.

Councillor Brigid Jones stated that as explained by Steve Sandercock, the risk of procuring would have resulted in a significantly higher contract plus mobilisation cost of £0.5m which was not insubstantial.

Janie Berry, City Solicitor and Monitoring Officer advised that there was always a risk of legal challenge following the procurement regulations and the Council was aware of that and has a mechanism in place should such challenges come forward.

Steve Sandercock noted Councillor Mackey's comment in relation to due process and advised that due process was followed in terms of awards and compliant mechanisms for Councils to utilised in value for money had been tested in regard to this particular tender.

It was

178. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- i. Approved the award of a contract for the provision of temporary workers and additional HR services, to Hays Specialist Recruitment Ltd (Hays) commencing 4th September 2023 for a period of four years, with the option to terminate the contract at year two at the Council's sole discretion for the estimated annual value of up to £82m with a total aggregate value over the four years of up to £328m;
- ii. Noted the benefits, risks and mitigations set out in Appendix 1, to the report;
- iii. Delegates authority on whether or not to apply the contractual break option to Assistant Director – Procurement (Interim), Acting Director for People and Corporate Services, Interim Director of Finance, Section 151 Officer and City Solicitor (or their delegates) in consultation with the Leader; and
- iv. Authorises the City Solicitor (or their delegate) to execute and complete all necessary legal documents to give effect to the above decisions.

ORACLE IMPLEMENTATION

Councillor Brigid Jones, Cabinet Member for Finance and Resources introduced the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

An extensive discussion ensued, and the following is a summary of the principal points made:-

- The amount of money being requested and to be spent – paragraph 8.5 of the report a significant amount of that money was already been spent.
- It appeared that retrospective approval was being sought rather than approval in advance.
- The question was whether the money was spent within the Council's constitutional procurement regulations.
- Whether all the rules were followed in how the money was spent. DBS progress and right to work check.

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- Whether Cabinet had looked at the risk register all the way through and whether Cabinet was happy with the risk register in Appendix E to the report.
- Paragraph 3.3 of the report – from adoption to adaptation – why was there a staggering lack of oversight. How could we ensure that in the future similar issues with other projects did not go wrong in this way.
- Whether Wednesday's Audit Committee meeting will not be going into private session.

Councillor Jones responded that there was a programme in place with regard to the DBS issues that targeted the areas that were of highest risk first and ensuring that staff do have the appropriate DBS checks in place. That data got reported to Cabinet Members on a weekly basis. In terms of the adopt not adapt question in relation to paragraph 3.3 this was there for a reason. Cabinet gave approval for one course of action, that course of action changed, and a Management Review will investigate why that change had happened as what Cabinet had approved did not happen.

In terms of the figures we had referenced the £100m figure in the report as we were still working through what the exact cost would be. Regarding the Audit Committee meeting there were specific legal reasons why a committee would move into private session such as commercial issues etc. In relation to schools we had brought a dedicated person in to manage the issues with schools and that person was working to ensure we were delivering what we needed to in that respect.

Professor Graeme Betts, Director, Adult Social Care (DASS) stated that the issues of what had gone wrong would be understood better once we have completed the Management Review which was key in the process. What we were trying to set out in the report was a true picture of where we think we were at and an indication of the cost that would be required.

Deborah Cadman, Chief Executive stated that in relation to the Management Review the Leader and Councillor Brigid Jones had instructed her to undertake a detailed management review of how we got to where we got to, but to also assess the governance arrangement we have in place and the effectiveness of that. She added that she was happy to share the terms of reference with Cabinet if they would find that helpful and to ensure they were sighted on the briefing when the review was completed.

Susan Harrison, Director for Children and Families, stated that in relation to schools we had the relationship managers (primary and secondary) working with schools to recognise the pressures and try to assist headteachers, bursars and business managers with the operational load and to take some of that off their shoulders. There was a two-way process so they were bringing back valuable information from that front line so we could help to reshape Oracle as we move forward to make it as efficient as possible for schools. The City Council recognised the stress that this was causing schools and were working to making sure schools were able to close their accounts as quickly as possible.

It was

179. RESOLVED UNANIMOUSLY: -

That Cabinet:-

1. Approved a spend of up to £46.53m to fix urgent issues, and to develop a plan that will deliver the Council's vision for an optimised Oracle system;
2. Approved funding of the £46.53m (as per (i) above) to be utilised from reserves and flexible use of capital receipts. Funding from reserves will be drawn from the delivery plan reserve and through the established governance process be approved by the Invest to Deliver board;
3. Delegated authority to the Director of Adult Social Care (as Oracle SRO (Senior Responsible Officer)) or their delegate, in consultation with the Cabinet Member for Finance and Resources, the City Solicitor or their delegate, and the Chief Finance Officer or their delegate, to spend the £46.53m (as per (i) above) to fix urgent issues, and to develop a plan that will deliver the Council's vision for an optimised Oracle system;
4. Delegated authority to the Director of Adult Social Care (as Oracle SRO), in consultation with the Cabinet Member for Finance and Resources, the Assistant Director Procurement, the City Solicitor, and the Chief Finance Officer to approve any new, compliant procurement arrangements required to secure resources to support the Oracle stabilisation and optimisation design work;
5. Delegated authority to the Director of Social Care (as Oracle SRO), in conjunction with the Cabinet Member for Finance and Resources, the Assistant Director Procurement or their delegate, the Chief Finance Officer or their delegate, and the City Solicitor or their delegate, to approve the selection of successful bidder(s) where a compliant procurement is undertaken, and also delegates approval of any subsequent call offs or work packages including the execution of the necessary contractual documentation to give effect to this outcome;
6. Authorised the City Solicitor to negotiate, execute, complete, and seal all relevant documents necessary to give effect to the above decisions; and
7. Agreed the Oracle programme will report regularly to the Finance and Resources O&S Committee and to Cabinet, providing an update on progress and the latest financial position. Frequency of reporting to the Finance and Resources O&S Committee to be agreed with the Chair of the Finance and Resources O&S Committee and the Leader of the Council. Frequency of reporting to Cabinet to be agreed by the Leader of the Council.

**CATERING AND FOOD PROCUREMENT STRATEGY FOR
CITYSERVE/CIVIC CATERING**

Councillor Brigid Jones, Cabinet Member for Finance and Resources introduced the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

Councillor Robert Alden referred to March 2022 Cabinet meeting that clearly states that procurement open and invitation to tender would go out on the 2 April 2022 and the mobilisation period would be July 2022 and the contract commencing would be in August. This did not happen, and this report made no reference to that. He questioned why the procurement process that was agreed by Cabinet did not happen.

Councillor Harmer stated that in terms of what people individually could do about tackling climate change one of the most practical things was to reduce the amount of meat that they eat. It was important that the contract supports that process and deliver significant contribution to tackling climate change. He added that he was disappointed that there were no figures or targets mentioned in the report about what we were trying to achieve.

Councillor Brigid Jones stated that the menus were up to schools and event organisers to choose on an individual basis.

Carl Bennett, Commercial Lead stated that in terms of timing for the procurement exercise he was not in post this time last year taking on the responsibility for the transformation for the procurement and multi-temperature tender until February 2023. We hit the ground running and that it was hoped that after today we could proceed with the tender as the tender documents were already good to go on the back of this. He gave assurance that the team was ready to work quickly, and that the solution would be in place with mobilisation completed by the 1 January 2024 once the decision has been agreed at this Cabinet meeting. In terms of the sustainability side this was huge within Cityserve and was happening prior to this tender.

Gary Farquhar, Revenues and Operations Manager stated that within Cityserve we were working with the incumbent contractor at present. Strategically we were looking into the reduction of meat within every menu within every school. We were already offering vegetarian and vegan meals on a daily basis. One of the strategic project we have at the moment was a School Food Champion where we visited the schools and speak with the children on a group basis or one-to-one basis and enquired what types of food they would like to see on the menu, how they would like that food cooked and served. Gary Farquhar gave assurance that with our chef that they had working alongside procurement the strategy was to reduce the meat content. This also involved the children that we wanted to give a voice to as it was important that they had a voice in how we sustained this and moved it forward within Cityserve projects.

It was

180. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- i. Noted the extension of the existing supplier contracts as set out in (Appendix 1, to the report) by up to 1-year in line with paragraph 2.2 of the Cabinet report of 6th June 2022 which gave delegated authority to the Assistant Director – Procurement (or their delegate), in conjunction with the relevant Finance Business Partner to approve any contract extensions or modifications to the contract that are within what is permitted by Council governance & public procurement legislation;
- ii. Approved the procurement strategy and the commencement of procurement activity for Fresh Meat/Frozen, Meat/Cooked Meat, Milk/Dairy & Morning Goods, Grocery & Frozen in accordance with the approach set out in (Appendix 2, to the report);
- iii. Delegated authority to proceed with the strategy and award of new non multi temperature contracts and award of the multi temperature contracts set out in (Appendix 2, to the report) following the conclusion of the procurement process to the Director of Group & Capital Finance in conjunction with Assistant Director, Procurement, Strategic Director of Council Management (or their delegate) and the City Solicitor & Monitoring Officer (or their delegate).

THREE CITIES WHOLE HOUSE RETROFIT PILOT – INTERIM PROGRESS

Councillor Majid Mahmood declared an interest in the item and advised that most of the properties were in his Ward.

Councillor Jayne Francis, Cabinet Member for Housing and Homelessness introduced the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

Councillor Harmer referred to the high level of cost and commented that in terms of Capital this was £86k on average per property plus the additional project management cost. Some of the properties were costing £150k and that it was worth reflecting on that as that was going to be a major challenge to retrofit as we work round the rest of the city in the coming years. He added that it would be absolutely critical that we develop as a country a consensus that this needed to be done on an on-going basis without the stop start history we had. This has effectively destroyed a significant amount of the wall insulation industry. We needed to work out ways where we can deliver the social housing and to encourage the private owners to do theirs at the same time.

Councillor Mackey commented that the detail in the finance section of the report he was expecting more of the financial breakdown of spend to date and the forecast.

Councillor Mahmood stated that there were some typographical errors in the report i.e. paragraph 1.5, 5.1 and 8.1 and that there was a reference to the MP for Bromford and Hodge Hill which should be the MP for Hodge Hill and the

Housing Liaison Board for Bromford should be Housing Liaison Board for Hodge Hill.

Councillor Francis stated that she accepted the comments concerning the cost and the need for transparency. She added that this was a pilot programme and that when the scheme expands there would undoubtedly be comms of scale.

Wayne Davies, Housing Director, Asset Management City Housing advised that we were undertaking the SHDF programme, and this was the initial start of that. We were looking at the detailed cost and we were clear about the process that we need to follow in terms of applying for the grant funding that relates to it. This was a measured programme over a period of time with the long stop milestone of 2050 where our housing stock will be carbon neutral. We expect the costings to come down but also to value engineer the approach so as we do more of this we will have a better approach both market material purchasing and the delivery from contracting perspective.

We were empathetic towards leaseholders and the actual cost so part of the proposals that were accepted within our bid for the SHDF was that any works that was related to improve insulation standards would be funded as part of the bid by the Council and the only recharges to leaseholders would be only those elements that would ordinarily be replaced as a normal renewal as part of the external of the homes. We were acutely aware that affordability was an issue generally, particularly for leaseholders so what we did was to enable the solution for them where they could pay either over a period of time for the property. Through consultation this had gone well.

It was

181. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- Noted the interim progress report; and
- Delegated authority to:
 - The Interim Strategic Director, City Housing to vary the composition of the retrofit solutions and implementation plans within the approved cost envelope to manage delivery within any arising supply side and manufacturing constraints.
 - The Interim Strategic Director, City Housing (or their delegate) following consultation with the Interim Director of Finance (S151 Officer) (or their delegate) to submit bids for and accept available grant funding opportunities to support delivery of the pilot.

CITY HOUSING INVESTMENT PROPOSAL TO SUPPLY ACCOMMODATION FOR HOMELESS FAMILIES

Councillor Jayne Francis, Cabinet Member for Housing and Homelessness presented the item and drew the attention of Cabinet to the information contained in the report.

Councillor Harmer voiced concerns regarding the logic of what was being proposed and that his concern was that the problem we have in the city was that we did not have enough housing. What we were talking about here in terms of space spending hundreds of millions of pounds buying private housing did not actually change the fundamental problem.

Councillor Alden stated that the report spoke of a significant sum of money going to private sector landlords and sought assurance as to what will be done to ensure that none of that money ended up going to either councillors or officers or even people related to them who were private landlords in the city without there being proper due process around any declarations etc. on that. In terms of the purchasing of properties – the purchasing of half a per cent of all properties in the city. Apart from this was a significant chunk but there was no new properties in the city. He urged that any properties that were bought from this were bought from the exempt accommodations and be turned back into family housing for the use of temporary accommodation as that was the sector where the Council spoke regularly – 50% oversupply in that sector – so we know that was not going to push other people from Birmingham into homelessness instead of buying up family housing and taking them out of the market altogether.

Stephen Philpott, Director, Housing Solutions and Support Service made the following statements: -

- ❖ In terms of the different questions was it a net gain in terms of the number of homes in Birmingham - in essence no.
- ❖ One of the things in terms of supporting a five-year programme rather than what we have at the moment which was a one-year pilot was the fact that there may be developments that were not getting off ground because they needed somebody to commit to it in terms of purchasing.
- ❖ There may be homes that were developed and built in Birmingham because we were able to work with people on a five-year programme rather than short term, but this meant that there was a net gain. We had to do this as an interim as we did not have enough affordable supply particularly for large families.
- ❖ We were working with colleague in PPNS in terms of the longer-term supply of affordable homes. This had to be a commitment to ensure that we got to the place where we have got that affordable supply being built in the city which overall was a net gain.
- ❖ We have a crisis where we have not got the family homes and people in B&B. This was dealing with the five-year window that we were looking at

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while we up our game in terms of development and affordable supply. We needed to look at what the properties were that we were purchasing and purchase the right properties.

- ❖ Stephen Philpott highlighted that we had a fund which includes capital that we could work with landlords and exempt providers were one of those. The Temporary Accommodation Strategy talked largely about prevention and so whilst this work was going on about supply we were also investing in preventing homelessness in the first place.
- ❖ We were investing largely in the private rented sector to improve what was becoming a restricted market in terms of people who were on poor income to get into the private rented sector.

It was

182. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- a. Approved the Temporary Accommodation Strategy 2023-2028 in Appendix 1, to the report, which sets out the strategic approach to improving such provision as part of the Councils wider Housing Strategy;
- b. Approved the funding for Property Acquisition to acquire up to 300 properties per year over the next 5 financial years to 2028 for temporary accommodation and long-term homes;
 - Approved £400m capital funding for purchases and costs of purchase.
 - Approved £5.4m revenue funding to fund the temporary staffing resource over 5 financial years required to administer the acquisitions process, voids management, family accommodation allocation, lettings and move on process for the increasing volume of properties.
 - Approved £3.7m revenue funding over 5 financial years to provide the Housing Solution Service AFT, Complex Case staffing levels and programme support, to deliver on the execution of The Strategy.
 - Approved £2.4m revenue funding over 5 financial years for additional staffing resource to deliver The Strategy PRS access programmes and to support the creation of an income collection and TA arrears management team.
- c. Approved the provision of up to £5m capital grants² (£1m pa) over 5 financial years to incentivise and support private sector landlords to bring their properties up to regulatory standards, or to convert supported exempt accommodation to family use, in return for a commitment to house homeless families for a minimum agreed period;
- d. Approved the provision of up to £7.5m revenue funding from General Fund for landlord incentives and programmes for 5 financial years to

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support the AFT's work to end homelessness duties in the Private Rented Sector;

- e. Delegated authority to the Interim Strategic Director of City Housing (or their delegate) in consultation with the Strategic Director of Place, Prosperity and Sustainability, Director of Property and Investment (or their delegate), Assistant Director Valuation and Investment, and the Interim Director of Finance (S151 Officer) (or their delegate) to:
- Negotiate the acquisition of up to 1,500 properties in accordance with The Strategy and Investment Case (Appendix 3, to the report) for TA and other social housing use;
 - Consider the case for the acquisition of the properties through the medium of a wholly owned Council subsidiary and whether this would provide best value for the Council;
 - Annually review the acquisitions programme through Capital Board and based on fit with wider capital borrowing strategy, managed by the Capital Officers Group, and value for money assessment direct activities for the next 12 months or escalate to Cabinet if proposal is to substantially change focus from this investment proposal;
 - Commission up to £5m in capital grants to private landlords to secure accommodation for homeless families where it achieves value for money; and 2.5.5 to release the revenue funding on an annual basis for landlord incentives.
- f. Authorised the Interim Strategic Director of City Housing (or their delegate) in consultation with the Assistant Director Corporate Procurement (or their delegate) to:
- Continue pursuant to the Cabinet approved report of 8th February 2022 the property acquisition programme to source and procure family sized streetside properties subject to statutory rights of first refusal in favour of the City Council. This will be additional to the current £60m programme and the additional Department for Levelling Up, Housing and Communities (DLUHC) LAHF grant of £5.3m to support Ukrainian and Afghan refugees (approved 14th February 2023).
 - Proactively engage with developers and Housing Associations to source and procure multiple units of available stock, where this represents value for money for the Council.
 - Work with developers and Housing Associations to develop a pipeline of possible future target stock acquisitions, securing first right of refusal where this represents value for money for the council.
 - Explore the suitability and value to the Council of investing in the region of £30m, of the £400m capital, in the Resonance social impact investment National Homelessness Property Fund 2 (NHPF2), and if the case is proven authorise the investment to secure a portfolio of street properties which can be used to end a homelessness duty.

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- Extend the existing Residential Property Acquisition contract with Lambert Smith Hampton by 6 months in order to support the delivery of The Strategy in line with PCR2015 guidelines whereby an extension is allowable up to 50% of the contracts original value.
 - Approve the procurement strategy for the procurement of a provider to support the ongoing delivery of the Residential Property Acquisition Programme component of The Strategy.
 - Award the contract to the successful provider to support the ongoing delivery of the Residential Property Acquisition Programme.
 - Explore and implement any other options acceptable to the council to meet the capacity objectives which remain within the agreed budget provisions contained within this report. This will be done in consultation with the Cabinet Member for Housing and Homelessness and Cabinet Member for Finance and Resources.
- g. Authorised the City Solicitor (or their delegate) to negotiate, execute and complete all necessary documentation to give effect to the above decisions.

DEVELOPMENT OF HOUSING AT YARDLEY BROOK – SCHEME UPDATE AND REVISED FULL BUSINESS CASE (FBC)

The Chair, Councillor John Cotton presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

It was

183. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- (i) Approved the revised FBC attached to this report as Exempt Appendix A, to the report, for the Scheme and delegates any changes to the FBC for the Scheme financial expenditure of up to 20% to the Strategic Director, Place, Prosperity & Sustainability;
- (ii) Noted that the financial details of the scheme are contained within the Exempt Appendix A, to the report;
- (iii) Approved the modification to the contract by increasing the financial value of the contract with Jessup Brothers Ltd for the construction of 298 new homes at Yardley Brook; and
- (iv) Authorised the City Solicitor and Monitoring Officer (or their delegate) to take all steps necessary for the preparation of any documents, to negotiate, execute and complete all necessary documentation to give effect to the above decisions.

DECISION CALLED IN - CONTRACT AWARD FOR THE OPERATION AND MAINTENANCE OF TYSELEY ERF, WASTE TRANSFER STATIONS AND HOUSEHOLD WASTE RECYCLING CENTRES

Councillor Lee Marsham, Chair of the Sustainability and Transport Overview and Scrutiny Committee attended the meeting and gave a brief outline of the reasons for the decision being called in.

Councillor Majid Mahmood, Cabinet Member for Environment then presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

Following discussion by Cabinet it was

184. RESOLVED UNANIMOUSLY: -

That Cabinet:-

1. Noted, and considered, the reasons outlined by the Sustainability and Transport Overview and Scrutiny Committee to 'call in' and refer this decision back to Cabinet, as outlined in section 3, to the report;
2. Noted, and considered, the Executive response to the 'call in' as set out in Appendix 1, to the report; and
3. Considers the recommendations outlined in the updated Cabinet Report (Appendix 2, to the report).

PUTTING PREVENTION FIRST: CONSULTATION AND RECOMMISSIONING OF HEALTH AND WELLBEING SUPPORT FOR VULNERABLE ADULTS

As Councillor Mariam Khan, Cabinet Member for Health and Social Care was unable to attend the meeting the Chair, Councillor John Cotton presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

It was

185. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- (i) Approved the commencement of consultation and co-design for the recommissioning of Health and Wellbeing Support for Vulnerable Adults; and
- (ii) Approved the proposed timescale for consultation, co-design and recommissioning of Health and Wellbeing Support for Vulnerable Adults.

**HOUSEHOLD SUPPORT FUND: ROUND 3 PROGRESS AND ROUND 4
OUTLINE PROGRAMME**

The Deputy Leader, Councillor Sharon Thompson introduced the item and drew the attention of Cabinet to the information contained in the report.

It was

186. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- a) Noted the contents of the summary of support delivered to households during Round 3 of the fund (Appendix 1, to the report: Summary of Round 3 HSF Delivery);
- b) Approved delegated authority to the Director Adult Social Care (or their delegate) to the grant award up to £3.35M of the overall £25.6M HSF allocation to third sector partnership (Early Help and BVSC) to enable the continued availability of hardship grants across all Birmingham localities;
- c) Approved the overall HSF Round 4 priorities (Appendix 2, to the report) which are being aligned with the city's Cost-of-Living programme. In consultation with the Cabinet Member for Social Justice, Community Safety and Equalities this overall HSF4 package will be subject to additional oversight from Birmingham Cost-of-Living Strategic Response Group. In material changes will be reported to Cabinet;
- d) Transfers overall responsibility for the delivery oversight of HSF to Birmingham's Cost-of-Living (Strategic Group Response) programme board recognising the clear links to aims of the DWP's HSF. A report from officers leading on the Cost-of-Living initiative is being prepared for July Cabinet which will include related HSF spends and detail how the two programmes have been aligned; and
- e) Authorised the City Solicitor (or delegates) to execute and complete all necessary legal documents to give effect to the above decisions.

DIGITAL INCLUSION – YEAR ONE

Councillor Saima Suleman, Cabinet Member for Digital, Culture, Heritage and Tourism introduced the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

Councillor Harmer sought assurance that anyone who was in temporary accommodation will have good reliable access to Wi-Fi during their time in temporary accommodation.

Raj Mack, Head of Digital City and Innovation, Digital and Customer Services stated that we were already working in that area and have supported 250

families in Oscott Garden for example. We were working with them to improve the Wi-Fi in that area so there was connectivity that would support the community. We were also working with a number of other organisations across the city to ensure that the infrastructure was there whether it was provided by the Council or other partners to ensure they could support the capability of the demand. We were supporting hostels and hotels and we continue to develop our programme to ensure we were targeting the most vulnerable. We were also ensuring that our partners were contributing towards this, and it did not all fall on the Council.

It was

187. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- I. Noted the progress and achievements of the Digital Inclusion Programme to date;
- II. Supported the approach to prioritise the Action Plan and agrees with the planned priorities set out in section 1.6, to the report; and
- III. Supported the continuation of the current Programme and agrees to receive a further report that sets out the final outcomes and makes recommendations for how digital inclusion activities could be funded beyond 31 December 2023.

DIGITALLY ENABLED COUNCIL: ROBOTIC PROCESS AUTOMATION

Councillor Saima Suleman, Cabinet Member for Digital, Culture, Heritage and Tourism introduced the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

It was

188. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- I. Noted the approach to the programme set out in section 3.3 of the report, that expands on the update in the Digital Strategy Year 1 Update and Review previously provided to Cabinet in May 2023;
- II. Noted that £1.476m has been allocated from Flexible Use of Capital Receipts in the 2023/24 budget, authorises the procurement and investment request from this to fund for the delivery of the programme and provides delegated authority to the Director of Digital and Customer Services for the spend;
- III. Noted an approval of 20% contingency on the £1.476m in line with industry best practice. If and once contingency requirement is known

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approval to be sought from Flexible Use of Capital Receipts that will be managed by the programme board to deliver best value. As the programme will be managed in an Agile manner work will be prioritised based on return on investment to mitigate the use of contingency funding;

- IV. Noted that there is a possible redundancy cost of up to £1.996m that will need to be funded from Corporate Reserves; and
- V. Delegated authority to the Director Digital & Customer Services, with agreement with the Strategic Director Council Management (or delegate) and The Monitoring Officer (or delegate) to agree any contracts to give effect to the above decisions.

RETROSPECTIVE CABINET APPROVAL TO APPLY FOR EUROPEAN SOCIAL FUND CALL – FLEXIBLE ASSISTANCE FOR TERRITORIES COHESION'S ACTION FOR REFUGEES IN EUROPE (FAST-CARE) OC50S23X1846

Councillor Nicky Brennan, Cabinet Member for Social Justice, Community Safety and Equalities introduced the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

It was

189. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- a) Noted and approved the bid to the European Social Fund submitted on 15th May 2023;
- b) If the bid is successful, delegated the Director of Adult Social Care, in consultation with the Interim Director of Finance and the City Solicitor and Monitoring Officer (or their nominees) to accept the funding;
- c) Noted and approved that the Council is to be the accountable body for the bid;
- d) Authorised the Director for Adult Social Care, in consultation with the Interim Director of Finance and the City Solicitor and Monitoring Officer (or their nominees) to enter into a partnership agreement with DWP; and
- e) Authorised the City Solicitor and Monitoring Officer (or their nominees) to negotiate and execute any documents to give effect to the above decisions.

DOMESTIC ABUSE – PART 4 DOMESTIC ABUSE ACT 2021 – DUTY ON LOCAL AUTHORITY – YEARS 3-4 FUNDING

Councillor Nicky Brennan, Cabinet Member for Social Justice, Community Safety and Equalities introduced the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

It was

190. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- Provided retrospective approval for the grant received from DLUHC of £3,337,493 to enable the Local Authority to continue to discharge its duty under Part 4 Domestic Abuse Act 2021 for year 2023 - 2024. Approval was given to accept £3,400,462 in April 2024 to continue to discharge the duty for the year 2024 – 2025;
- Continued to delegate to Strategic Director of Adult Social Care to approve the contract modifications and grants; and
- Approved the delivery of this duty using the funding.

DATES OF MEETINGS, APPOINTMENTS OF OTHER BODIES AND APPOINTMENTS TO OUTSIDE BODIES ETC 2023/2024

The Chair, Councillor John Cotton introduced the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

Councillor Karen McCarthy informed Cabinet that Councillor Paul Tilsley had resigned as a director and trustee from the Millennium Point Trust after the schedule was prepared.

It was

191. RESOLVED UNANIMOUSLY: -

That Cabinet:-

1. That meetings of the Cabinet be held on the dates and time set out in Appendix A, to the report;
2. That the bodies detailed in Appendix B, to the report, be appointed until the appropriate meeting of the Cabinet in the next Municipal Year which considers appointments, with the functions and delegations detailed in Appendix B, to the report and that Members be appointed to serve thereon;
3. That representatives be appointed/re-appointed to serve on the Outside Bodies until the appropriate meeting of the Cabinet in the next Municipal

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Year which considers appointments (See Appendix C, to the report) and that those appointments which are continuing be noted;

4. That those appointments which are no longer needed, detailed in Appendix D to the report, be noted; and
5. That it be noted that any updates to Appendices B and C, to the report, reflecting the final appointments made at today's meeting will be posted on the CMIS database.

CORPORATE PLAN 2022-2026: PERFORMANC AND DELIVERY MONITORING REPORT

The Deputy Leader, Councillor Sharon Thompson introduced the item and drew the attention of Cabinet to the information contained in the report.

Councillor Harmer referred to the Birmingham Pakistani report and that the performance indicator for sport participation was given as GREEN. However when we read the report one of the striking things was how that community felt that it did not have proper access to the sport participation for a number of reasons in terms of cost and accessibility. It was needed to look again at that indicator to see how we could work to ensure that that community could access sports at a level that gives the GREEN indicator. We have hit the number of new houses to be built and yet we were only around 50% of the amount affordable housing which speaks to all the issues and problems that we referred to earlier.

Anti-Social Behaviour (ASB) which when you look at the report it looked reasonably positive, but he did agreed from the case work he was getting and that he was concerned that what was happening was that people were giving up reporting as they did not believed that anything was being done particularly in terms of City Housing ASB. People did not felt that anything would change when they reported it. There were particular issue around level one sheltered accommodations and the Cabinet Member will be attending a meeting in his ward with the sheltered scheme. There was also the on-going issues with missed collections as it did not seem to be on a downward trend.

Councillor Ewan Mackey referred to the CFCEP 2023/2024 primary and secondary school exclusion rates and absence rates which have exceeded the target levels and had also exceeded the national norms. The report stated that it was needed to review the target levels, but he was looking to see those levels coming down. CHCP 25 was similar as the percentage of Not in Education Employment or Training (NEETS) the numbers did not include the not knowns which we were supposed to do to comply with national comparisons. He added that he would like the figures to be added in to see what we were doing to improve that situation.

CHCP07 total families in B&B for more than six weeks. The figure was increasing despite the ombudsman findings against the Council and telling us that the figures must be reduced. The question was what we were doing to improve this. CMOH08 65% of the complaints were responded to within the

service agreement, but this measure was responded to but not resolved. The question was what percentage the resolutions were if we were only getting back to 65% of the people. He wondered if it would be more helpful if we were to change this metric to resolved rather than responded to and that would meant focusing on it a lot more.

Councillor Karen McCarthy commented that as Members would be aware we had a robust improvement plan not just for SEND services but all of the children services directorates. It was important as part of that we were seeking to make steady progress, but it was also important that our targets were appropriate. We will be doing some work with Members to build on the standing of where the targets come from. Those that were nationally set and those that were locally set etc. so that everybody knows how we were making progress. These figures were important to us, and we insist on one set of data so that there was not a different set of data going to the Improvement Board. Our data was the same wherever you came across it and she was proud of the progress they were making.

Councillor Majid Mahmood commented that we have 106k collection on a daily basis and to just missed some of them we missed the target. It was hoped that the target will be GREEN when this was next reported to Cabinet, and we should be getting to that target now as there was a significant amount of work that had been carried out with the crews across the board in refuse collection. One was the collection of data on a daily basis and the data on the kit device that reports back to the depot if a road was being missed. Where we do needed to do some work was around the communal bins and would have that data back.

The Deputy Leader commented that performance was important to the City Council. She added that the framework was just one of the mechanisms on recording performance and making sure we were keeping on top of that. The desire was to put a lot of focus into getting the basics where they needed to be. In terms of the particular point around report of the needs of the Pakistani community the Deputy Leader expressed thanks to the author and was looking forward to working with them around that. With the performance indicators somethings that were in the communities were fluid and we needed to address those, and *Everyone's Battle and Everyone's Business* was always something that was a key priority alongside that. The measurements on the KPIs we needed to ensure that we were keeping on top of those and Cabinet Members were questioning and being curious about the narratives that were attached to them. The points around the report would be picked up.

Richard Brooks, Director, Strategy Equalities and Partnerships stated that the key thing was to recognised that this performance reporting process was always work in progress and it was always evolving. A lot of the points being made were helpful in terms of us thinking about the format of the report and the level of detail on which we report and trying to draw out the issues where we could focus on our improvement activity.

It was

192. **RESOLVED UNANIMOUSLY: -**

188

That Cabinet noted the performance of the Council against the priorities and outcomes set out in the Council's Corporate Plan 2022-2026.

CORPORATE PLAN 2022-2026: PERFORMANCE AND DELIVERY MONITORING REPORT

The Deputy Leader, Councillor Sharon Thompson introduced the item and drew the attention of Cabinet to the information contained in the report.

It was

193. RESOLVED UNANIMOUSLY: -

That Cabinet agreed the refreshed Corporate Performance and Delivery Plan as the basis for performance and delivery reporting to Cabinet in 2023/24.

KEY DECISION PLANNED PROCUREMENT ACTIVITIES (JULY 2023 – SEPTEMBER 2023)

Councillor Brigid Jones, Cabinet Member for Finance and Resources introduced the item and drew the attention of Cabinet to the information contained in the report.

Councillor Ewan Mackey referred to the City Housing Consultancy Support item and commented that it did not appear that the framework that was agreed were being used. The mortality services item had a high value procurement against it, and he requested that a full report be submitted to Cabinet concerning the item. He further requested a briefing note on how many contracts were also in this position and what had been done to rectify that .

Councillor Jones responded that she was happy to provide the briefing note and that she did not have an objection to the mortality services item returning to Cabinet. Paul Kitson undertook to take the action away relating to the City Housing Consultancy Support item.

Councillor Majid Khan welcomed the upgrade of the basketball courts a majority of which were in park land across the city.

It was

194. RESOLVED UNANIMOUSLY: -

That Cabinet approved the planned procurement activities as set out in Appendix 1, to the report **(except for the Mortality Services item. A separate report to Cabinet for this item was needed)** and approved Chief Officer delegations, set out in the Constitution, for the subsequent decisions around procurement strategy and contract awards.

NON-KEY DECISION PLANNED PROCUREMENT ACTIVITIES (JULY 2023 – SEPTEMBER 2023)

Councillor Brigid Jones, Cabinet Member for Finance and Resources introduced the item and drew the attention of Cabinet to the information contained in the report.

Councillor Ewan Mackey commented that the title of procurement provision of outdoor furniture, but the description was talking about fleet and vehicle inspections. He enquired what the procurement was for.

Councillor Majid Mahmood responded that this was for more bins. Steve Sandercock stated that the description was incorrect and that it was for more outdoor bins and apologised for the error in the description.

It was

195. RESOLVED UNANIMOUSLY: -

That Cabinet noted the planned procurement activities as set out in Appendix 1, to the report and Chief Officer delegations, set out in the Constitution, for the subsequent decisions around procurement strategy and contract awards.

OTHER URGENT BUSINESS

196. No item of urgent business was raised.

The meeting ended at 1238 hours.

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CHAIRPERSON

Birmingham City Council

Report to Cabinet

25th July 2023



Subject: Sport Accord World Business & Sport Summit
Report of: Craig Cooper, Strategic Director City Operations
Relevant Cabinet Member: Councillor John Cotton - Leader

Relevant O & S Chair(s): Cllr Albert Bore - Coordinating
Report author: Chris Jordan – Assistant Director Neighbourhoods

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Ladywood Ward		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011654/2023		
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, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential :		

1 Executive Summary

- 1.1 The report sets out the opportunity for Birmingham to host the Sport Accord World Business and Sport Summit, should the bid to fund the event through WMCA's Commonwealth Games Legacy Fund be successful.

2 Recommendations

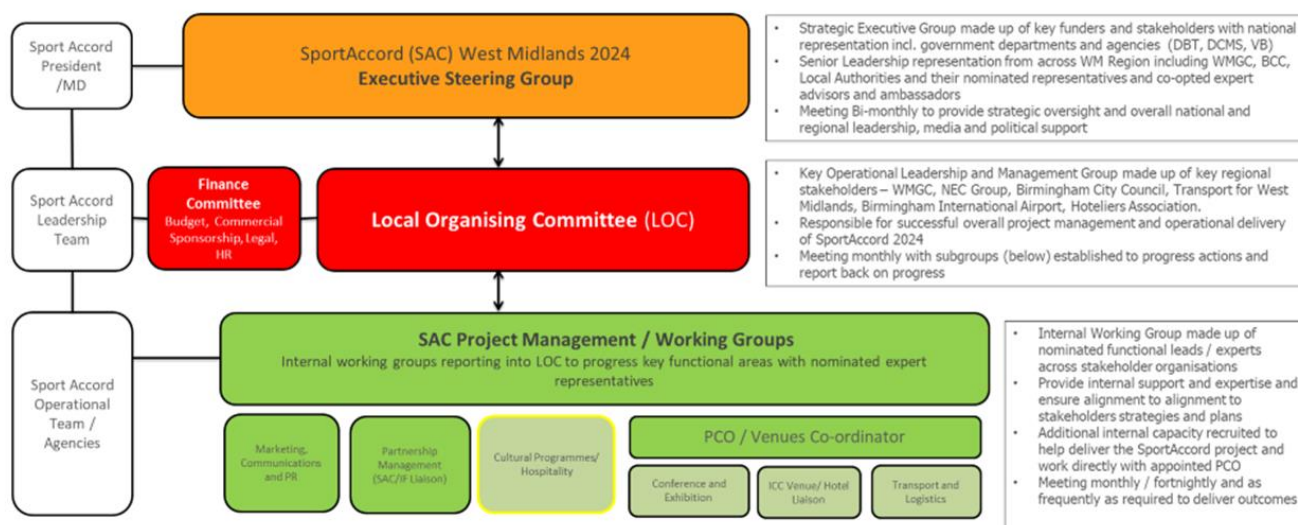
- 2.1 Cabinet agrees retrospectively for the City Council to be the named grant recipient for the £3m bid by the WMGC to the WMCA's Commonwealth Games Legacy Fund to host Sport Accord and should the bid be successful to accept the grant.

- 2.2 Should the City Council be awarded the rights to host Sport Accord, Cabinet delegates the approval to spend the grant to the Strategic Director City Operations and authorises the completion of all legal and procurement matters, associated with the summit, including payment of the rights fee, to the Strategic Director – City Operations (or their delegate), in conjunction with the Assistant Director, Procurement (or their delegate), the Interim Director of Finance (or their delegate) and the City Solicitor and Monitoring Officer (or their delegate)
- 2.3 Cabinet delegates authority to the Strategic Director - City Operations in conjunction with the Assistant Director, Procurement, the Interim Director of Finance (Section 151) and the City Solicitor & Monitoring Officer (or their delegates) in consultation with the Cabinet Member for Finance and Resources to approve a procurement strategy/strategies and then to award contracts for the procurement over the procurement threshold as required to deliver the event.

3 Background

- 3.1 Sport Accord World Business and Sport Summit brings together over 2000 delegates, from 1000 different organisations and 145+ International Sporting Federations affiliated with the International Olympic Committee (IOC) who all host their Annual General Assemblies at SportAccord each year.
- 3.2 The 6-day international business summit is attended by global leaders of sport represented at the highest levels. Previous editions have been held usually around the hosting of a Major International Event (Athens, Beijing, London, Dubai, Sochi) with the last edition being held on the Gold Coast Australia in 2019 following their hosting of the 2018 Commonwealth Games.
- 3.3 The City and the Region have an opportunity to bring this event to Birmingham in April 2024. WMGC have been leading this work, and although this will remain a partnership approach, the City Council will be the named Host City and will enter into the legal agreement to deliver the event.
- 3.4 The primary objective in hosting SportAccord in Birmingham & the West Midlands will be to market and promote the city and our regions assets, venues and infrastructure to the international sporting community, attracting an unprecedented level of interest and stimulating hosting opportunities for a strong pipeline of Major Sporting and Business Events for the next decade.
- 3.5 The city and its regional partners will be responsible for 'hosting' and 'co-producing' the event and as a result we will have direct influence over the conference programme, speaker slots, delegate itineraries, cultural and social programme and hosting familiarisation visits to showcase regional host venues.
- 3.6 As part of the organising structure, a West Midlands Steering Board will be established made up of key representatives from across the region to ensure that we deliver a conference and social programme that showcases the best of the region's cultural assets and infrastructure and positions Birmingham and the West Midlands future hosting ambitions at the forefront of the event.

- 3.7 A Local Organising Committee (LOC) will also be established and as the host Local Authority, Birmingham City Council will work with WMGC to establish a leadership and management group made up of key regional stakeholders – NEC Group, TfWM, Birmingham International Airport, Hoteliers Association, Convention Bureau - responsible for overall project management and operational delivery of SportAccord 2024, leaning on previous experience of successfully delivering the Birmingham 2022 Commonwealth Games.
- 3.8 Alongside the LOC will sit a separate Finance Committee, with officers from BCC and WMGC responsible for giving assurance to the Executive Steering Committee that the event is being delivered within the agreed budget of £3.013m



- 3.9 The proposed governance structure for SportAccord is based on the recommended approach specified in the contract with a Local Organising Committee (LOC) being established at the heart of the partnership between SportAccord (SAC), West Midlands Growth Company (WMGC), Birmingham City Council (BCC), The NEC Group (NEC) and our key regional stakeholders. The LOC will be underpinned by an internal WMGC Project Management Group which will be established to progress some of the critical functional elements. The details of those involved in the SAC Project Management Group and the specific thematic allocation of responsibilities, as well as the other groups is set out in Appendix 1. A Professional Conference Organiser (PCO) will be appointed to oversee the operational delivery of the Conference and Exhibition, as will an Event Lead/Project Manager required within BCC to ensure opportunities to the council are maximised and city council's responsibilities are discharged. In addition, we propose establishing a high level Executive Steering Board which will provide strategic direction and influence and help to ensure political and organisational support for the hosting programme and conference.
- 3.10 A useful comparison to illustrate the SportAccord opportunity would be hosting a major international business event like MIPIM or COP 26 in city. There is simply

no better platform to promote Birmingham and the West Midlands Major Event hosting ambitions and credentials to a global delegation of sports business leaders and reinforce our position as world class host of Major International Events building on the success of the Commonwealth Games.

- 3.11 In 2019 Sport Accord was funded by Queensland Tourism and Events and City of Gold Coast as host venue and their total investment was in the region of \$6.5million Australian Dollars (£3.3m Sterling). The investment was seen as a central pillar in their strategy to attract future Major Events to Queensland after successfully hosting the 2018 Commonwealth Games. Their evaluation concluded that the event 'broke even' in economic impact terms for the visitor and associated hospitality businesses, however it played a critical role in elevating and enhancing the reputation and image of their city region as a future host of Major Events. By hosting top level IOC members and senior delegates from International Sporting Federations for a week on the Gold Coast, the event is known to have played a key role in the region subsequently being awarded the 2032 Brisbane Olympics.
- 3.12 UK Sports assessment is that whilst there is an expected direct and indirect economic impact on the local economy, SportAccord is a unique hosting proposition with a targeted global profile within the world of sport and the key benefits are around soft power, international relations and reputation. It is also a chance to set the agenda for such an influential global conference allowing West Midlands and the UK to advance its objectives around, for example: trade and investment through sport, sports tourism, the hosting of major sporting events and delivering sustainable impacts.

4 Options considered and Recommended Proposal

- 4.1 The options considered regarding this event were;
- 4.2 To not hold the summit; the event would not be delivered and the potential opportunities identified through this report lost.
- 4.3 To hold the summit with Birmingham as the host; the event is fully budgeted for through the Regional Events pot and will market and promote the city and our regions assets, venues and infrastructure to the international sporting community, attracting an unprecedented level of interest and stimulating hosting opportunities for a strong pipeline of Major Sporting and Business Events for the next decade.
- 4.4 To hold the summit with another local authority in the region as the host; the WMGC in developing the proposal recognised that following the success of the Commonwealth Games and the infrastructure that exists in the city that Birmingham was the most viable location to host this event.
- 4.5 It is recommended that holding the summit with Birmingham as the host is the preferred option.

5 Consultation

- 5.1 There has been engagement with various partners in considering the potential of this event including WMGC, the ICC / NEC Group, Sport Accord and the Directors responsible for Economic Development (through the WMCA group)
- 5.2 Consultation has also taken place with Councillor Sharon Thompson – Deputy Leader, Councillor Saima Suleman – Cabinet Member for Digital, Culture, Heritage & Tourism and Councillor Brigid Jones – Cabinet Member for Finance and Resources

6 Risk Management

- 6.1 The Local Organising Committee and Project Management Group will be responsible for developing the risk register for the event. However at present the main risk to the city council, should the funding bid be secured, is delivering an event within nine months and ensuring the event is managed within budget. The budget risk has been minimised as many of the costs in the budget already have firm quotations behind them and the budget also includes an appropriate contingency sum within it, in addition a separate Finance Committee will be set up to ensure that delivery against budget is closely monitored. The delivery time pressures will be mitigated by bringing in the two posts referenced in 3.8.

7 Compliance Issues:

- 7.1 How are the recommended decisions consistent with the City Council's priorities, plans and strategies?
 - 7.1.1 The primary objective in hosting SportAccord in Birmingham & the West Midlands will be to market and promote the city and our regions assets, venues and infrastructure to the international sporting community, attracting an unprecedented level of interest and stimulating hosting opportunities for a strong pipeline of Major Sporting and Business Events for the next decade. This aligns with the Major Sporting Events Strategy 2022-32 adopted by Cabinet.

7.2 Legal Implications

- 7.2.1 Under S.2 Local Government Act 2000 the Council is empowered to do anything which it considers is likely to further the social and economic wellbeing of its area. The hosting of SportAccord in Birmingham will further the wellbeing of local residents and create future employment opportunities.
- 7.2.2 The Council has a best value duty under the Local Government Act 1999 to improve the efficiency, economy and effectiveness of the services it delivers. The Council has powers under the Local Government Act 1972 to effectively manage its assets. The SportAccord will bring a financial benefit to the local community by creating sponsorship and business opportunities for the city.

- 7.2.3 The Council's in-house Legal team will complete all legal matters associated with any transactions.

7.3 Financial Implications

- 7.3.1 The total cost of hosting SportAccord is projected as £3.013m. A breakdown of this is provided in paragraph 7.3.6 and includes contingency of £0.193m.

- 7.3.2 The West Midlands Growth Company (WMGC) has prepared a submission seeking to secure £3.0m from the West Midlands Combined Authority (WMCA) Commonwealth Games Legacy Fund. There remains a gap of £0.013m between the grant bid and projected cost, this will be funded through event income generation. WMGC estimates indicate that the level of income generated will exceed £0.206m which would free up the contingency allocation.

- 7.3.3 The Local Organising Committee will be required to ensure that the event is delivered within the available budget and in doing so there is no requirement for funding from the city council. In signing the hosting contract the city council formally becomes the accountable body for the event. A finance committee will be established to support the LOC in actively managing the budget and also to provide assurance to the Executive Steering Board that costs are being contained within the available budget envelop.

- 7.3.4 The financial model for SportAccord is that the 'host' is responsible for meeting the costs associated with staging the event which includes;

1. Providing the conference venue (6 days)
2. Catering for delegates during course of conference (2000 delegates)
3. Guest VIP receptions and award dinners (opening and closing ceremonies)
4. Hotel accommodation for SportAccord, IOC members and VIPs (circa 350 rooms)
5. Transport and airport shuttles for VIP delegates
6. SportAccord Exhibition Arena
7. Event production and delivery (appointment of PCO)

- 7.3.5 Contained within the projected cost is a SportAccord Rights Fee of 1.0m Swiss Francs (CHF) (£0.890m sterling at current exchange rate) which will be paid to SportAccord on signing of the contract and enable them to appoint a dedicated team to work alongside the Steering Board and Local Organising Committee.

- 7.3.6 The budget estimate below has been developed by WMGC using actual quotes obtained from venues and estimates based on experience gained through the BATP Hosting Visits. The hosting obligations outlined in the Sport Accord masterplan/contract have also been reviewed to estimate Civic Receptions and opening/closing ceremonies.

Sport Accord 2023 – Forecast Budget	
ICC Venue Hire	£368,872
Conference Catering	£243,870
Accommodation	£317,715
Transport/VIP Travel	£130,000
Event Organisation / Production / Branding	£370,000
LOC structure and operating costs	£200,000
Opening and Closing Ceremonies	£110,000
Reginal Hosting Visits/Social Events	£150,000
Civic Reception	£40,000
Sport Accord Estimated Hosting Cost	£1,930,457
Contingency @ 10%	£193,045
SportAccord Rights Fee	£890,000
Total Forecast Expenditure	£3,013,502

7.4 Procurement Implications

7.4.1 Any procurement resulting from these recommendations will comply with the Council's Procurement and Contract Governance Rules (PCGR) and the Public Contract Regulations 2015, a summary is set out in the table below.

Sport Accord 2023 Requirements	Budget Estimate	Proposed Procurement Route
ICC Venue Hire	£368,872	See para 7.4.2 i
Conference Catering and ceremonies	£353,870	See para 7.4.2 i
Exhibition hire, Audio Visual, production	£195,000	See para 7.4.2 i
Accommodation and VIP dinner	£357,715	See para 7.4.2 ii
Regional Familiarisation Visits and Hosting programme	£150,000	See para 7.4.2 iii
Transport/VIP Travel	£130,000	See para 7.4.3
SportAccord Rights Fee	£890,000 (1 million Swiss Francs)	See para 7.4.4

- 7.4.2 The procurement strategy for this event will include the use of the negotiated procedure for the following:
- i) ICC – Venue hire, conference catering & ceremonies, exhibition hire, AV and production
 - ii) Grand Hotel – Accommodation and VIP dinner
 - iii) West Midlands Growth Company – Regional Familiarisation Trips and hosting programme.
- 7.4.3 Quotes will be obtained for transport/executive travel including drivers in line with PCGR.
- 7.4.4 Payment of the SportAccord Rights Fee is not a procurement and is out of scope of the Council's PCGR on the basis of 1.8(ix) that the Council has no discretion in the payment of the fee.
- 7.4.5 This event has to be delivered at short notice and will require the commissioning of additional professional resources in compliance with Public Contract Regulations 2015 to lead this within the City Council's Events Team. If an employment route is taken on a fixed term basis, this would not be a procurement.
- 7.5 Public Sector Equality Duty
- 7.5.1 An Equality Assessment has been undertaken and no adverse impacts have been identified.

8 Appendices

- 8.1 Appendix 1 Roles and Responsibilities of Partners
- 8.2 Appendix 2 Environment and Sustainability Assessment

9 Background Documents

- 9.1 None

Sport Accord Report – Appendix 1

SportAccord Birmingham West Midlands

7th-12th April 2024

Management and Governance Framework

For Discussion and Agreement

Overview

Sport Accord World Business and Sport Summit (SportAccord) brings together 2000 delegates, from 1000 different organisations and 145+ International Sporting Federations affiliated with the International Olympic Committee (IOC) who all host their Annual General Assemblies at SportAccord each year.

The 6-day international business summit is attended by global leaders of sport represented at the highest levels. The event is planned to take place from the 7-12th April 2024 and the International Convention Centre, Birmingham has been secured to host the summit, conference and exhibition.

SportAccord is a globally significant business event hosting world leaders in sport in the region for one week and will provide an unrivalled opportunity to promote the city and regions assets, venues and infrastructure to the international sporting community, attracting an unprecedented level of interest and stimulating hosting opportunities for a strong pipeline of Major Sporting and Business Events.

The total investment from the WM Regional Major Events Fund will be £3m and the Host City will be Birmingham City Council who will receive funding directly from WMCA. The hosting contract for SportAccord will be directly between Birmingham City Council and SportAccord including the payment of a rights fee and the procurement of supplies and services relating to the delivery of SportAccord including; ICC venue hire, conference catering, VIP accommodation, event production and delivery.

West Midlands Growth Company (WMGC) as the regional body responsible for attracting and securing major sporting and business events, will provide wrap-around advice and support and work closely with Birmingham City to ensure that the benefits of hosting SportAccord are maximised across the region and it's stakeholders.

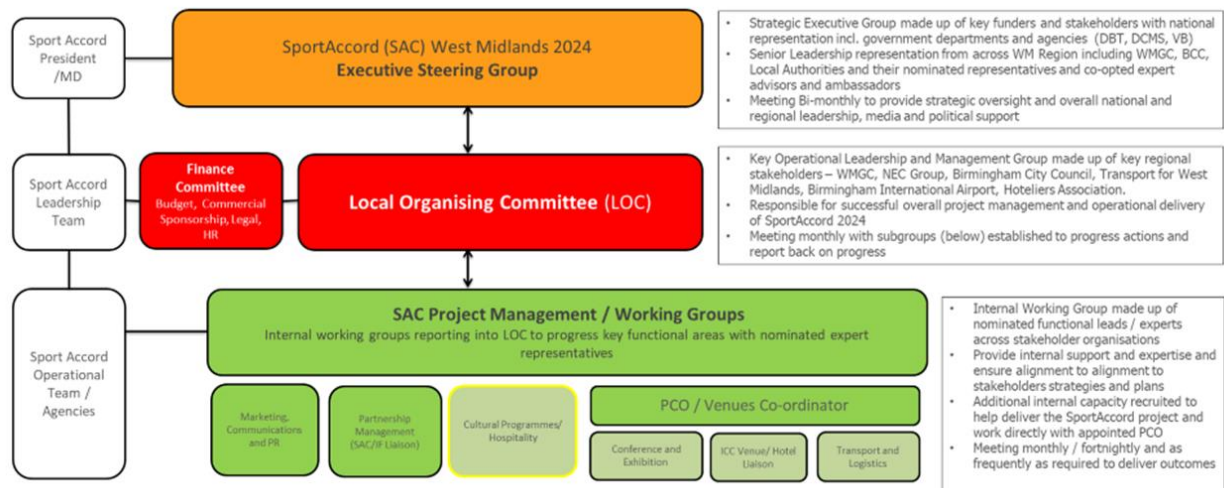
This includes planning and delivery of the regional familiarisation programme and hosting visits to key venues, PR and communications, investor engagement and where appropriate international promotion, through its Global West Midlands Programme. Birmingham and West Midlands Convention Bureau will also lead and co-ordinate all accommodation for the SportAccord key delegates and VIPs and liaise with accommodation providers to ensure that room stock is available throughout the duration of the summit.

Governance Structure

The proposed governance structure for SportAccord is based on the recommended approach specified in the contract with a Local Organising Committee (LOC) being established at the heart of the partnership between SportAccord (SAC), Birmingham City Council (BCC), West Midlands Growth Company (WMGC), The NEC Group (NEC) and our key regional stakeholders integral to the successful operational delivery of the summit including Birmingham International Airport, Transport for West Midlands and the Hoteliers Association.

The proposed governance structure and outline responsibilities is illustrated below;

Sport Accord Report – Appendix 1



Executive Steering Board

Birmingham City Council and West Midlands Growth Company will work together to establish an **Executive Steering Board** made up of key senior representatives from across the West Midlands Region and national agencies to provide strategic direction and oversight and ensure that we deliver a conference and hosting programme that showcases the best of the region's assets and infrastructure and positions West Midlands future hosting ambitions at the forefront of the event.

The Executive Steering Board will work closely with the SportAccord Executive to ensure we have influence over the conference programme, speaker opportunities, delegate itineraries, cultural and social programme and hosting familiarisation visits to showcase regional host venues. 150 delegate places will be available to distribute amongst our own political and business networks, key stakeholders, commercial partners and major event hosting venues who will be at the forefront of the SportAccord exhibition that runs parallel to the main conference programme.

Local Organising Committee

Birmingham City Council will establish a **Local Organising Committee (LOC)** responsible for overall project management and operational delivery of SportAccord 2024, leaning on previous experience of successfully delivering the Birmingham 2022 Commonwealth Games. This management group will be made up of key regional stakeholders including WMGC, Convention Bureau, NEC Group, TfWM, Birmingham International Airport, Hoteliers Association.

Roles and responsibilities of those stakeholders on the Local Organising Committee (LOC) will require further discussion and agreement by stakeholders once the SportAccord funding has been secured and the SAC Summit has been awarded to West Midlands but can logically summarised below based on key responsibilities and strengths;

Organisation	Outline Responsibilities
Birmingham City Council	<ul style="list-style-type: none"> • Host City and contracting organisation with SAC • Funding recipient and budget management and procurement of venues and services

	<ul style="list-style-type: none"> Contracting organisation with ICC, Official Hotels and PCO Overall project management and co-ordination of LOC Civic Reception, city wide dressing and welcome for SAC delegates
West Midlands Growth Company	<ul style="list-style-type: none"> Convention Bureau function co-ordinating hotel and accommodation requirements for SAC Regional hosting programme and familiarisation visits to key venues PR and communications support including speakers and delegates Partners West Midlands Stakeholder Engagement Targeted engagement with International Federations identifying future hosting opportunities for sporting and business events
NEC Group (ICC)	<ul style="list-style-type: none"> Hosting of event at ICC and co-ordination of SAC venue requirements Catering and hospitality requirements throughout conference programme Conference production and branding and look and feel of venue Exhibition design and co-ordination through in-house team liaising with SportAccord Exhibitors
Transport for West Midlands	<ul style="list-style-type: none"> Transport co-ordination and liaison across city and region Showcase city capabilities and capacity for hosting Major Events
Birmingham International Airport	<ul style="list-style-type: none"> Co-ordination of arrival and welcome for International delegates arriving at Birmingham International Liaison on shuttle services to city centre including rail and VIP executive transport
Hoteliers Association	<ul style="list-style-type: none"> Co-ordination and liaison with accommodation providers to ensure room availability for delegates Provide welcome and reception for SAC delegates and officials at designated official hotels Liaison with hospitality sector and restaurants

Project Management Group(s)

The LOC will be underpinned by a number of internal **Project Management Groups** which will be established to co-ordinate and progress some of the critical functional elements and may involve establishing short life working groups made up of key officers and individuals, utilising expertise within partner organisations. The details of those involved in the SAC Project Management Group and the specific thematic allocation of responsibilities is suggested below;

- Finance, Legal and HR – Birmingham City Council
- Marcomms – BCC / WMGC / WMCA / SAC
- Commercial/Sponsorship – BCC / WMGC / SAC
- SAC Partnership Management – BCC / WMGC / SAC
- Cultural / Regional Hosting Programme – WMGC / WMCA

A **Professional Conference Organiser (PCO)** will also be appointed to oversee the successful operational delivery of the Conference and Exhibition including liaison with the ICC venue on event production, catering, exhibitors and suppliers, AV requirements and delegate co-ordination including venue access, registration and customer services.

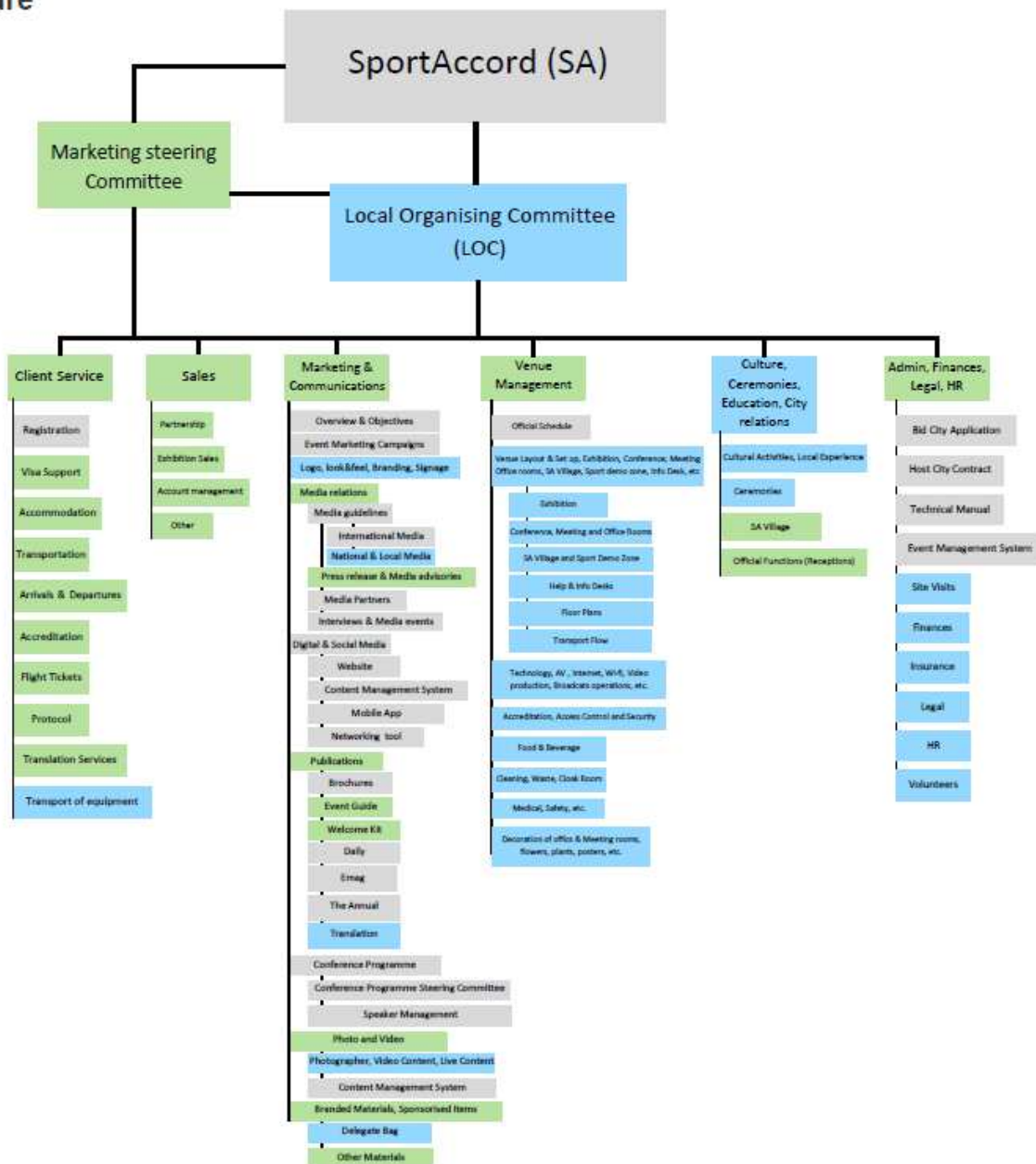
The relationship with the SportAccord organisation will be critical as we rely greatly on their experience and expertise in the successful hosting and delivery of SportAccord in Birmingham and West Midlands. This is highlighted in the overview provided below where many of the responsibilities are shared between SportAccord and the LOC;

Colour Index:

SA Responsibility LOC Responsibility SA & LOC Responsibility

All areas are supervised with responsible council part in SA

ture



APPENDIX 2

Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/decision/development proposal is likely to have on the environment. To complete the assessment, you should consider whether that policy/development/proposal will have a positive or a negative impact on each of the key themes by selecting whether the impact of the proposal is positive, negative or has no specific impact on the themes. Please only tick one of these, by deciding what the overall impact is. The assessment must be completed for all Cabinet reports. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete. The table below is for guidance only and should not be submitted as part of the report.

Theme	Example
Natural Resources - Impact on natural resources including water, soil, air.	<p>Does the decision increase water use?</p> <p>Does the decision have an impact on air quality?</p> <p>Does the decision discourage the use of the most polluting vehicles (private and public) and promote sustainable modes of transport or working from home to reduce air pollution?</p> <p>Does the decision impact on soil?</p> <p>For example, development will typically use water for carrying out various operations and, once complete, water will be needed to service the development. Providing water to development and treating affluent water requires energy and contributes to climate change. Some of the activities including construction or disposal of waste may lead to soil pollution. The decisions may lead to more journeys thereby deteriorating air quality and thus contribution to climate change and greenhouse gases.</p>
Energy use and CO ₂ emissions.	<p>Will the decision have an impact on energy use?</p> <p>Will the decision impact on carbon emissions?</p> <p>Most day-to-day activities use energy. The main environmental impact of producing and using energy such as electricity, gas, and fuel (unless it is from a renewable source) is the emission of carbon dioxide.</p>

Impact on local green and open spaces and biodiversity	<p>The proposal may lead to localised impacts on the local green and open spaces which may have an impact on local biodiversity, trees and other vegetation in the area.</p> <p>Will the proposal lead to loss (or creation) of green and blue infrastructure? For example, selling an open space may reduce access to open space within an area and lead to a loss of biodiversity. However, creating a new open space would have positive effects.</p>
Use of environmentally sustainable products, equipment and packaging'	<p>Will the decision present opportunities to incorporate the use of environmentally sustainable products (such as compostable bags, paper straws etc.), recycled materials (i.e. Forest Stewardship Council (FSC) Timber/wood), non-polluting vehicles, avoid the use of single use plastics and packaging.</p>
Minimising waste	<p>Will the decision minimise waste creation and the maximise recycling during the construction and operation of the development/programme/project?</p> <p>Will the decision provide opportunities to improve recycling?</p> <p>For example, if the proposal involves the demolition of a building or a structure, could some of the construction materials be reused in the new development or recycled back into the construction industry for use on another project?</p>
Council plan priority: a city that takes a leading role in tackling climate change and deliver Route to Zero.	<p>How does the proposal or decision contribute to tackling and showing leadership in tackling climate change and deliver Route to Zero aspirations?</p>

Project Title: Sport Accord World Business and Sport Summit				
Department:	Team: City Operations/Neighbourhoods		Person Responsible for assessment: Chris Jordan	
Date of assessment: 03/0723		Is it a new or existing proposal?: New		
Brief description of the proposal: An opportunity for Birmingham to host the Sport Accord World Business and Sport Summit, should the bid to fund the event through WMCA's Commonwealth Games Legacy Fund be successful.				
Potential impacts of the policy/development decision/procedure/ on:	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?
Natural Resources- Impact on natural resources including water, soil, air			√	The Sport Accord World Business and Sport summit will not have any direct impact on the natural resources. There will be increased pressure on these resources due to the increased number of people visiting the city, for the Summit but it will be temporary. On balance it could be considered that the overall impact will be neutral.
Energy use and CO ₂ emissions		√		The event will attract delegates, exhibitors and visitors to the city. This will lead to more journeys into the city and more use of resources in the areas where they will stay, network and visit. The Summit will lead to increased energy use and hike in carbon emissions. The event will attract visitors from abroad the majority of which will fly. The temporary increase of emissions can be partially mitigated whilst in the city by promotion of sustainable public transport options.

Impact on local green and open spaces and biodiversity			√	There will be no overall impact on the city's green spaces and biodiversity.
Use of sustainable products and equipment	√			Procurement specifications will ensure all equipment and products will endeavour to be sustainable. All related venues can be encouraged to use sustainable and eco-friendly products.
Minimising waste	√			More visitors to the city will lead to generation of more waste but if waste is managed and disposed of in a sustainable and environmentally friendly way this impact can be minimised.
Council plan priority: a city that takes a leading role in tackling climate change			√	No specific impact identified.
Overall conclusion on the environmental and sustainability impacts of the proposal	Overall, the Summit will have the opportunity to make a positive contribution towards the Council's sustainability agenda and to bring positive social and economic benefits to the city.			

If you require assistance in completing this assessment, then please contact: ESAGuidance@birmingham.gov.uk

Appendix 3

Title of proposed EIA	Sport Accord World Business & Sport Summit
Reference No	EQUA1170
EA is in support of	New Function
Review Frequency	No preference
Date of first review	01/01/2024
Directorate	City Operations
Division	Neighbourhoods
Service Area	Events
Responsible Officer(s)	<input type="checkbox"/> Rachael Rose
Quality Control Officer(s)	<input type="checkbox"/> Rehana Kosar
Accountable Officer(s)	<input type="checkbox"/> Chris Jordan
Purpose of proposal	Hosting Sport Accord World Business & Sport Summit
Data sources	
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Not Applicable
Age details:	
Protected characteristic: Disability	Service Users / Stakeholders
Disability details:	The conference will be hosted at the ICC which is full accessible. Hotel accommodation and familiarisation visits will also be accessible.
Protected characteristic: Sex	Not Applicable
Gender details:	
Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	
Protected characteristics: Marriage and Civil Partnership	Not Applicable
Marriage and civil partnership details:	
Protected characteristics: Pregnancy and Maternity	Not Applicable
Pregnancy and maternity details:	
Protected characteristics: Race	Not Applicable
Race details:	
Protected characteristics: Religion or Beliefs	Not Applicable
Religion or beliefs details:	

Protected characteristics: Sexual Orientation	Not Applicable
Sexual orientation details:	
Socio-economic impacts	There is simply no better platform to promote Birmingham and the West Midlands major events hosting ambitions and credentials to a global delegation of sports business leaders and reinforce our position as world class host of major international events. The council's Major Sporting Events Strategy required events to have purpose and deliver impact in our city and for our communities.
Please indicate any actions arising from completing this screening exercise.	
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	
Consultation analysis	
Adverse impact on any people with protected characteristics.	
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	
How will the effect(s) of this policy/proposal on equality be monitored?	
What data is required in the future?	No
Are there any adverse impacts on any particular group(s)	No
If yes, please explain your reasons for going ahead.	
Initial equality impact assessment of your proposal	
Consulted People or Groups	
Informed People or Groups	
Summary and evidence of findings from your EIA	The hotel accommodation and conferecing venue will meet the needs of people with disabilities. The familiarisation visits will be planned accordingly to ensure any accessibility needs are met.
QUALITY CONTORL SECTION	
Submit to the Quality Control Officer for reviewing?	Yes
Quality Control Officer comments	
Decision by Quality Control Officer	
Submit draft to Accountable Officer?	Yes
Decision by Accountable Officer	Approve

Date approved / rejected by the Accountable Officer

29/06/2023

Reasons for approval or rejection

Impacts being considered as part of
report/process

Please print and save a PDF copy for your records

Yes

Content Type: Item

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Last modified at 29/06/2023 11:34 AM by Workflow on behalf of ☐ Chris Jordan

Close

Birmingham City Council

Report to Cabinet

25th July 2023



Subject: **P0891: OPERATION OF THE FRANKFURT CHRISTMAS MARKET**

Report of: Craig Cooper, Strategic Director – City Operations

Relevant Cabinet Member: Councillor John Cotton, Leader of the Council

Relevant O &S Chair(s): Councillor Albert Bore, Co-ordinating
Councillor Jack Deakin – Finance & Resources

Report author: Garry Peal Events Commissioning Manager
Telephone No: 07766925323
E-mail: garry.peal@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, Ladywood Ward		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 010622/2023		
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 This report sets out the detail to obtain approval to commence negotiations for a 5 year agreement with FRANKFURT CHRISTMAS MARKET LTD (FCM) the delivery partner of Frankfurt City Council, as represented by TOURISMUS und CONGRESS GmbH FRANKFURT, to operate a Frankfurt Christmas Market from 2023. The placing of market stalls and any associated structures on the public highway will be covered by a consent issued by the highway authority.

- 1.2 The Research Solution was commissioned in 2021 by West Midlands Growth Company on behalf of Birmingham City Council to undertake an evaluation of the previous Birmingham Frankfurt Christmas Market and its economic impact on the City- Appendix 4 This report provides analysis in response to a face to face questionnaire undertaken by a team of fully trained market research interviewers who completed a total of 500 questionnaires from 26th November to 21st December 2021, representing in excess of 1427 visitors.
- 1.3 The Birmingham Frankfurt Christmas Market did not take place in 2020 due to Covid-19 restrictions in place during the year. Appendix 4 looks at responses from visitors and residents to the market and their opinions on the main reason for visiting, how they found out about the market, had they visited previously along with their satisfaction on the range and quality of goods on offer as well as the food and drink available at the market.

2 Recommendations

That Cabinet:

- 2.1 Approve the strategy and the commencement of activity for the provision of the Birmingham Frankfurt Christmas Market in accordance with the requirements and approach outlined in the Procurement Strategy (Appendix 1).
- 2.2 Delegates the award of a contract to the Strategic Director – City Operations (or their delegate), in conjunction with the Assistant Director, Procurement (or their delegate), the Interim Director of Finance (or their delegate) and the City Solicitor and Monitoring Officer (or their delegate)
- 2.3 Approve the granting of consent for the placing of market stalls and any associated structures on the public highway.
- 2.4 Authorise the City Solicitor and Monitoring Officer to prepare, execute and complete the necessary documents to implement the above recommendations.

3 Background

- 3.1 The previous Birmingham Frankfurt Christmas Market was held during November and December 2022, at Victoria Square, extending down New Street. Victoria Square is a pedestrianised public square in the centre of Birmingham, bordered by the Birmingham City Council House. New Street extends from the southern edge of Victoria Square and runs eastwards past New Street Station and up to the Rotunda and Bullring.
- 3.2 A Frankfurt-Birmingham economic and cultural collaboration document was first signed in 1966 and was to encourage and facilitate co-operation between agencies and institutions within the two cities, notably within the fields of business, education, culture, sport and among civic organisations. See Appendix 2.

- 3.3 Frankfurt-Birmingham economic and cultural collaboration document was re-signed in 2016 celebrating 50 years of collaboration and affirming the document. The hosting and supporting of the annual Frankfurt Christmas Market is referred within the document. See Appendix 3.
- 3.4 The Birmingham Frankfurt Christmas Market has been held annually since 2001 and has grown steadily since the inaugural Market comprised of only five stalls at Victoria Square.
- 3.5 The Birmingham Frankfurt Christmas Market is historically held every November to December (e.g., Thursday 3rd November to Friday 23rd December in 2022). In addition, the construction of the market takes approximately 12 days, and the deconstruction takes 6 days. In the future the market will be held for approximately 7 weeks during November and December with the construction and deconstruction periods remaining similar. Historically, the market stalls have numbered between 80 to 120, comprising a mix of prepared food sales, alcoholic beverage sales and retail sales. The precise number and mix of stalls are agreed annually between Birmingham City Council and Frankfurt Christmas Market Ltd taking into account the prevailing circumstances and the market generally operates between 10:00 and 21:30 each day.
- 3.6 Frankfurt Christmas Market Ltd and the Royal British Legion have a collaboration approach to the Poppy Appeal, Armistice Day on the 11th November and Remembrance Sunday. In 2019 and again in 2021 Frankfurt Christmas Market Ltd took part in meetings with the Royal British Legion to confirm and agree the protocols that Frankfurt Christmas Market Ltd would follow. The arrangement with the Royal British Legion has three elements (1) Observing the 2-minute silence on the 11th, (2) opening late on Remembrance Sunday, (3) supporting the Poppy Appeal.
- 3.7 In recent years Frankfurt Christmas Market Ltd has directly contracted a range of services from the Council, incurring the following costs to the Council:
- Waste Management Services £65,000
 - Security £200,000
 - Infrastructure £50,000
 - Hostile Vehicle Mitigation £7,000
- 3.8 Frankfurt Christmas Market Ltd supports local suppliers as far as possible to supply products and services that do not compromise the authenticity of a traditional German market and has employed permanent staff in Birmingham and directly employs over 200 local staff annually on a seasonal basis.
- 3.9 Frankfurt-Birmingham Collaboration:

- **Sport** – there has been the ‘Eurpod’ initiative which has seen sports exchanges between schools, including schools from disadvantaged areas.
- **Education** – there have been school programmes and University exchanges. This has included workshops for children at Library of Birmingham organised as part of German Week and has included a relationship between the University of Birmingham and Frankfurt’s Goethe University, which amongst a number of interests organised a City Conference themed: Sport, Physical Activity and Grassroots Engagement.
- **Culture** – we have supported exchanges in film (including, Flatpack Film Festival), literature (Birmingham Literature Festival) and music (including participation in bilateral concerts involving the Bournville Youth Choir and Frankfurt Cathedral Choir).
- **Business** – Both cities have engaged with the British-German Chamber of Commerce at business, trade and investment related events.
- **Civic** – The Mayor of Frankfurt and Lord Mayor have been on reciprocal visits in the context of the relationship. To celebrate the 50th anniversary, Frankfurt dressed one of their city trams with images of Birmingham. This year Birmingham is planning to reciprocate by dressing a Birmingham tram with images of Frankfurt and invite the Mayor of Frankfurt for its unveiling.
- The German Market is the flagship of the relationship so the above illustrates how any deviation from the collaboration document with Frankfurt with regards to the German Market may have implications for the wider relationship.

4 Options considered and Recommended Proposal

- 4.1 A number of options have been considered in order to maintain the hosting of the Birmingham Frankfurt Christmas Market and these are detailed within the attached Procurement Strategy- Appendix 1.

5 Consultation

The proposed agreement meets the City’s key priorities contained within the Council’s Corporate Plan. There has been no external consultation on the contents of the report.

The Deputy Leader and Cabinet Member for Finance and Resources have been consulted on the report and are supportive of it progressing for a decision.

6 Risk Management

- 6.1 The City has no financial exposure with the proposed Procurement Strategy.

7 Compliance Issues

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

Frankfurt Christmas Market Ltd ("the Company") supports the five Be Bold outcomes:-

A Bold Prosperous Birmingham

The economic impact report on the 2021 Birmingham Frankfurt Christmas Market ("FCM") shows that 74% of people questioned would not have visited Birmingham on the day that they did if the FCM had not taken place. 86% of visitors said that they would return next year with 5% undecided. 48% of visitors were from the West Midlands with 52% from outside the West Midlands. The 2021 event was very well-received with over nine in ten respondents rating Birmingham as a great place to visit, the food and drink other than at the market, shopping in Birmingham as good/very good.

The average spend by all visitors to the Frankfurt Christmas Market was approximately £71.74 per person per night. Day visitors spent on average £58.19 per person per day and visitors staying overnight in Birmingham using commercial accommodation spent on average £123.50 per person per night.

The expenditure generated by the Birmingham Frankfurt Christmas Market was sufficient to support 7,140 jobs – 5,370 directly and 1,770 indirectly – of which 5,255 FTE jobs were additional.

In total, expenditure amounted to £351,369,536

In previous years, the Company directly contracted services from the Council, covering Waste Management, Highways, Events and services from Acivico.

The Company actively pursues a policy of using local suppliers for services and products that do not impact the authenticity of the market. See Appendix 4.

A Bold Inclusive Birmingham

The FCM will create a vibrant and attractive event for millions of visitors from across the globe, and around the UK in an accessible Birmingham central location. The FCM is a great source of civic pride, showcasing to the public, the range of German stall holders and the diversity of their products.

A Bold Safe Birmingham

The event will be delivered with public safety at the forefront, with the expertise of crowd management specialists, barriers stopping vehicular entry, on site medics, enforcement officers monitoring anti-social behaviour, and managed in collaboration with emergency services in particular the policy.

A Bold Healthy Birmingham

The 2021 the FCM was hosted in a Covid safe manner. This was attained by reducing the number of stalls and spacing them further apart, providing free Covid tests for staff (brought in from Germany so as not to place a strain on NHS resources), and a raft of Covid measures.

In 2021 the Company sought advice from Environmental Health in implementing 'Natasha's Law' which is allergen labelling legislation unique to the UK.

The Company has built and provides an on-site Medical Unit. This is equipped and staffed during the market by the paramedic and first aid staff contracted for the market. The Company also contracts for the provision of an ambulance during the market so as not to detract from West Midlands Ambulance Service.

Alcohol-free beer and alcohol-free Glühwein are available as part of the overall work to promote responsible drinking. Challenge 25 is strictly enforced on all alcohol stalls, along with the one person, one drink rule when purchasing alcohol.

The Company has a covered area for organisations promoting health initiatives, e.g. blood donation.

A Bold Green Birmingham

The diesel generators used are modern generators with a high efficiency rating and low emissions. They do not run 24 hours a day but rather are turned on in the morning prior to the market opening (on a staggered programme so that they are only turned on as needed) and switched off overnight once cleaning has been completed. One of the generators in Victoria Square is not in regular use but is a backup that can be switched to if the main generator went off. During the market, the generators are serviced by the Company on a regular basis to ensure that the highest level of efficiency is maintained throughout.

The Company has consistently demonstrated a commitment to greening the market where possible. Some examples of this include using real glasses and mugs (not plastic) since its inception, banned plastic bags in favour of paper bags, switched to LED lighting, is phasing out single use plastic where possible, donates foodstuffs to charity, recycles Christmas trees and encourages visitors to use public transport. In 2021 almost 60% of visitors used some form of public transport.

7.2 Legal Implications

- 7.2.1 Under Section 1 of the Localism Act 2011, the Council has the power to enter the arrangements set out in this report, which are within the remit and limits of the general power of competence in Sections 2 and 4 of the Localism Act 2011

- 7.2.2 The legal powers to stage activities and events of this nature are contained with Section 145 of the Local Government Act 1972.

7.3 Financial Implications

- 7.3.1 It is anticipated that as a result of the negotiations the event will be operated by FCM Ltd who will cover all associated event costs as identified in para 3.7 and provide a rental contribution to the City for the first five years of the agreement. This will be followed by a review of the rental agreement for the remaining years of the contract.

7.4 Procurement Implications

- 7.4.1 The procurement implications are contained within the Procurement Strategy (Appendix 1) and give full details of the procurement approach and considerations.
- 7.4.2 An indicative timetable has been developed to ensure that a contractual arrangement is in place by September 2023, for commencement of a market in November 2023.
- 7.4.3 The proposed timetable is set out below in Table 1:

Table 1: Indicative Procurement Timetable

Cabinet Approval (Strategy)	25 th July 2023
Negotiations including finalising contract terms	2 nd Aug – 31 st Aug 2023
Delegated Contract Award	4 th Sep 2023
Contract Mobilisation	September - October 2023
Contract Start	November 2023

7.5 Human Resources Implications

- 7.5.1 There are no direct human resource implications. The agreement will be contract managed by the existing Events Commissioning Manager.

7.6 Social Value

The proposed agreement will ensure that Frankfurt Christmas Market Ltd make social value commitments that align to the Council's Social Value Policies, as well as a significant positive impact to the local economy and local employment throughout the operation of the market.

7.7 Public Sector Equality Duty

There is no negative impact to the Public Sector Equality Duty.

7.8 Environmental and Sustainability Implications

- 7.8.1 The contractor will be required to be familiar with the Council's aims for a Sustainable Birmingham and will ensure that whilst operating the market it uses working methods, equipment, materials and consumables which minimise the

environmental impact. An Environmental and Sustainability Assessment is attached- Appendix 6.

8 Background Documents

- 8.1 Appendix 1 Procurement Strategy
- 8.2 Appendix 2 Collaboration document 1966
- 8.3 Appendix 3 Collaboration document 2016
- 8.4 Appendix 4 Birmingham Frankfurt Christmas Market Visitor Survey and EIA
- 8.5 Appendix 5 Birmingham Christmas Market – Summary of Positive Impacts and Community Engagement
- 8.6 Appendix 6 Environmental and Sustainability Assessment
- 8.7 Appendix 7 Equality Impact Needs Assessment

Appendix 1

Operation of the Frankfurt Christmas Market

Procurement Strategy P0891

1 Executive Summary

- 1.1 The Procurement Strategy sets out the process adopted by Corporate Procurement Services (CPS) in order to evaluate all available options to support the Operation of the Birmingham Frankfurt Christmas Market.

2 Background

- 2.1 The background is set out in the accompanying Cabinet Report for the Operation of the Birmingham Frankfurt Christmas Market. CPS conducted a sourcing options appraisal to understand the possible ways to deliver a Frankfurt Christmas Market, the options are detailed in paragraph 4.
- 2.2 The previous agreement with Frankfurt Christmas Market Ltd came to an end 24th December 2022.

3 Service Requirements

The Council requires a Concessionaire to operate an authentic Frankfurt Christmas Market. The Concessionaire is required to operate what has historically been the largest Frankfurt Christmas Market outside of Germany and Austria, offering visitors a wide range of stall offerings including food, drinks, gifts, live music, and attractions. Further details are included in 5.3.

4 Procurement Options

- 4.1 The following options were considered:

Option 1- Do nothing. This has been discounted having viewed the historic success of the market and boost to the local economy, and the possibility of future income generation. This may also negatively affect Birmingham's profile and credibility as host of international events.

Option 2- To extend the existing agreement, this is not an option as the previous agreement has expired.

Option 3- To manage an authentic German Christmas Market in house. This is the approach taken by Manchester City Council for a comparable market. This has been rejected as the Council's Events team does not have the resource capacity or the experience to set up and manage such a large scale event.

Option 4- Carry out an open tender exercise inviting tenderers to bid to deliver an Authentic German Christmas Market. This has been rejected on the basis that there wouldn't be effective competition when compared to the current arrangements if this were put to the market when seeking a zero cost event with income generation to the Council for the reasons outlined in paragraph 6 below. The Council do not have an available budget to fund the cost of new provision that would require significant investment to

establish, and the preference is therefore to seek an arrangement at no/low cost to the Council.

Option 5 – To invite operators to make a proposal to operate an authentic German Christmas market via the Council granting a license for use of the land for a fee. This has been rejected on the basis that there wouldn't be effective competition when compared to the current arrangements if this were put to the market when seeking a zero cost event with income generation to the Council for the reasons outlined in paragraph 6 below. The Council do not have an available budget to fund the cost of new provision that would require significant investment to establish, and the preference is therefore to seek an arrangement at no/low cost to the Council.

Option 6 – The preferred option is to commence negotiations with Frankfurt Christmas Market Ltd for the operation of Frankfurt Christmas Market due to competition being limited for the reasons detailed in paragraph 6 below.

5 Procurement Approach

5.1 Duration and Advertising Route

The agreement will be for a period of 5 years and will be contracted using the negotiated procedure under the Council's Procurement and Contract Governance Rules. The contract will not be advertised as it will be a direct award (see 5.2).

5.2 Procurement Route

Having reviewed turnover since 2017 and using information regarding number of stalls, conditions pre and post pandemic and wider economic factors, the forecast value for a 5 year contract would not fall within the scope of the Concession Contracts Regulations 2016 which has a current threshold of £5,336,937 (Incl VAT) effective from 1st January 2022.

Consequently a direct award can be made to the Concessionaire subject to compliance with the Council's Procurement and Contract Governance Rules.

The requirement will be sourced following the Negotiated Procedure and in order to enable the programme to be achieved, delegation to Chief Officer (or their delegated officer) of the contract award will be sought from Cabinet.

Grounds for negotiation include:

The Council's PCGR 4.59 vi "It can be demonstrated and evidenced that no genuine competition can be obtained."

- Birmingham City Council are partnered with Frankfurt City Council and the Frankfurt Tourist Board in a Twinning Agreement (since 1966). Frankfurt Christmas Market Ltd is the preferred provider of the Frankfurt Tourist Board to act on their behalf and represent international Christmas markets.

- FCM Ltd.'s extensive knowledge, established relationships and experience of operating in Birmingham would allow for a smooth lead in and management of operations to ensure a successful market i.e. subcontracted on site ambulances, pre-approved Event Safety Plan (via SAG), engagement with BCC Environmental Health and Trading Standards.
- The benefit of FCM Ltd's prior investment in bespoke infrastructure to support delivery of the market and the residual life of these assets effectively enabling the price for the provision of the service to be under a competitive market rate.

5.3 Scope and Specification

The Council has legal powers to stage activities of this nature, covered by Section 145 of the Local Government Act 1972 that provides that a local authority may do, or arrange the doing of, or contribute towards the expenses of the doing of, anything (whether inside or outside their area) necessary or expedient for a number of purposes including the provision of an entertainment of any nature; the provision of premises suitable for the giving of entertainments and any purpose incidental to the matters aforesaid.

The Events team will expect the Concessionaire to:

- Finance the entire event
- Manage the sourcing, set up and deconstruction of event infrastructure including stalls, fencing, guarding etc.
- Operate the market for approximately 7 weeks during November and December
- Provide and manage all stalls, equipment etc.
- Source and manage all personnel, stallholders, entertainment, subcontractors etc.
- Supply all products and services required to operate a Frankfurt themed Christmas market
- Manage all health and safety across the site (including on-site medic provision etc.)
- Provide waste management services to dispose of all waste arising from the operation of the event as well as from public attendance & on-street litter
- Safely manage the volume of public attendance in accordance with an agreed Event Safety Management Plan
- Provide Event Security 24/7 to protect the public, the stall operators and the assets
- Provide advertising, marketing and promotion of the market
- Communicate with the Council regarding progress and highlighting any issues
- Attend planning meetings and Safety Advisory Group (SAG) meetings when agreed, and adhering to any conditions made by the groups.
- Set up the Market with due consideration for pedestrian flows, business requirements and the safe passage of emergency vehicles.
- Adhere to statutory and contractual obligations, notices, licences and fees.

6 Market Analysis

Summary

The market for authentic Frankfurt Christmas markets is characterised by a scarce supply of authentic, large scale and high-quality provision. Such requirements in some instances may be met through consortium arrangements involving multiple sub-contractors, however it has

been difficult to establish knowledge of a lead provider in the market other than Frankfurt Christmas Market Ltd.

A barrier to entry to the market is the large investment required for the market infrastructure including bespoke stalls, rides and attractions. There are high costs associated with the importation of goods from Europe and this may impact capability of supply.

The local market is well established for the provision of smaller scale Christmas themed craft markets, and this is demonstrated through the provision of the Cathedral Square Christmas Market composed of small local suppliers.

Analysis of a German themed Christmas market managed inhouse by Manchester City Council demonstrates significant resource and expertise required to manage multiple contractors and the multitude of requirements of the entire operation.

7 Market engagement

Targeted market engagement has not been carried out noting point 6 above and due to a direct award being possible as the value is below the Concession Contract Regulations 2016.

8 Tender Structure

This sourcing will be conducted via negotiated procedure. The ability of the Concessionaire to deliver the requirements set out in paragraph 4.4 will be examined including a costed proposal and management plan with method statements and sub-contracting arrangements.

9 Indicative Implementation Plan

The indicative implementation plan is set out in 7.4.3 of the Cabinet Report and has been produced to meet the overall deadline for the project.

10 Service Delivery Management

Contract Management

All contractual arrangements will be managed operationally by the Events Commissioning Manager in City Operations.

11 Performance Management

The performance management measures will form part of the contract and will include the means of monitoring the performance of the market and subsequent levels of fee payable by the operator to the Council over the contract period.

12 Social Value

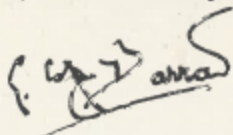

The operator will be encouraged to pay the Living Wage to staff, to employ locally and to mitigate negative environmental impact that may be highlighted as part of the Council's Environmental and Sustainability Assessment and a social value action plan as appropriate.



Frankfurt on the Main, Lyon and Birmingham,

inspired by the same desire to serve,
as an example of understanding and friendship
between Cities and Peoples, do hereby solemnly
resolve and determine to promote close connections with one another, to deepen their municipal, economic and cultural links, and, by formal expression of their mutual esteem and regard to further the unification of Europe.

Frankfurt on the Main. 19th April, 1966
in the Imperial Chamber of the Römer



Lord Mayor of Birmingham



Frankfurt on the Main and Birmingham, inspired by the same desire to serve as an example of understanding and friendship between Cities and Peoples, do hereby solemnly reaffirm their resolution, as taken on 19th of April, 1966, and are determined to continue close connections with one another, to deepen their municipal, economic and cultural links, and, by formal expression of their mutual esteem and regard to further cooperation in Europe.

Birmingham and Frankfurt are progressive and dynamic cities, meeting the challenges of the 21st century. They share a vision of vibrant, learning cities where citizens, businesses, institutions and administrations learn through friendship, trade, education, culture, sport and the exchange of ideas, people and good practices.

By renewing this partnership, we hereby pledge to sustain the long standing relationship between our cities and build on the strong foundations of partnership laid over the last 50 years.

Frankfurt and Birmingham will continue to:

1. Encourage and facilitate co-operation between agencies and institutions within the two cities, notably within the fields of business, education, culture, sport and among civic organisations.
2. Extend links between schools, colleges and universities, particularly by supporting the partnership in teaching, research and university management between the University of Birmingham and the Goethe University.
3. Use cooperation platforms and joint projects to share experience and learn from each other focussing in particular on the areas like inclusive growth, jobs and skills, healthy, safe and green cities.
4. Raise the awareness of each other's cities among their people and encourage mutual tourism. Continue hosting and supporting the organisation of Frankfurt Christmas Market in Birmingham.

Cllr Carl Rice,
Lord Mayor of Birmingham

Cllr John Clancy,
Leader of the Council

Peter Feldmann,
Mayor of Frankfurt



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2. Extend links between schools, colleges and universities, particularly by supporting the partnership in teaching, research and university management between the University of Birmingham and the Goethe University.
3. Use cooperation platforms and joint projects to share experience and learn from each other focussing in particular on the areas like inclusive growth, jobs and skills, healthy, safe and green cities.
4. Raise the awareness of each other's cities among their people and encourage mutual tourism. Continue hosting and supporting the organisation of Frankfurt Christmas Market in Birmingham.

Cllr Carl Rice,
Lord Mayor of Birmingham

Cllr John Clancy,
Leader of the Council

Peter Feldmann,
Mayor of Frankfurt

Birmingham Frankfurt Christmas Market 2021 Visitor Survey & Economic Impact Report



Final Report

February 2022

Prepared by: The Research Solution

Christine King, Director

Tel: 01905 721440

On behalf of Birmingham City Council

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Appendix 1: Comments

Executive Summary

The Research Solution was commissioned by West Midlands Growth Company on behalf of Birmingham City Council to undertake an evaluation of the event and the economic impact of the Birmingham Frankfurt Christmas Market on the City . This report provides analysis in response to a face to face questionnaire undertaken by a team of fully trained market research interviewers who completed a total of 500 questionnaires from 26th November to 21st December 2021.

The Birmingham Frankfurt Market had not taken place in 2020 due to Covid-19 restrictions in place during the year. The report will look at responses from visitors and residents to the market and their opinions on the main reason for visiting, how they found out about the market, had they visited previously along with their satisfaction on the range and quality of goods on offer as well as the food and drink available at the market.

- The majority of those visiting the Birmingham Frankfurt Christmas Market were day visitors (87%) with 13% staying overnight in the area. Of those who were on a day visit (87%), 18% were residents of Birmingham.
- Repeat visitors made up almost nine out of ten (88%) of respondents attending the Frankfurt Christmas Market.
- The parent county of the West Midlands provided almost half of visitors, (48%) with 13% from Birmingham itself. Staffordshire was the next main contributor but much further behind (11%).
- A total of 500 parties of visitors were surveyed. All respondents provided demographic data on their group. The average (mean) number of people per group was approximately 2.9 giving a total of at least 1427 people included in the survey sample. The largest proportion of respondents were visiting in groups of two (63%). There was a higher proportion of females (58%) than males (43%) who were interviewed at the Frankfurt Christmas Market
- Almost two thirds (64%) of respondents lie in the affluent ABC1 group, followed by 26% of C2's. Only 10% of all respondents were classified as DE's.
- 9% (44 no) of those interviewed considered themselves to have a longstanding illness, disability or infirmity, with 2% (12 no) of respondents who felt that there were access and communication barriers which restricted their visit to the Frankfurt Christmas Market.
- The largest proportion of all respondents are in full time employment (30+ hrs per week) – 69% compared to other groups, registering far smaller types of income earning.
- Over 4 in 5 (86%) were white British with much smaller numbers of other ethnic groups. There was a similar picture across all types of visitors.

- Overnight visitors accounted for 13% of visitors to the Birmingham Frankfurt Christmas Market staying in all types of accommodation. On average, all overnight visitors were stopping for 1.7 nights. Use of a Hotel was highest, with 75% of visitors staying overnight in this type of accommodation. Of the remaining visitors, those staying with family and friends made almost one fifth (19%) of overnights visitors.
- Over two fifths (44%) travelled by train with a total of almost 60% using some form of public transport. Use of the car was much lower with only 34% arriving by this mode of transport.
- With the introduction of the Clean Air Zone (CAZ)¹ in June 2021, respondents were asked if the introduction of this charge had influenced their decision on travelling to Birmingham. 87% stated that the Clean Air Zone did not have any influence on how they travelled to Birmingham on the day of interview.
- Almost three quarters (73%) of all visitors were in Birmingham predominantly to attend the Frankfurt Christmas Market with just over one quarter (27%) visiting the City itself. Other reasons for visiting Birmingham was a shopping trip (76%). Almost one quarter of visitors (24%) stated that they were there to visit restaurants/cafes/pubs & bars. 17% had also visited the City to meet friends and family and 7% cited other reasons for visiting. These included the draw of the market itself, the Christmas festive season and spending time with the family.
- Almost nine out of ten respondents (89%) had independently travelled to Birmingham with only 11% part of an organised group
- Almost three quarters (72%) of respondents would have stayed at home or gone to work had the Frankfurt Christmas Market not taken place and 2% would have visited somewhere outside of the West Midlands region. This is a significant proportion in terms of identifying the economic impact, i.e. if the Frankfurt Christmas Market had not taken place, almost three quarters of respondents would not have visited on the day of interview.
- Respondents were asked to identify the name of the organisers associated with the Frankfurt Christmas Market. Almost two thirds (63%) named Birmingham City Council.
- Encouragingly, the majority of those attending the Frankfurt Christmas Market in 2021 would make a return visit next year (86%). A small number was unsure (5%) and a further 9% indicated that they would not return to visit the Market in 2022.
- Over three fifths (61%) of respondents found out about the Frankfurt Christmas Market due to visiting the event previously and almost one quarter (23%) by word of mouth/recommendation as the main influence to visit the Market. 9% of visitors were just passing and decided to visit the Market. of visitors were just passing and decided to visit the event. Facebook/Twitter/other social media

¹ A clean air zone is an area where targeted action is taken to improve air quality, in particular by discouraging the most polluting vehicles from entering the zone. No vehicle is banned in the zone, but those which do not have clean enough engines have to pay a daily charge if they travel within the area.

accounted for 9% who had found out about the event via this method with a further 8% who cited this medium as an influence on their visit. Around 6% found out about the event via the newspaper with 6% being influenced by the newspaper article/advert.

- The event was very well-received, with over nine in ten respondents rating Birmingham as a great place to visit, the food and drink other than at the market, shopping in Birmingham as good/very good.
- The presentation of the stalls and the quality of service received scored highest with respondents rating this good/very good – 92% respectively. Value for money on food and drink was rated the lowest with 41% rating it average and 18% rating this poor/very poor and this is reflected in the higher scoring seen for food elsewhere in Birmingham compared to food sold at the markets themselves.
- All visitors were asked if they had any comments to make about the Frankfurt Christmas Market . A variety of comments and suggestions were given including festive/Christmas feeling, great atmosphere, smaller than usual, wider range of stalls needed/less food stalls, great event and love coming, food expensive, well organised, meeting friends and family for a great day out.
- The average spend by all visitors to the Frankfurt Christmas Market was approximately £71.74 per person per night. Day visitors spent on average £58.19 per person per day and visitors staying overnight in Birmingham using commercial accommodation spent on average £123.50 per person per night.
- In total, Round 1 and multiplied expenditure amounted to £351,369,536 . The expenditure generated by the Frankfurt Christmas Market was sufficient to support 7,140 jobs – 5,370 directly and 1,770 indirectly – of which 5,255 FTE jobs were additional.

1.1 Introduction

The Research Solution was commissioned by West Midlands Growth Company on behalf of Birmingham City Council to undertake an evaluation of the event and the economic impact of the Birmingham Frankfurt Christmas Market on the City . This report provides analysis in response to a face to face questionnaire undertaken by a team of fully trained market research interviewers who completed a total of 500 questionnaires from 26th November to 21st December 2021.

The Frankfurt Christmas Market had not taken place in 2020 due to Covid-19 restrictions in place during the year. The report will look at responses from visitors and residents to the market and their opinions on the main reason for visiting, how they found out about the market, had they visited previously along with their satisfaction on the range and quality of goods on offer as well as the food and drink available at the market.

1.2 Aims of the survey

The aim of the survey was to:

- To identify and quantify the visitor element and economic impact of the Birmingham Frankfurt Christmas Market on the City and the rest of the West Midlands, including the number of jobs created and supported;
- To develop a profile of the audience for the event, and;
- To obtain consumer perceptions of the event and suggestions for future improvements, from both local residents and visitors.

More specifically the research was designed to use fieldwork and multiplier analysis to gather:

- Audience Profile;
- Lifestyle characteristics;
- Motivations, key drivers and triggers for attendance including the role of the city in deciding to visit;
- Influence of marketing in the decision to attend;
- Length of stay in Birmingham and the rest of the West Midlands;
- Modes of transport used to travel to, and within the city;
- Quality of experience including satisfaction with and image of the Birmingham Frankfurt Christmas Market and Birmingham itself, and; Visitor expenditure (direct, indirect and induced)

1.3 Survey Methodology

The Research Solution in consultation with the client designed a questionnaire to gain information from visitors to the Birmingham Frankfurt Christmas Market. TRS undertook the following:

- questionnaire design – in association with West Midlands Growth Company and Birmingham City Council
- face to face interviews at the event
- analysis of results – through the SNAP data analysis package
- interpretation of results
- Production of a written report – covering methodology and results.

Interviews were undertaken at locations across the city and the number of interviews undertaken are shown in Table 1 below.

Table 1: Location of Interviews		
	Location	Sample
Victoria Square	19%	97
Chamberlain Square	19%	95
Centenary Square	18%	90
New Street	17%	87
St Philips Church	15%	75
Bridge/Underpass by Mailbox	11%	56
TOTAL	99%	500

N.B. Percentage may not add up to 100% due to rounding

Both residents and non-residents were interviewed as part of the sample with a quota of five residents per interview day included in the overall sample of 500. 84% were classed as visitors and 16% as residents.

The surveys were completed by trained market researchers, approaching visitors at random, over a period of weekdays and weekends, whilst the market was taking place. Interviewing began on Friday 26th November and was completed on Monday 20th December 2021.

1.4 Statistical Reliability

All sample surveys are subject to statistical error that varies with the sample size and the order of magnitude of the research findings being considered. This survey obtained a sample of 500 and the margins within which one can be 95% certain that the true figures in this report will lie are presented below.

Table 2: Statistical Error	
Findings from survey	95% confidence interval
50%	+/- 6.9%
40/60%	+/- 6.8%
30/70%	+/- 6.4%
20/80%	+/- 5.5%
10/90%	+/- 4.2%

This means, for example, we can be 95% certain that if 20% of the sample is found to have a particular characteristic or view, there is an estimated 95% chance that the true population percentage lies in the range of +/- 5.5%, i.e. between 14.5% and 25.5%.

1.5 Notes to the reader

- All percentages are rounded to the nearest whole figure so on occasions figures may not exactly equal 100%
- A “0” indicates a value of less than 0.5%
- A dash (-) indicates no value

1.6 Comparing 2021 and previous data

Reference to previous research undertaken at the Birmingham Frankfurt Christmas Market will be made where possible throughout this report. Whilst the market offer in each of the previous years has been fairly consistent, the restrictions over the past two years of Covid-19 may have influenced the attitudinal and behavioural data of visitors to the markets. Therefore, caution should be considered when interpreting and comparing these results.

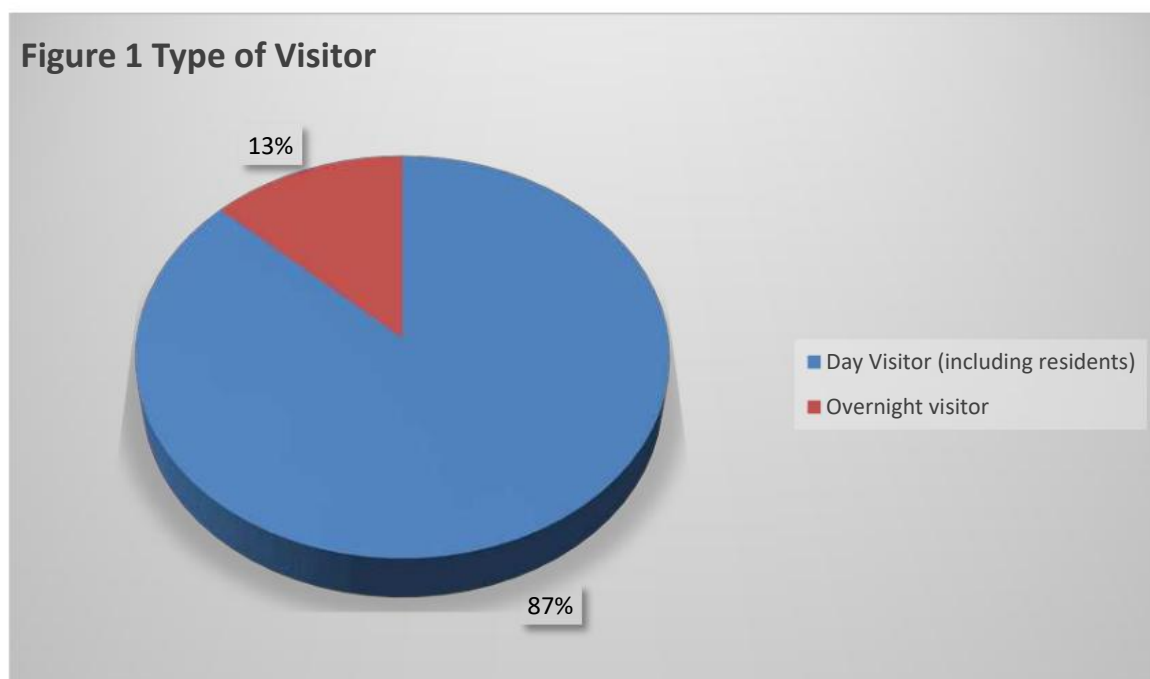
2.0 Type of Visitor

2.1 Differentiating Between Visitor Types

The survey data has been analysed in two ways. Firstly, by considering all visitors as a single market and secondly, by segmenting visitors into different groups according to the type of trip made. Visitors are divided into two segments relating to the type of trip they made to the Birmingham Frankfurt Christmas Market.

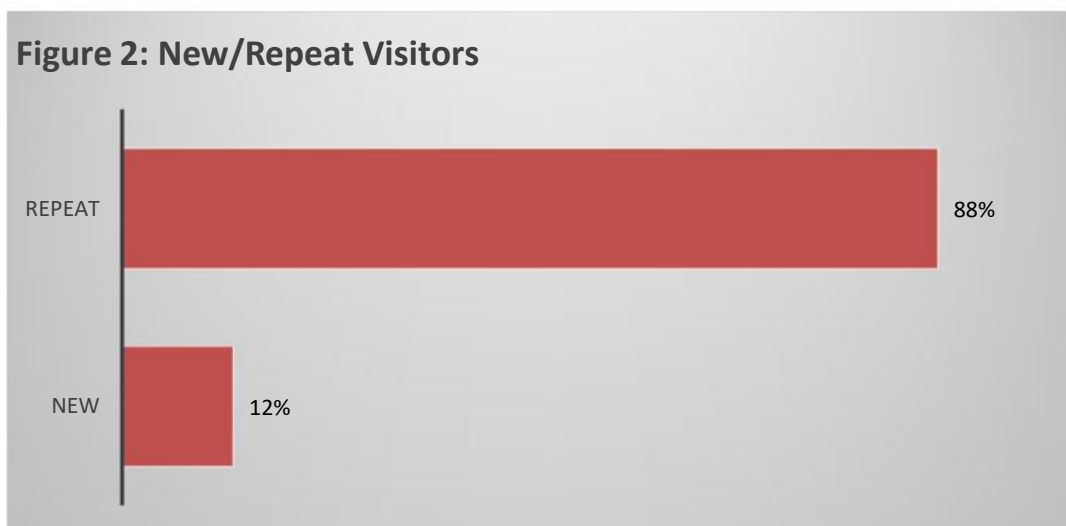
- ❖ **Day Visitors:** The "day out" market - visitors, who start their journey from home and return there on the same day, including residents of Birmingham.
- ❖ **Overnight Visitors:** Those visitors who spend one or more nights in Birmingham. This sector of the market includes those staying with family and friends as well as those using commercial accommodation.

The majority of those visiting the Birmingham Frankfurt Christmas Market were day visitors (87%) with 13% staying overnight in the area. Of those who were on a day visit (87%), 18% were residents of Birmingham.



2.2 New and Repeat Visitors

Repeat visitors made up almost nine out of ten (88%) of respondents attending the Frankfurt Christmas Market on the day of interview.



Day visitors mirrored that of the total number of repeat visitors with those staying overnight having a greater share of first time visitors to the event.

Table 3: New/Repeat – by Type of Visitor			
	All	Day	Overnight
New	12%	10%	28%
Repeat	88%	90%	72%

3.0 Origin of Visitor

3.1 Categorising the Visitor

Respondents were asked to state their normal place of residence. Visitors to the event came from across the whole of the UK. The parent conurbation of the West Midlands provided almost half of visitors, (48%) with 13% from Birmingham itself. Staffordshire was the next main contributor but much further behind (11%).

Table 4 shows a full list of the areas by origin.

Table 4: Origin by Type of Visitor					
	Total	Day	Overnight	New	Repeat
West Midlands	48%	98%	2%	7%	93%
Staffordshire	11%	96%	4%	16%	84%
Worcestershire	3%	94%	6%	3%	97%
Warwickshire	2%	86%	14%	14%	86%
Shropshire	2%	85%	15%	20%	80%
Leicestershire	2%	94%	6%	29%	71%
Northamptonshire	2%	64%	36%	36%	64%
Derbyshire	2%	90%	10%	30%	70%
Cambridgeshire	2%	80%	20%	30%	70%
London/Middlesex	2%	50%	50%	25%	75%
South Wales	2%	25%	75%	12%	88%
Gloucestershire	1%	83%	17%	50%	50%
Buckinghamshire	1%	83%	17%	50%	50%
Devon	1%	-	100%	40%	60%
Cheshire	1%	100%	-	50%	50%
West Yorkshire	1%	50%	50%	75%	25%
Herefordshire	1%	50%	50%	50%	50%
Manchester	1%	100%	-	-	100%
Nottinghamshire	1%	100%	-	33%	67%
Norfolk	1%	33%	67%	33%	67%

As you can see from the table 2 above, the majority of visitors to the Frankfurt Christmas Market were within easy distance of the event itself, with almost half from within the West Midlands County. Much smaller numbers came from across the UK including Merseyside, North Yorkshire, Kent, Oxfordshire, Somerset, Wiltshire, Durham, Tyne & Wear, south Yorkshire, Suffolk, East Sussex, Surrey, Berkshire, Hertfordshire, Bedfordshire, Scotland, Northern Ireland, North Wales and Powys. There were two overseas visitors, one from the UAE and one from France.

Table 5: Origin of Visitor by Region & Country			
	2021	2017	2016
West Midlands Region	74%	71%	77%
East Midlands	9%	10%	7%
East of England	3%	2%	1%
South West	3%	2%	2%
South East	2%	4%	3%
North West	2%	3%	2%
London/Middlesex	2%	4%	2%
Wales	2%	1%	1%
Yorkshire & Humber	1%	1%	1%

When compared with previous surveys undertaken at the Frankfurt Christmas Market, the West Midlands region continues to be the top provider of visitors to the event, between 71% and 77%. Across all regions, there is very little change in where visitors to the market originate from.

4.0 DEMOGRAPHIC PROFILE OF VISITORS

4.1 Group Composition

A total of 500 parties of visitors were surveyed. All respondents provided demographic data on their group. The average (mean) number of people per group was approximately 2.9 giving a total of at least 1427 people included in the survey sample.

Table 6: Average party size by type of visitor

	Size
All visitors	2.9
Day visitors	2.8 *
Staying visitors	3.5
New	3.1
Repeat	2.8
Residents	2.0
Non-residents	3.0

*includes 7 groups with between 20-50 people in their party

4.2 Number in group

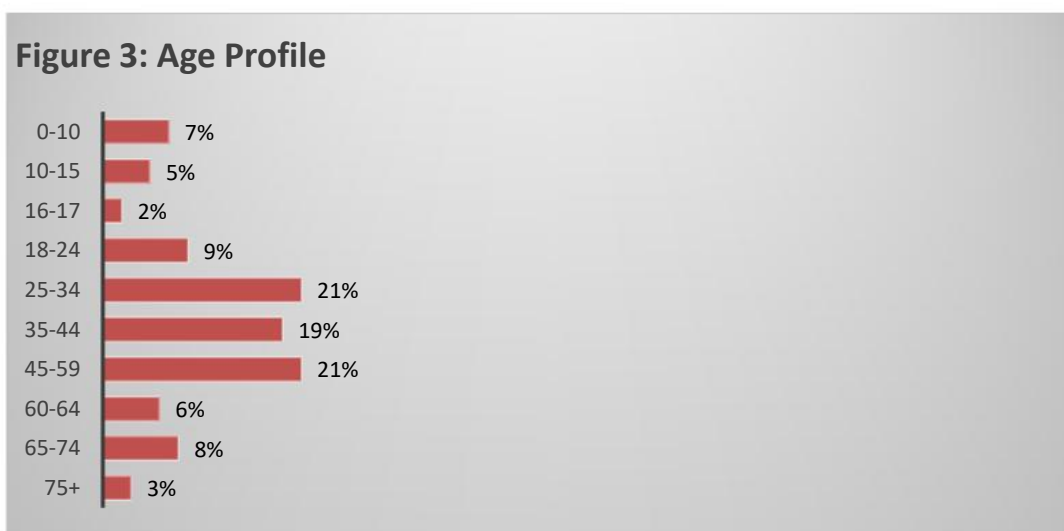
Table 7: Number in Group – by Type of Visitor

	2021	2017	2016	New	Repeat
One	7%	24%	22%	10%	7%
Two	63%	52%	58%	69%	62%
Three	16%	14%	11%	15%	16%
Four	9%	6%	6%	1%	11%
Five	2%	4%	4%	1%	2%
Five or more	2%			4%	2%

The largest proportion of respondents were visiting in groups of two (63%), higher than both 2017 and 2016 (52% and 58% each). First-time visitors had more groups of two (69%) than those who had visited before (62%). Groups of four or more accounted for 15% of repeat visitors compared with only 6% of those respondents visiting for the first time.

4.3 Age Groups

Figure 3 below shows the age profile of respondents². The visitor market is fairly mixed across the age ranges with those aged between 25 and 44 accounting for 40% of all visitors to the Birmingham Frankfurt Christmas Market followed by 21% of respondents aged between 45 and 59. Those aged 65 and over accounted for 11% of visitors indicating that in general, the Frankfurt Christmas Market attracted those in their mid-twenties to middle age group.



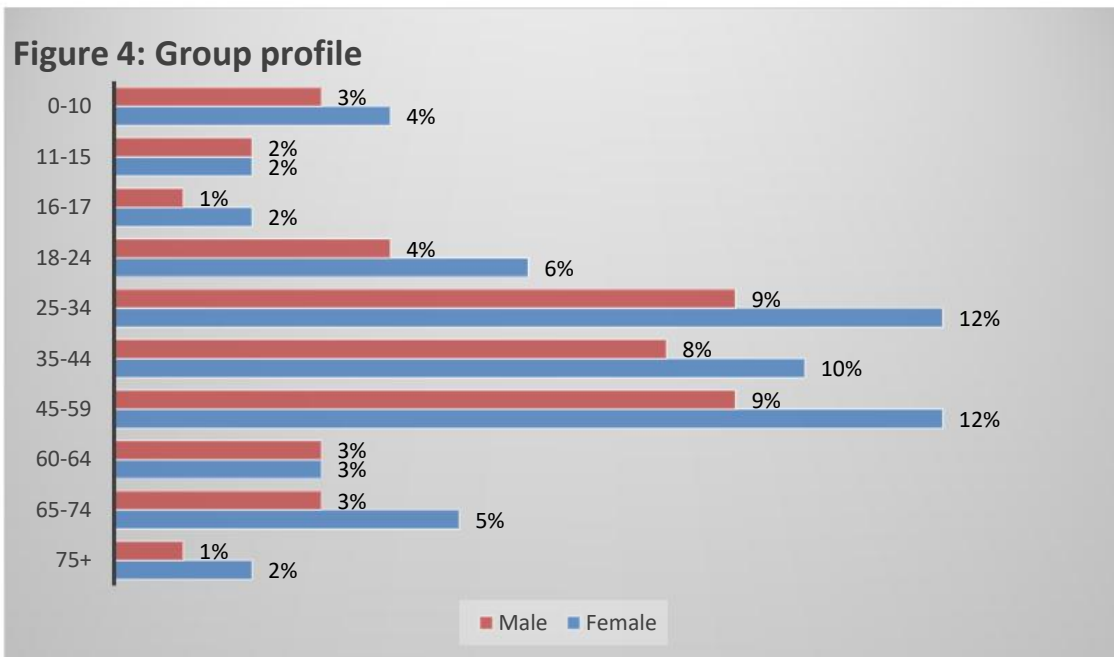
	2021	2017	2016
0-10	7%	10%	9%
10-15	5%	10%	4%
16-17	2%	13%	6%
18-24	9%	13%	13%
25-34	21%		14%
35-44	19%	12%	13%
45-59	21%	11%	14%
60-64	6%	12%	11%
65-74	8%	11%	11%
75+	3%	8%	5%

There has been a shift in the ages of those visiting the Frankfurt Market since 2016 with a shift in the number of visitors from younger age groups attending the event. Only 14% of visitors were under 17 years of

² For a more accurate demography of visitors at the event rather than respondents, see section Figure 4

age in 2021 compared with 19% in 2016 and 33% in 2017. This is also evident in those visitors aged 60+ with 17% visiting in 2021 compared with 36% and 34% in 2016 and 2017, respectively. This may be linked to Covid-19 and the reluctance by certain age groups to attend large scale events during this period.

The question on the gender and age make-up of respondent's **whole** visiting party gives us a broader picture of the age and gender of those present on the day. Figure 4 below, shows that over one third of all visiting parties were aged 45 and over (38%). The highest proportions were for those aged 25-34 and 45-59 (9% males and 12% female respectively). The appeal to those attending with there is much less with only 15% of both males and females attending with their family or friends. There was a higher proportion of females (58%) than males (43%) who were interviewed at the Frankfurt Christmas Market



NB: Figures may not add up to 100% due to rounding.

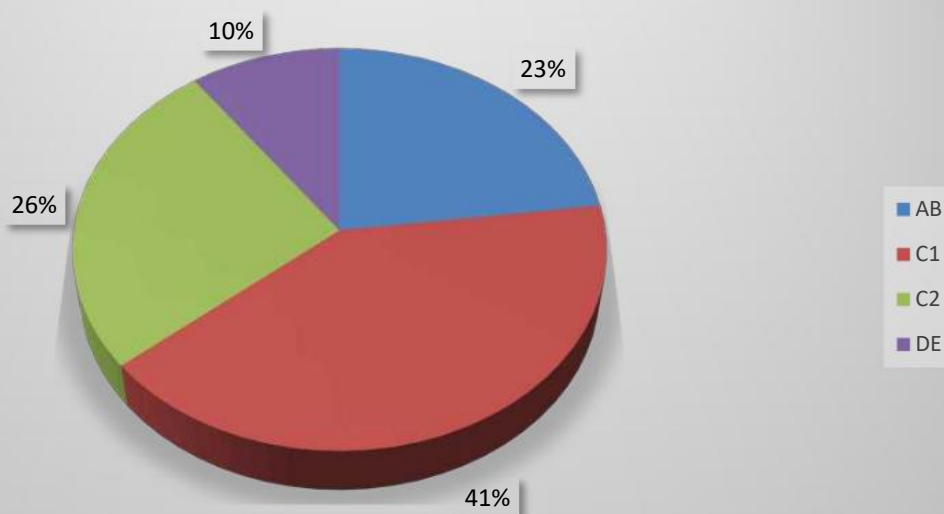
4.4 Socio economic classification

Visitors were asked to describe the occupation of the chief wage earner in their household and to indicate by means of a show card which socio-economic group they thought applied. All responses were crosschecked with any misleading cases removed from this analysis. It is accepted that this method provides a rough guide to the type of visitor in the area.

The key to the groups is based upon the Market Research Society standards. In broad terms the groups are as follows.

- AB Managerial, administrative or professional at senior or intermediate level
- C1 Supervisory, clerical (i.e. white collar), junior administrative or professional
- C2 Skilled manual worker
- DE Semi-skilled and unskilled manual worker retired state pensioner
 - Casual earner, unemployed

Figure 5: Socio Economic Group



Almost two thirds (64%) of respondents lie in the affluent ABC1 group, followed by 26% of C2's. Only 10% of all respondents were classified as DE's.

Table 9: Socio Economic Group – by Type of Visitor							
	2021	2017	2016	Day	Overnight	New	Repeat
AB	23%	20%	20%	20%	42%	26%	22%
C1	41%	38%	41%	42%	38%	41%	42%
C2	26%	28%	19%	27%	17%	25%	26%
DE	10%	14%	19%	11%	3%	9%	11%

There were more white collar ABC1's (64%) compared to previous years (61% in 2016 and 58% in 2017) – with a consequent fall in C2DE respondents. Overnight and first time visitors to the market had a higher number of ABC1's in their party.

9% (44 no) of those interviewed considered themselves to have a longstanding illness, disability or infirmity, with 2% (12 no) of respondents who felt that there were access and communication barriers which restricted their visit to the Frankfurt Christmas Market.

4.5 Chief Income Earner

The following chart and table outlines the life stage of the chief income earner. The largest proportion of all respondents are in full time employment (30+ hrs per week) – 69% compared to other groups, registering far smaller types of income earning.

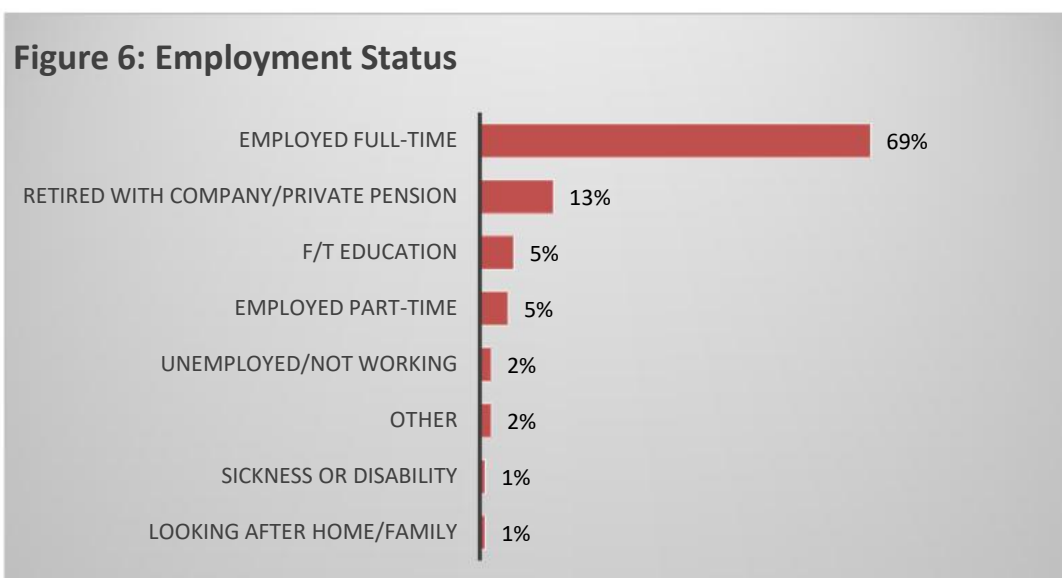


Table 10: Employment Status by Type of Visitor

	2021	2017	2016	Day	Overnight	New	Repeat
Employed Full time	69%	66%	59%	67%	83%	82%	68%
Retired with Company/Private Pension	13%	10%	15%	13%	11%	6%	14%
F/T Education	6%	11%	9%	7%	3%	3%	7%
Employed Part time	5%	8%	11%	5%	2%	3%	5%
Unemployed/Not Working	2%	1%	3%	3%	-	-	3%
Other	2%	1%	1%	2%	2%	2%	2%
Long term sick/disabled	1%	1%	0%	1%	-	2%	1%
Looking after the home/family	1%	2%	2%	1%	-	2%	1%

There has been a continued upward trend in the number of full time employed since 2016 rising from 59% to 69% over this period. More overnight and new visitors were in full time employment than both day and repeat visitors. The opposite was seen in the number of retired visitors, with new visitors accounting for only 6% compared with 14% repeat and 13% of day visitors.

4.6 Ethnicity

The table below presents the breakdown of *broad* ethnicity from respondents visiting the Frankfurt Christmas Market.

Table 11: Ethnicity – by Type of Visitor

	2021	Day	Overnight	New	Repeat
White British	86%	86%	88%	86%	86%
Indian	3%	4%	2%	7%	3%
White/Black Caribbean	3%	3%	3%	1%	3%
Caribbean	2%	2%	2%	-	2%
White Other	1%	1%	5%	1%	1%
White & Asian	1%	1%	-	-	1%
Pakistani	1%	1%	-	-	1%
Irish	1%	1%	-	1%	1%
Other Asian	1%	0%	-	1%	1%

Thus, over 4 in 5 (86%) were white British with much smaller numbers of other ethnic groups. There was a similar picture across all types of visitors.

5.0 ACCOMMODATION

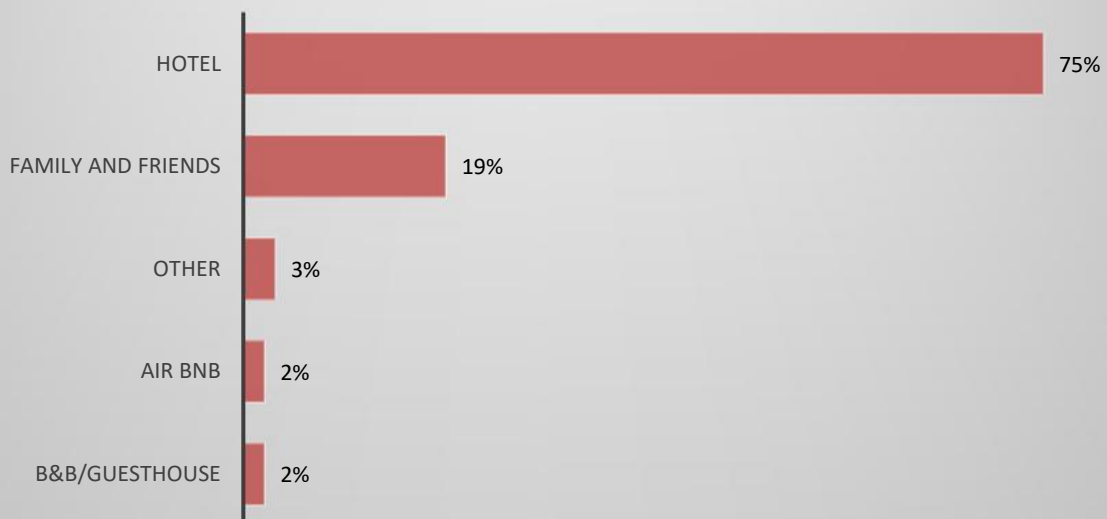
5.1 Accommodation used at the Birmingham Frankfurt Christmas Market

Overnight visitors (64 no) accounted for 13% of visitors to the Birmingham Frankfurt Christmas Market staying in all types of accommodation. On average, all overnight visitors were stopping for 1.7 nights. Figure 7 shows a breakdown of accommodation used.

Use of a Hotel was highest, with 75% of visitors staying overnight in this type of accommodation. Of the remaining visitors, those staying with family and friends made almost one fifth (19%) of overnights visitors.

Of the small number using other accommodation, these were noted as city apartments.

Figure 7: Accommodation Used



6.0 TRANSPORT

6.1 Train Dominant Transport Mode

Although over two fifths (44%) of visitors to the Birmingham Frankfurt Christmas Market travelled by train, this had fallen since 2017 when over half (55%) had arrived in Birmingham by this mode of transport. Conversely, use of the car had increased, up from 22% to 34%. Use of the bus had seen a small increase, up from 10% to 13% in 2021. In general, use of public transport had decreased since 2017. However, confidence in travelling by public transport with Covid-19 still prevalent may have been a factor in deciding to drive to the event. Walking to the event had also declined, down from 8% in 2017 to only 1% in 2021.

Figure 8: Main mode of transport

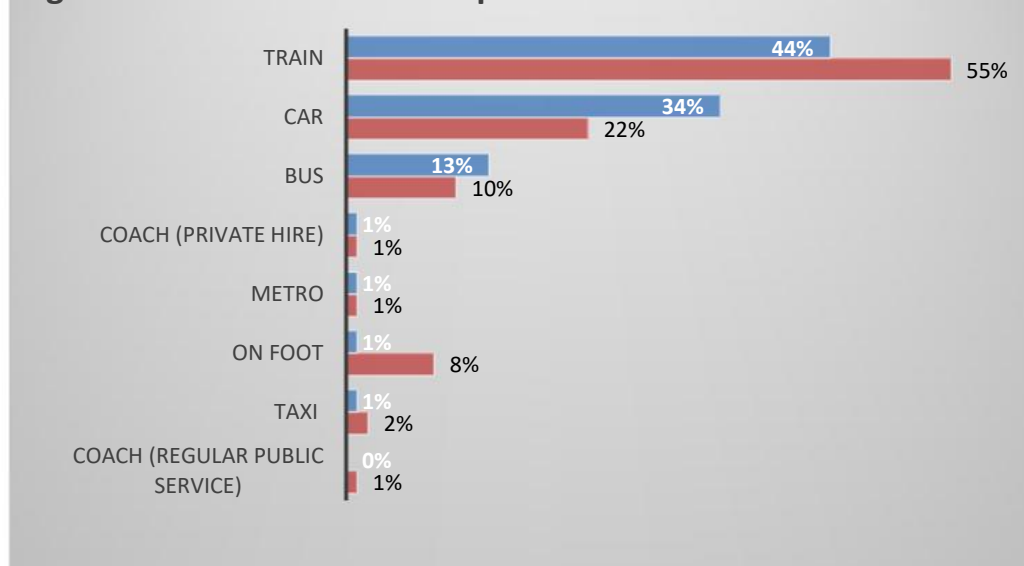


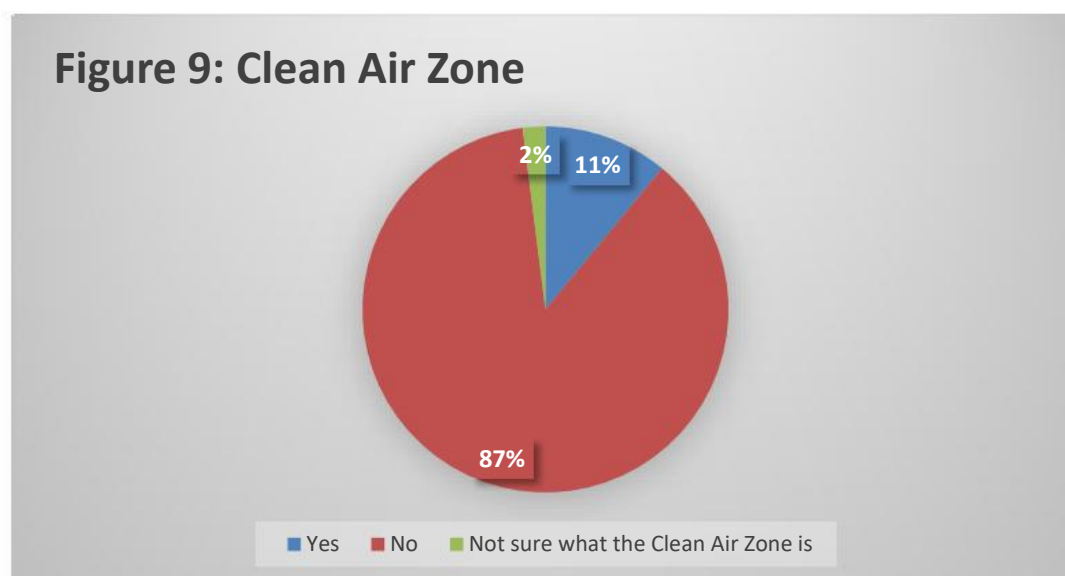
Table 12: Mode of Transport

	2021	2017	Day	Overnight	New	Repeat
Train	44%	55%	44%	39%	40%	45%
Car	34%	22%	33%	45%	40%	33%
Bus	13%	10%	14%	2%	11%	13%
Coach (private hire)	1%	1%	6%	6%	6%	5%
Tram	1%	1%	2%	-	-	2%
On foot	1%	8%	1%	3%	4%	1%
Taxi	1%	1%	0%	3%	-	1%
Coach (regular public service)	0%	1%	0%	2%	-	0%

Use of the train and bus was highest amongst day visitors and those who had previously visited the Birmingham Frankfurt Market. Overnight visitors were more likely to arrive by car than any other sector.

6.2 Clean Air Zone – Decision on travelling to the Market

With the introduction of the Clean Air Zone (CAZ)³ in June 2021, respondents were asked if the introduction of this charge had influenced their decision on travelling to Birmingham.



The majority of respondents (87%) stated that the Clean Air Zone did not have any influence on how they travelled to Birmingham on the day of interview. This was the same across all types of visitor with new visitors less likely to be influenced than other segments.

Lack of awareness of what the Clean Air Zone is, was fairly small, ranging from 2%-5%.

Table 13: Clean Air Zone by Type of Visit					
	2021	Day	Overnight	New	Repeat
No	87%	87%	86%	90%	86%
Yes	11%	11%	12%	5%	12%
Not sure what the Clean Air Zone is	2%	2%	2%	5%	2%

³ A clean air zone is an area where targeted action is taken to improve air quality, in particular by discouraging the most polluting vehicles from entering the zone. No vehicle is banned in the zone, but those which do not have clean enough engines have to pay a daily charge if they travel within the area.

7.0 MAIN REASON FOR VISITING THE FRANKFURT CHRISTMAS MARKET

7.1 Frankfurt Christmas Market main draw

Almost three quarters (73%) of all visitors were in Birmingham predominantly to attend the Frankfurt Christmas Market with just over one quarter (27%) visiting the City itself.

Across all visitor types, the Frankfurt Christmas Market was their main reason for visiting Birmingham. However, over a third of overnight visitors (34%) stated this was not the main driver in visiting Birmingham on the day of interview.

Table 14: Main Reason for Visit by Type of Visit

	All	Day	Overnight	New	Repeat
Yes	73%	74%	66%	76%	72%
No	27%	26%	34%	24%	28%

Respondents were also asked what other things they would be doing whilst in Birmingham, this could include multiple responses and is reflected in the percentages. The top response was a shopping trip (76%). Almost one quarter of visitors (24%) stated that they were there to visit restaurants/cafes/pubs & bars. 17% had also visited the City to meet friends and family and 7% cited other reasons for visiting. These included the draw of the market itself, the Christmas festive season and spending time with the family.

Table 15: Other reasons for visiting Birmingham today

	All	Day	Overnight	New	Repeat
Shopping trip	76%	78%	62%	77%	76%
Restaurant/Café/Pubs/Bars	24%	23%	30%	19%	25%
Meeting friends and relatives	17%	15%	30%	11%	18%
Other	7%	7%	11%	5%	8%
Christmas at Cathedral Square	3%	3%	7%	1%	4%
To visit another event or attraction	3%	2%	8%	3%	3%
Work/business/conference/study	3%	3%	2%	5%	2%
Ice Skate Birmingham	1%	1%	5%	1%	1%
Heritage & museums	1%	1%	3%	3%	1%

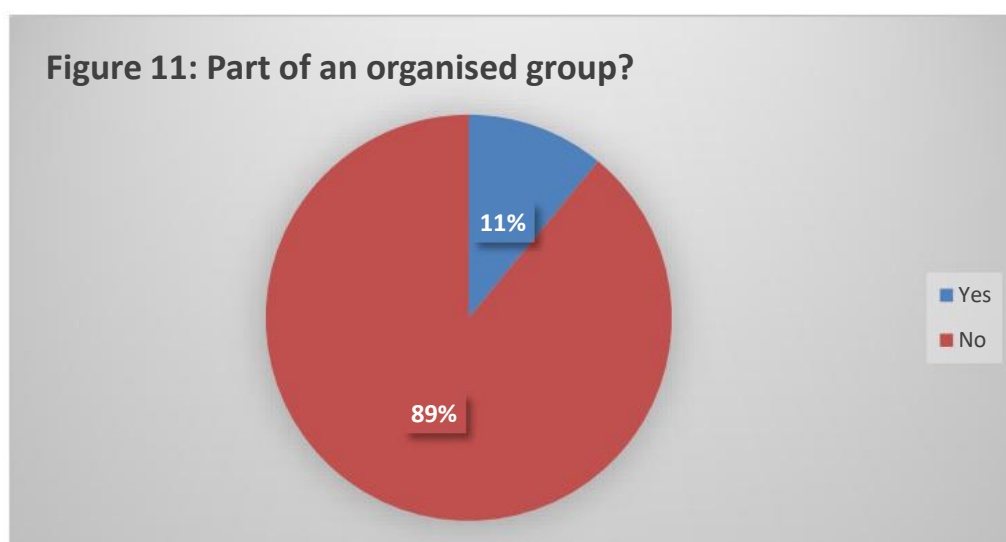
Respondents were also in Birmingham for work/business/conference/study reasons, Christmas at Cathedral Square and to visit another event or attraction – 3% respectively. Places noted by respondents visiting an event or attraction included a visit to the Sea Life centre, the Symphony Hall, Jersey Boys and a concert.

Of those not included in Table 13, 1 respondent cited a cultural event and 1 respondent stated city social (Christmas Market by the Mailbox underpass) as reasons for visiting the City.

A shopping trip was also the top response across the different types of visitor with day, new and repeat visitors on a par with all visitors. The overnight market was less dominated by shopping with a broader mix of reasons including visiting a restaurant/café/pub/bar and meeting friends and relatives.

7.2 Part of Organised Group?

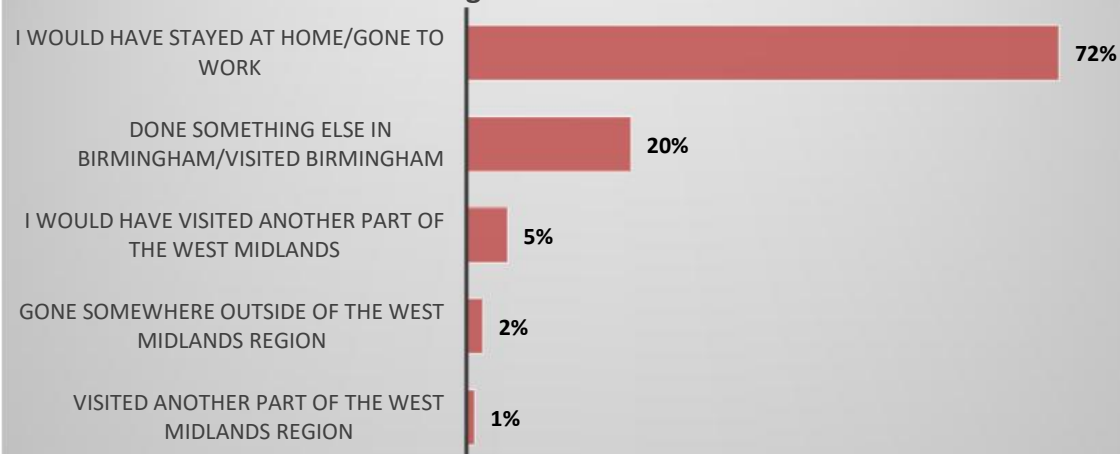
Respondents were asked if their trip to Birmingham was part of an organised group. Almost nine out of ten respondents (89%) had independently travelled to Birmingham with only 11% part of an organised group.



7.3 Would you have visited if the Frankfurt Christmas Market had not taken place?

Visitors were asked what else they would have done had the Frankfurt Christmas Market not taken place.

Figure 12: What would you probably be doing today if this event wasn't being held?



Almost three quarters (72%) of respondents would have stayed at home or gone to work had the Frankfurt Christmas Market not taken place and 2% would have visited somewhere outside of the West Midlands region. This is a significant proportion in terms of identifying the economic impact, i.e. if the Frankfurt Christmas Market had not taken place, almost three quarters of respondents would not have visited on the day of interview.

It should also be noted that over a quarter (28%) of respondents said they would have visited Birmingham on that day if the Frankfurt Christmas Market had not taken place.

The impact of the Frankfurt Christmas Market on the city will be covered in more depth in Section 9.

7.4 Organisers of Frankfurt Christmas Market

Respondents were asked to identify the name of the organisers associated with the Frankfurt Christmas Market. Almost two thirds (63%) named Birmingham City Council (75% in 2017 and 55% in 2016).

	All	Day	Overnight	New	Repeat
Birmingham City Council	63%	65%	48%	47%	66%
Don't know	33%	32%	42%	49%	30%
Frankfurt Tourism Board	8%	8%	9%	5%	9%

Awareness of the organisers of the Frankfurt Christmas Market was lower amongst overnight and new visitors and much higher with those respondents on a day visit and those who had visited on a previous occasion.

7.5 Return Visit

Encouragingly, the majority of those attending the Frankfurt Christmas Market in 2021 would make a return visit next year (86%). A small number was unsure (5%) and a further 9% indicated that they would not return to visit the Market in 2022.

	All	Day	Overnight	New	Repeat
Yes	86%	88%	73%	64%	89%
No	9%	8%	19%	26%	7%
Don't Know	5%	5%	8%	10%	5%

With the awareness of what the market has to offer, repeat visitors were more likely to make a return visit than any other market (89%) followed by respondents on a day visit (88%). With a high level of visitors originating from the West Midlands, the access to the Frankfurt Christmas Market may influence the high number of respondents intending to visit next year.

Of those respondents who had visited the Frankfurt Christmas Market on a previous occasion, the average number of years they had visited was 5.9, ranging from 1 to 22 years.

8.0 MARKETING & PROMOTION

8.1 Effectiveness of marketing activity

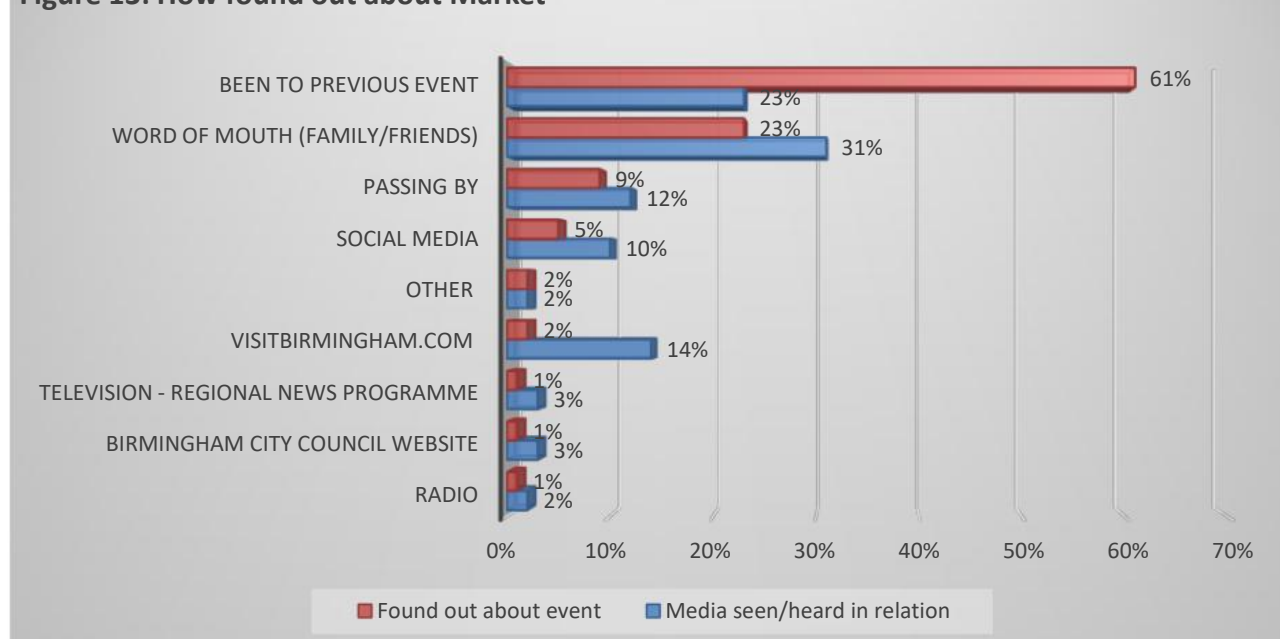
Marketing is extremely important for any event held. In an attempt to gain a measure of marketing channels used to promote the Frankfurt Christmas Market, respondents were asked to detail how they found out about the Market and what the main influence was on their decision to visit, as shown below.

Over three fifths (61%) of respondents found out about the Frankfurt Christmas Market due to visiting the event previously and almost one quarter (23%) by word of mouth/recommendation as the main influence to visit the Market. 9% of visitors were just passing and decided to visit the Market.

Facebook/Instagram/Twitter/other social media accounted for 5% who had found out about the Market via this method with a further 2% who cited other as the reason. This included such responses as work in the area, a day out and the internet. Around 2% found out about the Market via VisitBirmingham.com and 1% cited television, Birmingham City Council website and radio as their response. 1 respondent stated newspaper.

There was a far more mixed response regarding which media they had seen about the Birmingham Frankfurt Christmas Market with 31% stating word of mouth and 23% having previously visited the event before. 14% of respondents had seen the Market being advertised on VisitBirmingham.com, 12% were just passing by and 10% cited social media. From those citing social media, the main response was Facebook, with a small number also noting Instagram and YouTube.

Figure 13: How found out about Market



N.B. Percentages do not add up to 100% as respondents could select more than one answer

Been to a previous event was noted by 63% of day visitors and 70% of returning visitors to the Frankfurt Christmas Market. Word of Mouth was more prevalent amongst first time and overnight visitors. New visitors to the Frankfurt Christmas Market made more use of social media and the VisitBirmingham.com website than any other type of visitor (21% and 6% respectively).

Table 18: Find out about Frankfurt Christmas Market by type					
	All	Day	Overnight	New	Repeat
Been to previous event	61%	63%	48%	0%	70%
Word of mouth (family/friends)	23%	22%	28%	42%	21%
Passing by	9%	9%	12%	21%	8%
Social Media	5%	6%	3%	21%	3%
Other	2%	2%	3%	5%	2%
VisitBirmingham.com	2%	2%	3%	6%	1%
Television – Regional news programme	1%	1%	2%	3%	1%
Birmingham City Council website	1%	1%	3%	-	1%
Radio	1%	1%	-	3%	0%
Newspaper	0%	0%	-	-	0%

8.2 Satisfaction scores

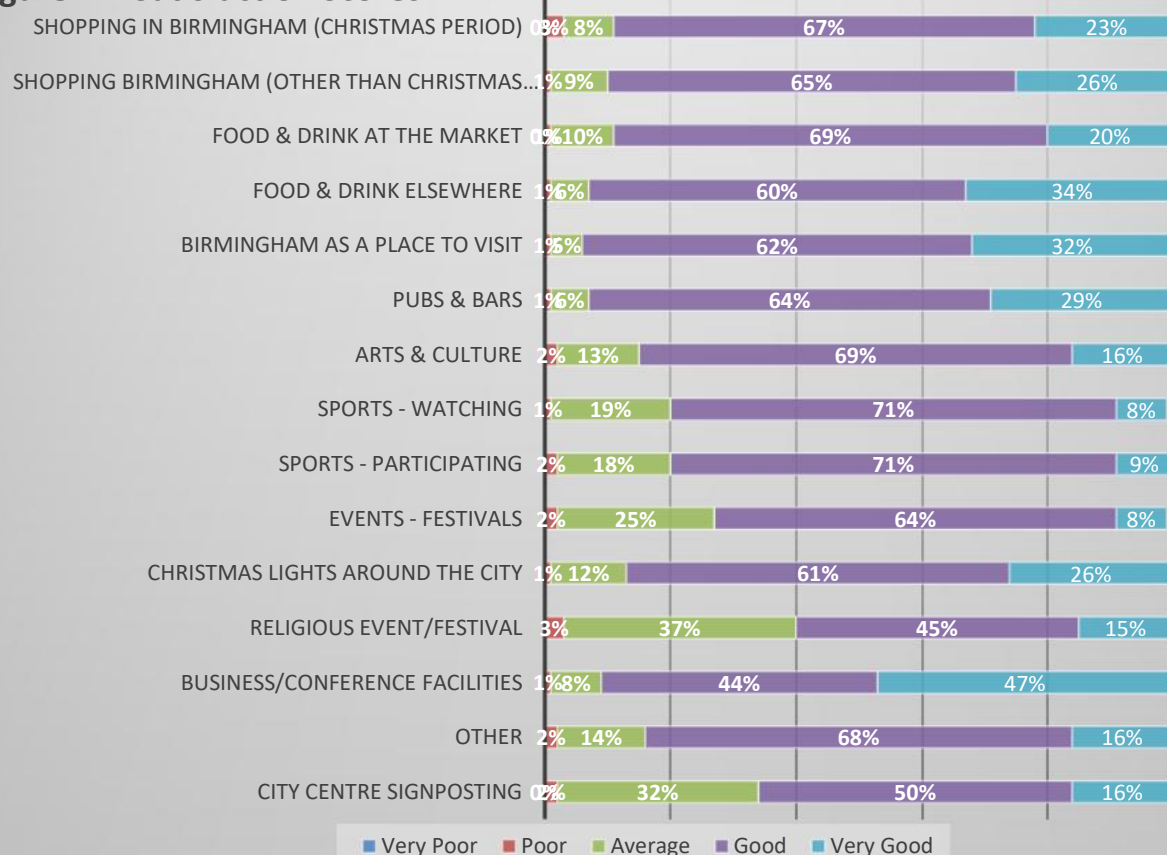
Visitors were asked to rate their levels of satisfaction with various aspects of the event using the Likert scale (where 1=very poor and 5=very good), as shown in Figure 14 below.

- Birmingham as a place to visit (94%)
- Food & drink elsewhere (94%)
- Shopping in Birmingham - other than Christmas period (91%)
- Pubs & bars (93%)
- Business/conference facilities (91%)
- Shopping in Birmingham - Christmas period (90%)

The lowest ratings in terms of scores of good/very good was received for event signposting (66%) religious event/festival (60%) and event - festivals (72%).

Table 19 overleaf shows that the mean satisfaction scores for each of the facilities.

Figure 14: Satisfaction Scores



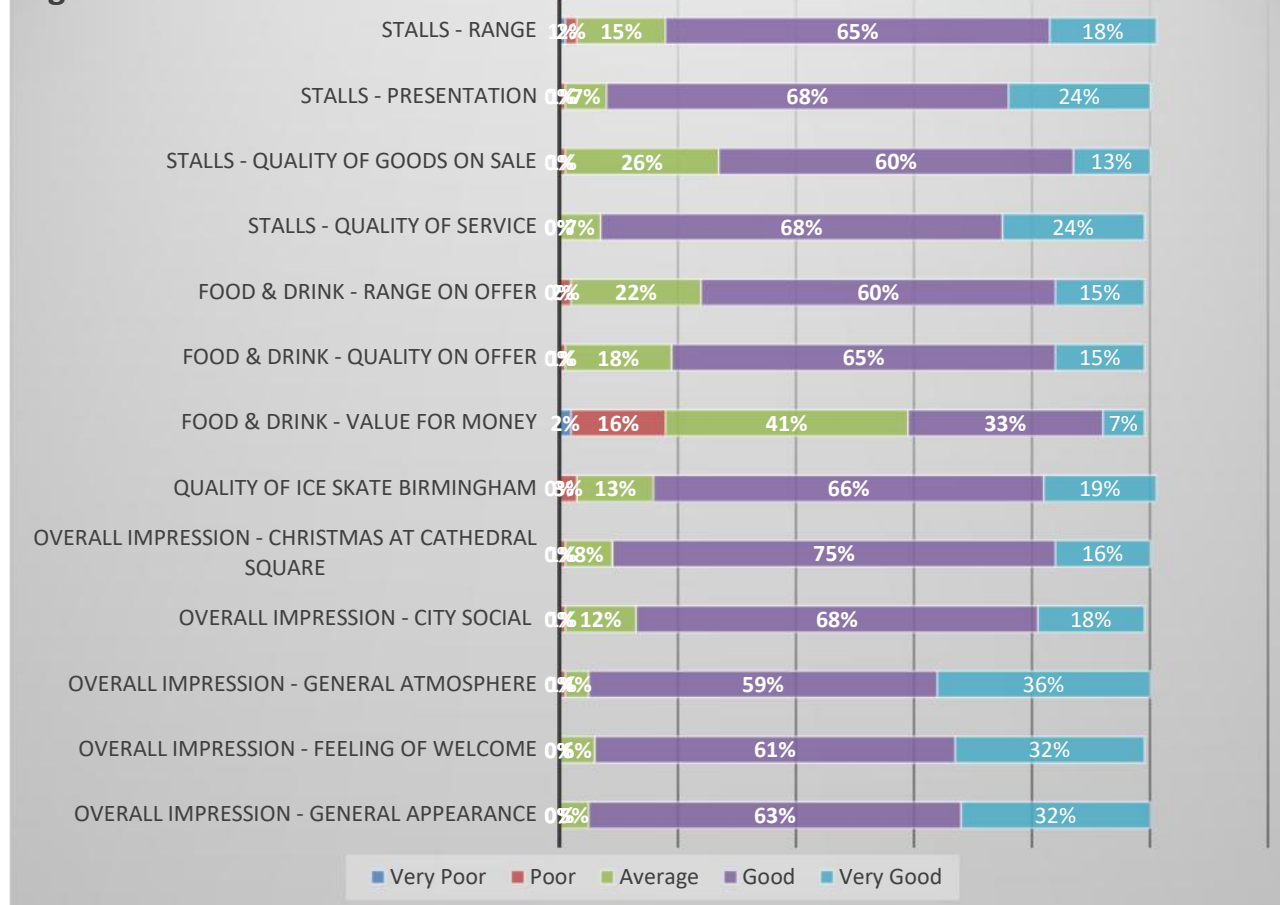
On this scale, a rating above 3.0 indicates a net satisfaction level, whilst any rating below 3.0 indicates a net level of dissatisfaction. Table 15 shows the mean scores awarded by respondents. Encouragingly, most respondents gave positive ratings for the Frankfurt Christmas Market and the facilities it offered.

Table 19: Satisfaction with Event						
	Mean Score	Very Poor	Poor	Average	Good	Very Good
Shopping in Birmingham (Christmas period)	4.10	0%	3%	8%	67%	23%
Shopping in Birmingham (other than Christmas period)	4.15	-	1%	9%	65%	26%
Food & drink at the Market	4.09	0%	1%	10%	69%	20%
Food & drink elsewhere	4.27	-	1%	6%	60%	34%
Birmingham as a place to visit	4.25	-	1%	5%	62%	32%
Pubs & bars	4.22	-	1%	6%	64%	29%
Arts & Culture	3.99	-	2%	13%	69%	16%
Sports – watching	3.87	-	1%	19%	71%	8%
Sports – participating	3.88	-	2%	18%	71%	9%
Events – festivals	3.79	-	2%	25%	64%	8%
Christmas lights around the City	4.13	-	1%	12%	61%	26%
Religious event/festival	3.73	-	3%	37%	45%	15%
Business/conference facilities	4.38	-	1%	8%	44%	47%
Other	3.98	-	2%	14%	68%	16%
City Centre Signposting	3.80	0%	2%	32%	50%	16%

Respondents were also asked for their opinions on the range, quality and value for money of stalls on offer along with the overall impression of the event.

The presentation of the stalls and the quality of service received scored highest with respondents rating this good/very good – 92% respectively. Value for money on food and drink was rated the lowest with 41% rating it average and 18% rating this poor/very poor and this is reflected in the higher scoring seen for food elsewhere in Birmingham compared to food sold at the markets themselves.

Figure 15: Satisfaction Scores



When looking at the overall impression of the city and its offer to visitors, much higher scores were achieved with general atmosphere, feeling of welcome, general appearance all scoring 93% and above as good/very good.

Christmas at Cathedral Square (91%), City Social (86%) and the quality of Ice Skate Birmingham (85%) all performed well in terms of overall satisfaction.

Table 20: Satisfaction with Market Stalls and Overall Impression

	Mean Score	Very Poor	Poor	Average	Good	Very Good
Stalls – Range	3.96	1%	2%	15%	65%	18%
Stalls – Presentation	4.15	0%	1%	7%	68%	24%
Stalls – Quality of goods on sale	3.84	0%	1%	26%	60%	13%
Stalls – Quality of service	4.15	0%	0%	7%	68%	24%
Food & drink – Range on offer	3.89	0%	2%	22%	60%	15%
Food & drink – Quality on offer	3.94	0%	1%	18%	65%	15%
Food & drink – value for money	3.27	2%	16%	41%	33%	7%
Quality of Ice Skate Birmingham	4.00	0%	3%	13%	66%	19%
Overall impression – Christmas at Cathedral Square	4.07	0%	1%	8%	75%	16%
Overall impression – City Social	4.03	0%	1%	12%	68%	18%
Overall impression – General atmosphere	4.30	0%	1%	4%	59%	36%
Overall impression – Feeling of welcome	4.25	0%	0%	6%	61%	32%
Overall impression – General appearance	4.26	0%	0%	5%	63%	32%

8.3 Comments on the Frankfurt Christmas Market

All visitors were asked if they had any comments to make about the Frankfurt Christmas Market . A variety of comments and suggestions were given including festive/Christmas feeling, great atmosphere, smaller than usual, wider range of stalls needed/less food stalls, great event and love coming, food expensive, well organised, meeting friends and family for a great day out. A full list is shown in Appendix 1.

9.0 ECONOMIC IMPACT

9.1 Average visitor spend

Visitors were asked to estimate how much they and their party were likely to spend during the whole period of their stay at the Frankfurt Christmas Market. Given that visitors were being asked to recollect their expenditures and to forecast future spending the following figures should be treated as estimates. Studies using the diary method of keeping account of spending have shown that visitors' own estimates, as used in this case, are usually on the conservative side.

The following results are based on the expenditure of visitors to the Frankfurt Christmas Market. All other associated spend such as event organisation and business expenditure is not included in these results.

500 groups of people were interviewed during one day of the event totalling 1412 individuals.

Table 21: Expenditure by all Visitors	
Base 500 (Accommodation =64)	
Accommodation	£130.13
Spend - Food & Drink at Market	£30.10
Spend - Food & Drink Elsewhere	£21.91
Spend - Shopping at the Market	£19.81
Spend - Shopping Elsewhere	£52.93
Spend - Travel	£15.89
Spend - Attractions & Entertainment	£6.79
Spend - Small purchase	£1.72
Total	£279.28
<i>Spend per head (mean group size 2.29)</i>	£121.96
<i>Spend per head per night (average no of nights 1.7)</i>	£71.74

All bases=500. Accommodation base=64 includes those staying with friends and relatives

The average spend by all visitors to the Market was approximately £121.96 per person. Visitors staying overnight in Birmingham spent on average £71.74 per person per night

If you exclude the expenditure on accommodation, the highest level of spend per person was on shopping elsewhere (£52.93) followed by food and drink at the market (£30.10). Travel and transport accounted for (£15.89) of overall spend, followed by attractions and entertainment (£6.79) and small purchases (£1.72).

Table 22: Expenditure by Day Visitors	
Base 436	
Spend - Food & Drink at Market	£27.42
Spend - Food & Drink Elsewhere	£17.29
Spend - Shopping at the Market	£15.58
Spend - Shopping Elsewhere	£52.78
Spend - Travel	£13.60
Spend - Attractions & Entertainment	£5.84
Spend - Small purchase	£1.33
Total	£133.84
Spend per head (mean group size 2.3)	£58.19

Table 23: Expenditure by Overnight Visitors (commercial accommodation)	
Base 52	
Accommodation	£160.15
Spend - Food & Drink at Market	47.10
Spend - Food & Drink Elsewhere	52.65
Spend - Shopping at the Market	51.84
Spend - Shopping Elsewhere	45.33
Spend - Travel	34.44
Spend - Attractions & Entertainment	12.49
Spend - Small purchase	3.72
Total	£407.72
Spend per head (mean group size 2.17)	£187.62
Spend per head per night (average no of nights 1.5)	£123.50

Based on those respondents staying overnight in commercial accommodation

9.2 Average spend by visitors – Main reason for attending Frankfurt Christmas Market

Table 24: All Expenditure by Main Reason for attending Frankfurt Christmas Market	
Base 315 – accommodation - 42	
Accommodation	£137.33
Spend - Food & Drink at Market	34.02
Spend - Food & Drink Elsewhere	22.44
Spend - Shopping at the Market	22.95
Spend - Shopping Elsewhere	49.48
Spend - Travel	17.83
Spend - Attractions & Entertainment	6.66
Spend - Small purchase	2.01
Total	£299.59
Spend per head (mean group size 2.4)	£124.83
Spend per head per night (average no of nights 1.6)	£78.01

When excluding residents, 73% of visitors' main reason for visiting on the day of interview was for the Frankfurt Christmas Market. If we look at the data by reason for visit, Table 22 shows that the total average spend associated with those whose main reason for visiting the area was for the Market, is higher than the all spend, with an average spend of £124.83 per person per day, which equates to £78.01 per person per night.

Shopping elsewhere saw the highest level of spend accounting for £49.48 of visitor expenditure per person.

9.3 Summary of economic impact

Figures supplied by Birmingham City Council, estimated the number of visitors to the Frankfurt Christmas Market at c4 million. This figure was used to form the basis of the following economic impact of the event.

- The total visitor spend generated by the Frankfurt Christmas Market is estimated as £264,439,533, of which £20,700,072 was on accommodation, and £243,739,461 on all other items. These estimates include all expenditure on accommodation for staying visitors over the duration of their visit.
- The survey responses indicated that 99% of this amount was spent in Birmingham itself and 1% elsewhere outside of the City.
- It is estimated that 74% of the expenditure was additional expenditure related to the Market – generating £192,681,221 for the City and £1,946,275 elsewhere outside the City.
- Total expenditure generated by the Market, including multiplier effects, was £351,552,696 of which 74%, or £258,742,785 was additional.
- The Market spend is estimated to have supported 7,144 jobs – 5,370 directly and 1,774 indirectly – on the basis of an average turnover required per job of £50,000 in the accommodation, catering and retail sectors, and £35,650 in the attractions sector. It should be noted that these are job years since they only occur in the year that the Event takes place. Conventionally, full time permanent jobs are taken as 10 job years.

9.4 Gross visitor spend

In calculating the gross visitor spend, a number of factors need to be taken into account. Firstly, there is the coarse total visitor spend, which is calculated by multiplying the mean spend per person per day with the estimated number of visitors to the Frankfurt Christmas Market. Typically, to take into account the accommodation spend, this figure is divided between staying and non-staying visitors (as displayed in the table below).

The estimated total gross visitor spend for the Frankfurt Christmas Market is £264,439,533. This is based on allocating all of the staying visitors' expenditure on accommodation to the Market. The estimated geographic allocation of this expenditure, based on survey returns, is shown in Table 25 below.

Table 25: Allocation of Visitor Expenditure				
	Expenditure		Of which: spent in	
	£	%	<i>Birmingham</i>	<i>Elsewhere outside Birmingham</i>
Accommodation	£20,700,072	7.83%	£20,493,071	£207,001
Shopping	£121,039,437	45.77%	£119,829,043	£1,210,394
Food & Drink	£83,299,546	31.50%	£82,466,551	£832,995
Attractions	£10,880,971	4.11%	£10,772,161	£108,810
Travel	£25,893,225	9.79%	£25,634,293	£258,932
Other	£2,626,283	0.99%	£2,600,020	£26,264
Total	£264,439,533		£261,795,139	£2,644,396
% of Total	100%		99%	1%

Shopping accounted for the single largest item of expenditure (46%) followed by food and drink (31%). The figures indicate that only 8% of total expenditure was on accommodation.

9.5 Step 2 – Multiplied expenditure

The sum of £264,439,533 represents the immediate impact of visitor expenditure on the economy. Some of this expenditure was recycled within Birmingham's economy, in additional expenditure on bought-in services and supplies. We have used the estimates of local linkages derived from previous economic research across the country to arrive at estimates for the amount of multiplied expenditure generated by the Frankfurt Christmas Market, as set out in Table 26.

Table 26: Multiplier effects of the expenditure of visitors to the Frankfurt Christmas Market					
	Round 1 Expenditure	Of which:		% Multiplier	Multiplied Expenditure
	£	Staying Visitors	Day Visitors	To nearest %	£
Accommodation	£20,700,072	£20,700,072	0	75%	£15,525,054
Shopping	£121,039,437	£14,669,567	£106,369,870	19%	£22,997,493
Food & Drink	£83,299,546	£13,745,887	£69,553,658	50%	£41,649,773
Attractions	£10,880,971	£1,793,199	£9,087,772	37%	£4,025,959
Travel	£25,893,225	£4,748,054	£21,145,171	7%	£1,812,526
Other	£2,626,283	£551,122	£2,075,161	35%	£919,199
Total	£264,439,533	£56,207,901	£208,231,632		£86,930,003
% of Total	100%	7%	93%		

The total economic impact including the multiplier is shown in Table 27 below

Table 27: Total economic impact including the multiplier			
	Round 1 Expenditure	Multiplied Expenditure	Total
Accommodation	£20,700,072	£15,525,054	£36,225,125
Shopping	£121,039,437	£22,997,493	£144,036,929
Food & Drink	£83,299,546	£41,649,773	£124,949,319
Attractions	£10,880,971	£4,025,959	£14,906,930
Travel	£25,893,225	£1,812,526	£27,705,751
Other	£2,626,283	£919,199	£3,545,482
Total	£264,439,533	£86,930,003	£351,369,536

The geographic allocation of this expenditure is shown in Table 28.

Table 28: Geographic allocation of Round 1 and Multiplied Expenditure			
	Total	Of which:	
	£	<i>Birmingham</i>	<i>Elsewhere outside Birmingham</i>
Accommodation	£36,225,125	£35,862,874	£362,251
Shopping	£144,036,929	£142,596,560	£1,440,369
Food & Drink	£124,949,319	£123,699,826	£1,249,493
Attractions	£14,906,930	£14,757,861	£149,069
Travel	£27,705,751	£27,428,693	£277,058
Other	£3,545,482	£3,510,027	£35,455
Total	£351,369,536	£347,855,841	£3,513,695

To estimate the employment effects of this expenditure, we applied estimates of turnover required per job derived from earlier economic research across the country to calculate the number of jobs – full-time employee (FTE) equivalent – supported by the Frankfurt Christmas Market. The turnover per job estimates by sector are as follows:

- Accommodation: £50,000;
- Shopping: £50,000;
- Food & drink: £50,000;
- Attractions: £35,650;
- Travel: £50,650.

Based on these estimates, the employment effects of the Frankfurt Christmas Market expenditure are as shown in Table 29 below.

Table 29: Employment effects of Round 1 and multiplied expenditure			
	Round 1 Expenditure	Multiplied Expenditure	Total
Accommodation	414	311	725
Shopping	2421	460	2,881
Food & Drink	1666	833	2,499
Attractions	305	113	418
Travel	511	36	547
Other	53	18	71
Total	5370	1771	7,141

NB: Number may not add up due to rounding of figures

The geographical allocation of these jobs is shown in Table 30 below.

Table 30: Geographical location of jobs supported by Round 1 and multiplied expenditure			
	Round 1 Expenditure	Multiplied Expenditure	Total
Birmingham	5,316	1,753	7,069
Elsewhere outside Birmingham	54	18	72
Total	5,370	1,771	7,141

9.6 Step 3 – Additional expenditure related to the event

The next issue to be addressed is how much of the expenditure was new or additional, as opposed to having been displaced from expenditure which would have occurred anyway. In total, 72% of respondents stated that they would otherwise have stayed home or gone to work, while 20% stated that they would have done something else/visited Birmingham. The remaining respondents stated that they would have visited another part of the West Midlands (5%) or visited another part of the West Midlands Region (1%) whilst 2% would have gone somewhere else outside of the West Midlands Region.

Based on these survey responses, we can estimate that 74% of total expenditure – or approximately £194,627,496 of Round 1 expenditure and £63,980,483 of multiplied expenditure – **was additional spend related to the Frankfurt Christmas Market** by people who would not otherwise have been spending **on the day of the Market**, while 26% of total expenditure would have been spent doing “something else” in Birmingham, the West Midlands or the West Midlands Region and so would have occurred anyway within the City and Region, and was displaced from other activities. In summary, additional expenditure related to the Frankfurt Christmas Market is as set out in Table 31.

Table 31: Additional expenditure related to the Frankfurt Christmas Market	
Gross Visitor Spend	£264,439,533
Multiplied Expenditure by Sector	£86,930,003
Total Expenditure generated by the Frankfurt Christmas Market	£351,369,536
Additional visitor expenditure related to the event	£194,627,496
Additional multiplied expenditure	£63,980,483
	£258,607,979
Geographic allocation:	
Birmingham	£256,021,899
Elsewhere outside Birmingham	£2,586,080
	£258,607,979

The allocation of additional visitor expenditure related to the event by sector, and the total jobs supported by this expenditure by sector, is shown in Table 32.

Table 32: Additional jobs related to the Frankfurt Christmas Market		
	Additional Expenditure	Additional Jobs
Accommodation	£26,661,692	533
Shopping	£106,011,180	2120
Food & Drink	£91,962,699	1839
Attractions	£10,971,501	308
Travel	£20,391,433	403
Other	£2,609,475	52
Total	£258,607,979	5,255

The geographic location of the additional expenditure and jobs related to the Frankfurt Christmas Market is shown in Table 33 below.

Table 33: Geographic location of additional expenditure and jobs related to the Frankfurt Christmas Market		
	Additional Expenditure	Additional Jobs
Birmingham	£256,021,899	5,203
Elsewhere outside Birmingham	£2,586,080	53
Total	£258,607,979	5,255

9.7 Total economic impact

Table 34 summarises the total economic impact of the Frankfurt Christmas Market at the two levels.

Table 34: Total Economic Impact of the Frankfurt Christmas Market			
	Total	Birmingham	Elsewhere outside Birmingham
Gross Visitor Spend	<i>£264,439,533</i>	<i>£261,795,137</i>	<i>£2,644,395</i>
Multiplied Expenditure	<i>£86,930,003</i>	<i>£86,060,703</i>	<i>869,300</i>
Subtotal:	<i>£351,369,536</i>	<i>£347,855,841</i>	<i>£3,513,695</i>
Total jobs	<i>7,140</i>	<i>7,069</i>	<i>71</i>
Additional Expenditure	<i>£258,607,979</i>	<i>£256,021,899</i>	<i>£2,586,080</i>
Additional Jobs	<i>5,255</i>	<i>5,202</i>	<i>53</i>

As shown in Table 34:

- The total Round 1 economic impact of the event was £264,439,533 of which £261,795,137 was generated for Birmingham and £2,644,395 Elsewhere outside of Birmingham.
- Round 2 or multiplied economic impact of the event by sector was £86,930,003;
- In total, Round 1 and multiplied expenditure amounted to £351,369,536 of which £258,607,979 represented additional expenditure generated by the event (74%), while £92,761,557 (26%) would have been spent in Birmingham whether or not the Frankfurt Christmas Market had taken place. Of the additional expenditure, the total amount of £256,021,899 was spent in Birmingham itself and £2,586,080 elsewhere outside the City of Birmingham.
- based on the Cambridge Econometrics' estimates of average turnover per full-time equivalent (FTE) job in each sector, the expenditure generated by the Frankfurt Christmas Market was sufficient to support 7,140 jobs – 5,370 directly and 1,770 indirectly – of which 5,255 FTE jobs were additional, with 5,203 located within Birmingham and 53 elsewhere outside of Birmingham.

APPENDIX 1

Are there any comments you would like to make about the Frankfurt Christmas Market? – Excludes those responses that said no/none/nothing to comment on.
Great event to visit, amazing food
Very busy, no one wearing masks, quite worrying
Great place to be
Great atmosphere
Great place and atmosphere
Great for a change, good atmosphere
Lovely, worth the visit
Overpriced throughout the market
Great to be here
Looks ok, very busy
Interesting and set in a lovely setting with nice old buildings
I think it's good, one of the best ones I've been to
I'd like to see more craft stalls / individual homemade crafts
It needs to continue, maybe cheaper food prices
Disappointed at the variety of stalls and lack of seating
Market isn't as long as we were expecting
Really overcrowded especially round the food stands
It just looks pleasant
Too busy on Saturdays, could use Chamberlain Square a nice big area with nothing here all squashed along the walkways
Very expensive but enjoyable
Should be advertised more, I've not heard about it advertised anywhere
Very expensive
Needs a better variety of stalls and not that expensive
The cleanliness is quite good, sausages don't look appealing, security is good
Expensive
Too many food cabins not enough crafts
Give staff free food
We come every year, not as good this year
Really lovely
Bit confusing to find way about
Festive feeling
Good
Quiet
Very nice but quiet
Keep it going
Good
Indoor bit good
Good
Fine but too many beggars
It's good here
Really good
Good
It's good
Beautiful but nowhere to sit

Very nice here
Smaller than expected
Love it
Nice but expensive
Enough ordinary shops in Birmingham without market we should support shops that are here. enough with market
It's great
A lot of food stalls, not as big this year
Everything expensive
So many food stalls
Very disappointing, not homemade stuff here
It's really nice
Really nice
A bit smaller this year
Great atmosphere
Not as big as usual
Really good event
More heaters put in eating area
Nice and quiet and clean
Love it
Like it but not as many stalls
Good
Very nice and clean
No cider here
Not much Gluten free food
Very good
It's good
Lack of vegetarian food
Less busy, good spaced out
Always well done
Happy, well done
Like music
Very good, mulled wine nice
Lovely here
Lovely but need more variety
Nice
Not as busy as last year
Need more variety of stalls
Not as much variety as previous years
Very good like it
Really like it, better than Manchester
Nice but too busy, too crowded
Well put together
Not as big as before
Not so many crafts here this time
Really nice, decorations are nice
Lot smaller than year before

It's very Christmassy
Quaint
Very good
Lovely it's quiet
Pretty and Christmassy
Not enough veggie food
Same every year need more variety
Very good
Atmosphere good
A lot less stalls than there used to be, not much to buy
Good
Keep it going
Very Christmassy think its lovely but did think there would be more craft stalls
Love the atmosphere
It's too expensive
More market
Great so far
Not so many stalls need more craft stalls
A lovely shopping day out, very festive
Spread out more. But a bit pricey.
Good
Lot better than last time.
Christmassy. Love it.
Very festive
Nice to see stalls other than food and drink.
Lovely
Brilliant. Love it.
Good
Fabulous. Not as busy. Not so many stalls though.
Very festive. Good atmosphere.
Lovely
Good would recommend it
Great. It's lovely.
Nice atmosphere
Lovely Day
No vegetarian food
Lots of food and drink. Not much craft stalls.
Not as many this time as before. Fewer stalls.
It's nice
Nice Atmosphere
It's ok. Not too busy.
Good. Like it.
Need more music
Well organised.
Lives up to expectations
Glad to have it back. Christmassy.

Quiet
Less stalls. Less choice. Not many craft stalls.
Good. It's rare with all what's going on.
Good. Like it.
Lots of Christmassy stuff. Not as many stalls this time.
Looks good but pricey
Good
Love it
Brilliant
Too commercialised
It's great
Less stalls. Music team gone because of covid.
Very Good
Expensive Food
Good for the city.
Nice atmosphere
I think it's laid out really nicely. Been quite respectful.
Nice event
It's a very lovely place to visit for Christmas
No and really enjoy coming for the atmosphere
Very colourful. Nice festive trip.
Lovely. You enjoy yourself. Very authentic.
Lots to see and do
Nice atmosphere. Could do with more toilets. More seats too.
Nice festive atmosphere. We enjoy our trip here.
It's very festive. Great atmosphere.
It's a nice day out.
The stalls could be more reasonably priced. Everything is quite expensive on the stalls.
Colourful event. Price of stalls can be a bit pricey though
Nice Day Out
Could be more affordable for family.
Keep it going on the market.
Really nice
Enjoyable family day.
A great start to the Christmas period.
A fabulous atmosphere. Gets you in to Christmas spirit.
Good Christmas atmosphere
A great way to start Christmas
Christmas fun day out
A Christmas day out together
Enjoyable relaxing Saturday
An enjoyable family time
Fun and festive
The grandchildren love it. We are all having a good time.
A great day out. Something festive.
Good fun.

A great way to begin Christmas
It's great. Good atmosphere.
Very festive
Very festive. Good atmosphere but very cold.
A great day out.
It's good
Good atmosphere
Very festive
A change. Nice to enjoy new festive times.
A great place to shop and plenty going on.
Cold but very nice. Very festive.
Gets you in the Christmas mode.
Lovely atmosphere
Well-spaced out
Not as big as used to be.
Used to live in Birmingham. Been lots of times.
Good to see it back
Love it here
Really good event.
Good event
Enjoy it
Really good event
Lot of Brummie accents on stalls
Brilliant
nice atmosphere
Need more stalls. But is pretty.
Like it
It's good
Too expensive
Nicer than Plymouth
Lot smaller than past times
Too many food stalls. Not enough craft stalls.
Wonderful selection
More independent stall
Too expensive
Very poor. Museum not open. Too many food stalls. No atmosphere. Too commercialised. I will go on carousel.
Love it
Stalls should be closer together. Too spaced out.
Lower prices
More signage to direct to the market
Change variety of glasses that hot chocolate come in as I collect them.
Seems beautiful. Just passing through for work.
Back to what it was pre-covid. More stalls. Less food and drink.
More craft and artisan stalls
More stalls. But looks attractive.
More stalls that aren't food and drink

It's a bit spread out. Not quite as good.
It's a bit quieter this year
A bit quieter this year. Could do with more normal stalls that are less expensive.
The market was ok. Too many food shops.
Need more stalls. Not just beer and bratwurst.
A great day out. Especially Christmas time.
Gets you in the festive spirit
Enjoyable but windy and cold.
A good festive day out for Christmas.
It's a bit cold but very festive.
Lots to see for the kids.
Very festive
Christmas has arrived
Kids love it.
Enjoyable festive time
Festive and fun
It's lovely
A very nice change and tells you Christmas is on its way.
A lovely day out. Something to look forward to.
Good atmosphere
Glad it's back
Very Christmassy. Good atmosphere. Lots to see.
Good festive day out visiting Birmingham.
The same every time
Very festive. Enjoyable atmosphere.
A lovely day out with my husband
Lovely atmosphere
A great day out. A little extra for your visit.
It's great you know. Christmas is nearly here.
Christmas has arrived
Lovely atmosphere
A great day out
A good start to the festive season
Very festive day out for everyone.
A good festive day out. Something different at this time of the year.
Great to have fun with your mates.
Just having a walk around. Very festive.
A great day out at Christmas for the children
A great day out especially if organised by a group
Plenty to see and do. Great to shop the market and shops.
It's great fun. Festive day out.
Enjoyable. My granddaughter is loving it.
A fun festive day out
A good day out with my daughter
A great day out. Nice to get back to normal life after last 18 months
Plenty to see and do. The children love the Christmas atmosphere.

Meeting a friend to join in the festive time.
A well organised trip and a good festive atmosphere.
A great festive day out with the family.
Lots to see and do
plenty to see
A great Christmas day out
Very Christmassy
A lovely day out in town
Spent a great day with my youngest daughter. Good family time.
A good day out for the children and all of us as a family
Fun for everyone
Birmingham is a great place to Christmas shop, lots going on
Festive
Very festive
Festive, having a good day out
Festive day out and with plenty to see and do
A good start to the festive week ahead
Great day to meet up with friends
A great way to start Christmas
Very Christmassy
It's all good fun but very cold and foggy
Enjoyable Christmas day out
Skating was great, plenty for children to do
Very well organised, good Christmas fun
We are having a good time but foggy and cold
Christmassy
A good day out
Something different, gets you in the mood for Christmas
Good festive start for your Christmas shopping and for all the fun to come
A great family day out before Christmas
A nice way to Christmas shop
Very festive, a good times had by all
A great family day out
Kids love it
A great day out
A good day out
Great time for families
Very festive
Very cold but still good
A good start to Christmas
Very enjoyable, good fun
Having a good time
A good atmosphere
Good atmosphere, Christmas is nearly here
A good festive atmosphere
Very festive

Festive and fun
Happy time, good atmosphere
Makes your shopping day special
A great day out
Plenty going on
A pleasant way to start Christmas celebrations
My grandson loves it, a great Christmas atmosphere
A good day out
The grandchildren love it
Great day out
A Christmas day out
Very Christmassy
Lovely, not as many stalls, lots of food not so many craft stalls though
Excellent
We do it most years - great atmosphere
Great tradition
Nice atmosphere, nice to come to its Christmassy
Needs more stalls selling small gifts, too many food stalls
The cathedral area was lovely, we enjoyed that
Colourful, less expensive
Could be more craft type stalls
It looked tired; the streets didn't look clean
Nice market, atmosphere good
Lack of atmosphere here
Very interesting to see not as many stalls, impressive though
Lovely very enjoyable
Very enjoyable
Nice place to visit, very Christmassy
Nice atmosphere
Enjoyable
Good, very good
Need caterers to cater for children with children's portions, not enough seats, also need an area for children and parents to sit
Very Christmassy, nice trip
Looks all a bit the same as past years
Could do with more affordable stalls, very expensive
Same as ever, nothing like real German market
Sad about empty shops - I love coming but worried about 'clean air' zone
Really impressed, compares favourably to elsewhere I've been
Very nice
Enjoyable trip
Nice visit, Christmassy, need more seating areas
The journey to the hotel was so bad because of road works, a 6 minute journey to an hour and a half and we're going to have a fine as we drove in the bus lane because of road works
Good atmosphere, Christmassy
Disappointing lack of seats anywhere, shortage of staff in restaurant
Road works very bad

Nice Christmassy
Nice
No we're happy we came
Not that good, not a lot from Germany
Very exciting place, welcoming great atmosphere
Pointless, costly
Nice atmosphere

Appendix 5

Birmingham's Frankfurt Christmas Market – Summary of Positive Impacts and Community Engagement

1 Introduction

2 Economic Impact

- Suppliers
- BFCM Expenditure in Birmingham (during market)
- BFCM Expenditure in Birmingham (outside of market period)
- Employment (directly during market)

3 Charity Engagement

4 Community Engagement

5 Tourism / Reputation

6 Christmas in Birmingham

7 Corporate Social Responsibility

8 Environment

1 Introduction

Research commissioned over more than a decade by Marketing Birmingham, and more recently by the West Midlands Growth Company has consistently evidenced the positive impact of Birmingham's Frankfurt Christmas Market (BFCM) in attracting footfall to the city centre in the critical pre-Christmas trading period and its impact in boosting the local economy. In 2021 the West Midlands Growth Company commissioned research from The Research Solution to evaluate the event and the economic impact of the BFCM on the City. The report shows that 74% of people questioned would not have visited Birmingham on the day that they did if the Frankfurt Christmas Market had not taken place. 86% of visitors said that they would return next year with 5% undecided. 48% of visitors were from the West Midlands with 52% from outside the West Midlands. Crucially, the expenditure generated by visitors to the BFCM was in the region of £240 million (despite the Omicron impact) and was sufficient to support 7,140 jobs – 5,370 directly and 1,770 indirectly – of which 5,255 FTE jobs were additional.

The BFCM provides much in the way of decorations and lighting, including the giant Christmas tree on Victoria Square and the Nativity scene, enhancing the attractiveness and 'Christmassy' atmosphere in the city centre. Last year this led to the financial magazine Forbes Advisor ranking Birmingham number 1 in terms of the most 'Christmassy towns and cities in the UK'.

https://www.forbes.com/uk/advisor/personal-finance/2021/11/24/uks-most-christmassy-towns-and-cities-2021/?utm_content=&utm_medium=email&utm_name=&utm_source=govdelivery&utm_term=

Whilst the commissioned research and positive media coverage are easily accessible there are many other positive aspects of the BFCM designed by the event organisers to support and reflect the Birmingham / Frankfurt engagement and positive benefits to the people of Birmingham, and the wider West Midlands, on multiple levels that are less well-known. The following summary is not exhaustive

but provides a snapshot of some of the less well-known aspects of the BFCM such as prioritising local suppliers, and community and charity engagement. Author's note: some of the points listed below were not implemented during the 2021 market due to health and safety considerations (building works on the market footprint and Covid-safe planning) but will be reintroduced as and when appropriate.

2 Economic Impact

Suppliers

BFCM organisers and major stallholders actively pursue a policy of using local suppliers for services and products that do not impact the authenticity of the market. Where possible suppliers are sourced from within Birmingham or failing that from within the West Midlands region. Small businesses are contracted wherever possible, e.g., paper rolls for card payment machines are not sourced from Barclaycard or even Costco or Bookers but rather from a family-run business in Oldbury. Examples from previous markets include:

- Laundry Services: Pinfolds Dry Cleaners (City centre)
- Generators: Central Power Services Ltd (Cannock)
- PAT Testing: Redland PAT Testing (Rednal)
- Gas Safety Testing: JB Caravan and Trailer Services (Burntwood)
- Fire alarm installation and testing: SRC Fire Safety Ltd (Coleshill)
- Medical and Ambulance cover: Rapid Response (Cannock)
- Health and Safety Consultant: Helen Overton & Associates (Tamworth)
- Fire extinguisher servicing: SK Fire Protection (Digbeth)
- Glazier: Central Plant Glazing Ltd (Oldbury)
- Gas supplier: Hire Shop (Birmingham) Ltd (Alum Rock)
- Toilet hire: Wernicks (Walsall)
- Toilet cleaning services: B6 Squeaky Clean (Edrington)
- Fruit and Vegetable suppliers: Edward Alain Cook Ltd (Birmingham Wholesale Market)
- Paper rolls for card machines: Midland Retail Supplies (Oldbury)
- Christmas tree recycling: Rutland Sheds (Bearwood)
- Plant hire: Media Access Solutions (Hall Green)
- 2021 Covid Testing: Midland Health Ltd (Edgbaston)
- Forklift repair: Advances Forklift Services (Handsworth)
- Construction materials: multiple suppliers within Birmingham
- Waste management (warehouse sites): Sherringtons (Southside)

BFCM organisers directly contract services from BCC, including Waste Management, Highways and Events. Services are also contracted from Acivico. In 2022 BFCM paid over £60,000 for waste management alone.

BFCM Expenditure in Birmingham (during market)

Organisers and stallholders themselves make significant expenditure in the city. This includes:

- Stallholder spend on accommodation
- Stallholder and staff spend on food, shopping, etc
- Rental of warehousing
- Business Rates (Victoria Square and leased warehousing)

BFCM Expenditure in Birmingham (outside of market period)

- The organisers maintain an office in city centre and employ local staff all year round (2FTE)
- Maintain warehouses in the city and pay ground rent and business rates to BCC
- BFCM paid for the installation of two new water standpipes on New Street

Employment (directly at market)

- Employment of local staff to work on stalls (300 +)
- Employment of local musicians for stage programme
- Employment of local staff via partners such as the security company

The BFCM works with the Department for Work and Pensions (DWP) Restart programme to offer return to work opportunities for the long-term unemployed. In 2022 the BFCM has also employed staff with disabilities who have a DWP support officer to assist them into work.

3 Charity Engagement

- Royal British Legion: as part of the programme of cooperation with RBL (observing the 2-minute silence on the 11th and opening late on Remembrance Sunday) the BFCM supports the Poppy Appeal raising a four-figure sum in 2021 and 2022.
- Prizes to local charities for raffles / fund-raising activities (ad hoc basis) e.g. donation of food and drink tokens to Acorns Children's Hospice for participants in the Santa Fun Run in 2019
- Performance sessions on stage at weekends specifically for charity choirs to promote their charity (often linked to collecting money with a permit from City Centre Operations)
- Charity information stand on the steps in Victoria Square to highlight the work of charities (e.g. blood donation 2018 and 2019)
- Food (both prepared and ingredients) donated to United Community Activity Network (UCAN) and partners at the end of the market – coordination via BCC officer Panikos Panayioutou
- Donation of change to Lord Mayor's charities
- Christmas trees distributed on Christmas Eve to families in need / charities. This follows a successful pilot launched in 2018. This scheme has been run with the support of Homebase in Selly Oak who provide the equipment for the trees to be netted for transportation. (Unclaimed trees are sustainably recycled.)

4 Community Engagement

- Special schools programme: visits by children in Birmingham with special needs to explore the five senses. The BFCM provides free drinks for 'taste' and Wilsons Funfairs provide free carousel rides for 'feel'. On average 1,000 children per year take part in the visits.
- Saturday and Sunday mornings the stage is used to showcase community choirs and music featuring performers from schools, community groups, performing academies and a variety of other organisations in the city
- The BFCM loaned the Nativity Scene to St Chad's Cathedral annually for its Christmas Eve and Christmas Day services over a c. ten-year period. When a new Nativity Scene was commissioned for Victoria Square the previous one was permanently donated to St Chad's.
- Schools engagement: in 2019 the BFCM working with BCC organised an art competition in the city's schools to design the market's iconic red paper bags to mark the 20th anniversary of the market. The winning design by a pupil from St Columba's Catholic Primary School was printed on 100,000 paper bags and the pupil helped the Lord Mayor to officially open the market by switching on the lights. Similar initiatives are planned for future anniversaries.
- School visits by schools within Birmingham and from further afield
- Promoting inclusiveness: e.g. a BFCM manager took part in a show on Unity FM discussing employment opportunities compatible with Muslim beliefs and how / when to apply
- Host visits by police cadets

5 Tourism / Reputation

- BFCM organisers work with coach companies and group travel organisers to encourage and promote visits to Birmingham during the market period
- BFCM organisers are currently exploring the possibility of providing free food and a drink to coach drivers when companies register their visit in order to capture better data about coach visits
- Supply of text and imagery to accommodation providers and national press
- Positive media coverage both in the UK and Europe
- TV coverage in Germany
<https://www.msn.com/de-at/finanzen/top-stories/einziger-deutscher-weihnachtsmarkt-in-england/vi-AAR4L3N>
- Positive media coverage extends outside of Europe, e.g. 2018 saw an unexpected surge in Chinese visitors to the market (both UK based and tourists) after an article in the China Morning Post listing Birmingham as one of twelve beautiful Christmas markets in Europe that readers should visit
<https://www.scmp.com/magazines/style/travel-food/article/2174724/12-beautiful-christmas-markets-europe-you-should-visit>
- Winner 3 years running of What's On Best Outdoor Event in Birmingham (2017, 2018, 2019)
- Multiple requests received annually by BFCM, BCC press office and Film Birmingham for permission to film at BFCM

The German British Chamber of Industry and Commerce (GBC) hosts a networking event in Birmingham each year timed to coincide with the market. The BFCM supports the event which starts indoors at a GBC member organisation and then moves onto the market. This event sees the GBC Director General and his staff travel from London to Birmingham to facilitate the event. Although the event is classed as a 'regional' event it is advertised to GBC members nationally and usually has a good turnout.

BFCM organisers regularly receive approaches to establish new markets elsewhere in the UK and abroad and / or requests for help and advice / sharing best practice based on the success of BFCM and its benefits to Birmingham. In the past three years approaches have included:

Requests to establish and run new markets: 2 local authorities in London, 1 English city, 2 private commercial partners in London, 1 commercial partner in the West Midlands, 1 Chamber of Commerce in the Republic of Ireland, a number of overseas local authorities and marketing organisations

Requests to provide stalls to existing markets: 1 from a English city, 1 from Northern Ireland, 1 from the Republic of Ireland

Requests for advice / help: numerous including one major UK city

6 Christmas in Birmingham

- Loaned infrastructure free of charge to the City Social Christmas Event (for local traders) in the Navigation Street underpass for a number of years as it sought to establish itself
- 2021 Partnership working with the other Christmas events and Colmore and Central BIDs on marketing activities to promote Christmas in Birmingham including a financial contribution. BFCM has again invested staff time and a financial contribution to partnership working in 2022.

7 Corporate Social Responsibility (selected points)

- At the past two markets (2019 and 2021) the majority of staff have been paid above the Living Wage. From 2022 all staff will be paid at or above the Real Living Wage
- Modern Slavery: BFCM has actively implemented a modern slavery policy and in 2021 reported a suspect to West Midlands Police
- Partnership working with City Centre Retail Chaplains to facilitate chaplaincy support for visitors and staff to the market

8 Environment (selected points)

- From the outset BFCM has used real mugs and glasses
- Fat and oil used at the market is recycled for bio-fuels
- BFCM has switched to LED lighting
- Plastic bags were banned in favor of paper bags more than a decade ago
- Over the past two markets organisers have been phasing out single-use plastic where possible and will continue to work on reducing single-use plastic
- Reduction in food waste by donating foodstuffs to charities in the city
- Christmas trees donated to charities and families in need – the remainder are recycled
- Website encourages visitors to use public transport
- Use of modern, high-efficiency generators with low emissions. Used only as needed and switched off overnight.

Dr Marion Fleming-Froy

Birmingham, March 2023

Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/ decision/development proposal is likely to have on the environment. To complete the assessment, you should consider whether that policy/development/proposal will have a positive or a negative impact on each of the key themes by placing a (✓) for positive, (x) for negative and (?) for unclear impact, and (N/A) for non-applicable impact. The assessment must be completed for all Cabinet reports. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete. The officers from the sustainability team can help to fill the assessment especially during the early days of implementation.

Theme	Example
Natural Resources - Impact on natural resources including water, soil, air.	<p>Does the decision increase water use?</p> <p>Does the decision have an impact on air quality?</p> <p>Does the decision discourage the use of the most polluting vehicles (private and public) and promote sustainable modes of transport or working from home to reduce air pollution?</p> <p>Does the decision impact on soil?</p> <p>For example, development will typically use water for carrying out various operations and, once complete, water will be needed to service the development. Providing water to development and treating affluent water requires energy and contributes to climate change. Some of the activities including construction or disposal of waste may lead to soil pollution. The decisions may lead to more journeys thereby deteriorating air quality and thus contribution to climate change and greenhouse gases.</p>
Energy use and CO ₂ emissions.	<p>Will the decision have an impact on energy use?</p> <p>Will the decision impact on carbon emissions?</p> <p>Most day-to-day activities use energy. The main environmental impact of producing and using energy such as electricity, gas, and fuel (unless it is from a renewable source) is the emission of carbon dioxide.</p>
Quality of environment.	<p>Does the decision impact on the overall quality of the built environment?</p> <p>Decisions may have an impact on the overall setting, character and distinctiveness in the area. For example, if development involves ground digging and excavations etc. it may have an impact on the local archaeology.</p>

Impact on local green and open spaces and biodiversity	<p>The proposal may lead to localised impacts on the local green and open spaces which may have an impact on local biodiversity, trees and other vegetation in the area.</p> <p>Will the proposal lead to loss (or creation) of green and blue infrastructure?</p> <p>For example, selling an open space may reduce access to open space within an area and lead to a loss of biodiversity. However, creating a new open space would have positive effects.</p>
Use of environmentally sustainable products, equipment and packaging'	<p>Will the decision present opportunities to incorporate the use of environmentally sustainable products (such as compostable bags, paper straws etc.), recycled materials (i.e. Forest Stewardship Council (FSC) Timber/wood), non-polluting vehicles, avoid the use of single use plastics and packaging.</p>
Minimising waste	<p>Will the decision minimise waste creation and the maximise recycling during the construction and operation of the development/programme/project?</p> <p>Will the decision provide opportunities to improve recycling?</p> <p>For example, if the proposal involves the demolition of a building or a structure, could some of the construction materials be reused in the new development or recycled back into the construction industry for use on another project?</p>
Council plan priority: a city that takes a leading role in tackling climate change and deliver Route to Zero.	<p>How does the proposal or decision contribute to tackling and showing leadership in tackling climate change and deliver Route to Zero aspirations?</p>

Project Title:	OPERATION OF THE FRANKFURT CHRISTMAS MARKET			
Department:	Team: City Operations/Neighbourhoods/Events		Person Responsible for assessment: Garry Peal	
Date of assessment: 28.09.2020		Is it a new or existing proposal? New		
Brief description of the proposal: Cabinet Report – Commonwealth Games Legacy Projects				
Potential impacts of the policy/development decision/procedure/ on:	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?
Natural Resources- Impact on natural resources including water, soil, air			√	The increase in number of visitors to the city may temporarily increase the demand for water. However, we have data and previous event experience such as the Commonwealth Games to draw learnings to help negate this impact.
Energy use and CO ₂ emissions		√		The increased number of the visitors to the city will increase the energy use and more journeys will also mean more emissions. However, as it is a temporary increase the effects can be mitigated by promotion of public transport.
Quality of environment			√	There are no major infrastructure changes required.
Impact on local green and open spaces and biodiversity			√	Park land and open space will not be used to host this event.
Use of sustainable products and equipment			√	Procurement specifications will ensure all equipment and products will endeavour to be sustainable.
Minimising waste		√		More visitors to the city will lead to generation of more waste but adequate recycling and waste disposal facilities will help to reduce this impact.
Council plan priority: a city that takes a leading role in			√	

tackling climate change				
Overall conclusion on the environmental and sustainability impacts of the proposal	<ul style="list-style-type: none"> • From the outset BFCM has used real mugs and glasses • Fat and oil used at the market is recycled for bio-fuels • BFCM has switched to LED lighting • Plastic bags were banned in favour of paper bags more than a decade ago • Over the past two markets organisers have been phasing out single-use plastic where possible and will continue to work on reducing single-use plastic • Reduction in food waste by donating foodstuffs to charities in the city • Christmas trees donated to charities and families in need – the remainder are recycled • Website encourages visitors to use public transport • Use of modern, high-efficiency generators with low emissions. Used only as needed and switched off overnight. 			

If you require assistance in completing this assessment, then please contact: ESAGuidance@birmingham.gov.uk

Title of proposed EIA	Operation of the Frankfurt Christmas Market
Reference No	EQUA1150
EA is in support of	Amended Function
Review Frequency	Annually
Date of first review	31/05/2023
Directorate	City Operations
Division	Neighbourhoods Division
Service Area	
Responsible Officer(s)	<input type="checkbox"/> Garry Peal
Quality Control Officer(s)	<input type="checkbox"/> Rehana Kosar
Accountable Officer(s)	<input type="checkbox"/> Chris Jordan
Purpose of proposal	Cabinet Report
Data sources	
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders; Employees; Wider Community
Age details:	Various
Protected characteristic: Disability	Service Users / Stakeholders; Employees; Wider Community
Disability details:	
Protected characteristic: Sex	Service Users / Stakeholders; Employees; Wider Community
Gender details:	
Protected characteristics: Gender Reassignment	Service Users / Stakeholders; Employees; Wider Community
Gender reassignment details:	
Protected characteristics: Marriage and Civil Partnership	Service Users/ Stakeholders; Employees; Wider Community
Marriage and civil partnership details:	
Protected characteristics: Pregnancy and Maternity	Service Users / Stakeholders; Employees; Wider Community
Pregnancy and maternity details:	
Protected characteristics: Race	Service Users / Stakeholders; Employees; Wider Community
Race details:	
Protected characteristics: Religion or Beliefs	Service Users / Stakeholders; Employees; Wider Community
Religion or beliefs details:	
Protected characteristics: Sexual Orientation	Service Users / Stakeholders; Employees; Wider Community
Sexual orientation details:	
Socio-economic impacts	
Please indicate any actions arising from completing this screening exercise.	
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	
Consultation analysis	
Adverse impact on any people with protected characteristics.	
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	
How will the effect(s) of this policy/proposal on equality be monitored?	
What data is required in the future?	
Are there any adverse impacts on any particular group(s)	No
If yes, please explain your reasons for going ahead.	
Initial equality impact assessment of your proposal	This report sets out the detail to obtain approval to commence negotiations for a 5 year agreement with FRANKFURT CHRISTMAS MARKET LTD (FCM) the delivery partner of Frankfurt City Council, as represented by TOURISMUS and CONGRESS GmbH FRANKFURT, to operate a Frankfurt Christmas Market from 2023.

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

N/A

QUALITY CONTROL SECTION

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

No negative impact to those with protected characteristics identified. This EIA has been passed to the Accountable Officer for final approval.

Decision by Quality Control Officer

Proceed for final approval

Submit draft to Accountable Officer?

Yes

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

05/06/2023

Reasons for approval or rejection

No negative impacts identified

Please print and save a PDF copy for your records

Yes

Content Type: Item

Version: 33.0

Created at 31/05/2023 09:22 AM by ☐ Garry Peal

Last modified at 05/06/2023 10:57 AM by Workflow on behalf of ☐ Chris Jordan

Close

Birmingham City Council

Report to Cabinet

25th July 2023



Subject: Former Erdington Baths – Community and Enterprise Hub: Additional Capital Grant

Report of: Paul Kitson, Strategic Director of Place, Prosperity and Sustainability

Relevant Cabinet Member: Councillor John Cotton, Leader

Relevant O &S Chair(s): Councillor Akhlaq Ahmed, Economy and Skills

Report author: Doug Lee, Development Planning Manager
Telephone No: 07818510813
Email: doug.lee@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Erdington		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011516/2023		
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, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential: None		

1 Executive Summary

- 1.1 The former Erdington Baths building on Mason Road has been vacant since 2014. Witton Lodge Community Association propose to refurbish the building as a Community and Enterprise Hub for the benefit of the local community and businesses.
- 1.2 On 6th October 2022 the Leader (as the relevant Cabinet member) authorised the allocation of £0.795m from the Community Infrastructure Levy (CIL) to

undertake initial works to the building to make it watertight and weatherproof, in order to ensure that it did not deteriorate further. The allocation of CIL funding was eligible to count towards the Council's local contribution under the Tranche 2 LUF bid submitted for Erdington High Street which included the Baths project.

- 1.3 On the 18th January DLUHC informed the Council that the Tranche 2 LUF bid for Erdington High Street had been unsuccessful. At a subsequent meeting regarding the project, representatives of the West Midlands Combined Authority indicated that, in principle, they would still be prepared to put the £2m that they had earmarked for the project (which had been conditional upon a successful LUF bid) into the Baths proposal if the Council was prepared to put forward a similar sum.
- 1.4 It is proposed that Birmingham City Council should match fund the in principle contribution of £2m from the West Midlands Combined Authority to enable the project to proceed. This would be a commitment of a further £1.205m in addition to the £0.795m already committed.

2 Recommendations

- 2.1 To approve the award of a further capital grant of up to £1.205m (including irrecoverable VAT) of Community Infrastructure Levy (CIL) funds to Witton Lodge Community Association for works at the former Erdington Baths building, subject to the completion of the City Council's Conditions of Grant agreement (COGA) and confirmation of the proposed funding from the West Midlands Combined Authority.
- 2.2 Authorises the City Solicitor and Monitoring Officer to negotiate, execute, seal and complete all necessary documents in connection with the above recommendation including placing a legal charge.

3 Background

- 3.1 The former Erdington Baths building on Mason Road (see Appendix 1) has been vacant since 2014 following the opening of the new Erdington Leisure Centre and Pool as part of a wider City Council sports transformation and investment programme that has seen new pools constructed at Erdington (on Orphanage Road close to the former Baths which are the subject of this report), Stechford, Northfield, Icknield Port Loop and Sparkhill.
- 3.2 The Baths building dates from 1925 and although not listed, is a non-designated heritage asset due to its age and the positive contribution that its design and form have on the character of the wider area.
- 3.3 Witton Lodge Community Association have developed proposals with the City Council for the former Baths building to be transformed into a Community and Enterprise Hub. The Hub is to provide small-scale, affordable working and meeting space for local SMEs, individuals and residents groups complemented by specialist advisors to support business start-ups. A range of well-being

services and cultural activities for the local community were also to be provided. Examples of similar co-working facilities include the Moseley Exchange in Birmingham, the Granville and TechHub in London and All Saints in Wolverhampton. The initial scheme for the proposed Community and Enterprise Hub was estimated at £5.64m and formed part of the unsuccessful Tranche 2 LUF bid for Erdington High Street.

- 3.4 The Community Association has progressed the plans and proposals for the site to RIBA 4 level. As such planning permission was granted on the 8th July 2022 for a change of use from a disused swimming baths (Class F(d)) to a multi-use co-working and enterprise hub (Use Class E and F), including café, restaurant and creche, associated site works, including the erection of a bin store.
- 3.5 On the 6th October 2022 the then Cabinet Member approved £0.795m for initial works at the Baths building – in essence to make the building watertight and weatherproof. The City Council, as the owner, and Witton Lodge Community Association have also completed a Tenancy at Will (a type of temporary lease) for the occupation of the building ahead of a future longer term agreement (which could be some form of Community Asset Transfer).
- 3.6 Following the decision on the Tranche 2 LUF bid, meetings were held with the Community Association and the West Midlands Combined Authority to explore how the proposal for the Baths might be progressed. The West Midlands Combined Authority indicated that it would still consider committing the £2m (from the WMCA Brownfield Housing Fund) that it had earmarked for the project, if this sum could be matched by the Council and if a satisfactory scheme and outputs could be delivered.
- 3.7 The Community Association have subsequently revised their proposal to bring forward a scheme in accordance with a reduced budget of £4m. The revised scheme (Appendix 2) focuses on the retention of the reception area and the main hall. This will create the intended 20 studio pod spaces across ground level and the additionally created mezzanine level. The main hall also provides a flexible co-working zone which can also be reconfigured for stage use in events and performances. The full scheme is still capable of being delivered with the potential for a further phase to be implemented as funding opportunities arise. As before the building would obviously be made watertight and weatherproof.
- 3.8 The main elements which would not be progressed at this stage relate to the ancillary spaces adjacent to the main hall which accommodated space for three offices, a restaurant / kitchen and children's nursery with mezzanine and outdoor play area. It is intended to provide the shell and power connection within these spaces so that they can operate as separate entities with potential future tenants able to fit-out and finish the space according to their own requirements. It is understood that the design is such that the subsequent development of these spaces would not have an adverse or disruptive impact on the day to day activities of the core scheme.

- 3.9 The outputs from the revised scheme are set out in Appendix 3. Although the outputs are reduced the revised scheme still results in 68 jobs (compared to 88 jobs within the original scheme). In addition to the economic and social benefits, the proposal will also secure the future of a significant building within Erdington High Street that has been vacant for 9 years. In terms of the additional space not brought into direct use through the revised scheme, the Community Association have indicated their willingness to explore all opportunities for bringing this forward, including working with the Early Intervention and Prevention (EI&P) programme to mutual advantage. In this regard initial discussions have been held with the E&IP Team around a potential future phase to bring this space into use.
- 3.10 The proposal will also be sustainable and contribute to the Council's Zero Carbon objectives. An Energy Statement was submitted by the Community Association as part of the planning application for the building in accordance with the requirements of the Birmingham Development Plan policies TP3 and TP4. The Statement sets out measures to be incorporated into the development in order to ensure that it is highly sustainable and minimizes overall energy demand. The Statement concludes that carbon emissions will be reduced by 58% and energy consumption by 21%. A planning condition has been attached to the planning permission requiring the development to take place in accordance with the details set out in the Energy Statement.
- 3.11 In terms of delivery Witton Lodge Community Association has over 28 years' experience of developing and managing capital projects and programmes that will be brought to the Baths proposal. Working in partnership with Birmingham City Council it has developed and delivered a multi-million comprehensive masterplan that has seen the clearance and re-provision of 908 new homes, creation of new parks, open spaces, new health, and community facilities at Perry Common. Through this process the Community Association has developed, financed, and now manages over 200 family homes and community facilities. In recent years, the Community Association has completed a number of major projects including a £2.8m residential development; an Empty Property Initiative part funded by Homes England; and the development of Witton Lakes Eco Hub (part funded by the National Lottery). The Association currently maintains a c£13m asset base and is registered with the Housing Regulator as a Registered Housing Provider.

4 Options considered and Recommended Proposal

- 4.1 Do nothing – While the building will be secured and weather proofed through the initial grant of £0.795m the project as a whole will stall indefinitely until an alternative funding source can be identified
- 4.2 Approve the additional capital funding from CIL for the revised scheme and award a grant to Witton Lodge Community Association – this is the recommended proposal and will enable Witton Lodge Community Association to complete the

revised project. The increased award would also unlock the potential for £2m of matched funding from the West Midlands Combined Authority.

5 Consultation

- 5.1 Initial public consultation on the conversion of the former Baths to a Community and Enterprise Hub was conducted by the Community Association between 16th October and 6th November 2020. As part of this surveys were undertaken and residents within 10 minute walk were contacted as well as the then MP and local councillors. In addition to community consultation, a business questionnaire was used to obtain feedback and research from businesses who may use the facility. The Community Association received overwhelming support for the proposals to re-use the Baths with feedback showing a need for improvements to community facilities and workspaces for Erdington (largely from local residents).
- 5.2 The proposal for the conversion of the Baths was incorporated within the previous unsuccessful Future High Streets fund and LUF Tranche 1 and 2 bids. The proposal also has the support of the working group that was established to progress and prepare the LUF bids which includes representatives of St Barnabas' Church, Erdington Business Improvement District, the MP, local councillors, City Council officers, Witton Lodge Community Association and West Midlands Combined Authority.
- 5.3 The proposed revised scheme for the Baths has the support of Paulette Hamilton MP and the Erdington Ward Councillors, Cllr Robert Alden and Cllr Gareth Moore (Appendix 4).

6 Risk Management

- 6.1 The works will be commissioned by Witton Lodge Community Association and the City Council will require the Community Association to complete a Conditions of Grant Aid (COGA) agreement setting out the terms and conditions of the grant. The Community Association will be required to submit periodic grant claims based upon evidence of defrayal of expenditure directly related to the project. The Community Association will therefore assume the risks for the works to implement the revised scheme.
- 6.2 The Community Association has completed a Tenancy at Will with the City Council regarding the use of the building and the intention is to progress to a longer term agreement in the near future. Going forward the Community Association will be responsible for the security and maintenance of the building.
- 6.3 The Council's increased grant contribution will also be dependent upon a matched provision of £2m from the West Midlands Combined Authority.

7 Compliance Issues:

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

- 7.1.1 **The Corporate Plan 2022 – 2026 (To Support, To Serve, To Level Up)** has tackling inequalities at its heart and is underpinned by the vision to make Birmingham a city where all citizens share in the creation and benefits of sustainable economic growth and live longer, healthier and happier lives. The creation of a Community and Enterprise Hub at the former Baths building and the associated economic and community benefits will accord with the priorities for a Prosperous Birmingham (through a focus on inclusive economic growth, tackling unemployment and attracting inward investment) and an Inclusive Birmingham (tackling poverty and inequality).
- 7.1.2 **Prosperity and Opportunity for All: Birmingham City Council's Levelling Up Strategy** sets out the vision of levelling up for the city rooted in the belief that we must encourage growth and stimulate investment in the city, whilst at the same time making Birmingham a fairer and more equal place. Levelling up must mean that our citizens share in the economic benefits of Birmingham's development and live longer, healthier, and happier lives.
- 7.1.3 **Everyone's Battle, Everyone's Business: Birmingham's Equality Action Plan 2022/2023.** The proposal accords with the objectives of Everyone's Battle, Everyone's Business to make long term council-wide improvement to embed equity in a wide range of policy and practice. This includes Place Matters, one of five key principles, which focuses on place approaches that improve access to opportunities for local communities.
- 7.1.4 **Route to Zero.** The proposal is in accordance with the Council's Route to Zero principles and seeks to embed sustainability into the heart of the development through a range of design measures based on the 'Be Lean, Be Clean, Be Green' design hierarchy. As a result, carbon emissions for the development have been reduced by 58%, and energy consumption has been reduced by 21% due to the inclusion of low and zero carbon technologies. The former Baths building is also in a highly sustainable location at the northern end of Erdington High Street, close to Erdington Rail Station and a number of major bus routes.

7.2 Legal Implications

- 7.2.1 The Council is empowered to provide the proposed grant funding under its general power of competence conferred under S.1 Localism Act 2012.
- 7.2.2 The proposed award would be in compliance with the Community Infrastructure Levy Regulations 2010 (as amended) which require the authority to apply CIL to funding infrastructure to support the development of its area. That can include passing CIL to a third party for that person or body to apply to funding infrastructure, as in this case.

7.3 Financial Implications

- 7.3.1 Following the unsuccessful Erdington High Street Tranche 2 LUF bid, Witton Lodge Community Association has developed a revised scheme with an overall budget of £4m in order to ensure they can deliver a viable project.
- 7.3.2 There are sufficient resources within the structural CIL account to fund the increased contribution by the Council. The West Midlands Combined Authority have confirmed that in principle they will commit a matched sum of £2m (from the Brownfield Housing Fund) to the revised project.
- 7.3.3 The provision of CIL funding to the sum of up to £1.205m (in addition to the previous award of £0.795m) will enable the revised scheme to be implemented and will be subject to the City Council's standard COGA agreement. The grant is a capped amount and the City Council will not be responsible for any project overspends. All procurement will be undertaken by Witton Lodge Community Association through a competitive process.
- 7.3.4 The COGA will stipulate that payment of the grant will be retrospective, based upon evidence of defrayal and checked by officers in the Planning, Transport and Sustainability Service.
- 7.3.5 The Community Association will also take further advice on their VAT position going forward – the proposed grant may therefore reduce dependent on this advice and the final VAT position in terms of the works.

7.4 Procurement Implications

- 7.4.1 Procurement for the project will be undertaken by Witton Lodge Community Association. The COGA agreement will require that a competitive procurement process is undertaken in order to address any subsidy control issues.

7.5 Human Resources Implications

- 7.5.1 None

7.6 Public Sector Equality Duty

- 7.6.1 The proposed improvements and refurbishment of the former Baths building will bring about positive changes to the local environment to the benefit of residents, businesses and visitors alike. Local councillors and Paulette Hamilton MP are supportive of Witton Lodge Community Association's proposals for the former Baths which have been granted planning permission.
- 7.6.2 An initial screening for an Equality Analysis (EA) has been undertaken for the Tranche 2 LUF bids and concluded that a full EA is not required at this time, with no adverse impacts on the protected groups and characteristics under the Equality Act 2010. This position is to be reviewed for each composite project and / or programme at FBC stage as necessary.

8 Appendices

Appendix 1: Plan of former Erdington Baths

Appendix 2: Erdington Baths Revised Design April 2023

Appendix 3: Erdington Baths Revised Employment Outputs April 2023

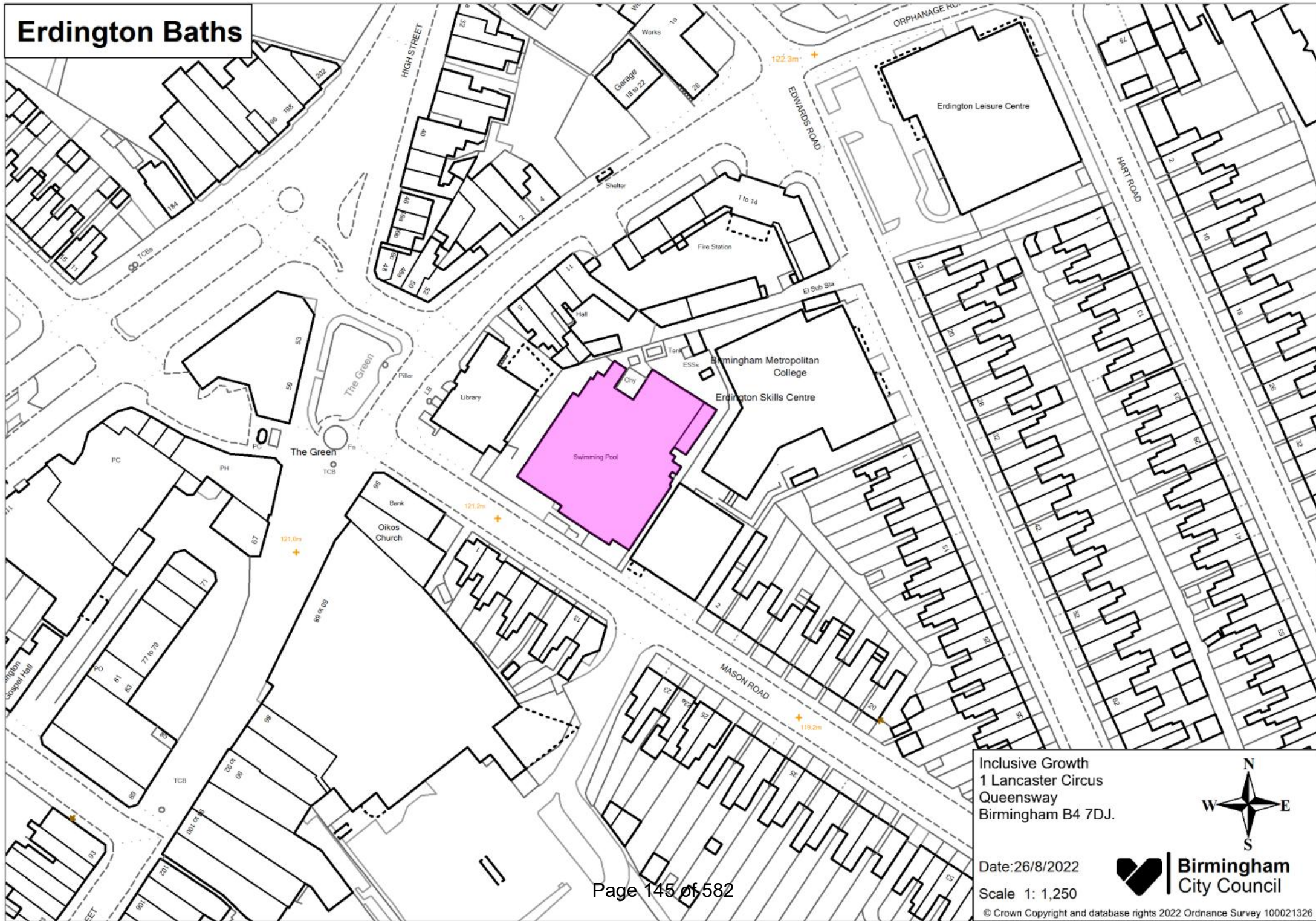
Appendix 4: Erdington Baths Ward Councillor Consultation

9 Background Documents

9.1 Levelling Up Fund – Tranche 2 Bids, Report to Cabinet 28th June 2022.

9.2 Former Erdington Baths – Community and Enterprise Hub: Weatherproofing Capital Grant; Report to the Leader of the Council 6th October 2022.

Erdington Baths



Inclusive Growth
1 Lancaster Circus
Queensway
Birmingham B4 7DJ.

Date: 26/8/2022

Scale 1: 1,250

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Erdington Baths

Revised Proposal Extent

24.03.2023

In reviewing the planning approved extent of proposed spatial uses and the scope for delivery with costs, the core aspect of the enterprise hub has been retained in focusing on the main hall space design retention. This will create the intended 20 studio pod spaces across ground level and the additionally created mezzanine level, with the timber material detailing to ensure quality of finish and provision to future tenants.



Proposed internal view: Main Hall

Item 8

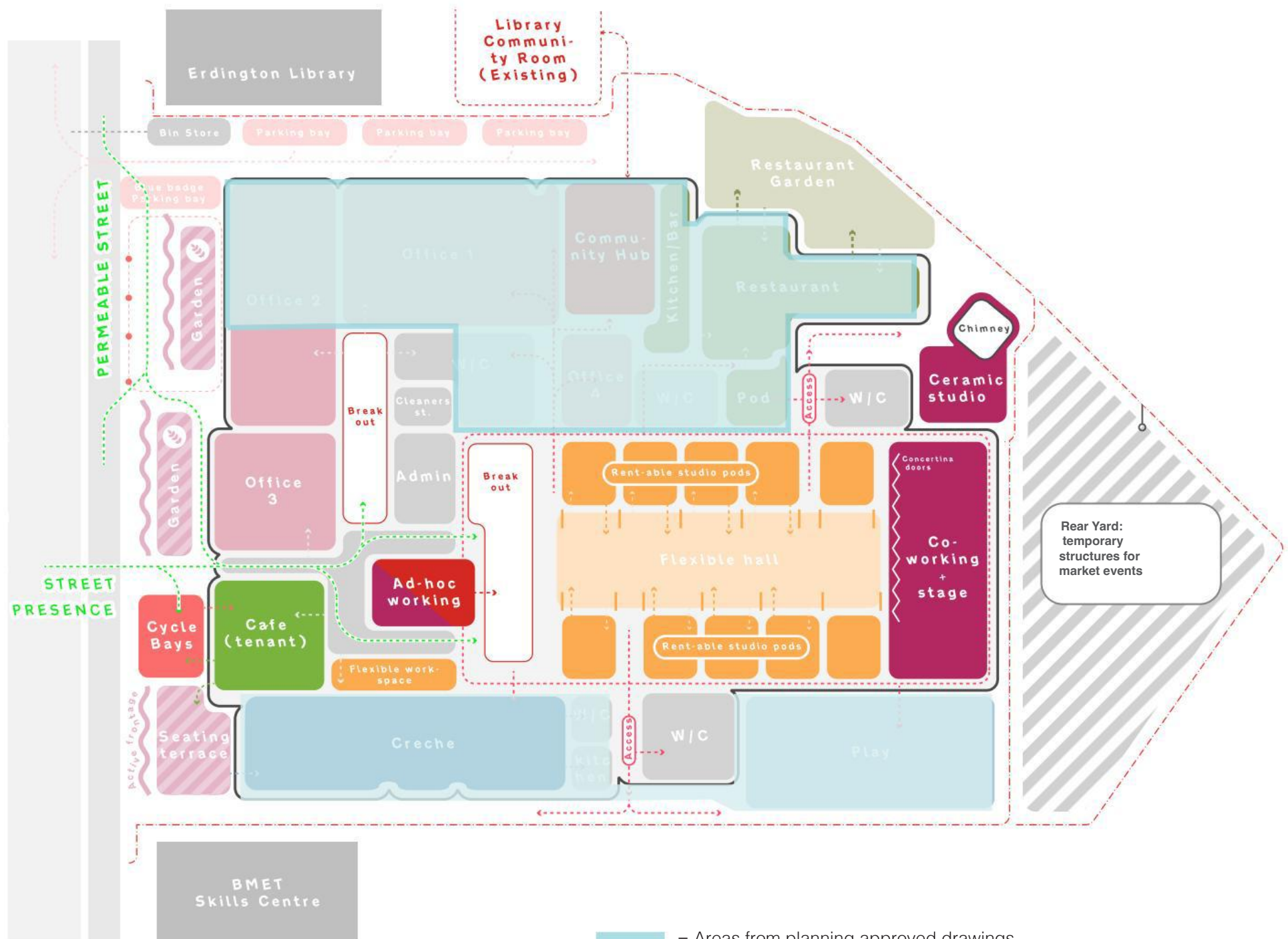
Additionally, the main hall provides a flexible co-working zone for up to 30 people, which can also be reconfigured for stage use in events and performances.

The main areas of reduction for client delivery in phase 2 surround the ancillary spaces adjacent to the main hall, which can operate as separate entities with future tenants of these spaces now able to fit-out and finish the space according to their own requirements, with power connection and the shell of the space provided. These spaces are three offices, a restaurant/kitchen, and nursery with mezzanine and outdoor play area.

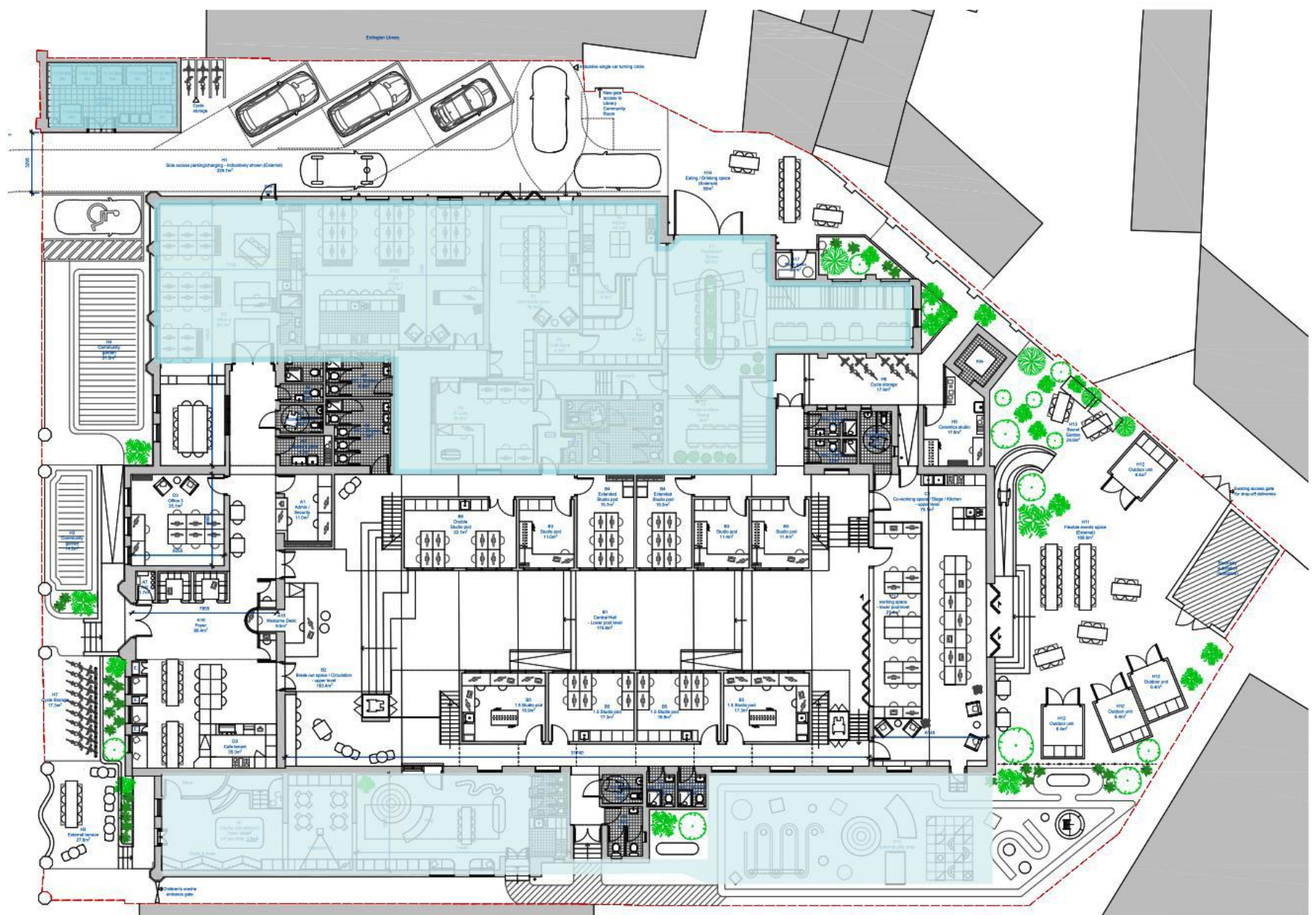
The revised total of Ground Floor Internal Area is 1072.6m² (or 11,545ft²), which is completed works area provided in phases 1 and 2 as proposed.

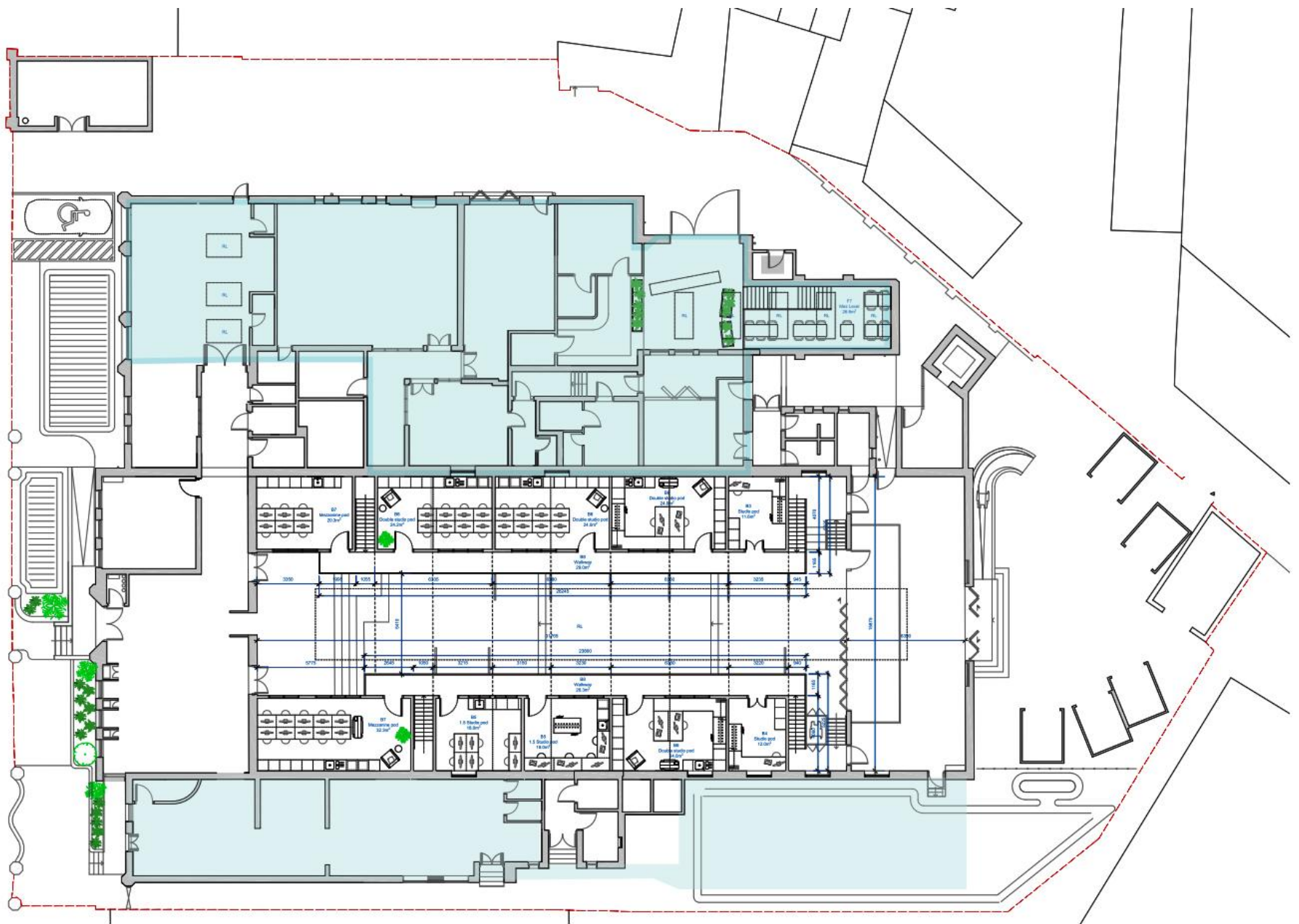


Proposed external view: Rear courtyard



^Proposed Plan Layout Use Diagram (nts)





Proposed Mezzanine Floor Plan



Proposed Roof Plan

= Areas from planning approved drawings
 not included in revised budget estimate-
 costing 20.03.2023

Schedule of Areas			
1194 Erdington Baths			=Lettable
A	Services	m ²	Total
A1	Admin/Security	11	
A2	Cleaner's store	4.5	
A3	Accessible W/C	3.8	
A4	W/C	2.6	
A5	W/C	8.8	
A6	W/C Shower	11.6	
A7	AV	1.7	
A8	Accessible W/C	3.6	
A9	W/C	5.2	
A10	W/C / Shower	3	
A11	W/C / Shower	3	
A12	Accessible W/C	4.9	
A13	W/C / Shower	3.6	
A14	W/C / Shower	3.6	
A17	Plant room - Digital fabrication	3.1	
A18	Welcome Desk	9.5	
A19	Foyer	66.4	
			149.9 m ²
B	Studios/Hall	m ²	Total
B1	Central Hall - Lower pool level	175.8	
B2	Break out space / Circulation - upper level	193.4	
B3	Studio pod (5no.)	varies	57.4
B4	Extended Studio pod (2no.)	varies	31
B5	1.5 Studio pod (6no.)	varies	104.4
B6	Double Studio pod (5no.)	varies	94.9
B7	Mezzanine Studio pod (2no.)	varies	52.6
B8	Mezzanine walkway - total =		55.3
			764.8 m ²
A2	Cleaner's store	4.5	
C	Co-working & inside/outside	m ²	Total
C1	Co-working space- Lower pool level	27.4	
C2	Co-working space / Stage / Kitchen - upper level	70.1	
			97.5 m ²
D	Office remit	m ²	Total
D1	Office 1	25.1	
D3	Café tenant	35.3	
			60.4 m ²
Net internal area:		1072.6 m ²	
Internal lettable space ratio		62.84%	%

Note:
Main hall / studios retained as per
planning approved areas.

Note:
Foyer retained as per phase 1 cost
plan as already agreed/obtained.

H	External areas	m ²	Total
H1	Side access parking/charging (Indicatively)	229.7	
H2	External terrace	27.8	
H3	Community Garden	14.2	
H4	Community garden	31.3	
H6	Cycle Storage	17.3	
H11	Flexible events space	189.9	
H12	Events space stalls	6.4	32
H13	Secret Garden	24.9	
H15	Bin storage	23.5	
			540.1 m ²
Net externally programmed area:		540.1 m ²	
Total programmed area:		1612.7 m ²	

Erdington Enterprise Hub

Revised Outputs Associated with an Enhanced Phase 1

Introduction

1. The need to phase the development for budgetary purposes has a direct effect on the employment outputs of the Erdington E3 Hub development although it should be stressed that the intention is to develop the whole project with a second phase to be implemented as funding opportunities arise. This would deliver the full outputs envisaged in the business plan.
2. Some elements remain as before in the Phase 1 plans – including the co-working space – but the office accommodation for prospective anchor tenants is reduced and the creche together with the digital suite are not part of the current phase.
3. The previous calculations taken from the business plan concentrated on direct jobs created (FTEs) by the Hub. Construction activity was discounted for employment outputs and the new calculation is a like for like comparison.
4. The previous calculation for the full project estimated 88 jobs by the end of **Year 5** based on standard jobs/floorspace calculation but moderated to **80 jobs** to consider the location and the fact that this is a new ‘product’ in the local marketplace. A key element of the business plan was a cautious approach to occupancy with demand and occupancy being built up over time on the following basis:

Year 1 (of occupation) – 60%

Year 2 – 70%

Year 3 – 75%

Year 4 – 85%

Year 5 (and onwards) – 90%

Revised Outputs & Supporting Information

Table 1 – Original v Revised Scheme – Employment Outputs

Space	Original Sq. m.	Original Gross Jobs	Revised Sq. m.	Revised Gross Jobs
Studio	340.3	25	380.5	25
Co-working space	97.5	28	97.5	28
Self-contained office	133.4	14	25.1	3
Digital suite	158	5	0	0
Cafe	63.01	2	35.3	2*
Creche	349.3	8	0	0
Market Stalls	32.1	3		3**
Makers Yard	32.1	2		2**

Ceramics Studio	59.7	1		1**
Reception/Management				2***
Total		88		68

(* see point 9)

(** there is no 'direct' equivalent in the revised plan drawings but the architect has confirmed that the activities – and hence the jobs – are retained)

(*** see also point 5)

5. Occupancy will not be linear across all elements of the project – some aspects might take longer to fill, others the opposite, but the overall occupancy is applied across the project and we do not see reason to adjust that for the revised plans. Full occupancy (100%) is unlikely to occur and is pegged at 90% given the natural 'churn' with new small businesses.
6. The reduced self-contained office space from 133.4 m² to 25.1 m² does impact negatively on the project outputs, partly in terms of direct employment but partly because the self-contained office space could be the means to capture an anchor tenant, which in turn increases overall confidence in the scheme, providing the impetus and the offer to attract other businesses and investment. The business plan also suggested the possibility that an anchor tenant might contribute to the management of the Hub but there are alternative options as shown in analogous projects (e.g. the City Council house an officer in the Stirchley Baths project).
7. At the same time there is an increase in studio space in the new design from 340.3 m² to 380.5m². This has two advantages – the possibility of grow-on space for businesses in the co-working space and additional space to attract specialist creative businesses who require such space. We have been conservative and retained the job outputs for the original studio space.
8. The absence of a creche – which was intended also to be a business in its own right – may deter some businesses from taking up a place in the Hub but that will also depend on the availability of alternative provision, which would require further research, and nearer the time of occupancy.
9. The café was intended as a focal point for the Hub in the business plan. The café remains but with a reduced footprint (35.3m² compared to 63.01m²). 2 jobs were attached to the café in the previous calculations and whilst the reduced space might argue for a reduction to 1 job that might not be a workable model, hence retaining the 2 jobs in the revised scheme.
10. Finding definitive market evidence of demand remains a challenge given the 'non-traditional nature' of the property product but the experience from similar projects remains strong and there are similar projects in different stages of development being developed to meet the needs of new and small businesses (e.g. Walsall Creative Hub, Guildhall, Walsall, and the Bond, Digbeth Birmingham). We also know from previous work that local universities have an interest in supporting business incubation off campus, including STEAMhouse at the BCU campus, which is looking

at a hub and spoke model to take its services to local communities rather than assume everyone will travel to the campus.

11. The location of the Hub poses a challenge and more so in the light of the failure to secure Future High Streets Fund resources, but Erdington is well placed on local transport routes and its relative proximity to the city centre (e.g. to capture businesses 'priced out' of Digbeth as the new developments gather space). However, the business plan stressed the need for a marketing/project manager to actively promote the Hub during its development phase – that remains a key investment priority.
12. The focus of the Hub will also determine demand. The business plan did not rule out any specific activities if they generally came under the definition of creative industries. The region has one of the fastest growing rates for gaming and digital businesses but there is also strong interest in craft related businesses and a mix is the likely outcome. The loss of the digital suite in the revised scheme could deter some gaming and digital businesses should they require such a facility (although there is the possibility to hire/use space elsewhere – such as STEAMhouse).
13. We have been reassured by the architect that subsequent development of Phase 2 would not have an adverse or disruptive impact on the day-to-day activities of the Hub, which could result in a loss of businesses.
14. The new design represents a significant change to the project but the essentials for a viable project remain and the phased approach should serve to create local interest and support future funding applications. Nevertheless, we suggest a jobs figure of **60** at 5 years of operation (see point 3 for occupancy at different time periods). A small number of jobs (upto **7 apprentices** by Y5, a sub-set of the 60) could be formal apprentices. It is unlikely to be much higher given the nature of start-ups and small businesses but there will also be informal and on-the-job learning (a feature of many enterprise hubs is businesses collaborating to support and learn from each other).

Paul Jeffrey Associates, 4.4.23

Appendix 4: Ward Member consultation

Appendix 4: Erdington Baths Councillor Consultation

SUBJECT	WARD	CONSULTATION	COUNCILLOR RESPONSE	RESPONSE
Former Erdington Baths – Community and Enterprise Hub: Additional Capital Grant	Erdington	Email 20 th June 2023	<p>Cllr Robert Alden – email response 20th June 2023</p> <p>Cllr Gareth Moore – email response 21st June 2023</p>	<p>Happy to confirm I am very supportive of the proposals and would ask for the proposals to be funded as outlined.</p> <p>Without commenting on the future planning aspects of this scheme, I am also supportive of the match funding that has been offered in order to move this forward.</p>

Birmingham City Council

Report to Cabinet

25th July 2023



Subject: New Location for CCTV and Traffic Control Centre

Report of: Darren Hockaday, Acting Director of Council Management

Relevant Cabinet Member: Deputy Leader, Councillor Sharon Thompson

Relevant O & S Chair(s): Councillor Jack Deakin, Finance and Resources

Report author: Juliana Clark, New Ways of Working Programme Manager

Juliana.Clark@birmingham.gov.uk / 07901815654

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: 011432/2023		
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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<p>If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:</p> <p>Exempt information – relates to discretion to exclude public: information falling within the categories outlined in 12A of the Local Government Act 1972 (as amended)</p> <p>Exempt information relating to the financial or business affairs of any particular person (including the Council)</p>		

1 Executive Summary

- 1.1 This report seeks approval for the relocation of the Control Centre from 1 Lancaster Circus to 3 Priestley Wharf and to secure the associated funding required to progress with the move. This project will deliver the safe relocation of a critical service for the Council and will enable the decommissioning of the 1 Lancaster Circus.
- 1.2 The new control centre will be bringing together the Closed-Circuit Television (CCTV) Control Centre, Urban Traffic Management Control (UTMC) operations and the Emergency Planning suite into one location and create one Control Centre fit for the future with potential opportunities for additional similar functions integration. These are essential services that control and operate critical monitoring, surveillance, and alarms systems for the city of Birmingham, that operate 24/7/365 to keep our citizens safe and enables the Council to discharge its obligations under the Traffic Management Act 2004 and the Highways Act 1980.

2 Recommendations

That Cabinet:

- 2.1 Notes the selection of Priestley Wharf as the new location for the Control Centre as detailed in section 3.5.
- 2.2 Approves the allocation of an additional £2.510m capital to deliver the relocation of the Control Centre from Lancaster Circus, to be funded by corporate capital resources from capital contingency budget - as detailed in section 7.3.2.
- 2.3 Approves the amended estimated value for procurement of the works [detailed in the Exempt Appendix 3] using the Agri-Epi Centre (AEC): Neutral Vendor Framework for Multi-Specialism Services as detailed in the Planned Procurement Activities Report (PPAR) to Cabinet dated 14th February 2023 and delegates the award of the contract to the Interim Strategic Director, Council Management in conjunction with the Assistant Director, Procurement (or their delegate) the Director of Finance and Section 151 Officer (or their delegate) and the City Solicitor & Monitoring Officer (or their delegate) subject to the value being within the approved budget.
- 2.4 Approves the allocation of £0.153m from the Policy Contingency Reserve to fund the part-year running costs of the new premises in 2023/24 as detailed in section 7.3.1.
- 2.5 Approves that an additional revenue budget of £0.486m from 2024/25 onwards will be reflected in the 2024/25 Medium Term Financial Plan as detailed in section 7.3.1.
- 2.6 Notes the associated operational and reputational risks related to the relocation of the Control Centre as detailed in section 6.

- 2.7 Authorises the City Solicitor & Monitoring Officer to execute and complete all necessary legal documents to give effect to the above recommendations.

3 Background

- 3.1 In July 2021 Cabinet approved the New Ways of Working Programme (NWOW) which set out the transformation of the delivery of agile working practices and modern working environments. The agreed Business Case included agreement to the closure of 1 Lancaster Circus, one of the Council's principal office locations, and the relocation of all functions base including the CCTV Control Centre and allied operations situated in the basement to an alternative location.
- 3.2 In December 2021 Cabinet approved the sale of 1 Lancaster Circus generating a significant capital receipt. This transaction is based on the City Council being able to provide vacant possession of the building.
- 3.3 To achieve the decommissioning and disposal of 1 Lancaster Circus, all services that reside within this building need to be relocated and then decommission all existing facilities left behind: services, networks, excess office furniture and storage. Most of the City Council services are no longer based in the building, whilst the Children's Trust have a vacation plan based on the leasehold acquisition of two buildings, leaving only the specialist Control Centre and associated functions within the basement.
- 3.4 The key function of the Control Centre at 1 Lancaster Circus is to deliver the primary command and control facility for the city, including the day-to-day operations and emergency response function and currently operates from 3 distinctive units – Closed Circuit Television (CCTV) Control Centre, Urban Traffic Management Control (UTMC) operations and the Emergency Planning suite. To identify and maximise efficiencies where possible, it was agreed to combine the business-critical control centre and urban traffic control operations into a single location, with one operational control room, at the new location.
- 3.5 These are essential services that control and operate critical monitoring and alarm systems for the City Council that operate 24/7/365 and enables the Council to discharge its network management obligations under the Traffic Management Act 2004 and Highways Act 1980. The Highways Maintenance and Management Public Finance Initiative Contract (HMMPFI) also places several obligations on the Service Provider (Kier) in relation to the management and maintenance of Traffic Signals, Tunnels and Road Traffic Camera infrastructure, including staffing and operation of the UTMC facility. If the Service Provider (Kier), is inhibited or prevented from meeting these obligations this could result in claims against the Council under the existing contract. Thus, operationally there is not an option for the City Council to have any interruption in service operations during relocation, and the services

needed to be based in an accessible location from which the entire city could be served. A review of the Council's operational portfolio unfortunately did not identify a suitable building but the second floor at 3 Priestley Wharf at Birmingham Science Park Aston (BSPA), held in the Commercial Portfolio, was assessed as being an appropriate location.

- 3.6 The key benefits offered by this site include provision of the right location and sufficient footprint that meets technical and operational requirements, the opportunity to future-proofing of operations and further integration or colocation of other 24/7 operations within the Council or even with external partners and provide capacity for the integration of event control which was also a key recommendation following the hosting of the Commonwealth Games and learning from the BC4 arrangements. Whilst the City Council currently owns the premises there is a proposal to include within a joint venture proposal for the wider BSPA holding.
- 3.7 The relocation is focused on the safe, risk free and secure move of these key services. The Priestley Wharf is a building across the road from Woodcock Street, it offers open plan space on the second floor, it requires complete redesign, new layout and full mechanical & electrical (M&E) design and reconfiguration to achieve the new operational arrangements. This includes a secure control room (with an airlock), separate office areas for the 5 thematic cells, 2 large conference rooms, reception, office space and event space, platform for transmission kit, new generator, etc.
- 3.8 To maintain service delivery and integrity a period of parallel running of operations at Lancaster Circus and Priestley Wharf is required, (likely to be between 4 to 8 weeks) to ensure the integrity of the infrastructure, systems, and operations at the new location before switching off all the functionality from Lancaster Circus.
- 3.9 As a result, the new centre with new infrastructure connectivity, furniture, technical kit, and video walls etc, must be set up and made fully operational at the new location before the parallel running can commence. This requires a considerable amount of new technical kit, infrastructure fibre connectivity, and systems to be procured and installed "as new" and invariably this will attract substantially more setup cost for the project.
- 3.10 Likewise, the extensive infrastructure requirements such as British Telecom, Virgin fibre circuits, networks cables and other hard-wired cameras and systems are required to be redirected or set-up from scratch at Priestley Wharf, as there are no City Council networks or CCTV fibre connectivity links at this location at present.
- 3.11 To decommission, move, restructure and re-install this Information Technology (IT) infrastructure effectively, several complex and critical activities are required to ensure a safe migration of infrastructure, connectivity and hardware & software installation and testing is achieved. This will include:

- a) Existing IT infrastructure discovery and site audit
- b) Design new solution for the alternative location based on the IT requirements
- c) Coordinate and manage solution implementation
- d) Plan and implement decommissioning and recommissioning activity
- e) Plan activity for legacy or systems no longer required and disposed.

3.12 Moving or relocation of services of this complexity is a costly endeavour for any local authority and involves a considerable amount of advanced planning, due diligence, discovery, and systems integration in advance of the move. This is then followed up with testing and parallel running and rigorous assurance activities post-relocation etc. A “Go - No Go” process will be put in place to ensure resilience and control system in place to secure a safe transition.

3.13 The current proposal produces a capital funding deficiency of £2.510m. This gap had arisen from the impact of several factors:

- a) As part of the outline business case, all financial information that was available at the time, was gathered in April 2021, and provided outline estimated costs which were used to inform the estimated budget for this project. These cost estimates were produced based on quotes when the economy was experiencing low levels of inflation and better costs stability in the market. Some of these estimates have proven inaccurate as a result of unforeseeable market pressures, e.g. an original quotation from a telecom company has more than doubled compared with estimated figures provided at business case stage. Also, some of these related costs are unavoidable and only foreseen and fully evaluated once a building was identified.
- b) Nationally we are experiencing unique economic conditions in the market with inflation reaching double figures compared with much lower inflation rates a few years ago, where prices are being pushed up higher than expected, in an unstable market condition.
- c) The current inflation rates are affecting labour market and materials cost, have led to circumstances where companies are forced to raise their pricing way above the current inflation rates to secure the viability of their operations. Take for example a larger telecom company, who are in the process of re-organising their delivery model at national scale, starting to introduce new pricing policy, and including additional project management fees as part of their project delivery model.
- d) The high proportion of technical infrastructure, hardware and software with high-tech specification is required to be purchased, configured, and install for this project, as this service needs to be set up as a “brand new operation” before the parallel running can commence. This includes

large number of monitors that make up the 5 separate video walls, British Telecom (BT) and Virgin fibres, other critical communication kit, servers, or alarm systems, which attract higher unit costs (as they contain electronic chip) in a very volatile market and requires specialist installation that are expensive to acquire.

- e) Several existing systems in scope to relocate are now obsolete and therefore not suitable or capable of being moved. So, completely new or integrated of new systems need to be purchased instead. This has also contributed to increase systems relocation costs for both hardware and software as procuring new system is always more expensive, especially in the current volatile market.
- f) The new facility needs complete redesign and refit of its mechanical and electrical set up, which was unforeseen, and needs considerable upgrades such as the installation of new fan coils, where existing ones are at the end of their life cycle, significant distribution board changes and Heating / Ventilation / Air Conditioning (HVAC) amendments specific for a 24/7 operations environment that is costing £0.789m.

- 3.14 All these factors have greatly impacted the overall capital cost of this relocation project which is £5.4m compared with an existing budget of £2.9m.
- 3.15 Some operational cost-avoidance has been identified by the operational team due to systems rationalisation of around £0.200m that has already mitigated an even higher funding gap exposure.
- 3.16 Considerable amount of value engineering and cost challenge had already been undertaken with contractors. This had resulted into notable cost efficiencies, including options to reuse some existing surplus IT kit, furniture items etc where appropriate. Despite these endeavours, this has not produced enough cost reduction to cover £2.510m capital still needed to deliver the project.
- 3.17 More importantly, until now the project has not had any provision for contingency. A project of this operational significance and criticality for the authority will require a contingency of 20% especially in the current economic conditions, to mitigate any other variations in costs or to cover any unforeseen risk or issues. This has now been incorporated into the £2.510m.
- 3.18 The current project timeline targets practical completion of the set-up works by September/October 2023. Allowing for a period of 4 to 8 weeks for dual-running to test the reliability and resilience of the new Centre and it is anticipated the existing provision at Lancaster Circus can be turned off by mid-November 2023.
- 3.19 The timely decommission of 1 Lancaster Circus has a strong dependency to the Council's ability to achieve vacant possession and deliver the capital receipt as planned. Failure to yield vacant possession in line with the agreed

terms of the disposal would jeopardise a significant capital receipt and could have legal ramifications.

4 Options considered and Recommended Proposal

- 4.1 **Option 1 - Do Nothing:** In December 2021 Cabinet approved the sale of 1 Lancaster Circus generating a significant capital receipt. Thus, keeping the control centre at 1 Lancaster Circus is no longer an option. Consequently, all services within this building need to be relocated and the building needs to be decommissioned.
- 4.2 **Option 2 – Find alternative suitable location for the Control Centre:** The decision to relocate the Control Centre to Priestley Wharf site was revisited and challenged recently, with colleagues from Property Services, City Operations, NWOW Operational Sponsors and with key members of the Corporate Leadership Team (CLT). Therefore, further analysis and due diligence was undertaken to test if another building within city limits would meet the statutory requirements of the control centre, now and in the future. After, considering various options including Woodcock Street, associated risks and relevant timelines, it was concluded that Priestley Wharf is still the only feasible option for the creation of new centre that fully meets the operational requirements, given the accessible location, size of the floorplate and limited time left before the decommission of the Lancaster Centre is due.
- 4.3 **Option 3 – Deliver the relocation of the Control Centre without the extra funds.** The total cost of the technical infrastructure set up is just over £2.200m in capital expenditure and this will not leave sufficient funds to create the layout necessary to support the control centre operations including the critical elements, as the control room or the emergency response command and control rooms, the surveillance, or the event coordination facility. The existing funds are insufficient to deliver a control centre that meet the industry standards and able to perform its key function to keep the citizens of Birmingham safe.
- 4.4 **Option 4 - Recommended Option:** Relocate the Control Centre to 3 Priestley Wharf to collocate the Closed-Circuit Television (CCTV) Control Centre, Urban Traffic Management Control (UTMC) operations and the Emergency Planning services and secure an additional £2.510m in capital funding to create the new facilities and provide the required technical infrastructure to run the centre. By doing so this will enable the creation of a one integrated control centre that is fully compliant the industry standards and offer opportunity for future integration. Also, it will enable the decommissioning of 1 Lancaster Circus and to realise the capital receipt, as planned.

5 Consultation

- 5.1.1 The Programme is actively engaged with the Trade Unions and will continue to consult with them throughout the project.
- 5.2 Capital Board was consulted about the proposed project on 15th June 2023 and was fully supported.
- 5.3 Engaged with relevant Members and portfolio holders and offered briefings on this cabinet paper.

6 Risk Management

- 6.1 There are several risks associated with the current project impacting on timescales and costs.
 - a. The key critical risk to the Council is the relocation itself, it is imperative that there is a fully operating command and control centre in place by the time 1 Lancaster Circus is decommissioned ahead of its disposal. Failure to yield vacant possession in line with the agreed terms of the disposal would jeopardise a significant capital receipt.
 - b. The current significant risk to the relocation is the lack of programme plan from BT Openreach, to provide a clear delivery timeline of works required and ensure adequate resources are allocated to this project to match other contractors (such as ATEC) on board to ensure alignment of delivery capability to meet set installation deadlines. Mitigation actions are in place that include escalation with BT senior executives.
 - c. Failure to complete the relocation as planned or as designed, risks the integrated command and control model, and may create operational risks or impact the ability to respond to incidents and emergencies and support partners and communities.
 - d. Control Centre has just requested a remodelling of the layout, at a late stage in the planning and procurement cycle, that will impact the current delivery plans in terms of both: more costs and adding time delays.
 - e. There are several systems (alarms, controls, and monitoring functions) that have not been costed or fully integrated in existing systems that will impact the overall functionality of the Centre if these are not resolved in a timely manner. These costs will be covered from the contingency provision.
 - f. Furthermore, there is a risk for failure to comply with a contractual agreement with the developer on Lancaster Circus. This could bring further legal, financial, or reputational risks and could result in further delays and add uncertainty to the project's critical path.
 - g. All these risks are being regularly monitored, mitigated actions reviewed and reported upon, as part of the programme management governance and portfolio management reporting process.

7 Compliance Issues:

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

7.1.1 This project will contribute and support a key priority to have a bold safe Birmingham

- Make the city and citizens safer
- Protect and safeguard vulnerable citizens

7.1.2 Will contribute towards fulfilling the ambition that Birmingham will be a city with vibrant and flourishing neighbourhoods that are safe and affordable, where vulnerable citizens are protected and supported, where diversity is celebrated, and citizens have pride in where they live.

7.1.3 Will also enable key outcomes for the city and citizens:

- Less crime and anti-social behaviour
- More people feeling safer

7.1.4 This project also will create a safer environment for make the city safer:

- We will work with citizens and partners, including West Midlands Police, to reduce crime, tackle anti-social behaviour and improve community and road safety so people feel safe in their daily lives, and feel it is easier and safer to walk and cycle in Birmingham.

7.1.5 Birmingham Business Charter for Social Responsibility

The value of the contract for the works at Priestley Wharf is below the works threshold for the BBC4SR to apply. However, the requirement to pay the Real Living Wage and the requirement to encourage the delivery of a project advertised on www.matchmyproject.org is included in the tender documentation.

7.2 Legal Implications

7.2.1 The Council has a statutory duty to maintain highway infrastructure primarily under the Highways Act 180 and the New Roads and Street Works Act 1991.

7.2.2 The Council is a Category 1 Responder under the Civil Contingencies Act 2004 and has a legal duty to ensure it can respond to emergencies and continue its critical functions

7.2.3 Should the proposed Protect Duty become law and require more robust and coordinated responses to protect from terrorism, the Control Centre provides a core part of meeting this new duty (CCTV, HVM, Command, Control, Coordination etc)

7.2.4 Under S.111 the Council has power to anything which is calculated to facilitate, or is conducive or incidental to, any of its functions.

7.3 Financial Implications

7.3.1 Revenue

The revenue consequences of relocating the Control Centre to Priestley Wharf service occupation are in the order of £0.486m a year from 2024/25 onwards. The estimated part year cost in 2023/24 is £0.153m. This is broken as follows:

Running costs	2023/24	2024/25 - onwards
3 Priestley Wharf – 12,417 sq foot	Year 1 to 31/03/2024*	Year 2 – 01/04/2024
Rental @ £14.50 per sq foot (including car parking)	£6,000	£192,046
Service charges @ £9.60 per sq foot	£59,602	£119,203
Business rate @ £9.60 per sq foot	£59,602	£119,203
Direct Running costs @£4.50 per sq ft.	£27,938	£55,876
Total	£153,142	£486,328

*Assume 6 months rent free

Priestley Wharf sits within the Council's Commercial Portfolio held to generate rental income and this rental income contributes to the Council's MTFP.

It is likely that service charge and business rates costs will increase annually in line with inflationary pressures.

It is intended to develop the location to accommodate relevant call centre, CCTV monitoring and out of hours services; any revenue savings generated from the withdrawal from other buildings, will also be captured as they are realised.

The additional revenue expenditure of £0.486m per annum will be reflected in the Medium-Term Financial plan 2024.

7.3.2 Capital

The anticipated capital cost for the relocation of the Control Centre is £5.410m compared to an existing budgeted figure of £2.900m, a shortfall of £2.510m.

Budget	2023/24
Technical set up software systems, hardware kit, BT & Virgin fibre circuits infrastructure, etc	£2,202,584
Construction - new layout, furniture, generator, storage, roof platform, decommission, M&E works, etc	£2,279,232
Contingency @20%	£927,960
Total	£5,409,776

It is proposed that the additional investment in the Control Centre is funded from the Corporate Capital Contingency budget which is already factored into the MTFP. Capital financing decisions will maximise the use of available

capital receipts to fund the 2023/24 capital programme which will include this scheme.

7.4 Procurement Implications

- 7.4.1 Cabinet was advised of the forthcoming procurement activity for the works in the Planned Procurement Activities Report (PPAR) to Cabinet dated 14th February 2023.
- 7.4.2 Due to the reasons stated above, the estimated value of the proposed contract has increased above the 20% or £500,000 (whichever is lower) tolerance reported in the PPAR. In accordance with the paragraph 4.69i of Part D Finance, Procurement and Contract Governance Rules, Cabinet are being advised of this increase and requested to delegate the contract award subject to the value being within the revised budget value
- 7.4.3 The procurement methodology for the works is detailed in Appendix 2 and the value of the works contract with any commercially confidential information is in Exempt Appendix 3.

7.5 Human Resources Implications (if required)

- 7.5.1 There is minimal Human Resource ramification related to the actual relocation. However, there could be some impact in terms of resource related to the closing of the building that Corporate Landlord is addressing this as part of its operational model.

7.6 Public Sector Equality Duty

- 7.6.1 An Equality Impact Assessment was done for the NWOW programme, ref: EQUA674
- 7.6.2 There would be no adverse impact on individuals with protected characteristics under the Equality Act 2010 because of the relocation of the Control Centre to Priestley Wharf.

7.7 Environmental and Sustainability Implications

- 7.7.1 There are several benefits to local environment because of this relocation. Firstly, the Council will reduce its portfolio by 5,916 sq metres of office accommodation and it will reduce its Carbon footprint by an estimated 340 tons of Carbon Dioxide per annum. Also, investing and improving the condition and the energy efficiency of the second floor in - Priestley Wharf by bringing this floor to up to modern standard and improving the M&E, therefore reducing the long-term maintenance burden.
- 7.7.2 An Environmental and Sustainability assessment was done for the NWOW programme.

7.8 Property Services Implications

- 7.8.1 The proposal will enable the City Council to successfully conclude the decommissioning and disposal of 1 Lancaster Circus and create a fully functional and future proofed Control Centre with opportunities for additional functions to be added resulting in further rationalisation.

8 Appendices

- 8.1 Appendix 1 **Control Centre Operational Compliance**

- 8.2 Appendix 2 **Procurement Methodology**

- 8.3 Exempt Appendix 3 **The value of the works contract**

9 Background Documents

- 9.1 Equality Impact Assessment – New Ways of Working EQUA674
- 9.2 Environmental and Sustainability assessment – New Ways of Working

Appendix 1**OPERATIONAL COMPLIANCE****Control Centre Operational Compliance**

There are key statutory and operational functions that are related to the operation of an integrated Control Centre, and these include:

- a) Delivery of the city's Emergency Planning and Response capability in line with the Civil Contingencies Act 2004.
- b) Traffic Management Act (2004) - The Traffic Management Act places a duty on local authorities to make sure traffic moves freely and quickly on their roads and the roads of nearby authorities. The Urban Traffic Management and Control system is used to support the delivery of this obligation.
- c) Highways Act (1980) - places a duty on local authorities to ensure its network is safe and serviceable.
- d) Hosting of the City's Public Space and Community Safety CCTV in compliance with relevant British Standards for Public Space control rooms and operators of CCTV and the Surveillance Camera Code of Practice.
- e) The Protect Duty (Martyn's Law) will place additional responsibilities on BCC and the public accessible locations, activity facilitate through the control centre including HVM access control.
- f) CCTV operations also supports wider Community Safety and partnership, Crime and Disorder activities.
- g) The Highways Maintenance and Management Public Finance Initiative Contract (HMMPFI) places an obligation on the Council to provide an UTMCI facility for the management and maintenance of Traffic Signals, Tunnels and Road Traffic Camera infrastructure, including staffing

There are also several other contractual obligations that fall upon the City Council:

- a) Alarm monitoring for internal and external partner
- b) Monitoring of CCTV (including community safety cameras), Access Control systems, Call handling for internal and external organisation
- c) Key Holding for external organisations

PROCUREMENT METHODOLOGY**1. Background**

- 1.1 To facilitate the move for the Control Centre which contains the Close Circuit Television, Emergency Planning and Urban Traffic Control equipment and offices from Lancaster Circus to Priestley Wharf, there is a requirement for the refurbishment of the facilities and moving of the equipment and re-installation.
- 1.2 Acivico Ltd is providing the technical professional services. This includes contract administration, cost control, mechanical and electrical design services, structural engineering input, to support the project.
- 1.3 Cabinet was advised of the forthcoming procurement activity for the works in the Planned Procurement Activities Report (PPAR) to Cabinet dated 14th February 2023.
- 1.4 Due to the reasons stated in this report, the estimated value of the proposed contract has increased above the 20% or £500,000 (whichever is lower) tolerance reported in the PPAR. In accordance with paragraph 4.69i of Part D Finance, Procurement and Contract Governance Rules, Cabinet are being advised of this increase and requested to delegate the contract award, subject to the value being within the revised budget value.

2. Procurement Approach

- 2.1 The following procurement options were considered:
 - **To undertake an open procurement process** – This approach was discounted on the basis that the timescales for delivery do not fit with the project programme.
 - **To use a traditional collaborative framework agreement** – There are a number of framework agreements in place awarded by other public sector bodies that cover works of a similar nature including Constructing West Midlands 2 Framework Agreement (CWM2) which is Acivico Ltd's framework agreement and is the council's primary route for similar works. On this basis, these other framework agreements have not been considered as CWM2 is managed by a wholly owned company of the council and used successfully for similar projects. However, due to the timescales at the time of the initiation of the project, this option was rejected.
 - **To use a Managed Service Provider Framework Agreement (MSP):**

A MSP does not undertake the works directly, they manage a supply chain of organisations who deliver the requirements. They are vendor neutral (they do not show a preference for any supplier over another). The rules governing the framework agreement leave them free to appoint a supply chain member, subject to the customer's prior approval, to deliver the required service. Each has a network of 1000+ subcontractors that is constantly evolving. New suppliers can join the supply chains at any time subject to going through a rigorous selection

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(pre-qualification) and accreditation process (including appropriate financial and insurance checks).

There is only one MSP framework agreement that is compliant with the Public Contracts Regulations 2015 covering works in place as below.

- Agri-Epi Centre (AEC): Neutral Vendor Framework for Multi-Specialism Services.

MSP Framework Benefits

This is the recommended option of the basis of:

- The framework covers the works required.
- Provide access to a constantly evolving large pool supply chain which is responsive to the changing needs of public sector buyers.
- Provides efficiency savings, transparency, and a compliant route to market along with clear visibility & improved MI, reduction of spend / knowledge transfer and dedicated resource capacity and experience.
- Accelerated compliant route to market on projects for either a further competition or direct award. This also provides agility and ability to flex with specific project needs, requirements and timescales, engaging with the most suitable suppliers providing a compliant, efficient and effective way.
- Provide a dedicated full-time resource – Procurement Business Partner.
- The framework fee is absorbed by the supplier. The fee is applied at completion of project delivery milestones and transparent pricing.
- A rebate scheme that will provide an income stream back to the council.
- Providers system/solution also acts as a contract management tool and will prevent scope creep taking place without a further governance process being undertaken.
- Call off: the council already have call-offs in place with the managed service providers following previous projects and can begin to award projects immediately. The council would have a contact only with the MSP, with the council paying the MSP for any approved work undertaken and the MSP then paying the supplier who undertakes the works.
- End-to-end Solution: An end-to-end solution for the procurement processes, contract management and payments of the services, and through a fully compliant framework the council will have access to an dedicated expert team.
- The framework is fully system based and uses a portal to facilitate workflow covering governance requirements.
- Delivers a risk free, compliantly procured procurement route.

3. Agri-Epi Centre (AEC): Neutral Vendor Framework for Multi-Specialism Services.

- 3.1 The framework agreement is single source and awarded to Constellia Public Ltd who undertakes a procurement process to its supply chain in accordance with its governance either by competition or direct award. For these works, it was identified that a direct award should be undertaken to Estilo Interiors Ltd, a local Birmingham supplier to deliver

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the works as the sub-contractor to Constellia Public Ltd. Estilo is a local construction firm with vast experience in refurbishment schemes and particularly experienced in proving facilities for highly technical operation such as the Control Centre and are familiar with specific requirements for: reinforced air lock, control room, communications room, generators, transmission kit platforms, etc to meet the industry standards of a modern Grade 1 category response facilities.

- 3.2 The detailed specification is being finalised and the direct award procedure is due to be commenced shortly. On completion of the direct award procedure whereby a formal proposal will be submitted to Constellia Public Ltd to be evaluated with a criteria of 30% quality and 70% price. The evaluation will be undertaken in conjunction with representatives of the Council and Acivico Ltd. Following the completion of the evaluation process, an award report will be prepared for approval by the Interim Strategic Director, Council Management in conjunction with the Assistant Director, Procurement (or their delegate) the Director of Finance and Section 151 Officer (or their delegate) and the City Solicitor & Monitoring Officer (or their delegate), subject to the value being within the approved budget.

4. Service Delivery Management

4.1 Contract Management

The contract will be managed by Acivico Ltd on behalf of the council reporting to the Programme Manager, New Ways of Working.

4.2 Performance Management

Formal contract management measures will be included as a requirement of the contract including key performance indicators around service levels and to further demonstrate value for money and quality assurance.

Birmingham City Council

Report to Cabinet

25th July 2023



Subject: Medium Term Financial Plan (MTFP) Refresh – update to Cabinet at Quarter 1 of the 2023/24 Financial Year

Report of: Fiona Greenway, Interim Director of Finance & Section 151 Officer

Relevant Cabinet Member: Councillor John Cotton, Leader
Councillor Sharon Thompson, Deputy Leader
Councillor Brigid Jones, Cabinet Member for Finance and Resources

Relevant O &S Chair(s): Councillor Jack Deakin, Finance and Resources Overview & Scrutiny Committee

Report author: Peter Sebastian
Head of Financial Planning (interim)
Email Address: peter.sebastian@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: 011384/2023		
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 As part of the Council's approach to financial management, the Council provides updated forecasts across the Medium Term Financial Plan (MTFP) period to Cabinet three times a year – at Quarter One (this report); Quarter Two (in October) and at

Quarter Three (December/January, in the run up to formal budget-setting for the next financial year).

- 1.2 This report shows forecast budget pressures and inflation forecasts over the current financial year (2023/24) and the remaining financial years that make up the MTFP. It is projected that there is in-year budget shortfall of £87.4m in 2023/24, rising to £164.8m in 2024/25, reflecting the extent to which the costs of current service provision exceed the funding levels. These projected budget shortfalls do not reflect any additional costs relating to Equal Pay, including potential future liabilities as well as the cost of implementing any scheme of job evaluation.
- 1.3 Across the country, many councils are facing significant and similar budget pressures – mainly due to increased demand for services from residents, higher than forecast inflation and difficulty with delivering existing savings programmes in this current economic climate. Therefore, the current MTFP forecasts for Birmingham City Council (BCC), while serious and requiring immediate attention, are not unique.
- 1.4 What is unique, in the BCC context, is the significant and additional forecast liability for Equal Pay claims of between £650m and £760m. The Council has engaged with its External Auditors and is having ongoing discussions with the Department of Levelling-Up, Housing and Communities (DLUHC).
- 1.5 It is for this reason that this report supports the implementation of mandatory spending controls to give the Council time to further review financial pressures (including finalising the details of the Equal Pay liability) and mitigations.
- 1.6 In addition, this report recommends the implementation of a Robust Budget Savings & Recovery Plan to tackle existing budget pressures and the financial implications of the additional Equal Pay liability. This Plan sets out a series of activities that need to be delivered over the next five years to achieve financial stability within the Council, reviewing all aspects of BCC's financial management systems, processes and capability. This Plan will also seek to tackle financial pressures and rebuild corporate reserves over the medium term.

2 Recommendations

Cabinet is recommended to:

- 2.1 Note the MTFP budget pressures (inflation, savings, directorate pressures, Collection Fund update), as well as the Quarter One 2023/24 position (which provides a high-level assessment of a budget gap for this financial year) (**Section 5 of this report**);
- 2.2 Note the wider financial position of the Council, in terms of capital expenditure and available corporate resources, which demonstrate that the additional Equal Pay liability, alongside MTFP budget pressures, cannot be found within existing BCC resources (**Section 5**);

- 2.3 Note the work carried out to date to assess the potential scale of additional Equal Pay liabilities **(Section 4)**;
- 2.4 Endorse the mandatory spending controls which came into effect from 5 July 2023 **(Section 6)**;
- 2.5 Endorse the robust Budget Savings & Recovery Plan – to close the forecast budget gaps in the current financial year and future financial years– as per the timetable included in this report **(Section 6)**; and
- 2.6 Agree the 2024/25 budget-setting timetable, including the dates for the implementation of the recommendations in this report **(Section 7)**

3 Background

- 3.1 Birmingham City Council (BCC) approved its 2023/24 annual budget and Medium Term Financial Plan (MTFP) on 28 February 2023 as part of the annual budget setting cycle. Budgets were balanced up to 2023/24 (and across the MTFP period) on the assumption that:
 - a. £97.1m of savings were to be delivered over the next four years to 2026/27 (assuming no savings are brought forward undelivered from 2022/23);
 - b. Budget managers and budget holders are diligent in working within budgetary envelopes; and
 - c. Council tax was increased by 4.99% (including 2% for social care) with income levels largely returning to pre-Covid levels.
- 3.2 This paper:
 - a. Updates the assumptions (particularly inflation) that were used to set budgets for the 2023/24 financial year and provide an initial high-level

forecast (as at Period 3; Quarter One, April – June 2023) for the 2023/24 financial year;

- b. Updates the budget assessments over the MTFP period (from 2024/25 to 2027/28) based on the most recent forecasts (particularly with regard to inflation);
- c. Provides an update on Directorate spending to identify recent spending pressures, as well as progress against the agreed savings programme within the 2023/24 Financial Plan;
- d. Provides an outline of the Robust Budget Savings & Recovery Plan, including proposals for spending controls and key workstreams;
- e. Outlines the timetable and next steps required for the budget-setting process for the 2024/25 financial year, including budget consultation and engagement;
- f. Outlines the scale of the Council's existing capital programme – including a summary of existing borrowing (a full Capital and Treasury Management will come to Cabinet later this year); and
- g. Provides an initial assessment of potentially available corporate reserves that could be used to cover potential upcoming financial liabilities. It should be noted that these reserves are currently an estimate; a full review of reserves will be completed as part of the 2022/23 outturn report that will come to Cabinet in Autumn 2023.

3.3 This paper does not cover ringfenced revenue funding in the Housing Revenue Account (HRA) or the Dedicated Schools Grant (DSG) – it solely focuses on General Fund revenue budgets. The HRA Business Plan is expected to come to Cabinet in September 2023 for review; the DSG budget position is covered as part of the usual cycle of quarterly reporting to Cabinet.

4 National & Local Financial Context

4.1 Cabinet should note that there are a significant range of challenges that this Authority, and all public bodies, are currently facing. Research by the Special Interest Group of Municipal Authorities (SIGOMA) which represents 47 urban authorities, published on 19 June 2023, found that 55% of respondents were unsure whether they would be able to meet the budgets that were approved in March 2023 for the 2023/24 financial year. Based on the updated MTFP forecasts in Section Four of this report, without immediate and urgent action, BCC is in a similar position. The macroeconomic factors that are causing financial pressures include:

- a. **The impact of inflation** – compared to February 2023 when the budget for the 2023/24 financial year was agreed, inflation looks set to be higher than forecast. This manifests itself in a number of ways, from increased pay and materials budgets to rising energy costs; for example, the 2023/24 Financial Plan included an increased budget allocation of £18 million for the Council's energy bills and a £6 million increase for our schools. Further details on the impact of inflation are detailed in Section Five of this report;
- b. **Impact of Covid** – this continues to impact in a number of ways, from increased support needs for our residents (resulting in additional pressures on public services) to the income collection, as can be seen in the movement in the Collection Fund (most notably for business rates) that is described in Section Five;
- c. **Uncertain central government funding** – the Council's net revenue budget is funded from four main sources: Business Rates, Council Tax, government grants and fees & charges. (Where necessary, corporate reserves may also be used to cover specific expenditure or cover budget shortfalls.) Fees & charges are dependent on activity levels and residents' ability to pay. While Council Tax and Business Rates are also dependent on ratepayers' ability to pay, there are a number of uncertainties over these funding streams in future. Central Government has provided some clarity for the 2024/25 financial year only – namely that current Council Tax threshold levels (i.e., the amount that rates can be increased without the need for a referendum) will remain at 3% for Council tax and 2% for the Adult Social Care precept. Future reforms to the Business Rates system are currently delayed until 2025/26 at the earliest but may have a significant impact on BCC.

4.2 At present, there are also a number of challenges that are specific to BCC:

- a. Oracle finance system implementation – as approved by Cabinet on 27 June, this MTFP refresh includes £33.7m of costs from 2023/24 onwards to fix urgent issues, and to develop a plan that will deliver the Council's vision for an optimised Oracle. The total cost is £46.5m, including £12.8m of costs that had related to the 2022/23 financial year. In addition, the time taken to fix this Oracle system has delayed the completion of the 2022/23 outturn report and final reserves position, which means that this report cannot fully consider the impact on reserves of future cost pressures. This will be done at the Quarter Two MTFP refresh report due to come to Cabinet in October.
- b. Equal Pay challenges – the additional forecast Equal Pay liability is a key driver for the recommendations in this report. As noted above, initial estimates of the potential additional Equal Pay liability are between £650m and £760m.

4.3 Before the financial implications of this Equal Pay liability can be fully quantified for the MTFP, a more detailed calculation, using individual time-series data, to assess the full extent of the Equal Pay liability is being carried out. The results of this work are expected in August.

- 4.4 The overall scale of the liability needs to be quantified to assess total costs and enable BCC to explore all options for payment. A provision for Equal Pay liability will also need to be made within all accounts that are not currently signed off by auditors – this includes the 2020/21, 2021/22 and 2022/23 financial years – to demonstrate the scale of the issue at that point in time. This provision cannot be made until a financial solution is agreed with national government and stakeholders. At that point, the accounts can be reviewed and signed off by auditors.

5 MTFP – updated forecasts

- 5.1 The key movements from the MTFP position since BCC approved the budget for 2023/24 (and forecasts for future years) in February 2023 are shown in the table below. The projections identify a significant in-year budget shortfall of £87.4m in 2023/24, rising to £164.8m in 24/25, reflecting the extent to which the costs of current service provision exceed the funding levels:

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Total Net Expenditure (as per 2023/24 Financial Plan)	925,078	1,018,314	1,035,612	1,049,934	1,083,206
Total Resources (as per 2023/24 Financial Plan)	(925,078)	(1,018,314)	(1,035,612)	(1,049,934)	(1,079,093)
Budget gap as (as per 2023/24 Financial Plan)	-	-	-	-	4,113
Expenditure					
Budget Pressures					
Staffing	3,844	3,973	4,070	4,170	4,273
Demand/Complexity Growth	55,586	37,736	44,027	42,240	39,840
Statutory Requirement	-	-	-	-	-
Borrowing costs, investment etc	-	-	-	-	-
Budget Pressures Subtotal	59,430	41,709	48,097	46,410	44,113
Corporately Managed Budgets	(4,240)	(4,097)	(3,935)	(4,154)	(5,461)
Pay Inflation	-	-	(2,532)	(5,178)	(7,943)
Contract Inflation	1,042	27,346	51,904	55,348	58,666
Other Inflation	19,875	28,352	35,367	42,593	50,063
Fees and Charges Inflation	-	(357)	(365)	(372)	(378)
Inflation Sub-total	20,917	55,341	84,374	92,391	100,408
Savings					
High Risk Savings	35,141	56,274	75,374	75,374	75,374
Savings Subtotal	35,141	56,274	75,374	75,374	75,374
Total Net Expenditure Movements	111,248	149,227	203,910	210,021	214,434
Resources					
Business Rates	-	14,100	(27,677)	(40,165)	(41,052)
Council Tax	-	2,019	-	-	-
Other Grants Excl DSG & ABG	-	-	-	-	-
Top Up Grant	-	-	-	-	-
Other income	5,044	2,589	2,589	2,589	2,589
Net Payment to/(from) Reserves	(28,907)	(3,096)	(1,687)	-	-
Total Resources Movement	(23,863)	15,612	(26,775)	(37,576)	(38,463)
MTFP Budget Gap at July 2023	87,385	164,838	177,135	172,445	180,084

- 5.2 These projected budget shortfalls do not reflect any additional costs relating to Equal Pay, including potential future liabilities as well as the cost of implementing

any scheme of job evaluation. Full detail on these projections is included in paragraphs 5.3 – 5.15 below.

5.3 **Budget Pressures & Policy Choices** – this is made up of two elements:

- a. **Staffing** – this includes the correction of a previous budget issue that relates to the 1.25% planned increase in National Insurance contributions (and therefore pay costs) which was subsequently scrapped in September 2022. This planned increase was removed from base budgets, leaving a shortfall (£3.4m in 2023/24) to cover the forecast pay award.
- b. **Demand / Complexity** – this covers a range of directorate-specific spending pressures. The four largest areas of cost pressures are:
 - i. Oracle costs (assumed £33m from 2023/24 to 2025/26);
 - ii. Temporary Accommodation (assumed pressure of £8.6m in 2023/24, rising to £18.2m in 2024/25; based on the recent proposal to June Cabinet to purchase additional temporary accommodation which was approved);
 - iii. Children & Families pressures (£6.7m in 2023/24 and £3.9m in 2024/25), driven by demographic pressures requiring care (particularly in Unaccompanied Asylum Seeking Children) and home-to-school transport support, as well as an additional liability relating to Birmingham's Children's Trust pension liabilities for 2023/24 only (all of which will be further reviewed at Quarter Two); and
 - iv. Adult Social Care demand pressures (forecast £6.2m in 2023/24 and £8.9m in 2024/25) relating to increased numbers seeking care and increased placement costs (i.e. additional demand for more expensive residential care).

5.4 **Corporately Managed Budgets** – this includes a forecast reduction in borrowing costs of £3.9m in 2023/24 and £2.3m in 2024/25, as delays in the capital programme have led to lower than forecast loan debt (and therefore lower Treasury costs).

Inflation

5.5 **Other inflation** – this line covers General Price inflation on premises, transport, and supplies and services costs. The assumptions used in the 2023/24 Financial Plan have been reviewed in light of the latest Bank of England Consumer Price Index (CPI) forecasts from May 2023. The updated forecasts are based on the following assumptions:

	2023/24	2024/25	2025/26
Apr-Jun	8.2%	3.4%	1.1%
Jul-Sep	7.0%	2.9%	1.0%
Oct-Dec	5.1%	2.3%	1.0%
Jan-Mar	4.4%	1.5%	1.1%
Average CPI Inflation	6.2%	2.5%	1.1%
MTFP refresh assumptions used:	6.2%	2.5%	2.0%
Assumptions used in 2023/24 Financial Plan:	0.0%	0.0%	0.0%

Source for MTFP refresh assumptions: Bank of England CPI forecasts, May 2023

Note: for the 2025/26 financial year and future financial years, MTFP forecasts are assumed to be 2.0% - a slight increase from Bank of England forecasts to ensure the MTFP is calculated on a prudent basis

5.6 As noted above, the increase in forecast inflation is due to the increase compared to the 2023/24 Financial Plan, in which assumptions were made that Directorates would not receive any inflationary uplift for premises, transport and supplies & services costs and would need to manage pressures within existing budgets.

5.7 **Contract inflation** – this relates to areas of spend which are tied to specific contracts, and so require specific inflation assumptions. The largest area of spend – and therefore the largest impact on the MTFP – relates to Adult Social Care (packages of care; estimated £18.6m increase in inflation forecasts in 2024/25) and Children's Social Care (third party payments to the Birmingham Children's Trust for care packages; estimated £7.3m increase in inflation forecasts in 2024/25). This is based on the following assumptions:

	2023/24	2024/25	2025/26
<u>Adult Social Care packages</u>			
Assumptions used in the 2023/24 Financial Plan:	7.5%	0.6%	0.0%
MTFP refresh assumptions used:	8.7%	6.5%	4.9%
<u>Children's Social Care third party payments</u>			
Assumptions used in the 2023/24 Financial Plan:	7.4%	0.6%	0.0%
MTFP refresh assumptions used:	7.4%	6.5%	4.9%

Source for MTFP refresh assumptions: Analysis of future ASC care package costs as at end of May 2023

Note: for Children's third-party payments, it is assumed that they will track ASC inflation movements in 2024/25 and 2025/26. The 2023/24 figures have not yet been updated and will form part of the next MTFP Refresh paper to Cabinet in October

5.8 **Pay inflation** – at present, pay inflation budgets look broadly accurate. The Financial Plan 2023/24 assumed 5.0% increase in 2023/24, 2.5% in 2024/25 and in future years. Based on Bank of England forecasts, this update revises this forecast to 2.0% from 2025/26 onwards.

5.9 **Savings** – progress against the savings agreed in the 2023/24 Financial Plan has been reviewed. Based on the table below, it is estimated that a total of £35.1m of savings are at high risk (i.e., assessed as unlikely to deliver). These are described in paragraphs 5.10-5.11 (£33.2m of savings at risk within the agreed corporate savings programme) and 5.12 (an additional £1.9m of savings that had been incorrectly applied).

- 5.10 From the agreed corporate savings programme, as laid out in the 2023/24 Financial Plan approved by Cabinet in February, the Financial Sustainability Programme Board is currently forecasting that £33.2m of savings are at high risk (i.e., assessed as unlikely to deliver) in 2023/24 with a further £21.1m unlikely to be delivered in 2024/25:

£'000	2023/24	2024/25	2025/26	Total	% of Target
MTFP Target 23/24 to 25/26	(55,165)	(28,137)	(19,544)	(102,846)	92%
Previous Undelivered Savings	(9,454)			(9,454)	8%
Total Target	(64,619)	(28,137)	(19,544)	(112,300)	100%
Delivered					
Low Risk	(2,623)	(1,116)	(84)	(3,823)	3%
Medium Risk	(28,517)	(5,888)	(360)	(34,765)	31%
High Risk	(33,479)	(21,133)	(19,100)	(73,712)	66%
To Be Confirmed					
Potential Write-Off					
Total Forecast	(64,619)	(28,137)	(19,544)	(112,300)	100%

- 5.11 The following points should be noted about this savings forecast:
- This assumes that, in addition to the £55.2m of budgeted savings in the MTFP for 2023/24, there will be £9.5m of undelivered savings in 2022/23 that will need to be rolled forward for a total savings target of £64.9m in 2023/24. This will need to be confirmed as part of the outturn report for 2022/23 (and the number of undelivered savings could rise or fall).
 - The projects that are not expected to deliver target savings in 2022/23 include: Workforce savings (£2m); Traded Services (£1.6m); Council Admin Buildings Premises (£1.3m); Automation (£0.85m); Fieldworker / new ways of working (£0.8m); and Customer Services (£0.4m).
 - An initial high-level review of savings projects by the Financial Sustainability Programme Board, as at mid-May, suggests that approximately £33m (50%) of the total £64.9m required in 2023/24 is currently at risk of slippage/non-delivery. Key projects currently at high risk of slippage/non-delivery include: Children's Trust Savings - £6m; Reducing Bed and Breakfast spend - £5.5m; Commercial Investment/Property - £4.7m; Workforce Savings - £4m; CAB Premises - £3.7m; Traded Services - £3.1m; EIP/Localities Hub - £2.5m; Automation - £1.850m; Centres of Excellence - £1.8m; Customer Services - £0.990m; and Fieldworker - £0.8m
 - Work is currently progressing to review the risk levels and options for mitigation. Further information will be provided in subsequent reports to Cabinet on the 2022/23 outturn and the Quarter Two MTFP Refresh in October.
- 5.12 In addition to the savings above, this MTFP includes an additional £1.95m of vacancy factor savings (i.e., holding staff positions vacant as people leave) that

had been incorrectly applied to Children & Families and City Operations. These had been applied on top of existing 3% savings across all Directorates.

5.13 **Resources** – this paper also considers a range of factors affecting future income. These include:

- a. **Business rates** – based on the draft 2022/23 outturn position for the Collection Fund, it is forecast that there is a deficit in business rates income of £27.8m due to a challenging economic environment for businesses (resulting in lower than forecast collection rates), a delay in enforcement activity (due to Oracle implementation issues) and an increase in business rates appeals (as this is the last year of the six year period in which businesses can query the latest set of rateable valuations (i.e. tax due) which were carried out in 2017).
- b. Under statutory guidance, the 2022/23 Collection Fund deficit will be charged to the General Fund for the next financial year (i.e. in 2024/25). However, this is offset by additional forecast income from business rates of £13.8m in 2024/25 and in subsequent years. Business rates are calculated by multiplying the rateable value of the property by the “non-domestic multiplier” which is adjusted to reflect the Consumer Price Index inflation figure for the September prior to the billing year. As Bank of England forecasts for CPI are expected to be higher than the forecasts used in the Financial Plan for 2023/24, this could result in additional income for the Council in future years.
- c. **Council tax** – as with Business Rates, there is projected to be a £2.0m deficit for 2022/23 in Council Tax income due to a reduction in collection rates. This will also be charged to the General Fund for 2024/25. It is worth noting that collection rates across Council Tax and Business rates fell in 2022/23, relative to 2021/22. For Council Tax, in year collection fell from 92.9% to 90.2%; for Business Rates, in year collection fell from 95.8% to 90.1%.
- d. **Grants** – there are two main categories of grant: 1) those used to fund wider Council services (e.g., Top Up Grant, Business-rates related Section 31 grants); and 2) those ringfenced to fund specific services (e.g., the Social Care Grant). At present, there is not sufficient information from central government to update forecasts for grant funding in 2024/25 and beyond. Further information is expected later in the 2023/24 financial year.
- e. **Other income** – this includes a range of pressures including a pressure of £1.5m on parking income (due to reduced demand with the city) and £1.5m on business waste collection income (again likely due to reduced office usage across the city).
- f. **Reserves** – at present, the only use of reserves assumed is to cover the additional expenditure required to support the remediation of the Oracle

finance system. A further review of reserves will be provided to Cabinet as part of the 2022/23 outturn report in the Autumn.

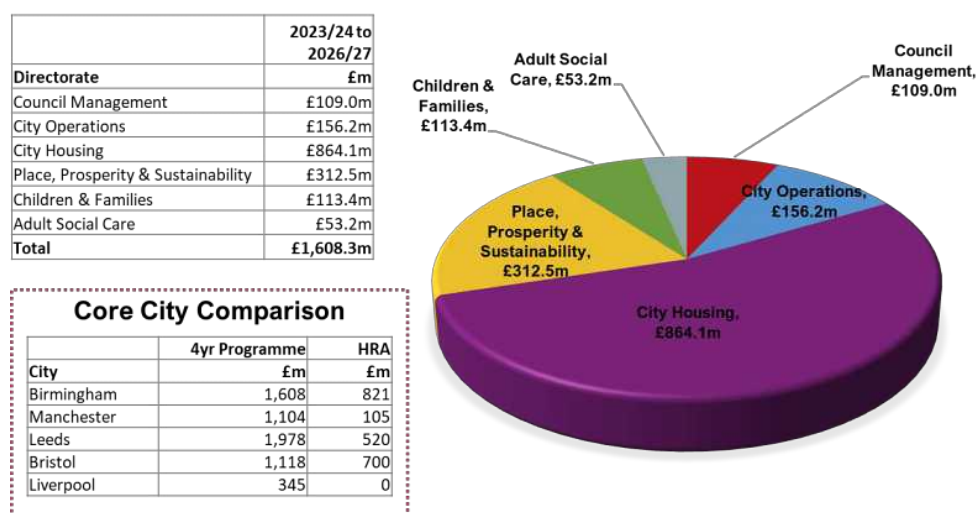
5.14 **Additional risks** – there are a range of other possible service pressures that are being reviewed by officers. For the purposes of this paper, only pressures that are 1) viewed as more than 50% likely to take place and 2) can be quantified are included in this report. Others will be reviewed and may be quantified as part of the Quarter Two refresh of the MTFP for Cabinet in October. This could include the potential cost implications relating to the current Private Finance Initiative (PFI) contract between the Council and Birmingham Highways Limited – a procurement exercise for a new sub-contractor is currently ongoing, so it is not possible to quantify any additional costs at this stage.

5.15 **Equal Pay** – further to the description in Section Four of this report, and for the purposes of this paper, a high level estimate of the potential financing costs has been made for information purposes. It is not yet included in the MTFP forecasts in this paper, as the work to finalise the figures is ongoing.

Capital Programme

5.16 **Size** – a review of the Capital programme is needed in light of the current financial situation with a view to add, reprioritise, accelerate, defer and descope the programme. This will need to be looked at across all Directorates within scope of the Capital Programme.

5.17 The current approved capital programme is for £1.6 billion of spending over this MTFP period:



5.18 The capital spend by Directorate includes:

- City Housing includes £820m for the Housing Revenue Account: investment in current housing stock as well as new social housing;
- Council Management includes £54m transformation projects and £30m Corporate Contingency over four years;

- c. The above figures do not include the proposed £400m investment in the Council's Temporary Accommodation strategy, approved by Cabinet on 25 June; and
- d. Place, Prosperity & Sustainability includes £52.9m Enterprise Zone funded by borrowing to be repaid by the retention of future Enterprise Zone business rates.

Corporate Reserves

- 5.19 At present, officers are reviewing corporate reserves to finalise the outturn position for the 2022/23 financial year. These will need to be compared to the MTFP budget gap included in this paper and additional costs as a result of additional Equal Pay claims.
- 5.20 Using corporate reserves will, of course, significantly reduce the financial resilience of the council against future pressures. Once reserves have been used, they need to be rebuilt from existing budgets (i.e., through future savings that can be contributed to reserves). Once reserves have been spent, they are no longer available. That is why it is worth pursuing a savings programme first and retaining reserves to enable the authority to have some protection against future budget pressures. The method for pursuing these savings will be the Robust Budget Savings & Recovery Plan – outlined in the next Section of this report.

6 Robust Budget Savings & Recovery Plan

Background

- 6.1 The financial challenges being faced by the Council are of a sufficient size that they require immediate and sustained action to control. There is no doubting the scale of the financial challenge. There is a significant budgetary challenge arising, which includes:
 - a. The sizeable MTFP budget gaps identified in Section Five of this report; and
 - b. Additional financing costs for any future Equal Pay costs.
- 6.2 The Robust **Budget Savings & Recovery Plan** is made up of:
 - a. **Mandatory spending controls** – to enable the Authority to pause non-essential spending and to enable time to tackle the budget gap; and
 - b. **Detailed workstreams** – including Oracle Remediation, MTFP and Budget, and Workforce.

Mandatory Spending Controls

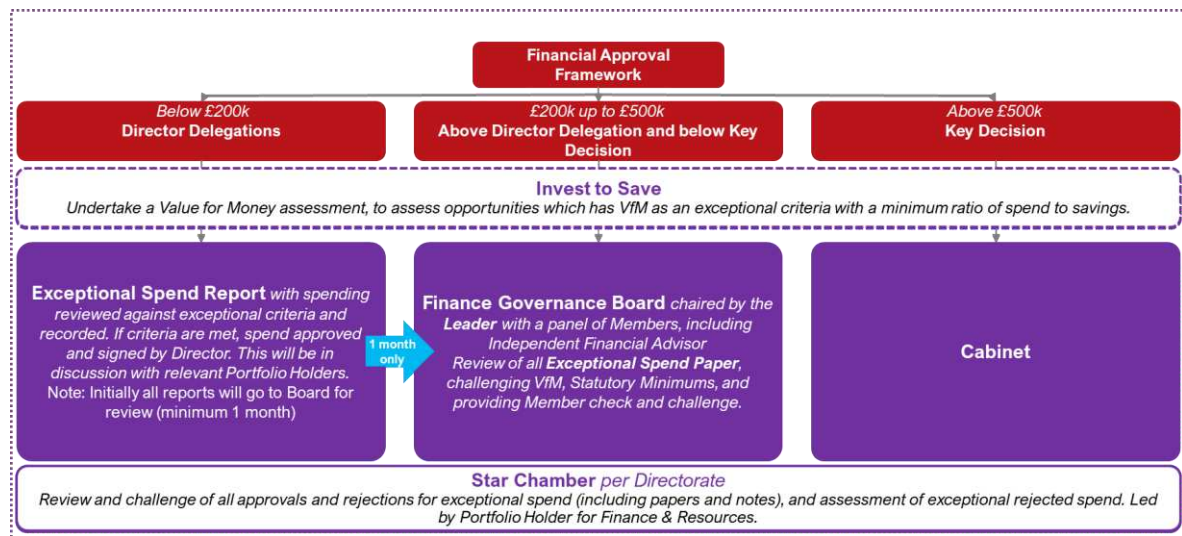
- 6.3 Based on the rationale in this report, **Mandatory Spending Controls** were implemented on 5 July.

- 6.4 **Mandatory spending controls mean that:**
- a. ***No new agreements or commitments for expenditure can be made, without engagement with the three statutory officers.***
 - b. Temporary measures will be brought in to ensure all **new** non-essential expenditure will stop with immediate effect.
- 6.5 **The only allowable expenditure permitted under an emergency protocol includes the following categories:**
- a. Existing staff **payroll** and **pension** costs
 - b. Expenditure required through **existing legal agreements and contracts**
 - c. Expenditure on **goods and services** which have **already been received**
 - d. Expenditure required to deliver the council's **provision of statutory services**
 - e. Urgent expenditure required to **safeguard vulnerable citizens**
 - f. Expenditure to address **services** which are **under regulation**
 - g. Expenditure funded through **ring-fenced grants**
 - h. Expenditure necessary to achieve **value for money** and / or **mitigate additional in year costs**
 - i. Expenditure necessary to achieve **value for money** and / or **mitigate additional in year costs**
 - i. *Robust business case with short payback period required, i.e., less than 24 months;*
 - ii. *Value-for-Money Framework to be developed; and*
 - iii. *Business Cases to be reviewed by a group (to be established by Chief Executive)*

Robust Budget Savings & Recovery Plan

- 6.6 **Governance Arrangements – *three governance forums will be used to challenge spend within the Council:***
- a. **Director Delegations with Exceptional Spend Report** – To review spend against exceptional criteria and take delegated decisions against spend thresholds. In discussion with relevant Portfolio Holder.
 - b. **Finance Governance Board** – To review spend above certain thresholds based on exceptional criteria, utilising senior stakeholders to challenge spend, and regularly review Director delegated decisions.
 - c. **Star Chamber** – To review and challenge all approved exceptional spend (including papers and notes) and an assessment of exceptional rejected spend.

- 6.7 This will be implemented in line with a temporary scheme of delegation, aligned to the Finance, Procurement and Contract Governance Rules in Part D of the constitution:



*Notes: All forums will occur on a weekly basis to ensure spend is agile and responses to Directorate needs. This will apply to all spend over £500 as a de-minimus level. All spend must adhere to Council Procurement Governance. This includes spend and call-offs from frameworks. This includes **Capital and Ring-Fenced Grant Spend**. Consideration will be given to the volume of reports, needs to split by General Fund and Housing Revenue Account spend, and the timeliness of reporting and governance. This covers increase in spend **and** decrease in income.*

- 6.8 **Work plan** – this plan will inform the roadmap of activities that need to be delivered over the next five years to achieve financial stability within the Council.
- 6.9 There are nine activities which form this plan, split into Strategic and Operational Activities. The Strategic work streams are:
- Organisational Spending Review** – Review all spending for Value for Money and Outcome Focus across all services and budgets, including General Fund, Housing Revenue Account, Capital and external funding, Companies, Traded Services (i.e. Schools);
 - Equal Pay Resolution** – Roadmap of activities to understand and resolve the Equal Pay challenges, including detailing the potential costs over the next 5 years;
 - MTFP and Budget** – Quantification and remediation of the budget gap, revising the MTFP (next four financial years, Long-Term Financial Plan (next ten financial years), and Budget setting process. This will include the identification and delivery of savings, to be owned by the Corporate Leadership Team and Cabinet; and

- d. **Workforce** – Ensuring recruitment and retention is not at risk within the workforce, and developing contingency, creating capacity and flexibility, and exploring staff and people costs, including agency and interim costs.

6.10 The Operational work streams are:

- a. **Mandatory Spend Controls** – Implementation of mandatory spend controls, as outlined above, and the delivery of in-year spending savings through these controls, including Collection/Recovery of Income, balance sheet controls and use of Minimum Revenue Provision;
- b. **Oracle Remediation** – Activities to achieve Safe and Compliant, Stabilisation, and Optimisation of the Oracle Fusion implementation;
- c. **Governance and Controls Framework** – Review and remediation of governance and key financial controls, including but not limited to Internal Audit, Procurement, Value-for-money, Risk Management, Annual Governance Statement;
- d. **Closure of the Accounts** – Activities to deliver accounts for the Council across all financial years that remain open with External Auditors, including any further investigations and assessments; and
- e. **Finance and Governance Capacity and Capability** – Strengthened finance and governance knowledge, capability and capacity to deliver the planned improvements, including development of a Service Improvement Programme.

6.11 Work is already underway against a number of these areas. Each of the nine pillars above has a detailed plan of activities with responsible owners, risks, timelines, and allocated resources against each step.

6.12 The Robust Budget Savings & Recovery Plan will be reported to, and monitored by, the Finance Governance Board.

7 Next Steps

7.1 Significant work is required over the next few weeks to deliver on the proposed Budget Savings & Recovery Plan. A further update will come to Cabinet in October to update the MTFP position and assumptions over the medium term, in advance of the formal budget-setting process for 2024/25.

7.2 The timetable for the 2024/25 budget-setting process is as follows:

Activities	Date
Spending Controls implementation	5 July 2023
Implementation of Budget Savings & Recovery Plan	25 July 2023
Quarter Two Update on MTFP assumptions, budget position to Cabinet	10 October 2023

Budget engagement on resource prioritisation	Mid October – December 2023
Scrutiny of budget development proposals and Scrutiny review of Budget Savings & Recovery Plan for 2024/25 budget	November/December 2023
Provisional Local Government Settlement	Mid December 2023 (TBC)
Cabinet – setting of council tax and business rate tax base	16 January 2024
Final Local Government Settlement	January/February 2024 (TBC)
Cabinet consideration of the 2023/24 budget and Financial Plan	13 February 2024
Full Council approval of 2023/24 budget and setting of Council tax	28 February 2024

8 Next Steps

- 8.1 The Council believes that it is important that it engages with citizens and business when planning activity and the financial implications of those plans. An engagement plan is currently in development, focusing on gathering the views of Council Tax and Business Rates payers to feed into the 2024/25 budget setting process.

9 Risk Management

- 9.1 There remains significant uncertainty in respect of public spending levels and the level of funding for local government and therefore the assumptions outlined in this report will be subject to continual review over the coming months to ensure that the Council's short term and medium term financial stability can be protected and critical services delivered.

10 Compliance Issues:

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

- a. The Robust Budget Savings and Recovery Plan is an essential part of the Medium Term financial planning process. This will be informed by the priorities that led to its implementation, namely to provide a stable footing for the future financial position of the Council. In doing so, the Robust Budget Savings and Recovery Plan will seek to support the delivery of the Council's priorities, as laid out in the Council Plan, wherever possible within current and potential financial constraints. The

MTFP must remain focused on social justice, frontline services and the needs of residents and communities of the city.

10.2 Legal Implications

- a. A local authority is required under the Local Government Finance Act 1992 to produce a balanced budget.

10.3 Financial Implications

- a. The detailed financial implications have been covered throughout the report.

10.4 Procurement Implications (if required)

- a. There are no procurement issues arising directly from the contents of this report. Any procurement implications will be identified as specific budgets are developed.

10.5 Human Resources Implications (if required)

- a. There are no specific human resources implications arising from this report. Any Human resource implication will be identified as specific budgets are developed.

10.6 Public Sector Equality Duty

- a. In compliance with the Council's duties on equality, changes in the budget that impact on the provision of services will need to be properly assessed. An Equalities Impact Assessment will be undertaken on proposals as they are developed where this is considered necessary to do so.

Public Report

Birmingham City Council

Report to Cabinet

25 July 2023



Subject: Permanent Pay Equity (Short-Form Report)

Report of: Deborah Cadman, Chief Executive and Head of Paid Service;
Janie Berry, City Solicitor and Monitoring Officer; and
Fiona Greenway, Interim Director of Finance and Section 151 Officer

Relevant Cabinet Member: Councillor John Cotton, Leader of the Council; and
Councillor Brigid Jones, Finance and Resources

Relevant O & S Chair(s):

Report authors: Darren Hockaday, Interim Director of People and Corporate Services; and
Robert Harris, Head of Law – Permanent Pay Equity

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: 010856/2023		
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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		
<p>The information in this report and its appendices is exempt from public disclosure under paragraphs 3 to 5 of Schedule 12A of the Local Government Act 1972. The exemptions relied on are as follows:</p> <ul style="list-style-type: none"> Schedule 12A, paragraph 3 – ‘Information relating to the financial or business affairs of any particular person (including the authority holding that information)’; Schedule 12A, paragraph 4 – ‘Information relating to any consultations or negotiations, or contemplated negotiations, in connection with any labour relations matter arising between the authority or Minister of the Crown and employees of, or office holders under, the authority’; and Schedule 12A, paragraph 5 – ‘Information in respect of which legal professional privilege could be maintained in legal proceedings.’ <p>These provisions apply because the information in this report relates to financial affairs pertaining to pay, as well as negotiations in connection with a labour relations matter and trade dispute over equal pay, which has arisen between Birmingham City Council (“the Council”) and its employees. Plus, legal proceedings have been taken by some employees involved in this trade dispute, and information relating to those proceedings is included in this report, as well as legal advice, in respect of which legal professional privilege could be maintained.</p>		

Executive Summary

1 Purpose of this paper

- 1.1 The purpose of this paper is to ask Cabinet to approve funding and procurement of the resources required to conduct a job evaluation study and implement a new pay structure that best delivers the objectives set out in this paper (see paragraph 2.8 below). Such resources are a permanent Pay Equity team and Pay Compliance unit, recruitment, training of personnel to carry out the job evaluation and pay and grading programme, and relevant licences as appropriate (detailed areas of financial approval are set out in section 6 below). Please note that options to deliver job evaluation for both NJC and JNC grades can require one or a combination of different methodologies. Internal-led methodologies will require additional resource to ensure the required capacity and capability to deliver within an ambitious timescale. Therefore, a range of funding up to a maximum level will cover different routes.
- 1.2 By Cabinet approving funding and procurement, this will enable the Council Business Management Committee (CBMC), which has delegated authority on HR-related matters, to subsequently approve the methodology that best meets the aims of the job evaluation study as set out below. This paper provides a framework to inform Cabinet of the options under consideration and their merits and risks.
- 1.3 This report should be read in conjunction with Appendix 1 (11.1), which provides background and detail of the context to this report.

2 Background

- 2.1 Given issues raised as a result of the implementation of the Oracle ERP System, the Council's leadership instructed the interim Director of Finance and Section 151 Officer and City Solicitor and Monitoring Officer to undertake a refreshed analysis and further due diligence of the Council's projected liability in relation to equal pay claims.
- 2.2 The estimated potential equal pay liability was made public in a Council statement on 28 June 2023. That statement gave a range of between £650m and £760m and an accrual rate of £5m to £14m per month.
- 2.3 The principal solution to the Council's equal pay issues is the delivery of new terms and conditions of employment following a consistently and objectively applied job evaluation study and a new pay structure that complies with the relevant provisions of the Equality Act 2010.
- 2.4 The estimated range of potential liability assumes that new terms and conditions will be implemented by 1 April 2025. Any delay to this implementation date will add to the potential liability estimate.
- 2.5 The implementation timescale is influenced by a combination of the selection of a methodology that delivers the objectives of the job evaluation study (see

paragraph 2.8 below) and maintaining stable industrial relations whereby the trade unions are engaged in the methodology and fully cooperate in support of its implementation. This is an integral part of the choice of methodology. A strict timescale with delivery gates will need to be adhered to where all parties are held to account on the outcomes required at each stage. BCC recognises three trade unions within collective bargaining, which will be referred to as Trade Unions within this report.

- 2.6 Close monitoring of the milestones and delivery of job evaluation is critical to achieve the implementation deadline of April 2025. To support delivery of the programme, in addition to the support and views of external audit, Finance and Resources Overview and Scrutiny Committee and Audit Committee will be invited to assist with the performance monitoring by the addition of job evaluation to their Committee work plans and therefore as a standing item at each meeting. If it becomes apparent, via this monitoring and oversight, that the deadline cannot be met, the Council may terminate the process and explore alternative routes to achieve the programme outcomes.
- 2.7 At the conclusion of the job evaluation study, it is the preference for the Council to seek a smooth and timely adoption of new terms and conditions through collective bargaining. Furthermore, unstable trade union relationships would lengthen any methodology and potential industrial action would delay any implementation and therefore add to the Council's accruing potential equal pay liability.
- 2.8 Two principal objectives are essential for a new job evaluation study:
- 2.8.1 That it must be **objective, robust, reliable, and Equality Act 2010 compliant**; and
- 2.8.2 That it must be carried out in the **shortest possible timescale** given the size of potential liability referred to above and the estimated accrual rate.
- 2.9
- It is therefore imperative that a job evaluation study is conducted, a new pay structure created, and new terms and conditions are implemented with all speed to achieve the **1 April 2025** date. If the Council's job evaluation and pay and grading programme goes beyond that date, the current figure of £650m to £760m is likely to increase at the rate given at paragraph 2.2 above.
- 2.10 Funding for a job evaluation and pay and grading programme was approved by Cabinet in April 2022 and this programme was developed from that date until the end of 2022. The Programme Team re-evaluated the programme based on the identified need for a quicker delivery time.
- 2.11 A job evaluation programme requires the following elements: recruitment, training, evaluation, moderation, pay modelling, appeals, statutory consultation, and implementation of the new structure and new terms and conditions of

employment. A collective agreement exists with Job Evaluation principles aligned to the Gauge based methodology and agreed and signed in January 2021. If the Council were to step outside of the collective agreement arrangements in implementing a Job Evaluation scheme this could lead to an industrial dispute.

- 2.12 At the end of the job evaluation study, new terms and conditions of employment will need to be introduced. Only at this point will any of the current ongoing potential liability be brought to an end.
- 2.13 To highlight the challenge of changing/introducing terms and conditions of employment, there are several recent examples nationally where councils and trade unions have failed to reach agreement – this is increasingly common and consequently has led to an increase in dismissal and re-engagement processes to secure council-wide implementation. These councils used a Gauge-based methodology to evaluate jobs (as the current programme intends). Similarly, in another example, a council used an alternative outsourced methodology (not Gauge), and this too resulted in a stalemate and agreement with trade unions has so far not been possible to change terms and conditions of employment through a collective agreement, and dismissal and re-engagement is the only remaining option.
- 2.14 To minimise risk, changes to terms and conditions of employment through collective bargaining is better served with cooperative trade union relations in the run up to this part of the process, notwithstanding that there is inherent risk that the consultation process could be protracted based on any or all trade unions not accepting an outcome where roles have been downgraded for example.
- 2.15 When the Council had previously sought to address equal pay risks, it issued redundancy notices to employees in the role giving rise to such risks as the mitigation strategy. At the time, this led to an industrial dispute and strike action by the trade union representing workers in the said role. This serves to highlight the risk of any potential changes to grades and pay and the prospect of resulting industrial action.
- 2.16 The above serves to demonstrate the challenges that may face the Council irrespective of the methodology that is used to carry out its job evaluation study, noting the history of equal pay at the Council is not comparable with the majority of other councils.
- 2.17 Any job evaluation methodology has its risks, and the heightened challenge comes at the phase of changing terms and conditions of employment so as to implement the product of the job evaluation study. Any changes to terms and conditions will be contentious and have proved to be in the recent history of the Council as referred to at 2.15, this remains a significant risk. Decisions on job evaluation methodology, based on current assessments, need to take into account how to reduce the probability of non-acceptance and/or a trade dispute and potential strike action. However, whilst it is recognised that a constructive and stable relationship with the recognised trade unions, aided by their support

in using the current Gauge methodology will aim to mitigate potential issues at the implementation stage; this is not the only consideration. Upon implementation of any scheme, there are likely to be winners and losers. Some of those losers may well be members of the recognised trade unions.

- 2.18 Protecting the pay of those whose salary is downgraded may not always be possible, because of the ongoing equal pay risk that this may represent. In such situations it makes the possibility of a collective agreement being reached with the trade unions difficult, whichever methodology (NJC, GLPC or outsourced) is chosen. For this reason, dismiss and re-engage remains an option, but not preferred (as per 2.6).

3 The Current Programme

- 3.1 This Gauge-based job evaluation programme was based on the establishment of 12 panels, each led by a job evaluation analyst with a trade union evaluation partner and a management evaluation partner to evaluate the circa 3,200 roles that exist within the Council, Birmingham Children's Trust ("BCT"), Acivico, and maintained schools.
- 3.2 The re-evaluation of the programme was based upon concerns that it would not best meet the Council's objectives – particularly of timescale. Once this was understood, officers set about consultation and engagement with the trade unions to explore how the job evaluation programme could meet the two key objectives required (see paragraph 2.8 above).
- 3.3 The process of trade union engagement/consultation commenced in January 2023 and has continued intensively up until the finalisation of this paper. Engagement/consultation with the recognised trade unions looked to address concerns that may have had an influence on timescale to complete the programme. Essentially, the existing approach using the NJC Gauge methodology is resource intensive and open to the risk of an elongation of timescale.

4 Summary of Options Considered

- 4.1 The current programme is a **Gauge-based system** for all NJC (Green Book) grades on using existing assumptions whereby trade union colleagues partake in each evaluation panel is time consuming and assumes that experienced analyst resource could be found.
- 4.2 A **Gauge-based system partnering with West Midlands Employers** (and other sources of resource) for NJC roles where all panels are led by analyst-only panels. The reason this differs from option 1 is the trade union involvement as detailed in the new proposed draft addendum to the Principles Document (see appendix 1), which involves the trade unions in moderation and appeals, but no involvement in the evaluation stage other than potentially sampling (involvement in the benchmarking exercise has yet to be resolved as part of the addendum

document, shown in the appendix of this report). There are two inputs to the time in this particular methodology and approach, one is Trade Union involvement (dealt with within the addendum document), and the other is securing the scarce resource needed to enable this methodology. To ensure the integrity of the system, trade unions will do a sample of parallel evaluations. There is a risk to this option, in that the process would involve bringing in a large pool of resources that would need to be recruited, trained and developed. The best evidence to date indicates there is a national scarcity of suitably trained resource required to deliver the methodology.

In this option, if it appeared at any stage that timescales and/or deadlines are at risk, the Chief Executive (Head of Paid Service) and senior trade union representatives (supported by appropriate officers from our recognised trade unions) would urgently review the issues. This could arise if either management or trade unions believe this risk has materialised or is raised by Audit Committee, external audit or the Finance & Resources Overview and Scrutiny Committee.

In this option, all JNC roles would be evaluated using an outsourced provider.

4.3 A different job evaluation method can be used for NJC and JNC roles via an **outsourced programme** to an external supplier or suppliers. See table in section 5 below.

4.4 The **Greater London Provincial Councils Job Evaluation System (“GLPC”)** is a job evaluation methodology that is used by London councils and in some local authorities outside London. GLPC has similarities to the NJC (Gauge) scheme, but it is not identical. Nevertheless, an analyst-led process using GLPC (following similar processes as for the WME option (see 4.2) is expected to require similar resources. Because of its structure, GLPC has proven to be more effective than the NJC/Gauge route at producing clusters of roles so as to facilitate grade structuring. This can lead to more distinct grade boundaries.

Due to the unfamiliarity of this scheme compared with options at paragraph 4.1 and 4.2, there is increased risk as our employees are not familiar with the approach, and this would result in further training required. This process also does not form any part of a collective agreement, which may elongate the timeline.

5 Summary of options under consideration

5.1 To assist the Cabinet in its decision making, the above options have been considered and collated over an intensive seven-month period involving trade union consultation and engagement. These options are summarised in the table below, with their various risks and merits and to what extent they achieve the objectives identified at 2.8.

	Gauge+ via Panels	Gauge+ via WME	Outsource	GLPC
Estimated costs (inc. central team) based on several assumptions	£15.3m	£10.8m	£16m	£10.8m
Industrial Relations <i>Potential mitigations of industrial disputes are not explored for any the options in this paper</i>	<ul style="list-style-type: none"> Risk of no agreement on implementation Up to implementation this potentially reduces the risk of non cooperation with the Trade Union preferred methodology 	<ul style="list-style-type: none"> Risk of no agreement on implementation Up to implementation this potentially reduces the risk of non cooperation with the Trade Union preferred methodology 	<ul style="list-style-type: none"> Risk of no agreement on implementation 	<ul style="list-style-type: none"> Risk of no agreement on implementation
Principal risks	<ul style="list-style-type: none"> Inability to recruit analysts Availability of Management Partners Length of programme and consequent potential equal pay liability accrual 	<ul style="list-style-type: none"> Inability to recruit analysts Lack of certainty of timescale and consequent risk of increase in potential equal pay liability accrual Length of programme and consequent potential equal pay liability accrual 	<ul style="list-style-type: none"> Lack of Trade Union support (although some authorities have successfully outsourced with a degree of Trade Union cooperation) Length of programme and consequent potential equal pay liability accrual 	<ul style="list-style-type: none"> 'London Councils' only have 2 evaluators Inability to recruit analysts Lack of certainty of timescale and consequent risk of increase in potential equal pay liability accrual Length of programme and consequent potential equal pay liability accrual
All above options Equality Act 2010 compliant				

6 Recommendations

It is recommended that Cabinet:

- 6.1.1 Approves a budget of up to £20m to take account of any risks for an expedited programme to be funded from the Policy Contingency Fund, including the establishment of a Permanent Pay Equity team and adjacent Pay Compliance unit to ensure that the equitable pay position achieved through the permanent pay equity programme is maintained in the future (see appendix 4).
- 6.1.2 Notes that any scheme that is chosen must be implemented by April 2025, to avoid the potential liability increasing beyond the estimated range.
- 6.1.3 Notes that the decision-making body for the methodology will be the Council Business Management Committee, with monitoring and oversight to be provided by the Finance and Resources Overview and Scrutiny Committee and the Audit Committee, as a regular item on their respective work programmes.
- 6.1.4 Following the decision by Council Business Management Committee authorises the running of compliant procurement processes (via either a direct award or a mini competition) under a framework agreement or other compliant route (as more fully described in appendix 1) to appoint a supplier or suppliers that prove(s) to be the most economically advantageous to deliver an expedited programme. This is based on a combination of one or more different methodologies for NJC and JNC. The supplier(s) would be providing a programme of job evaluation, pay equity analysis, and the creation of a new pay model in consultation with the Council and the trade unions.
- 6.1.5 Delegates the award of the contract(s), following the outcome of the compliant procurement process or processes, to the Interim Director of People and Corporate Services in conjunction with the Interim Director of Finance and Section 151 Officer and the City Solicitor and Monitoring Officer.
- 6.1.6 Notes when delivered, these elements will, on the introduction of new terms and conditions of employment, stop the current accrual of potential equal pay liabilities; provide the Council with a statutory defence to any future equal value claims; and maintain a pay equity system within the Council.

7 Background

- 7.1 See appendix 1.

8 Options Considered

- 8.1 See appendix 1.

9 Consultation

9.1 See appendix 1.

10 Risk Management

10.1 The programme team has, as part of the CPMO process, established a full assessment of the risks involved in the programme, together with the proposed mitigations and contingencies where appropriate.

11 Compliance Issues:

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

11.1.1 The recommended decisions are consistent with the Council's overarching equal pay strategy, the primary objective of which is to draw a line under the issue of equal pay in the organisation.

11.2 Legal Implications

11.2.1 See appendix 1.

11.3 Financial Implications

11.3.1 See appendix 1.

11.4 Procurement Implications

11.4.1 See appendix 1.

11.5 Human Resources Implications

11.5.1 See appendices 1 and 4.

11.6 Public Sector Equality Duty

11.6.1 The recommended proposals will limit and address any adverse equality impact on staff at the Council in the quickest possible timeframe and, in the opinion of officers involved in the permanent pay equity programme, in the most reliable way. They will also ensure compliance with the Public Sector Equality Duty and with Part 5, Chapter 3 of the Equality Act 2010.

12 Appendices

12.1 Appendix 1: Permanent Pay Equity: Long-Form Report dated 25 July 2023

12.2 Appendix 2: Addendum to Principles Document

12.3 Appendix 3: Glossary

12.4 Appendix 4: Structures of Permanent Pay Equity Team and Pay Compliance Unit

13 Background Documents

13.1 Cabinet Report on Job Evaluation and Pay and Grading dated 26 April 2022

2023 Addendum to the Job Evaluation Joint Principles Document

Between:

Birmingham City Council (BCC)

And our Trade Unions:

GMB

Unison

Unite the Union (The TUs)

This is an addendum to the Job Evaluations Joint Principles Document, dated December 2020, and should be read in conjunction with it.

Preamble

All parties now recognise that the accrued and ongoing liability for Birmingham City Council arising from its current pay and grading structure gives rise to an unaffordable potential equal pay liability of up to £760m. We acknowledge this potential liability is ongoing and increasing, therefore the long term and sustainable resolution of all potential equal pay claims means that urgent resolution is of the utmost importance to the City Council, its employees, trade unions, and the Citizens of Birmingham.

There has been considerable history relating to the progression of these issues but there is now a desire by all parties to move forward and resolve potential equal pay issues through a jointly agreed process utilising the Gauge system of Job Evaluation.

We acknowledge that any further delay to the completion of this programme will have potentially severe negative consequences for the financial viability of the City Council, security of employment and provision of services to our Citizens.

The purpose of this addendum is to provide a safeguard and certainty that the 2023 job evaluation programme will be completed in a timeframe that best minimises any ongoing potential equal pay liability and provides sustainable equality in our pay and grading system.

Principles

We jointly agree:

- 1 That the job evaluation process set out in this document and any changes to terms and conditions must be complete and implemented by 1 April 2025 otherwise potential liability will increase further.
- 2 To doing all within our power to maintain satisfactory progress at all stages.
- 3 To facilitate the provision of accurate information and doing all we reasonably can to ensure that all job descriptions, person specifications and other information accurately reflect the reality of how any role is conducted.

- 4 That only persons who have the skills and knowledge to participate in evaluation programmes will take part in the programme, and that training, including equalities training, must be undertaken in order to do so.
- 6 That working with the West Midlands Local Government Employers Organisation (WME) and with assistance from the Local Government Association (LGA) we will implement the Gauge system of Job Evaluation.
- 7 Ultimately, given the urgency of completing the programme and potential ongoing financial liabilities, both parties acknowledge that without working together in positive partnership, BCC risks a statutory intervention. We give our commitment to working constructively, positively and respectfully to help achieve programme outcomes. If it appears at any stage that timescales and/ or deadlines are at risk, the Chief Executive (Head of Paid Service) and senior Representatives (supported by appropriate officers from our TUs) will urgently review the issues.

This could arise if either management or trade unions believe this risk has materialised or is raised by audit committee or external audit or the Finance & Resources Overview and Scrutiny Committee.

Recruitment and Training of Analysts

BCC will proactively and expeditiously recruit and suitably train Analysts by the end of October 2023. This will run concurrently with Stage 1 (Job Information) below.

The Job Evaluation Programme Process

The Job Evaluation Programme is split into several stages. We agree the roles and responsibilities at each stage are as follows.

Stage 1 – Job Information

BCC will ensure that managers promptly and accurately complete Job Descriptions and Person Specifications (JDPS). TUs will encourage their members to accurately and promptly complete Job Context Questionnaires. These documents together comprise the Job Information. Managers will approve the Job Information, and in doing so will use reasonable endeavours to agree the information with the employee.

TU representatives will be invited to join the JDPS training that will be held for managers, and employees will be trained in the completion of the Job Context Questionnaire.

If the Job Information remains as not agreed, the matter will be referred to a panel consisting of a BCC Analyst and a TU Analyst. If consensus cannot be reached the matter will be referred to an independent Analyst appointed by WME. Their decision will be final.

Stage 2 – Evaluation and Moderation

Each evaluation will be conducted by an Analyst appointed by WME.

On a rolling ongoing basis, a joint assurance panel consisting of an Analyst appointed jointly by the TUs, a BCC Central Job Evaluation Team representative and a WME Analyst will be established to verify that the principles of the Gauge evaluation are being consistently applied by reviewing a sample of evaluated job roles.

As the Gauge scheme is supported wholeheartedly by the TUs it is agreed that no more than 10% of roles will be reviewed. In the event there is not unanimity by the job assurance panel that the process has been followed, the job will be re-evaluated once by a senior Analyst and that decision will be final.

Once all evaluation is complete, a joint moderation panel consisting of an Analyst appointed jointly by the TUs, a WME Analyst and a representative from Directorate Management at JNC level will be convened in each Directorate. The purpose of this panel is to review the relativity of ranking within the service.

This will be followed by a cross-Directorate moderation by a TU Analyst, WME Analyst and People Partners from across the City Council.

The Statutory Officers (Monitoring Officer, s.151 Officer and Head of Paid Service) and the People and Corporate Services Director (or their Strategic Director equivalent) will not participate in any moderation panels.

Stage 3 - Model/Structure

Once completed the pay and grading structure will be subject to collective negotiations before implementation across the Council. Both parties will work towards attaining a collective agreement to implement new terms and conditions.

This stage must be completed by April 2025.

Appeals

A joint appeals panel (A BCC representative, WME representative and TU representative) will be established to hear any individual appeals arising following the implementation of the new pay and grading structure. Decisions can be made by majority of panel members and will be final.

Appeals will only be accepted on the following grounds:

- The job evaluation scheme has been misapplied,
- The Job Information provided was in error or is now out of date, or
- The job evaluation process has not been followed.

In all appeals, evidence supporting the grounds of appeal must be provided.

Maintenance of the integrity of the system

A panel consisting of a representative from WME, TUs and the Pay Equity and Equal Pay Legal group will review the list of NJC roles evaluated in the previous six months and audit a sample of those roles. This panel will also review any NJC market supplements enacted during this period.

Governance

The overall governance and progress of the project will be overseen by the finance and resources overview and scrutiny committee and the audit committee as a mandatory item on their respective work programmes. External audit will be invited to undertake regular reviews of the governance and progress of this project and will submit their findings to the City Council's statutory officers and the audit committee.

Signed

Deborah Cadman	Representative	Representative	Representative
Chief Executive Officer	GMB	UNISON	Unite the Union

Date: [xx] July 2023

Glossary

APPENDIX 2

1.	Equality Act 2010
1.1	The Equality Act 2010 was enacted on 8 April 2010 and replaced the Equal Pay Act 1970. It is the primary piece of equal pay legislation in the UK and is concerned with the establishment of equal terms and conditions of employment for employees.
1.2	Section 66(1) of the Equality Act 2010 provides that every person's employment contract includes an <i>equality clause</i> , by which they are entitled to any term that a comparator of the opposite sex who is in the "same employment" enjoys that they do not or that is more favourable.
1.3	For the <i>equality clause</i> to bite, 'equal work' needs to be established. This can be done in three ways: <ul style="list-style-type: none">1) By a worker establishing that they are doing like work with a comparator of the opposite sex (i.e. they are doing the same, or broadly the same, job); or2) By a worker establishing that they are doing work rated as equivalent with that of a comparator of the opposite sex following a job evaluation study (i.e. they are doing different jobs at the same grade); or3) By a worker establishing that they are doing work of equal value to that of a comparator of the opposite sex (i.e. they are doing different jobs, either at different grades or where no job evaluation study has been carried out, but the 'value' of their work is equal).
2.	Equal Value
2.1	An employee can claim work of equal value if they are not employed on like work or work rated as equivalent , and provided they can show their work is equal to that of a comparator of the opposite sex in terms of the demands made on them by reference to factors such as effort, skill, and decision-making . This type of claim is usually brought where an employer has not undertaken a job evaluation study, or where the two jobs in question have different grades under such a study, but there are reasonable grounds for suspecting that the study was based on a system that discriminates because of sex or is otherwise unreliable.
3	Job Evaluation
3.1	A job evaluation study is a systematic procedure for analysing a group of jobs (as opposed to the individuals undertaking them). The results of the analysis are then used to give each job a numerical score in order to rank them, from the most valuable downwards. They will then be grouped into salary bands and all jobs

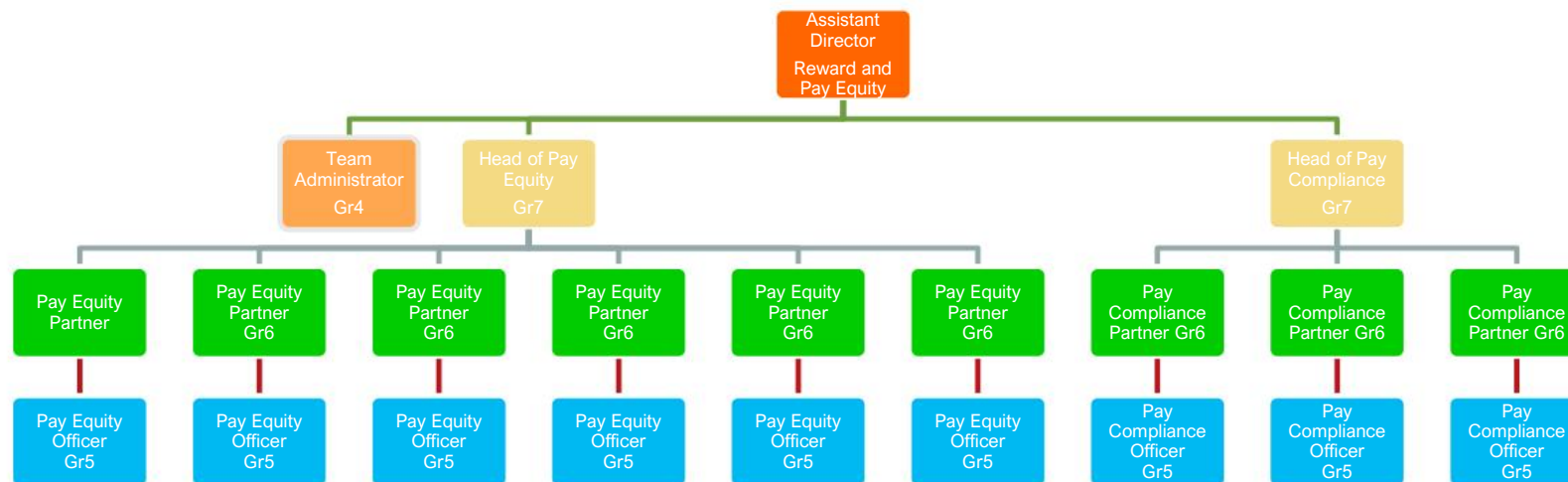
within a particular band will be "rated as equivalent" for the purposes of the Equality Act 2010.

A good job evaluation study typically possesses several key characteristics. Here are some important aspects to consider:

- **Validity:** The job evaluation study should accurately and reliably measure the factors that determine the value of different jobs. It should reflect the true distinctions between jobs based on factors such as skill, effort, responsibility, and working conditions.
- **Objectivity:** The evaluation process should be objective and unbiased. It should rely on standardised criteria and methods that are consistently applied to all jobs, regardless of personal characteristics or preferences.
- **Job-relatedness:** The study should focus on evaluating jobs based on their content and requirements, rather than the individuals performing them. It should consider the tasks, skills, knowledge, responsibilities, and qualifications necessary for each job.
- **Comprehensive:** A good job evaluation study should cover a wide range of job factors and dimensions. It should capture the full scope of job requirements and reflect the various aspects that contribute to the job's value.
- **Consistency:** The evaluation process should produce consistent results when applied to similar jobs within an organization. It should minimise subjective judgment and ensure that similar jobs receive similar evaluations and compensation.
- **Non-discriminatory and reliable:** The study should not be based on a system that discriminates because of sex, and it should not be otherwise unreliable.
- **Regular review:** A good job evaluation study should be periodically reviewed and updated to reflect changes in job roles, industry standards, and organisational needs. This ensures its ongoing relevance and effectiveness, and it provides assurance in terms of there being an ongoing application and embedding of the study and its methodology in the organisation.

By incorporating these characteristics, a job evaluation study can provide a solid foundation for fair and equitable compensation practices, supporting organisations in making informed decisions regarding job classification, pay structures, and salary administration. It also provides an employer with a statutory defence to **equal value** claims.

Pay Equity and Pay Compliance



Notes on the proposed structure

- BCC's history with equal pay requires a much-strengthened structure to maintain, audit and develop a Pay Equity culture within the Council
 - Head of Pay Equity
 - Manages a team of Pay Equity Partners (6xGr6)
 - Responsible for maintaining the system of job evaluation and pay equity within the renewed system to ensure that information is up to date and conforms with the structure and procedures of the system
 - Responsible, through the Pay Equity Partners, for the maintenance of RoleMapper to ensure that, at all times, job information is up to date
 - Responsible for the continuous review and updating of the pay equity system to ensure the system remains robust and that BCC comply with relevant legislation
 - Jointly responsible for reviewing and maintaining pay-related policies
 - Head of Pay Compliance
 - Manages a team of Pay Compliance Partners (3xGr6)
 - Responsible for managing and monitoring compliance to pay policies and pay equity guidelines
 - Ensures that all those responsible for pay and conditions decisions are trained in pay equity and understand how pay policies should be applied to maintain our Pay Equity system
 - Works with Audit to investigate and remedy any issues within BCC, BCT, Acivico and Schools
 - Note on structures
 - Each Grade 6 Partner will pair with a Grade 5 Officer role
 - The purpose of this pairing is to remove the risk of loss of organisational knowledge from a single point of failure, adding resilience to the Pay Equity System.

Birmingham City Council

Report to CABINET

Date: 25th July 2023



Subject: **CONTRACT STRATEGY / AWARD - CLEARING BANK SERVICES (P1133)**

Report of: **Interim Finance Director & Section 151 Officer**

Relevant Cabinet Member: **Councillor Brigid Jones, Finance and Resources**

Relevant O &S Chair(s): **Councillor Jack Deakin, Resources**

Report author: Johirul Alam, Treasury Manager, Council Management
Telephone No: 0121 675 0427
Email Address: Johirul.alam@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: 011517/2023		
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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		
Exempt information paragraph 3: Information relating to the financial or business affairs of any particular person (including the Council)		

1 Executive Summary

- 1.1 To provide details of the outcome of the negotiated procurement process undertaken for the provision of clearing bank services and to seek approval for the direct award of a contract to Barclays Bank Plc.
- 1.2 The contract award is for a period of 5 years commencing 1st April 2024 with an option to extend for a further period of 2 years subject to satisfactory performance, for the estimated annual contract value of £130,541 based on current volumes.

- 1.3 The Appendix C: Exempt Information report contains confidential market and financial information.

2 Recommendations

- 2.1 Approves the direct award of a contract to Barclays Bank Plc for the provision of bank clearing services for a period of 5 years commencing 1st April 2024 with an option to extend for a further period of 2 years subject to satisfactory performance, for the estimated annual contract value of £130,541.
- 2.2 Delegates taking up the option to extend for the further period of 2 years subject to performance to the Interim Finance Director & Section 151 Officer (or their delegate) in conjunction with the Assistant Director, Procurement (or their delegate), and the City Solicitor & Monitoring Officer (or their delegate).
- 2.3 Authorises the City Solicitor & Monitoring Officer to execute and complete all necessary documentation to give effect to the above recommendations.

3 Background

- 3.1 The provision of clearing banking services for Birmingham City Council and its wholly owned companies Acivico, InReach, Birmingham Propco and Birmingham Children's Trust, are critical and an essential part of their ability to continue operations. This includes the ability to make payments to staff, the City's vulnerable citizens, to its entire supply chain and for income collection.
- 3.2 A clearing bank is a member of London Bankers Clearing House, which clears cheques, settling indebtedness between two parties. Barclays clearing bank services covers the following core banking areas:
- Processing income and payments via BACS, CHAPS and direct debits.
 - Processing cheques for income and payments.
 - Processing of cash from numerous sites in notes and coins.
 - Managing a large number of bank accounts
 - Facilitate the use of internet banking with the provision of online banking support.
 - Managing reconciliation data via direct link and/or tapes/files transfer.
 - Provide the Council with overdraft facilities setting out interest on overdraft and for in hand cash balances.
 - Providing the Council with a short-term borrowing and lending facility.
 - Advice and support with regards to banking initiatives, innovation and changes.
- 3.3 Following an 'open' tendering exercise undertaken in 2013, Barclays Bank Plc ('Barclays') were awarded the contract for clearing bank services for the Council for an initial five-year period commencing 1st April 2015 to replace the existing incumbent contract with Co-op Bank. The new contract included the option to extend for a further two years subject to satisfactory performance.

- 3.4 A Delegated Award Report was signed on 24th July 2019 to take up the extension option until 31st March 2022.
- 3.5 Any commencement of a procurement process for a new banking contract from 1st April 2022 would needed to allow for the potential transition to a new supplier and the timing would have coincided with the Council's implementation of its replacement Enterprise Resource Planning (ERP) system.
- 3.6 To minimise the risks of implementing two business critical Financial IT programmes concurrently, a Single Contractor Negotiations Report was approved on 28th January 2021 to allow Barclays to provide clearing bank services for an additional two years until 31st March 2024.
- 3.7 A new contract for the provision of clearing bank services will be required to commence on 1st April 2024 for the continued provision of these services. The Council has evaluated the option of undertaking a formal tender exercise against negotiating a new contract with its existing supplier Barclays. This evaluation has involved feedback from officers within Procurement, an independent review from banking consultant Focus on Banking, market engagement with a number of potential competitor banks and revised transaction fees and service delivery proposals from Barclays.
- 3.8 The consequence of a different banker being appointed would mean significant technical changes across the Council in terms of I.T. systems, documentation and procedures. It is estimated that this change process may take up to 12 months and would involve significant resource from both the Council and suppliers' side and cost to reconfigure the financial systems and is a major business risk to the organisation. When the Council moved from the Co-op Bank to Barclays in 2015 the system changes costs were as per Exempt Appendix C and took approximately a year for transition. Based on the proposed pricing received from Barclays, these transition costs would account for approximately 76% of the 5-year contract value. Focus on Banking also confirmed the cost of transferring banking arrangements are significant for some of the smaller to medium size local authorities that they have supported.
- 3.9 Some of the tariff increases outlined by Barclays are concentrated on cash and cheque processing which have already seen a decrease in volumes and to which Barclays have committed to reducing further by working together with the Council. Equally Barclays have reduced or maintained tariffs for the increasing volumes seen in electronic banking processes. As part of the negotiation process Barclays have further reduced some tariffs. Aside from these reductions, Barclays believe there are further savings which can be made by the Council by reviewing processes and changing the way that transactions are made and will support with this.
- 3.10 Barclays have also outlined how they will continue to bring social value to Birmingham by supporting Birmingham residents through various initiatives including Cost of Living support.
- 3.11 Focus on Banking undertook benchmark analysis in March 2023 to compare Barclays initial proposed costs against tariffs that are likely to be offered by banks

active in the local authority banking market (see Exempt Appendix C). This report reviews the current and proposed tariffs/costs charged by Barclays and compares them against the pricing/terms that are likely to be achieved if the contract were tendered. Following the analysis, Focus on Banking concluded that Barclays proposed terms and costs are competitive when compared to the current market. Since the report was undertaken by Focus on Banking, the Council have negotiated with Barclays to further reduce proposed tariffs further as detailed in Appendix C: Exempt Information report.

- 3.12 The Council have undertaken market engagement with a number of competitor banks to ascertain whether they would bid for the clearing banking services contract should the Council go through an 'open' tender process. All these banks confirmed they would not take part due to the cost of a tender process, I.T. system implementation and resource costs following an award and the annual contract spend being viewed as low, especially against offering competitive pricing to offset the Council's own internal costs of switching banks.
- 3.13 Focus on Banking have worked with many local authorities who have chosen to regularly extend their banking contracts rather than undertake a formal tender process. This is often the preferred option as:
- The market for local authority banking in England is limited. Currently there are only three banks that may consider competing – NatWest, Lloyds and Barclays. When tendering local authority contracts, it is common to see only one submitted, from the incumbent.
 - The internal cost associated with moving to a new service provider can be excessive and for most local authorities this will often be greater than the annual contract value and is considered to be the case here.

4 Options considered and Recommended Proposal

- 4.1 Do nothing – this is not an option. The Council needs a banking contract as it cannot function without bank clearing services that are essential to its continued operations. This includes the ability to make payments to staff, the City's vulnerable citizens, to its entire supply chain and for income collection.
- 4.2 Tender as a Birmingham City Council only contract – this is not likely to provide value for money for the Council or a supplier given the significant changes across the Council in terms of I.T. systems, documentation & procedures and the costs and timescales of migrating to a new supplier. There is a likelihood of no other bids from competitor banks following market consultation with a number of these banks to gauge their interest and following advice received from the Council's banking consultant Focus on Banking. No significant benefit or economies of scale would be realised from this option therefore this option was discounted.
- 4.3 Use a Collaborative Framework –There are no frameworks in place that provide clearing bank services in line with the Council's requirements and the type of banks needed do not operate on such frameworks. Therefore, this option was discounted.

- 4.4 Direct award contract with existing supplier – this is the recommended option due to the removal of the risk and changes in terms of I.T. systems and the significant costs and timescales associated with migrating to a new supplier, along with the competitive market pricing as verified with the independent banking consultant Focus on Banking, where proposed tariffs have been reduced further by Barclays.

5 Consultation

Internal

- 5.1 The Interim Finance Director and Section 151 Officer and the Head of Category for Corporate Procurement have been consulted and are in agreement with the procurement strategy and the contents of this report.
- 5.2 Officers from Finance, Corporate Procurement, Corporate Finance and Legal Services were consulted in the preparation of this report and have been involved with the preparation of this report.

External

- 5.3 An independent review was undertaken by the Council's banking consultants Focus on Banking.
- 5.4 A number of Banks operating and currently providing clearing bank services in the local government sector have been contacted as part of market engagement.
- 5.5 Consideration was given to carry out wider consultation externally to the Council under the Public Services (Social Value) Act 2012 to determine if additional social value could be derived from this contract. Due to the transactional nature of the contract, it was considered that no further social value would result beyond mandating compliance to the Birmingham Business Charter for Social Responsibility (BBCSR).

6 Risk Management

- 6.1 There is a risk that the Council will not have a contracted clearing bank services supplier from 1 April 2024. The Council and its wholly owned companies cannot function without banking services as they are essential to Council operations including payments to staff, the City's vulnerable citizens, income collection and making payments to its entire supply chain. A new banking contract approved before the end of the current contract will mitigate this risk.
- 6.2 An assessment of the risks attached to the proposed approach of a negotiated direct award is included in Appendix A.
- 6.3 It is therefore considered a measured and acceptable risk to take in the circumstances avoiding the significant disruption, transition costs of change and resources associated with a change of supplier and allowing the Council and its wholly owned companies Acivico, InReach, Birmingham Propco and Birmingham Children's Trust to focus on the critical and essential part of their ability to make

payments to staff, the City's vulnerable citizens, to its entire supply chain and for income collection.

7 Compliance Issues:

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

7.1.1 This contract will support the following objective of the Council:

- A prosperous city, built on an inclusive economy – by ensuring the contract offers the latest facilities to support the financial activities of the Council and meets the requirements of its customers.

7.1.2 Birmingham Business Charter for Social Responsibility (BBC4SR) – Barclays Bank plc are a signatory to the BBC4SR and this will be a mandatory requirement and will form part of the conditions of this contract. Following contract award, a plan will be agreed on how charter principles will be implemented and monitored during the contract period.

7.1.3 Living Wage - The requirement to pay the Birmingham Living Wage will not apply to this contract as it does not comply with paragraph 4.3 of the City Council's Living Wage Policy.

7.1.4 Treasury Management Policy and Strategy

The procurement of this contract will be in accordance with the City Council's treasury management objectives and activities which are defined as:

"The management of the organisation's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".

7.2 Legal Implications

7.2.1 The Council requires a clearing bank services contract to enable it to effectively perform its statutory functions and manage the financial affairs of the Council. This procurement is permitted under ancillary powers conferred on the Council to enter into arrangements under S.111 Local Government Act 1972.

7.3 Financial Implications

7.3.1 The transaction rates will be fixed for the duration of the contract and the contract will not commit the Council to a specific level of annual expenditure as it will be volume based.

7.3.2 The annual contract expenditure is estimated to be £130,541. It is not anticipated that the new contract will deliver significant cost savings, however, emphasis will be on not only maintaining, but improving the quality of service received by the Council.

7.3.3 Funding for this contract is provided for in the existing approved Council Management Directorate budget. The total spend on this contract is largely volume based and therefore will be dependent upon the number of transactions processed. The process will incorporate the requirement to secure best value for money and demonstrate tangible efficiencies wherever possible.

7.3.4 If the Council chose to go through a compliant 'open' tender process, the consequences of a change to the Council's current banker would mean significant changes across the Council in terms of I.T. systems, documentation and procedures and give rise to significant transition costs to the Council as per Exempt Appendix C. These transition costs would equate to approximately 76% of the total estimated 5-year contract value.

7.4 Procurement Implications

7.4.1 In line with regulation 32(2)(b)(ii) under the Public Contract Regulations 2015 and that contracting authorities may award public contracts by way of the negotiated procedure without prior publication for public works contracts, public supply contracts and public service contracts where competition is absent for technical reasons, where no reasonable alternative or substitute exists and/or the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.

7.4.2 Under Part D2 Sec 4.59 vi. of the Constitution it has been demonstrated from the due diligence undertaken that no genuine competition can be obtained

7.4.3 The procurement recommendation is to direct award with Barclays Bank Plc following the negotiations for the provision of clearing banking services due to:

- The significant changes across the Council due to migrating to a new supplier in terms of I.T. systems, documentation & procedures and cost implications and resources to a supplier themselves.
- Council transition costs of potentially moving to a new supplier being approximately 76% of the initial 5-year contract.
- Competitive pricing received from Barclays, substantiated by consultants Focus on Banking.
- Market engagement with a number of other banks showed no appetite, other than retaining their existing local authority contracts, rather than bidding for new business.

7.5 Human Resources Implications

7.5.1 The contract management will be undertaken by Council staff.

7.6 Public Sector Equality Duty

7.6.1 A relevance test to decide whether this planned procurement has any relevance to the equality duty contained in Section 149 of the Equality Act

2010 of eliminating unfair/unlawful discrimination and to promoting equality and human rights was conducted on 25 May 2023, reference EQA1145. The screening identified that there was no requirement to assess this further and completion of an Equality Assessment form was not required.

8 Background Documents

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

- Appendix A – Equality Act 2010
- Appendix B – Risk Assessment
- Appendix C – Exempt information

APPENDIX A Equality Act 2010

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

The public sector equality duty is as follows:

1	<p>The Council must, in the exercise of its functions, have due regard to the need to:</p> <ul style="list-style-type: none">(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
2	<p>Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none">(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
3	<p>The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.</p>
4	<p>Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none">(a) tackle prejudice, and(b) promote understanding.

5	<p>The relevant protected characteristics are:</p> <ul style="list-style-type: none"> (a) Marriage & civil partnership (b) Age (c) Disability (d) Gender reassignment (e) Pregnancy and maternity (f) Race (g) Religion or belief (h) Sex (i) Sexual orientation
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Appendix B – Risk Assessment

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1.	Contractor(s) ceases trading during the contract period.	The three main credit rating agencies give Barclays an A+/A1 rating. The outlook on Barclays Bank's long-term deposit and senior unsecured debt ratings are stable. If Barclays ceases trading, there are a few banks that services can be switched to, taking into account tariff rates and transition costs.	<i>Low</i>	<i>Low</i>	<i>Material</i>	Situation kept under on-going review by Contract manager and reported as part of Supplier Performance Review process.
2.	Contractor merges (or bought) by competitor.	The three main credit rating agencies give Barclays an A+/A1 rating. The outlooks on Barclays Bank's long-term deposit and senior unsecured debt ratings are stable. If a merger takes place, discussions would need to take place on continuing services or review a few banks that services can be switched to, taking into account tariff rates and transition costs.	<i>Low</i>	<i>Low</i>	<i>Material</i>	Situation kept under on-going review by Contract manager and reported as part of Supplier Performance Review process.
3.	Under performance from supplier	Monitoring of supplier performance at regular intervals with built in review meetings.	<i>Low</i>	<i>Medium</i>	<i>Severe</i>	Situation kept under on-going review by Contract manager and reported as part of Supplier Performance Review process.

4.	Reputational risk from unethical practices	Monitoring of supplier and customer complaints at regular intervals with built in review meeting.	Low	Low	Material	Situation kept under on-going review by Contract manager and reported as part of Supplier Performance Review process.
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Measures of likelihood/ Impact:

Description	Likelihood Description	Impact Description
High	Almost certain, is expected to occur in most circumstances. Greater than 80% chance.	Critical impact on the achievement of objectives and overall performance. Critical opportunity to innovate/improve performance missed/wasted. Huge impact on costs and/or reputation. Very difficult to recover from and possibly requiring a long-term recovery period.
Significant	Likely, will probably occur in most circumstances. 50% - 80% chance.	Major impact on costs and objectives. Substantial opportunity to innovate/improve performance missed/wasted. Serious impact on output and/or quality and reputation. Medium to long term effect and expensive to recover from.
Medium	Possible, might occur at some time. 20% - 50% chance.	Waste of time and resources. Good opportunity to innovate/improve performance missed/wasted. Moderate impact on operational efficiency, output, and quality. Medium term effect which may be expensive to recover from.
Low	Unlikely, but could occur at some time. Less than 20% chance.	Minor loss, delay, inconvenience, or interruption. Opportunity to innovate/make minor improvements to performance missed/wasted. Short to medium term effect.

Key:

Severe	Immediate control improvement to be made to enable business goals to be met and service delivery maintained/improved
Material	Close monitoring to be carried out and cost-effective control improvements sought to ensure service delivery is maintained
Tolerable	Regular review, low-cost control improvements sought if possible

Birmingham City Council

Report to Cabinet

25 July 2023



Subject: INDEPENDENT TRAVEL TRAINING – PERMANENT POSITIONS

Report of: Sue Harrison, Strategic Director Children and Families

Relevant Cabinet Member: Cllr Karen McCarthy - Children, Young People & Families

Relevant O &S Chair(s): Cllr Kerry Jenkins - Education, Children & Young People

Report author: Linda Howard
Independent Travel Training Programme Development Manager
Email: Linda.Sutton-Howard@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: No. 011636/2023		
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, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		

1 Executive Summary

- 1.1 In June of 2022, Birmingham City Council undertook the development of an Independent Travel Training (ITT) Programme. The ITT programme was part of a package of improvements meant to offer children and young people with Special Education Needs and Learning Difficulties a more comprehensive range of travel assistance options.
- 1.2 The Council is working actively with stakeholders to change the culture of the approach to travel assistance. This includes promoting independent travel training as a core service. It is acknowledged that not all students are suitable for independent travel training. An assessment is performed to assess suitability for the programme.
- 1.3 An important programme within the broader transformation of travel assistance, ITT builds the skills and confidence within children and young people to become travel independent. It is widely recognised that travel independence is a core skill to becoming an independent and productive adult, enabling access to colleges, employment, and apprenticeships.
- 1.4 The ITT programme provides travel training where appropriate for children and young people 11 to 25 who have traditionally travelled to/from school by bus/taxi. Once students turn 16, parents are required to contribute to the cost of transport. The contribution is dependent upon their economic circumstance but can be as high as *£790/year (*2022/2023 figures). For students who are eligible for Transport for West Midlands concessionary bus passes, these students will be able to travel for free to colleges or apprentice programmes of their choice, opening other potential opportunities.
- 1.5 ITT reduces the number of individuals who require transportation to and from school. This is an important factor, given the annual transport expenditure continues to significantly increase year on year.
- 1.6 This paper presents a recommendation to build on the success of the pilot and create a permanent BCC ITT programme.
- 1.7 Providing individuals with the ability to become independent and productive members of the community profoundly impacts on their lives and benefits the wider community. Individuals are less likely to require additional support in adulthood. Individuals who are eligible for personal budget assistance will spend less on taxis and maintain more of their personal budgets.
- 1.8 In the recent BCC ITT video, schools, parents, and young people discussed the impact the programme has made on their lives (Link to this video is in **Appendix 3**). Specialist schools involved in the pilot programme noted improved confidence levels (see **Appendix 3**). Parents provided evidence that their young person has become more independent, and the parent has felt more confidence with their young person's abilities to do things on their own. Young people have commented that they enjoy not having to depend on family members to take them places and they can do more as well.

- 1.9 Independent Travel Training addresses challenges to individuals with learning disabilities. This is evidenced in recently released in depth studies and identified in the following reports:
- 1.9.1 The NICE report (2022) “Disabled Children and Young People up to 25 with Severe Complex Needs: Integrated Service Delivery and Organisation Across Health, Social Care and Education”. This paper recommends the provision of a training programme to assist individuals with complex needs to build skills enabling them to travel independently.
- 1.9.2 The National Disability Strategy (2021) and Valuing People (2001). These papers identified the ability to live independently and participate within the community as two substantive challenges faced daily by individuals with learning disabilities. Independent Travel Training provides these individuals with the skills and confidence to achieve greater independence in their lives and the ability to participate more within the community.
- 1.10 The ITT programme supports the BCC Travel to Succeed initiative. This initiative provides young people classified as Not in Education, Employment (NEET) with a free travel bus pass for one year. The ITT programme will provide travel training for any individuals in this programme when required.

2 Recommendations

- 2.1 To approve the development of the ITT programme from a pilot programme to a permanent programme.
- 2.2 To agree to the permanent structure of the programme to sit within the CYPTS directive but to work across Council directives. To be funded from savings the programme delivers, there is no request for additional budget.
- 2.3 To approve the provision of Independent Travel Training across Children’s Services and the provision of travel support to programmes promoting travel independence to clients of Adult Social Care Services:
- Children and young people in education and with learning difficulties
 - Young people from 18 – 25 with learning difficulties, mobility challenges
 - Adults with learning difficulties and mobility challenges and who require additional skills to achieve travel independence.

3 Background

Reason for Recommendation

- 3.1 The Council must provide home-to-school travel assistance to children and young people with SEND and EHC plans who meet eligibility criteria.
- 3.2 The UK National Statistics Office reports that EHC plans have increased yearly since 2010. While the total student population in the UK increased by 5% from 2016 to 2022, the number of students with EHC plans increased by 50% during the same period.

- 3.3 In Birmingham, the city Council has seen an increase in the number of students with EHC plans who require school transport from 4200 in 2021/2022 to 5238 in 2022/2023, an increase by almost 25% year on year. (Note: Data held in 2021/2022 was not considered accurate due to deficiencies in the information systems. New systems are being implemented to capture more accurate and timely data).
- 3.4 Local authorities must encourage, enable, and assist the participation of young people with SEND up to 25 in education, employment, or training. Independent Travel Training is a life skill that provides greater opportunities for young people with SEND by increasing confidence in their abilities and is, therefore, essential to achieving this goal.
- 3.5 Birmingham City Council's travel assistance for SEN transportation has experienced an unsustainable year-on-year growth in transportation expenditure. The number of applications for travel assistance has grown and continues to grow; most eligible applicants are transported by taxi or minibus. CYPTS has calculated an average/annum cost of £8528/student on transport. As of January 2023, the data held indicated that transport was being provided for 5,238 students.
- 3.6 The increase in the number of eligible applicants for transport assistance has meant an increase in SEN transport expenditure. The continued increase in expenditure is unsustainable.
- 3.7 Independent Travel Training supports a child or young person's development as they progress from childhood to adulthood; obtaining the skill to travel independently is an essential skill for employability and potentially reduces the need for (and associated costs) for Adult Social Care and/or other statutory services as they progress into adulthood.
- 3.8 Covid-19 has caused an increase in anxiety and mental health in adults with learning difficulties. These individuals may require travel training to build confidence and skills to travel independently.
- 3.9 A summary of the ITT Pilot Programme results to date included in **Appendix 5**

4 Options Considered and Recommended Proposal

4.1 Option 1: Do Nothing

The current trend in the cost of providing travel assistance and the trend in the number of potentially eligible applicants do not support a Do-Nothing position.

Option 2: Continue with the current pilot

Due to the expected number of applicants, it is expected that more individuals may be offered travel training instead of transportation. The current size of the travel training team will not have the capacity to meet the projected needs for the 2023/2024 academic year.

Option 3: Move the pilot programme to a permanent programme

This is the recommended option and the proposal being put forth to the cabinet. The programme will be managed within CYPTS but will seek to work across directorates and with other Council programmes. The plan is to manage the growth and ramp up over a 3-year period to the permanent structure; supporting the growth in numbers of individuals referred by CYPTS and supporting other programmes within the Council. A managed growth will allow the programme to ensure operations are efficient and effective across directives.

5 Consultation

- 5.1 The pilot programme was implemented in June 2022 and engaged stakeholders in consultation. Webinars, meetings, and workshops were held with various stakeholders including specialist schools, parent/carer forum (representing parents of pupils with learning or physical disabilities), youth action groups representing pupils. The purpose was not just to inform them about the ITT programme but to engage feedback during the early design of the programme.
- 5.2 Webinars were held in June of 2022. Heads and Senco's of specialist schools were invited to webinars to introduce the new programme and start the process of building the relationship with each school and designated trainer. The format of these webinars was to engage the right people within each school.
- 5.3 The Webinars included a presentation, followed by a Q & A session. What was learned was the increasing importance within the special school's curriculum of teaching and training students to become independent adults. The programme was tailored to fit within this curriculum, as the trainers are assigned to specific schools and work within the school supporting this curriculum with travel training discussions.
- 5.4 Four drop-in workshops were advertised through Eventbrite to Birmingham parent Carer Forum members and held in August 2022. Four workshops were offered virtually and one face-to-face. Parents and schools attended to understand the process better and what would work for them.
- 5.5 Birmingham Parent Carer Forum was consulted to understand what policies for programme implementation would be important to their members. They supported the programme's introduction and agreed with the schools that travel training is important for their young person to transition to adulthood successfully. Their main concerns were about the sustainability of the offer and to ensure the programme training was delivered to meet the needs of each student on a bespoke basis.

Meetings are routinely held with all stakeholders including:

- Specialist schools,
- Birmingham Parent Carer Forum,
- Forum of Heads of Special Schools
- Student youth groups (Rise, Yes!)
- Transport for West Midlands

- National Express
- West Midlands Constabulary

5.2 The programme sought to engage and collaborate with other Council directives who deliver travel support for their clients including:

- Adult Social Care, Integrated Transition Team, which includes the Preparation for Adulthood,
- Education & Skills Initiatives, Travel to Succeed

6 Risk Management

6.1 To reach the objectives and targets of the pilot programme, a Value for Money framework was established. This framework is the foundation for the permanent programme and will include quarterly and annual targets, performance measurements and statistics to support efficient and effective resource allocation.

6.1.1 An information management system to support the effective management of resources is key to future growth and will provide KPIs (Key Performance Indicators), and programme statistics to ensure effective resource management and use of funds. The programme keeps statistics on the number of students in the programme at any time, including in-training, waiting for assessment, awaiting training, and completion of training.

6.2 Assessment of programme costs, including salaries, administration, equipment, and materials, are weighed against the cost of providing transport per student (see 7.3.4). The actual costs of providing transport can be estimated/pupil. However, it is difficult to quantify the costs to society and to the individual whose opportunities and activities may be restricted by lack of ability to travel independently. Independent Travel Training contributes to *preventing* these costs to the individual and to society.

6.3 ITT mitigates the risks of:

- the continued growth in demand for transport assistance.
- individuals risk living without or with limited access to community services, colleges, or employment opportunities.

6.4 ITT Benefits:

- Reduction in the number of transport services required, increasing, and promoting sustainability for public transport services
- Individuals who complete training have increased confidence and less fear when travelling independently.
- Individuals have the ability to use a more cost-effective service when travelling as an adult.

- Ability for individuals with disabilities to live comparable lives to non-disabled peers.
- Increased opportunities for employment and access to goods and services
- Community benefits by increasing societal tolerance as more disabled individuals are more visible.
- Less reliance on family, friends, and community professionals
- Spending more money in their community and becoming more active members of the community

7 Compliance Issues:

7.1.1 The ITT programme is in alignment with Birmingham City Council Plan and Strategies:

- Birmingham City Council Corporate Plan 2022-2026, Priority #16, “Improving outcomes of adults with disabilities and older people, by supporting their ability to lead independent lives and exercise choice and control”
- The Birmingham Joint Health and Wellbeing Strategy (2022-30) aims to create a city where every citizen, whoever they are, wherever they live and at every stage of life, can make choices that empower them to be healthy and happy.

7.2 Legal Implications

7.2.1 ITT will comply with legislation relating to statutory requirements of local authorities relating to home to school travel as set out in the DfE Home to school travel and transport guidance, Statutory guidance for local authorities, July 2014.

7.2.2 ITT will comply with the Equality Act 2010, in particular the public sector equality duty at paragraph 149

7.3 Financial Implications

7.3.1 To date the ITT pilot has been funded by the CYPTS transport programme.

7.3.2 Funding is required on an ongoing basis; the table below details the funding required for the first 3 years. The programme will continue to be funded by the savings it achieves, there is no request for additional budget.

7.3.3 There is demand for these services in other directives which presents an opportunity for future income generation.

7.3.4 The following chart is of expected programme costs for years 1-3 and as the programme builds up from 4 trainers to 15 travel trainers. The staffing costs are indicative and will require grade confirmation. The chart also shows the expected reduction in transport expenditure i.e., cost avoidance by virtue of pupils completing training and not requiring more expensive

transport provision. Savings achieved will fund the cost of the ITT programme itself and will help to ensure other service pressures can be absorbed, they are not intended to reduce the overall bottom line. ITT is one of a number of programmes being implemented by the service to ensure the best outcomes for child and young people, whilst also ensuring potential budget pressures are minimised and contained.

ITT Cost and Savings	2023	2024	2025
YP ITT Trained	70	219	260
Cost Before ITT	£599,780	£1,876,454	£2,227,754
Cost of ITT Trained			
Bus Pass	£17,850	£55,845	£66,300
Employee Cost	£532,740	£730,016	£854,794
Trainer Equipment/Tools	£11,400	£13,200	£20,500
Prof Development	£1,080	£1,270	£1,500
Training Workshop and Materials	£5,000	£7,500	£10,000
Marketing/Promotions	£3,424	£3,674	£2,800
Total Cost of ITT Trained	£571,494	£811,505	£955,894
Saving / Cost Avoided	-£28,286	-£1,064,949	-£1,271,860

- 7.3.5 It is expected that by year 3, the programme will have successfully trained up to 530 individuals. To achieve this number the programme will seek to widen the scope, working across the Council. This will require recharging of costs to other directorates, which will need to be negotiated.

7.4 Procurement Implications

No procurement implications.

7.5 Human Resources Implications (if required)

- 7.5.1 To support the delivery, any new posts will be created, job evaluated and recruited to in line with the Council's Recruitment and Selection and Equal Opportunities Policies.
- 7.5.2 The posts will be advertised to BCC Priority Movers first, followed by internal and then external opportunities as Secondments and/or Fixed Term Contracts for the duration of the project.
- 7.5.3 The additional resources required by the Children and Families Directorate will be set out as part of the Council's Medium Term Financial Plan (MTFP)

7.6 Public Sector Equality Duty

- 7.6.1 Equality Impact Assessment included in **Appendix 1: EIA EQUA1148**.

7.7 Environmental and Sustainability Implications

7.7.1 This project enables young people to access public travel, which is recommended as part of the Council's response to Climate Change and the Clean Air Zone implementation. See **Appendix 2**

8 Appendices

8.1 **Appendix 1** - Equality Assessment (EQUA1148)

8.2 **Appendix 2** - Environmental and Sustainability Assessment

8.3 **Appendix 3** – Testimonials

8.4 **Appendix 4** – Case Studies

8.5 **Appendix 5** – Pilot Programme Summary

9 Background Documents

None

Title of proposed EIA	Independent Travel Training Programme
Reference No	EQUA1148
EA is in support of	New Service
Review Frequency	Six Months
Date of first review	03/01/2024
Directorate	Education and Skills
Division	Childrens Services
Service Area	Childrens Travel Services
Responsible Officer(s)	<input type="checkbox"/> Linda Sutton-Howard
Quality Control Officer(s)	<input type="checkbox"/> Adrian Weissenbruch
Accountable Officer(s)	<input type="checkbox"/> Sue M Harrison
Purpose of proposal	To provide a permanent ITT Programme
Data sources	relevant reports/strategies; Other (please specify)
Please include any other sources of data	A pilot programme was undertaken throughout 2022/2023. Workshops and webinars were held with all stakeholders.
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders
Age details:	<p>The training is provided for pupils 11-25, who have an EHCP, a learning difficulty or physical disability.</p> <p>Referrals are made by the pupils schools or other BCC programmes assisting pupils as they transition to adulthood.. The Cabinet Paper is a request to create a programme following on from the pilot.</p>
Protected characteristic: Disability	Service Users / Stakeholders
Disability details:	<p>The training is available to pupils 11-25. The training is specifically for children and young people with physical and learning disabilities and who have been identified as requiring additional support and skills to become independent travellers.</p> <p>Trainers receive training to meet UK</p>

Protected characteristic: Sex	Open Awards Level II certification.
Gender details:	Quality Assurance Policy oversees the programme procedures. The Parent Carer Forum are engaged regularly to inform, communicate and collaborate on programme development.
Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	Service Users / Stakeholders The training is accessed by children and young people, 11-25 and some who may have undertaken gender reassignment. The referrals for the training is made by BCC schools and youth support programmes, CYPTS and parents. BCC Schools and Council directives promote equality, inclusivity and diversity. The Parent Carer Forum are engaged regularly to inform, communicate and collaborate on programme development.
Protected characteristics: Marriage and Civil Partnership	Not Applicable
Marriage and civil partnership details:	
Protected characteristics: Pregnancy and Maternity	Not Applicable
Pregnancy and maternity details:	
Protected characteristics: Race	Service Users / Stakeholders
Race details:	The training is accessed by children and young people, 11-25 whose race will be representative of Birmingham City Council's diverse racial population. . The referrals for the training is made by BCC schools and youth support programmes, CYPTS and parents. BCC Schools and Council directives promote equality, inclusivity and diversity. The Parent Carer Forum are engaged regularly to inform, communicate and collaborate on programme development.
Protected characteristics: Religion or Beliefs	Service Users / Stakeholders
Religion or beliefs details:	The training is accessed by children and young people, 11-25 whose race will be representative of Birmingham

	City Council's diverse religious population. . The referrals for the training is made by BCC schools and youth support programmes, CYPTS and parents. BCC Schools and Council directives promote equality, inclusivity and diversity. The Parent Carer Forum are engaged regularly to inform, communicate and collaborate on programme development.
Protected characteristics: Sexual Orientation	
Sexual orientation details:	Service Users / Stakeholders
	The training is accessed by children and young people who will be representative of the sexual orientation of Birmingham City Council's population. . The referrals for the training is made by BCC schools and youth support programmes, CYPTS and parents. BCC Schools and Council directives promote equality, inclusivity and diversity. The Parent Carer Forum are engaged regularly to inform, communicate and collaborate on programme development.
Socio-economic impacts	
Please indicate any actions arising from completing this screening exercise.	No
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	
Consultation analysis	
Adverse impact on any people with protected characteristics.	
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	
How will the effect(s) of this policy/proposal on equality be monitored?	
What data is required in the future?	
Are there any adverse impacts on any particular group(s)	No
If yes, please explain your reasons for going ahead.	
Initial equality impact assessment of your proposal	
Consulted People or Groups	
Informed People or Groups	
Summary and evidence of findings from your EIA	The referrals for independent travel training is made by BCC Schools, youth support programmes, Travel Assist (CYPTS) and parents. BCC Schools and

Council directives promote equality, inclusivity and diversity. The Parent Carer Forum are engaged regularly to inform, communicate and collaborate on programme developme.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?	Yes
Quality Control Officer comments	None
Decision by Quality Control Officer	Proceed for final approval
Submit draft to Accountable Officer?	Yes
Decision by Accountable Officer	Approve
Date approved / rejected by the Accountable Officer	05/06/2023
Reasons for approval or rejection	
Please print and save a PDF copy for your records	Yes

Content Type: Item

Version: 30.0

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Last modified at 05/06/2023 03:18 PM by Workflow on behalf of ☐ Linda Sutton-Howard

Close

Project Title:		Independent Travel Training Programme		
Department: Children and Families Directorate		Team: Children and Young Peoples Travel Service		Person Responsible for assessment: Linda Sutton-Howard
Date of assessment:		Is it a new or existing development proposal? A new proposal		
Brief description of the proposal: To take the pilot programme and develop a permanent programme for BCC within the CYPTS directive				
Potential impacts of the policy/development decision/procedure/ on:	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?
Natural Resources- Impact on natural resources including water, soil, air			✓	
Energy use and CO ₂ emissions	✓			The programme will work to reduce scope 3 city council emissions as it reduces number of students using taxis, and minibuses. However, it is not possible to guarantee that all these individuals will only use public transport, but having the skills to do so will enable them to throughout their lives.
Quality of environment			✓	
Impact on biodiversity			✓	
Use of sustainable products and equipment			✓	
Council plan priority: a city that takes a leading role in tackling climate change	✓			The programme will, by its nature, promote the use of public transportation. Data is not available to calculate the number of individuals who will use public transport instead of private cars, taxis, or council funded school

				transport.
Overall conclusion on the environmental and sustainability impacts of the proposal'	Enabling individuals to confidently use public transportation will make it more likely that they will continue to do so instead of using private cars or taxis.			

If you require assistance in completing this assessment then please contact: Amit Bratch (amit.bratch@birmingham.gov.uk).

Appendix 3 Testimonials

1. BCC Independent Travel Training Film:

In April of 2023, the ITT team completed a film which interviewed school administrators, students, and parents. The individuals interviewed were asked to discuss the impact of the programme from their perspectives. Within the film oral testimonials to the impact the training has had on the life of the students, personally, in school and in their family.

The film can be viewed here: [BCC ITT NON SUBTITLES.mp4](#)

Please note: The film will be embedded into BCC's YouTube channel for easier viewing.

2. Birmingham Parent Carer Forum:

The Birmingham Parent/Carer Forum (BPCF) previewed the BCC film in mid-May. The following testimonials were received:

Angela Burkett, Active Member BPCF: I had the pleasure of watching the video from the travel training (ITT) not ashamed to admit it brought a tear to my eye it was amazing to see the transformation in the young people who've accessed the training to see the difference in confidence, to hear their parents saying what a difference it's made, I was really apprehensive when I first heard about it, in fact I would go as far to say I felt really negative but seeing the video and actually speaking to a mum who's young person has done the training my views have completely changed, hope it continues to grow allowing more young people the opportunity to undertake travel training helping towards their independence well done to all involved.

Pam Armstrong, Acting Chair BPCF: Birmingham PCF and Birmingham Travel Assist group was introduced to Linda, Jayne Hadlow and Jayne Coulter through working with travel assist about a year ago. Right from the start it was very evident that the experience, knowledge and passion that they have for the Independent Travel Training programme was refreshing to see. At every opportunity they have involved us to ensure that the information for the young person, parent, carers and families is in an easy read version. Making changes when requested and even taking on board colours for the leaflet!

The feedback we have received from families who have participated in the ITT programme has been so positive and life changing for some! Enabling young people who had low confidence to become independent and confident when travelling on public transport.

The video that asks young people and their parents for feedback on the ITT programme is not only emotional it's heartwarming to see how investing in young people has given them a new lease of life.

We really hope that the ITT programme continues so many more young people can gain the confidence and independence that their peers have experienced.

3. Hive College, Ruth Martin, Placements Coordinator.

Hive College has been partnering with the Travel Training team for nearly a year and it has had a hugely positive impact on the progress our students have made. Our programme is focused on

helping students with additional needs move into paid work and one of the biggest barriers for them is their lack of independent travel skills.

Since first meeting with Bobby, we have referred a number of young people into the service who have already been trained and are now travelling independently to and from their work placements. Not only that but they are beginning to transfer these skills into their free time, getting the bus to meet up with friends and accessing more community facilities. The work that the Travel Training team have done has empowered these young people to begin to live much fuller and more fulfilling lives.

The team take time to work with families as well as students to reassure and explain the process to them. This is a crucial part of their success, as without the engagement from families, development of independence skills is impossible. It is so wonderful to hear the feedback from parents and carers about the difference they have seen in the young people and how proud they are of their progress.

The Hive are very keen to continue and grow our relationship with the team as we have a steady stream of young people who need individualised support to become travel trained. We know that our students are in safe hands with the Travel Training team and that the trainers will work at the right pace for the student to ensure success. We hope the service is made permanent and look forward to an ever-closer working relationship in the future to help prepare our learners for adulthood.

Appendix 4 - ITT Case Studies 2022/2023

The initials of the students have been changed and the school they attend have been removed in order to comply with GDPR.

Case Study 1: Student L
Case Study 2: Student M
Case Study 3: Student N
Case Study 4: Student R
Case Study 5: Student S

Case Study 1

Student L

L is a 16-year-old student attending a specialist academy providing support for young people who have had difficulty accessing their mainstream school due to conditions such as Anxiety, Depression, Obsessive Compulsive Disorder (OCD), attachment disorders, Psychosis and other Social, Emotional and Mental Health needs. L is diagnosed with ADHD, anxiety and suffers from epilepsy and Tourette's Syndrome. L was referred to ITT Training by his school's Inclusion Team with a view to L building confidence in his own ability to become an active and independent member of their community, building the foundation to travel independently. Given L's imminent transition to a post-16 setting both his school and mother felt it crucial for him to have all the tools necessary, including being able to travel independently, to ensure his continued participation in education.

The Programme

Prior to contacting L or his mother, the Trainer looked at whether the home to school route on public transport was feasible (i.e., could be done with minimum bus changes and in a reasonable time). After assessing the routes feasibility, the Trainer carried out a route risk assessment. At this stage, mum was contacted, and a home assessment was scheduled so that the Trainer could undertake a more detailed skills assessment as well as answer any questions about the programme. L completed a skills self-assessment and noted that he felt he had the skills to travel on a bus and had indeed done so in the past. But he lacked the confidence to handle all situations and was uncomfortable with handling his symptoms in public. L's mother also raised concerns about L's anxiety which in turn compromised his confidence in managing his conditions. The school's assessment was similar to L's mother but added that L could become independent but needed additional skills to set clear guidelines for himself on how to manage social situations.

School Statement

L is such a great young person to work alongside and support but as with a vast majority of our pupils we viewed that he would require considerable support in accessing teaching and learning so that he can continue to make progress in all areas of his learning. Part of this support is a good transition to a post 16 setting. L's main barrier to travelling independently is linked to his anxiety and confidence in managing his conditions. He is very routine based and needs clear guidelines to manage social situations so support with travel training was very much welcomed and deemed

a crucial step towards boosting L's confidence, and in his preparation for adulthood skills. He and his Travel Trainer worked well together, and the Trainer communicated regularly with the school as to L's progress, which was wonderful to hear. He is now becoming a familiar face with more and more young people wanting to experience a supported travel training programme after seeing firsthand a success story.

Case Study 2

Student M

M is a 16-year-old student attending a specialist academy in Birmingham, providing support for young people who have had difficulty accessing their mainstream school due to conditions such as Anxiety, Depression, Obsessive Compulsive Disorder (OCD), attachment disorders, Psychosis and other Social, Emotional and Mental Health needs. M has been diagnosed with ASC, Dyspraxia, Hypermobility, mild microcephaly, and sensory processing difficulties. He also suffers from severe anxiety.

M was referred to ITT by his school's inclusion Team. M's parents were really keen for him to undertake travel training to help facilitate his growing need for independence. His anxiety around being in a crowd and the fear of the unknown was preventing him from accessing social opportunities. Both school and parents were also concerned about his level of vulnerability and his limited capacity to assess risk whilst carrying out independent activities. M is a kind and friendly person and so there were mild concerns around him being able to manage a situation if approached by a stranger.

The Programme

Prior to contacting M or his parents, the Trainer looked at whether the home to school route on public transport was feasible (i.e., could be done with minimum bus changes and in a reasonable time). After assessing the route feasibility, the Trainer carried out a route risk assessment. At this stage, the parents were contacted, and a home assessment was scheduled to undertake a more detailed skills assessment as well as answer any questions about the programme. Within the home visit M was very anxious and struggled to talk to the Trainer, whispering his responses and questions to his mother to ask. A completed a skills self-assessment and noted that he would like to learn to travel independently, how to use the bus by himself and what to do in situations that can incur when travelling. While he indicated has walked to the shops on his own, he doesn't go out independently with friends.

His mother felt that whilst M is aware of social dangers, he is vulnerable and would talk to strangers who may not have good intentions. His severe anxiety could cause M to panic under pressure and he may subsequently find it difficult to cope in an emergency. However, M was determined and motivated to do the travel training.

During the training, it was clear that M was keen to travel independently. He was always prepared and ready to train when the Trainer arrived. He coped well and was happy when he accomplished travelling with the trainer shadowing him.

The Trainers Comments:

M's biggest hurdles when it came to travel training was being on the bus alone, and what to do if he was to miss a stop. His anxiety around what to do in certain situations was overcome by myself and M going through scenarios of what could happen on the bus and how this could be resolved, and M had all the right resolutions for the scenarios but just needed reassurance that his way of resolving the situations were correct.

M's anxiety around being on the bus alone became quite intense as I started to ease off and meet him at various spots on the journey. A coped with this by communicating that he was quite anxious, which allowed us to give him enough time to reassure him of the journey and that everything will be fine.

M's confidence grew throughout the sessions, and this became very visible as he started to take charge in the sessions and would say what we would do in the next session to move his training along and work towards his independence. He began to text about his sessions instead of mom, with any questions and queries that he had.

M persevered with the training which often took him out of his comfort zone, and tried the different stages of the training even if he wasn't completely comfortable with it, which gave him a sense of accomplishment and more drive to continue training.

M has been talking about his travel training in school and to all his peers.

M's mom has informed me that he has been going out more to the shops which he has never done before and he has also used the bus a few times to go to his aunties independently, which is on the route that he has learnt to school. Mom stated that in the last session where he was doing the journey to school independently and where I was meeting him outside the school, he was ready to go and showed no signs of anxiety. M expressed that he was happy he did it and it wasn't as bad as he thought.

The Schools Comments:

As M moves into adulthood, he will require a little extra support in being able to self-advocate and to be able to independently apply taught strategies to assess risks and manage his own personal safety within the local community. There had been a referral for an EHCP assessment which was declined and so it became clear that M would be facing a mainstream post-16 provision. With that in mind we began to work conscientiously to support skills that would facilitate better independence and travel training was deemed a crucial element. Without transport assistance, which M would no longer be eligible for, he would be relying on his parents juggling work and childcare, to transport him to and from a place of study. The lack of independent travel skills was a real stumbling block to M exploring future academic / career opportunities.

M has been travel-training for some time now and despite allowing his initial anxieties to hinder matters, he soon progressed to the point where he was seeking out staff members at school to feed back to on how well he thought he had done. When speaking to M about his travel training experience he has been thrilled at being heavily supported in the first instance. His enthusiasm hasn't waned, and his confidence has improved as he will tell his peers and school staff about whatever progress he is making. We no longer believe independent travel to be a barrier to him

accessing a post-16 provision. He may well be signed off soon, but what is good is that if his confidence takes a hit or if he needs a little more support, he can still contact the travel training team, particularly if he needs that extra help in the first few weeks of starting college.

Case Study 3

Student N

N is an 18-year-old student attending a specialist school for students with neurodiversity and learning challenges. N has been diagnosed with Autism and suffers from anxiety and panic attacks.

N was referred to ITT by his school's transport coordinator, who recognized N's desire to be able to travel independently. The barrier to travelling independently was identified as his difficulty with communicating and his confidence.

The Programme

Prior to contacting N or his parents, the trainer looked at whether the home to school route on public transport was feasible (could be done with minimum bus changes and in a reasonable time). After assessing the route feasibility, the trainer carried out a route risk assessment. At this stage, the parents were contacted, and a home assessment was scheduled to undertake a more detailed skills assessment as well as answer any questions about the programme. N completed a skills self-assessment and noted that he would like to learn to travel independently. While he felt comfortable with route planning, keeping safe and road safety, he was not comfortable with asking for help from strangers, knowing who to ask for help if required and what to do if something went wrong.

Mother's comments/concerns

His mother knew he had the potential to be independent and felt reassured by my shadowing N on the full routes to and from school. Overall, my training reassured her that N was fully capable of being independent while using public transport.

She did feel that the training could have been longer and covered a wider range of skills and scenarios surrounding independence. However, this would be more for the enablement team, and N's referral has been passed onto them for this.

During the training, it was clear that N was comfortable with using the bus. It didn't take long for N to become comfortable with using the bus and within a few sessions he was keen to be signed off as independent! We did work on skills such as taking alternate routes, what happens when he misses a bus stop, how to ask for help from shops and how to decide what is a safe spot.

Trainers Comments

During N's first week of training, he already seems quite used to buses and how to use them, both him and his mother did state that he has experience with the bus route we took so he is familiar with most of it. N was already eager to be signed off on training, and after our evening session he said he was sure he already knew the route and that he wants to be shadowed next week. Since N was eager to start travelling independently to and from school straight after our first training session, I provided him with a timetable that shows what times and route he needs to be taking

dependent on the weekday (Monday being on the only day where he does not need to get to school for 9:00). He found this very useful as he transitioned from coming off transport and travelling on public buses every day to and from school.

During my initial assessment N was clearly confident and eager to travel independently. His mum confirmed that N has travelled specific bus routes with her and is very comfortable travelling these routes. When it came to training it was clear that this was all correct, as N knew the routes very well and was confident in navigating the buses and implementing road safety. Though I did talk to him about certain aspects of road safety, such as paying attention to driveways and car park entrances, he quickly took what I said on board and clearly implemented it during our next training session.

After shadowing N on two different routes, he proved to do very well with both morning and evening routes. After noting some things down from the morning route, I did talk to him about some road safety which he could improve on, and he immediately implemented these. When he first travelled on his own, I contacted him and his mum about how he did, and they happily reported that he did very well on his own. N was soon thereafter signed off Travel Training.

After his successful training sessions, I am confident that N is capable and has the motivation to travel to more places and do more with his independence. Though he expressed no interest in being trained on using trains, I am sure he would like to have some support in using buses to get to other places besides school and home. He would benefit from being referred to the Enablement Team for additional training that covers more daily skills such as shopping.

Impact

School benefits

- He now travels to work experience within the school.
- He can be more active and independent in pursuing his career goals through the school.

Home life benefits and benefits to parents

- N can now go out whenever he needs to, to buy things or see friends
- His mother now feels confident in N's ability to be safely independent.
- He can now contribute more to the house, such as with shopping.

The Schools Comments:

Head of School for Sixth Form

N has surprised both himself and the school staff as to how quickly he has taken to independent travel. The familiarity of travelling the bus route with family has helped his progress along with his own self-belief and the ongoing support of the trainer, who has reassured both N and his Mum throughout the whole process. Travelling independently has reduced financial pressure on the family with Mum no longer having to pay costs towards school transport. It has also opened opportunities for N to be able to access work experience opportunities. N is keen to transition from the school to college at the end of this academic year. Being able to travel independently opens up options for accessing a range of local colleges. N may benefit from some support to travel from home to college once his placement has been confirmed. Thank you to the trainer for the amazing work you do and thank you to BCC for this wonderful opportunity. It really does make a difference to the lives of young people and their families.

Case Study 4

Student R

ITT Trainer, BCC and Programme

The ITT trainer assigned to the specialist school arranged to meet R and his mother at their home for a skills assessment and a discussion on how the programme works. R had never walked anywhere alone, nor had he used public transport independently. The council provided R with a minibus for his home-to-school journey each day.

The school and mother raised concerns that R was very trusting and friendly with strangers, which could make him vulnerable and/or put him into difficult situations when travelling alone. R wanted to travel independently but was not confident.

A risk assessment of the actual route, considering R's challenges, was carried out and was reviewed with R and his mother before starting the training. Over a period of 2 ½ months, R and his trainer had sessions in real time to travel to school and to travel home. The trainer worked with R, discussing what could go wrong, personal safety, and what to do in various events (such as bus overcrowding, bus not turning up, missing the bus, or getting off at the wrong stop, etc.). After 12 training sessions, R felt confident to travel independently. The trainer started shadowing R and allowing him to walk independently, but watching R, assessing his skills, and taking note of any concerns for further training. A second trainer shadowed R for a second opinion. After 15 total sessions, R and his mother were happy for R to be signed off the programme as an independent traveler. There was a very important incident that occurred with R, which impacted his focus and decision making: On one of his sessions where he was due to meet his trainer near the end of his route, in his words...

"I was sneezing on the bus and people were looking at me, so got off to get some tissue" This made R very late, missing a school trip where he was due to be part of a team and he was very frustrated with himself because of this. His communication with mum and myself wasn't ideal on that day, causing worry. The trainer reassured R that this was an ideal time for it to happen as he had support. After that session, R's sessions were impeccable with communication and his decision making.

The Schools Comments:

Head of Sixth Form

R was really excited at the independent travel training opportunity. Initial talks were held with parents to introduce the pilot program and gather parents' thoughts and feedback about the initiative.

Positive feedback was received despite a little anxiety about the unknown territory that their children would be undertaking. This was all in the knowledge of the new direction of promoting of our school curriculum and preparing for adulthood agenda. At our school, part of our goal is to ensure that our young people are confident and as independent as they can be, to access the community to ensure wellbeing opportunities (socializing with friend, going to events and meeting new people) and next steps to further education and potential employment (going to college and potential workplaces in the future).

R embraced this opportunity demonstrating his willingness to be an independent member of the community whilst building his esteem and communication skills. There were many conversations based around his thoughts and feelings about his journey to being independent and this allowed him to become more aware of the opportunities that accessing public transport could lead to.

Throughout this process, R has learned some valuable life lessons about communication, time management and what to do in certain situations. The combination of applying school learning and development of essential life skills have prepared R for his next steps into adulthood and he can now be more aspirational with his acquired skills.

R has been very pleased with his achievements and keen to share his positive outcomes with other peers. The school and I are very proud of R and his successful completion of his travel training.

The school is pleased to be working with Birmingham City council and wish to continue supporting the development of the programme.

Case Study 5

Student S

The parents were contacted, and a home assessment was scheduled to undertake a detailed skills assessment as well as answer any questions about the programme. S lacked basic safety awareness skills. She didn't walk on her own and while familiar with crossing roads and navigating junctions, she didn't know how to plan a journey and wasn't comfortable with asking for assistance or directions. Prior to contacting S or her parents, the trainer assessed the home to school route on public transport for feasibility (could be done with minimum bus changes and in a reasonable time) and then carried out a route risk assessment.

The Trainers Comments:

S lives in a well-served neighborhood for buses. She had been on buses with her mother before but not on her own. She was apprehensive about the dark and being around crowds. When we started training, she was delighted to be able to do be in control by pressing the crossing lights, hailing the bus, and paying for her own ticket. Within a short period of time, S was enjoying being on the bus without her mother, was becoming confident but still had trouble with large crowds and noise. As training progressed, S started becoming more confident in her own abilities. She became confident using the journey application, and comfortable with her journey. After a break in training for the holidays, S remembered the whole route and although did miss a changeover – she was not deterred, simply go off and walked to the bus stop to catch the next bus. As she became more independent, her confidence grew. Her friends commented to us that she seemed happier in the mornings.

The Schools Comments:

Head of School for Sixth Form

Prior to the opportunity to be part of BCC Pathway to Independence Travel Training Programme S may have lacked the self-belief that one day she could travel independently, using public

transport. S has since grown in confidence, independence and has learnt how to problem solve to overcome challenges, such as losing her bus pass and leaving her bag on the bus. This has all been made possible with the ongoing support of her travel trainer. S felt incredibly proud of her achievement as she made the journey from home to school, independently.

Appendix 5 - ITT Pilot Programme

Independent Travel Training works with children and young people with learning and/or physical disabilities, to enable them to become travel independent. Travel trainers teach skills to keep safe and to build confidence when travelling. Empowering individuals to travel independently, provides a path to independence as they transition from student to adulthood, opening opportunities such as college and employment. The Birmingham City Councils Independent Travel Training pilot programme began in May 2022.

The objective of the pilot programme was to build a sustainable model to build the programme across the directive. It was important to engage all stakeholders, to understand local challenges and to work collaboratively with schools, parents, and the community in building an ITT programme for local people. Not only does ITT benefit individuals, impacting on their ability to be part of their community, it also offers savings to the community by reducing the amount of money spent on SEN transportation.

The programme also engaged other council directives whose clients require travel support and travel training. This engagement aims to collaborate and effect a symbiotic relationship with other council programmes to avoid duplication and to utilise council resources effectively and efficiently.

Results October 2022 to May 2023

The programme started delivering training in October of 2022 with two independent travel trainers. By January 2023, a third travel trainer was actively training, and the fourth trainer was recently employed and will start training in June 2023.

Since October 2022, the programme has had over 150 referrals. The referral channels include Birmingham City Council special schools, BCC Adult Social Care, Preparation for Adulthood, BCC SEN case officers, Birmingham Children's Trust, and CYPTS Eligibility Panel.

As of May 2023, 30 individuals have completed the travel training, 20 in training, and 68 waiting to start training.

Early in the pilot, the programme received referrals from Adult Social Care, PFA team to assist young people who required travel support to attend college or apprentice programmes. The programme continues to train individuals who are not on transport but have learning difficulties and require travel training to improve opportunities in their lives.

The programme will benefit hundreds of young people and adults annually. It is anticipated that 1000 new students will apply for travel assistance for 2023/2024. Of these 1000, we expect 40-50% to be referred to the ITT programme in the first instance.

Specialist Schools

The pilot programme engaged with specialist schools, but over the year has provided training for young people and children from other schools and colleges.

Birmingham City Council

Report to Cabinet

25 July 2023



Subject: Enterprise Zone Cultural Action Area Programme (EZCAA)

Report of: Strategic Director of City Operations, Craig Cooper

Relevant Cabinet Member: Councillor Saima Suleman, Cabinet Member for Digital, Culture, Heritage, and Tourism

Relevant O & S Chair(s): Councillor Jack Deakin, Finance & Resources
Councillor Shabrana Hussain, Neighbourhoods

Report author: Symon Easton, Head of Cultural Development & Tourism
Telephone No: 07703 373286
Email: symon.easton@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: 011474/2023		
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 approve the Full Business Case to secure £1.635m Enterprise Zone grant funding allocated for a six-year **Cultural Action Area Programme** (EZCAA) and, to delegate authority to accept the funds subject to funding conditions being deliverable.
- 1.2 The rationale for Cultural Action Areas is that they can play a major role in driving place-based economic recovery by re-animating high streets with a

diversified cultural and heritage offer, new uses for retail spaces and under-utilised buildings, improved access to community activities alongside improvements to facilities. They also improve community cohesion, business resilience and life changes for our citizens, such as through volunteering or career opportunities.

- 1.3 This proposed EZCAA funding programme is based on the evidence and learnings of a successful two-year **Cultural Action Zone Pilot** run across Birmingham by the Birmingham and Solihull Local Enterprise Partnership (GBSLEP) between 2021 to 2022.
- 1.4 The proposal has been independently assessed by external consultants (Aecom) prior to being signed off by the GBSLEP Programme Delivery Board.

2 Recommendations

That Cabinet:

- 2.1 Approves the Full Business Case evidencing and in support of the £1.635m Cultural Action Area programme funded from Enterprise Zone funding.
- 2.2 Authorises the bid for £1.635m Enterprise Zone funding which will cost an average of £308,000 in each of its first three years and an average of £237,000 in each of its three remaining years.
- 2.3 Authorises the approval of Cultural Action Area grant awards through the Councils Delegated Authority reporting to the Assistant Director, Neighbourhoods, subject to funding conditions being deliverable.
- 2.4 Authorises the City Solicitor and Monitoring Officer to negotiate, execute, complete and seal all necessary documents to give effect to the above recommendations.
- 2.5 Notes that this is a fully tested programme as a result of the two-year pilot delivered by GBSLEP. This programme has been developed by the lead officer from the pilot at GBSLEP who has been on secondment to BCC.

3 Background

- 3.1 Cultural Action Areas can play a major role in driving place-based economic recovery by re-animating high streets with a diversified cultural and heritage offer, new uses for retail spaces and under-utilised buildings, improved access to community activities alongside improvements to facilities. They also improve community cohesion, business resilience and life changes for our citizens, such as through volunteering or career opportunities.
- 3.2 The rationale for Cultural Action Areas - They are a genuine building block to enable local leadership to shape the identity of a place, sustain footfall, draw in visitors, expand the night-time economy and renew and test new high street business models. Each EZCAA will be very different, although most are likely to run a microgrants programme, they could be: testing new festivals or street

markets, cultural and community hubs, wide-ranging events & workshops, installing street art, improving facilities, reconfiguring the use of spaces, testing traffic re-routing, pedestrianisation and much more. In the pilot action – which ran 9 projects in all, 7 of which were in Birmingham, more than £2m was leveraged in to expand the impact and scope of what could otherwise be achieved.

3.3 The full evaluation report and learnings from **GBSLEP's Cultural Action Zone Pilot**, that ran from 2021-2022 is included in Appendix 6.

In round 1, The first two CAAs funded, in Jewellery Quarter and Southside in Birmingham, were more focused on planning, engaging with the neighbourhood and working very strategically to bring about change.

In round 2, the seven CAAs were focused on supporting immediate practical activity to re-animate and begin to transform places, including Balsall Heath, Small Heath, Soho Road, Northfield and Digbeth in Birmingham, and further afield, Kidderminster and Solihull.

A key idea was to try things out and learn what activities and actions will work best for the future. For example, Solihull Metropolitan Borough Council launched its *Cultural Moments programme* because of CAA and have learnt a lot through it, enabling them to plan a future programme outside of CAA support. Further impacts included Southside CAA, Birmingham, which leveraged in £1.23m, £350K towards new CCTV to make the area safer and £887K to start initial works on street changes that will enable regular pedestrianisation of the Chinese Quarter. 'On Our Way,' Soho Road, Birmingham focused on bus stop art to build community cohesion and helped leverage in over £300K from Transport for West Midlands to renew the bus stops in their centre.

The core findings from this CAA pilot programme are that all projects achieved higher outputs than originally predicted, with a wide range of outcomes progressed alongside a number of additional social value impacts.

3.4 Since the initial Expression of Interest for Enterprise Zone funding was submitted and approved, the project sponsor has transferred from GBSLEP to BCC. This is because of the closure of GBSLEP and the ambition within BCC to see this project delivered.

3.5 The 2023-2027 EZCAA programme will run an annual contestable call for up to five projects each year, drawn either from parts of Birmingham that have lacked investment in local places to date or where continuation of previously funded CAA projects will add value. There will be £275K of grants available in each of the first 3 years (£210K capital and £70K revenue), followed by £205K of capital only in the next two years and £200K of capital in the 6th and final year. The grants will require £360K of match in total over the entire 6 years. This will be applied flexibly, as GBSLEP's pilot showed that some projects, but not all, are able to provide considerable match. Programme management, marcom and

evaluation costs add an average of £33K per year, which makes the total project cost of £1,995,000 which includes the £360K of match and the £1,635,000 of costs for EZ and Birmingham City Council (BCC). Full details of the programme can be found in Appendix 3: EZCAA FBC V1.3 Final.

- 3.6 EZCAA will build on the extensive learnings from the previous pilot. The intention is that each EZCAA funded project will run for at least one year. However, the crucial finding is that cultural action area funding acts as seed money and catalyst, meaning that it unlocks existing resources and builds new partnerships. In many cases these can then continue with activity way after core EZCAA funding has finished. In this way the 6-years of core EZCAA funding actually results in 10-years of activity and benefit across the city.
- 3.7 If the bid is approved, this programme will be overseen by the council's Cultural & Tourism Service to ensure that any potential for complimentary funding between EZCAA and other funding programmes is identified and leveraged to better support our local centres and citizens.
- 3.8 The programme's management team (to be recruited) will be especially supportive of local centres that may lack capacity or expertise in running programmes of this nature. Funded projects will become part of a curated EZCAA network, that will provide learnings, better practice and support, to get the best out of each project across the city.
- 3.9 EZCAA Officers will work with awarded organisations groups to ensure their activity does not conflict with the council's ambitions set out under 'A Bold Green Birmingham' in the Corporate Plan including encouraging sustainable practices / suppliers across their business through grant funding conditions.

4 Options considered and Recommended Proposal

- 4.1 Doing nothing will impact on our local centres around the city by inhibiting their ability to recover economically and become re-animated and vibrant places. Doing nothing will not deliver against the critical success factors.
- Strategic fit and meets business need
 - Potential value for money
 - Supplier capacity and capability
 - Potential affordability
 - Potential achievability
- 4.2 Do Minimum – This option keeps 3 of the CAA projects within the GBSLEP trail going for another year - with no capital funding to support them further into the future.
- 4.3 Preferred option – This option funds EZCAA fund for 6 years for applicants to apply to and enables them to run numerous and wide-ranging projects that have their own regionally distinct outputs but contribute to shared outcomes which

seek to improve Birmingham's collective identity. It also means the council can take a longer-term view of ways we can improve our local places and build impacts over time

- 4.4 Do maximum – This option would expand the programme on a much larger scale and whilst doubling the level of activity in the preferred option, would cost more than twice the proposed bid sum.
- 4.5 Recommendation is to support the preferred option which scores highest on the Key Success Factor assessment. The £1.635m funded programme and proposed allocations set out in the Full Business Case (Appendix 3). EZCAA does not solve all the issues, but it is a low cost and effective catalyst to strengthening local leadership and beginning a process of renewal and re-invention, which provides immediate and tangible benefits to our people and places.

5 Consultation

- 6 The premise behind Cultural Action Zones (original name) was developed by Culture Central, the collective voice for culture across the West Midlands, who wrote an independent report for GBSLEP that recommended they should be funded. <https://gbslep.co.uk/strategy/place/cultural-investments/>
- 6.1 GBSLEP's cultural action zone pilot has demonstrated their value and they have been included in the following delivery plans and strategies: WMCA's Cultural Devo Deal, Cultural Compact + Network Delivery Plan, and the individual plans from many local authorities.
- 6.2 Consultations have been undertaken with Culture Central, WMCA's cultural team and the Commonwealth Games Legacy team, to ensure the fit with other funding programmes has been examined and are complementary not overlapping. All are supportive of the proposal for more Cultural Action Areas.
- 6.3 This Enterprise Zone Cultural Action Area Programme has gone through an Independent Technical Assessment by Aecom, prior to being approved by the EZ & Curzon Programme Board and the Programme Delivery Board.

7 Risk Management

- 7.1 Appendix 4 sets out the potential risks and mitigations associated with the award of this contract. Whilst there is potential for high impact, there are no anticipated high-risk implications.

8 Compliance Issues:

- 8.1 **The recommended decisions are consistent with the following priorities in the City Council's plan.**
 - 8.1.1 A Bold and Prosperous Birmingham.

- Support inclusive economic growth (increase in skills, employment, and tourism)
- Attract Inward Investment in infrastructure (cultural projects)
- Maximise the benefits of the Commonwealth Games (cultural opportunities)

8.1.2 A Bold Inclusive Birmingham.

- Promote and champion diversity, civic pride, and culture
- Support and enable children and young people to thrive

8.1.3 A Bold Green Birmingham

- Enjoy an environment where air pollution has reduced, and the quality and quantity of public open spaces has increased.

8.1.4 A Bold Healthy Birmingham.

- Encourage and enable physical activity and healthy living (improved mental wellbeing)
- Improve outcomes for people with disabilities and older people

8.2 Legal Implications

8.2.1 Under the general power of competence per Section 1 of the Localism Act 2011, the Council has the power to enter the arrangements set out in this report which also are within the boundaries and limits of the general power of competence Section 2 and 4 of the Localism Act 2011.

8.2.2 Under Section 145 of the Local Government Act 1972 the Council may do, or arrange for the doing of, anything necessary or expedient for the provision of entertainment of any nature, the provision of a theatre, development, and improvement of the knowledge, understanding and practice of the arts and the crafts which serve the arts and any purpose incidental to the matters aforesaid.

8.2.3 The requirements of the Data Protection Act 2018 and Human Rights Act 1998 have been taken into consideration in terms of the processing, management and sharing of data involved in these proposals. The city council has processes to protect any release of sensitive information and the funded organisations contract stipulates compliance with such legislation.

8.3 Financial Implications

8.3.1 The programme is to be fully funded from the £1.635m Enterprise Zone funding stream. The year-by-year projected spending allocation is set out in Appendix 3, but spending can broadly be summarised as follows.

- Capital Grants £1.225m
- Revenue Grants for project delivery £0.21m
- Operational costs incl. grant management fee £0.20m

There is no match funding requirement but, based on the previous pilot projects it is anticipated that the programme could draw in approx. £0.29m capital match and £0.07m revenue match from the private sector.

- 8.3.2 Once allocation is approved, funding will be drawn down into the Cultural Development & Tourism Service to be distributed through grant in aid - as detailed in the EZCAA Full Business Case (Appendix 3)

8.4 Procurement Implications

- 8.4.1 There are no procurement implications with the recommendations of this report. BCC's cultural team, which includes cultural and CAA specialists, will be able to commission the required contestable calls and manage the overall project to deliver agreed outputs. Further details can be found in Appendix 3 pages 40-42.

8.5 Human Resources Implications (if required)

- 8.5.1 The programme necessitates the recruitment of 2 (fixed term) posts to facilitate coordinate and manage the EZCAA funding programme. The costs to facilitate this and associated fees are factored into the financial implications as outlined in Appendix 3 (page 53-54)

8.6 Public Sector Equality Duty

- 8.6.1 A copy of the Equality Act 2010 – Public Sector Duty statement is appended together with the initial equality assessment screening and is attached to this report at Appendix 3.
- 8.6.2 In summary, the principle of Cultural Action Areas is to benefit as many residents as possible within the geographical area of the Cultural Action Areas. There should be no adverse effect on any of the protected characteristics which will be assessed and monitored as part of the grant application process.

9 Background Documents

- 9.1 Outline of GBSLEP Contestable Call, Cultural Action Zone Learnings, Pilot Evaluations, CAA Economic Model, Sensitivity Analysis, Marketing & Communications Plan

10 Appendices

Appendix 1 Equality Duty Statement

Appendix 2 Equality Assessment Screening (EIA)

Appendix 3 EZCAA FBC v1.3 Final

Appendix 4 EZCAA Risk Assessment

Appendix 5 EZCAA ESA Assessment

Appendix 6 Cultural Action Zones – GBSLEP Pilot Learnings Report

APPENDIX 1

Equality Act 2010

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

The public sector equality duty is as follows:

1	<p>The Council must, in the exercise of its functions, have due regard to the need to:</p> <ul style="list-style-type: none"> (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
2	<p>Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none"> (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
3	<p>The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.</p>
4	<p>Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none"> (a) tackle prejudice, and (b) promote understanding.
5	<p>The relevant protected characteristics are:</p> <ul style="list-style-type: none"> (a) Marriage & civil partnership (b) Age (c) Disability (d) Gender reassignment (e) Pregnancy and maternity (f) Race (g) Religion or belief (h) Sex (i) Sexual orientation

Title of proposed EIA	Enterprise Zone Cultural Action Zone Programme (EZCAZ)
Reference No	EQUA1157
EA is in support of	New Function
Review Frequency	Annually
Date of first review	31/01/2024
Directorate	City Operations
Division	Neighbourhoods
Service Area	Cultural Development and Tourism
Responsible Officer(s)	<input type="checkbox"/> Symon Easton
Quality Control Officer(s)	<input type="checkbox"/> Lucy Capel
Accountable Officer(s)	<input type="checkbox"/> Chris Jordan
Purpose of proposal	Proposed Enterprise Zone Funding for Cultural Action Zones
Data sources	Consultation Results; relevant reports/strategies; relevant research; Other (please specify)
Please include any other sources of data	Full Business Case
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Wider Community
Age details:	Cultural Action Zone activity will be open to all ages
	Anticipated project beneficiaries include: <ul style="list-style-type: none">• Local people across diverse communities• Creative and Cultural Businesses/organisations/entrepreneurs• Young people• NEET adults• Creative practitioners including self-employed• Families and those on parental leave• Family workers/Carers
Protected characteristic: Disability	Wider Community
Disability details:	It is intended that Cultural Action Zone activity will be made as accessible as possible to all groups
Protected characteristic: Sex	Not Applicable
Gender details:	
Protected characteristics: Gender Reassignment	Not Applicable

Gender reassignment details:

Protected characteristics: Marriage and Civil Partnership

Not Applicable

Marriage and civil partnership details:

Protected characteristics: Pregnancy and Maternity

Not Applicable

Pregnancy and maternity details:

Protected characteristics: Race

Wider Community

Race details:

It is intended that Cultural Section Zone activity will be open to all communities

Anticipated project beneficiaries include:

- Local people across diverse communities
- Creative and Cultural Businesses/organisations/entrepreneurs
- Young people
- NEET adults
- Creative practitioners including self-employed
- Families and those on parental leave
- Family workers/Carers

Protected characteristics: Religion or Beliefs

Wider Community

Religion or beliefs details:

It is intended that Cultural Section Zone activity will be open to all communities

Anticipated project beneficiaries include:

- Local people across diverse communities
- Creative and Cultural Businesses/organisations/entrepreneurs
- Young people
- NEET adults
- Creative practitioners including self-employed
- Families and those on parental leave
- Family workers/Carers

Protected characteristics: Sexual Orientation

Not Applicable

Sexual orientation details:


Socio-economic impacts

The rationale for Cultural Action Zones is that they can play a major role in driving place-based economic recovery by re-animating high streets with a diversified cultural and heritage offer, new uses for retail spaces and under-utilised buildings, improved access to community activities alongside improvements to facilities. They also improve community cohesion, business resilience and improve life

changes for our citizens, such as through volunteering.

CAZs can be implemented quickly, can operate at various scales, from city centre to local high street, can be run by a wide range of lead partners, from local authorities, and business improvement districts to arts organisations, and can involve a wide range of actions such as:

- Reconfiguring the use of high street retail spaces, eg., by establishing community hubs
- Establishing new community, business, and stakeholder groups to work together to develop the short and long-term potential of their locality
- Piloting and establishing new festivals, markets, and other activities
- Testing traffic re-routing and other activities
- Making better use of heritage and unique features like natural resources and green spaces
- Installing street art, furniture, facilities, more greenery and other attractions
- Capital improvements and fit-out that increases the impact and functional value of local facilities
- Improving the evening & night-time economy
- Developing branding, tourism, and communications, including VR/AR and other apps
- Supporting young people, eg. providing access to opportunity and skills development for communities.

 [Appendix 3 - EZCAZ FBC V1.2 15May23 FINAL.docx](#) It is intended that EZCAZ projects operate both within and outside of the core Enterprise Zone geography.

- CAZs are led by multi-faceted stakeholder groups with local leadership, and each will have some outcomes within each of these groups:
- Increased Pride, Cohesion and Activity
- Increased awareness & Support of local artists
- Business revenue & Partnerships
- Visitor Experience, reputation & cultural offer
- Talent Development and Engagement of young people
- Repeatability, permanence & legacy

Please indicate any actions arising from completing this screening exercise.

Please indicate whether a full impact assessment is recommended

NO

What data has been collected to facilitate the assessment of this policy/proposal?

The proposal is based on previous Pilots run by the Greater Birmingham and Solihull LEP.

GBSLEP Cultural Action Zone Programmes, phases one and two.

This £370K programme ran from 2020-2023 and funded nine CAZs across the region. This was a pilot programme of the CAZ concept which has been very successful

Consultation analysis

In the project evaluation section, we have analysed all the various outcomes across our 9 CAZs and have come up with 6 broad outcomes that they all have in common:

[1] Increased Pride, Cohesion and Activity

[2] Increased awareness & Support of local artists

[3] Business revenue & Partnerships

[4] Visitor Experience, reputation & cultural offer

[5] Talent Development and Engagement of young people

[6] Repeatability, permanence & legacy

GBSLEP's pilot programme has enabled a detailed set of learnings so that EZCAZ can be better optimised, some of the key ones include:

- Successful CAZs need a strong steering group with a highly collaborative lead organisation able to develop a wider stakeholder group responsible for delivery of project goals and outcomes.
- A micro-grant scheme is essential to drive initial interest and engage partners - £500 grants up to £6,000 max have worked well, in various combinations.
- Businesses must be engaged at inception of the CAZ, to ensure they are bought in to the benefits for them. Long term survivability of CAZ is hampered without them.
- CAZs must be shaped locally, with a clear understanding of local challenges and opportunities.
- CAZ projects must have a clear rationale, outputs and outcomes as part of a larger vision. In the absence of this vision, projects can lack direction and struggle to gain momentum.

- While CAZ funded project managers can work well, once their funding expires, projects can struggle to exist independently.
- So, survivability is enhanced by a lead person who is funded outside of CAZ and is thus able to continue to provide support post CAZ funding to develop the broader stakeholder group and drive new activities and plans.
- "Meanwhile use" of office spaces is incredibly valuable within CAZ, but can be a double-edged sword if the CAZ becomes too invested in one space, as success increases the likelihood of the space being let commercially so they lose it. Flexibility is necessary to be willing and able to bounce between available spaces.
- Collaboration between different CAZs is incredibly desirable and when done produces good results. Due to their size and relative lack of experience, CAZs can lack the impetus or determination to make collaboration happen under their own steam.
- It is helpful to build in an element of bid writing in the CAZ funding package, to facilitate continuation of projects when the core funding ends.

Adverse impact on any people with protected characteristics.

None foreseen

Could the policy/proposal be modified to reduce or eliminate any adverse impact? N/A

How will the effect(s) of this policy/proposal on equality be monitored?

Through the monitoring of successful EZ funding grant awards

What data is required in the future?

Monitoring returns from successful applicants

Are there any adverse impacts on any particular group(s)

No

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

The principle of Cultural Action Zones is to benefit as many residents as possible within the geographical area of the Cultural Action Zone. There should be no adverse effect on any of the protected characteristics which will be assessed as part of the grant application process.

It is anticipated that project beneficiaries will positively impact:

- Local people across diverse communities
- Creative and Cultural Businesses/organisations/entrepreneurs
- Young people
- NEET adults
- Creative practitioners including self-employed
- Families and those on parental leave
- Family workers/Carers

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

Decision by Quality Control Officer

Proceed for final approval

Submit draft to Accountable Officer?

Yes

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

22/06/2023

Reasons for approval or rejection

EZ CAZ has the potential to deliver positive outcomes

Please print and save a PDF copy for your records

Yes

Content Type: Item

Version: 26.0

Created at 14/06/2023 12:58 PM by Symon Easton

Last modified at 22/06/2023 03:14 PM by Workflow on behalf of  Chris Jordan

Close



Greater Birmingham and Solihull Local Enterprise Partnership

Full Business Case Small Scale Projects

Project Name	EZ Cultural Action Area Programme (EZCAA)
---------------------	--

About the Applicant			
Name of the lead organisation (applicant)	Birmingham City Council	Type of Organisation	Public Sector Local Authority
Project manager / main contact	Symon Easton	Contact number	07703 373286
Email	Symon.Easton@birmingham.gov.uk	Senior Responsible Owner (SRO)	Chris Jordan, Assistant Director, Neighbourhoods

About the Project			
Project Location	Various locations across Birmingham City	Postcode	BCC wide
Constituencies in which the project resides & MP	As above, it could be running within the constituency of any one or more of Birmingham's 10 constituency MPs		
Project start date	1 August 2023	Project completion date	31 March 2029
Total GBSLEP loan funding requested	£0	Total GBSLEP grant funding requested	£1,635,000
Total project capital or revenue cost	£1,995,000 (3-years revenue, 6 years capital) EZCAA will consist of a number of smaller projects, running for typically one year each, the programme is for a three-year period for revenue and a six-year period for capital, with all completed by March 2029.		
Are you applying for Business Case development costs?	No	If yes, please state the value	£0

Contents

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E. Appendices 55

A. Introduction

This document provides a template for the Outline Business Case (OBC) and Full Business Case (FBC) in support of The Greater Birmingham and Solihull Local Enterprise Partnership Limited's (GBSLEP) application for investment in a project continuing on from the Expression of Interest.

The main purpose of the document is to understand the proposed project sufficiently and understand any risks associated with it in order to assess and make an informed investment decision on whether the GBSLEP should provide funding or not, and any conditions that this decision may require. The Business Case should provide assurance to the GBSLEP that the project:

- provides strategic fit and is supported by a compelling case for change; and*
- will maximise public value to society through the selection of the optimal combination of components, products and related activities; and*
- is commercially viable and attractive to the supply side; and*
- is affordable and is fundable over time; and*
- can be delivered successfully by the organisation and its partners.*

This template should be completed following the principles laid out in HM Treasury's Green Book: Appraisal and Evaluation in Central Government, Business Case Guidance for Projects and supplementary guidance. Links to these documents and further guidance is included in Appendix B – Resources, at the end of this document.

*The amount of work and detail put into the Business Case should be **proportionate** to the scale of the project or programme and the expenditure involved.*

*Once completed the business case will be reviewed by the GBSLEP Executive and will be assessed by an Independent Technical Evaluator. Please submit completed the Business Case template in Microsoft Word format and include a scan of the **signed** original in PDF format.*

The applicant is responsible for costs and charges incurred as a result of preparing the OBC.

Eligible costs for preparation of the FBC may be claimed as part of the development funding should the OBC application be successful (NB eligibility criteria and application are outlined in Section D).

B. Project Overview

B.1 Summary of the Project (300 words max)

Be specific about what the project will do and achieve (who, what, where, how, when).

The Enterprise Area Cultural Action Area (EZCAA) is proposed to be a regular annual contestable funding call, with £1,225,000 of capital grants to be drawn down spread across 6 years and £210,000 of revenue grants to be drawn down and spread across three years. This makes a total project, including match and management/programme costs of £1,995,000.

The rationale for Cultural Action Areas is that they can play a major role in driving place-based economic recovery by re-animating high streets with a diversified cultural and heritage offer, new uses for retail spaces and under-utilised buildings, improved access to community activities alongside improvements to facilities. They also improve community cohesion, business resilience and improve life changes for our citizens, such as through volunteering.

CAAs can be implemented quickly, can operate at various scales, from city centre to local high street, can be run by a wide range of lead partners, from local authorities, and business improvement districts to arts organisations, and can involve a wide range of actions such as:

- Reconfiguring the use of high street retail spaces, eg., by establishing community hubs
- Establishing new community, business, and stakeholder groups to work together to develop the short and long-term potential of their locality
- Piloting and establishing new festivals, markets, and other activities
- Testing traffic re-routing and other activities
- Making better use of heritage and unique features like natural resources and green spaces
- Installing street art, furniture, facilities, more greenery and other attractions
- Capital improvements and fit-out that increases the impact and functional value of local facilities
- Improving the evening & night-time economy
- Developing branding, tourism, and communications, including VR/AR and other apps
- Supporting young people, eg. providing access to opportunity and skills development for communities.

It is intended that EZCAA projects operate both within and outside of the core Enterprise Area geography.

CAAs are led by multi-faceted stakeholder groups with local leadership, and each will have some outcomes within each of these groups:

- Increased Pride, Cohesion and Activity
- Increased awareness & Support of local artists
- Business revenue & Partnerships
- Visitor Experience, reputation & cultural offer
- Talent Development and Engagement of young people
- Repeatability, permanence & legacy

A flavour of expected outputs across CAAs include:

- Increased footfall, number of people reached and increased users for facilities/amenities
- Increased turnover within local businesses/increased business sustainability
- Number of local events created
- Number of young people, families and more vulnerable people engaged in community

Overall, CAAs provide strong tailored outcomes and legacy, alongside improved wellbeing, and pride amongst local people. They are also a strong connector, as their partnerships act as a catalyst to bring in further funding and support.

B.2 Is the project expected to be going through another assurance process (by another LEP or funding body)?	No
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B.3 What is the current position of the project and what has changed between the submission of the Expression of Interest and OBC?
<p><i>Provide a summary of any changes to objectives, scope, funding sources and financial costs, expected outputs and outcomes, timescales, risks and stakeholder relations.</i></p> <p>Since the Expression of Interest was submitted and approved, the project sponsor has changed from GBSLEP to Birmingham City Council (BCC). This is because of the closure of GBSLEP and the GBSLEP Board Directive not to enter into any new commitments, and delivery of this project by GBSLEP would fall into that. The start date has thus been delayed, due to the closing of GBSLEP and the need to agree a new project sponsor. Finally, the amount of grant being requested has been increased, due to a reworking of programme costs.</p>

B.4 List any other organisations involved in project delivery and their roles(add lines if required)	
Partner Name	Role
none	

B.5 Revision History			
Version Number	File Name	Date submitted	Summary of changes made compared to previous draft version <i>(please refer to previously received feedback and how issues have been addressed)</i>
V0.1			

1. Strategic Case

The Strategic Case for the project should present a robust case for intervention, setting out the problem, challenge faced or opportunity, fit with local, regional and national policy, including the GBSLEP Strategic Economic Plan and alignment with Build Back Better to provide the 'case for change'. The Strategic Case is typically almost complete at OBC stage for the project, demonstrating a clear and evidenced narrative for proceeding with the development of the project. This should be updated at FBC.

1.1 Aims and objectives

1.1.1 Project aim

Describe the aim of the proposed project in relation to the existing problem or opportunity.

EZCAA has six broad aims, which are to:

- 1. Re-animate local places with a new and diverse mix of cultural, experiential, community activities and neighbourhood improvements to drive footfall and improve community and visitor experience. This aims to address:**
 - A lack of vibrancy, footfall, and economic activity within many of our high streets and local centres during the day and at night.
 - A reduced demand for local shops, in part because of increased use of on-line but also because what they offer is no longer interesting enough or worthwhile for citizens.
 - Empty retail spaces, by providing meanwhile users so new ideas can be tested and new business models applied that will bring at least some high streets back into use.
 - Where people either do not want to come into their local centre for lingering covid or health reasons or because lock-down has got them out of the habit - by providing a compelling reason to return.
 - A feeling that nothing ever gets done, and local annoyances, continue to create frustration and bring the quality a place and its reputation down.
 - People are demanding something different locally and this requires experimentation with local centres trying different things.
 - Unrealised opportunities locally, both around infrastructure, organisation of local places and the latent potential and talent of local people.
- 2. Provide opportunities for citizens to participate, volunteer, develop their skills and improve their wellbeing and future life chances. This aims to address:**
 - The lack of opportunity for many people, young and old, to engage with others, many being isolated and lacking access to their peers.
 - Lack of opportunity to get a good job, where for some the simple opportunity of volunteering work, or gaining confidence working and interacting with others locally, can empower them to get into education or jobs that they never thought were possible for them
 - the lack of cultural and community activities in local centres that can bring communities together and enable citizens to interact with others and thus improve what can be poor wellbeing and mental health across many of our citizen groups.
- 3. Improve the sustainability, impact and revenue generating capacity of local businesses, community, cultural and other organisational groups. This aims to address:**
 - A lack of customers and reduction in sales combined with increasing costs and risks.
 - The failing mix of traditional retail, coupled with empty shops, that often adds up to a 'not worth visiting the centre' message for local people.

- A lack of places for community activities to happen at reasonable cost, which often just needs some concerted and creative thinking to bring different types of meanwhile space back into use
- A feeling of isolation and lack of support felt by local businesses and organisations, where establishing a network that enables them to share ideas and issues with others, and come up with solutions, can be hugely helpful.
- A lack of funding and opportunity for creatives to work, develop their practice or access opportunities for their career progression.
- A lack of network support for creatives to increase their entrepreneurial skills and learn from other creatives how to overcome some of their barriers and improve their life chances.

4. Empower local stakeholders and leadership so they can develop sustainable activities, improve community cohesion, reshape the identity of their place and develop a legacy plan.

This aims to address:

- A lack of local collaboration and leadership which results in opportunities not being realised, partnerships not being discovered and opportunities for local places to re-invent themselves being missed.
- A lack of purpose for local stakeholders to engage with each other, (as things like CAA deliver funding and opportunity to ‘move the dial’ locally) without which synergies, collaborations and opportunities are not discovered and meaningful and sustainable local change does not happen.
- A lack of ways that individual local citizens can engage and truly ‘have their say’ in what their local place offers and what they would like to see different, without a voice citizens continue to feel disempowered, and this worsens their wellbeing and mental health.

5. Strengthen the reputation of our local places because of improvements in facilities, cultural offer, community activities, safety alongside an overall increase in pride for the local area. This aims to address:

- The reality of decline across many of our high streets and local centres, with empty shops and a lack of reasons for local people to regularly visit.
- A lack of anchor or ‘flagship’ events (such as festivals, markets etc), without which places move ‘out of the headlines’ and off the agenda of ‘nice places to visit’.
- Addresses a lack of community cohesion amongst local citizen groups.

Each EZCAA will have elements from all five of these broad aims, but no two EZCAAs will be alike, as each needs to be moulded to suit the needs, opportunity, and available partners and funding within their locality.

1.1.2 Investment objectives

Provide details on the project’s objectives, ensuring they fit the ‘SMART’ criteria (Specific, Measurable, Achievable, Relevant and Time-constrained). Add lines as required.

EZCAA is proposed to be a 6-year programme with annual contestable calls, based on attracting bids for up to 5 CAAs each year. Outputs and outcomes will be collected across 10 years, as evidence from the GBSLEP pilot indicates that 2 in every 5 CAAs are likely to continue for 4 years after formal funding ends. Pilot data shows that CAA acts as a catalyst to bring partners together who in some cases realise through CAA that if they had worked together more effectively earlier then existing resources can generate on-going activity and outputs, evidenced by *Balsall Heath’s on-going street market and festival*, *Solihull MBCs on-going cultural festival* (because CAA moved the dial in LA funding), *Soho Rd* bringing partners together who want to continue activity, etc. Total outputs across the programme have been derived from the following assumptions:

- All funded CAAs have the same average outputs and outcomes of the 9 x pilot Cultural Action Areas (originally called Cultural Action Zones) run by GBSLEP between 2020-2023 as set-out in *Appendix 8 Output Model – from GBSLEP Pilot Actuals*.
- The use of capital within EZCAA will increase the sustainability – and the time that outputs are delivered – and thus we will see an increase in the total outputs compared to the revenue only GBSLEP pilot. (Evidence for this is based on discussions with pilot CAAs in considering how capital would change their model and approach going forwards),
- The risk of optimism bias because Solihull MBC accounted for a significant number of outputs is compensated for in two ways:
 - [i] final reporting was not fully completed by all projects, so their numbers were under-reported in comparison with Solihull.
 - [ii] the use of capital in the EZCAA project will result in longer term impacts and enable projects to continue for longer, in many cases the revenue resources to run activity is available with existing partners, so CAA projects act as catalysts bring local partners together, create new facilities and possibilities with capital that can then be used for longer and thus create additional outputs. For example, CAA funding started the monthly *Balsall Heath Street Festival and Street market* which is now self-sustaining and delivers on-going outputs much higher than might have been predicted. The availability of capital will enable on-going activities like this to have improved facilities/structures/spaces to maximise their future effectiveness and sustainability.
- *Appendix 4: Outputs and Outcomes Forecast*, illustrates how outputs are accumulated rapidly where projects can continue beyond their funding, as evidenced by the GBSLEP pilot action
- In year 1: 5 projects are funded, of these 2 run for a year, 2 run for 5 years in Year 1 - 2 of these projects only run for a year, 2 run for 5 years (with capital and match funding enabling this longevity of impact), 1 runs for 5 years but requires 2 years of support to run for that long
- Years 2,3,4,5,6: 5 projects are funded in each year, 1 project is funded that was funded in the previous year, 2 new projects are funded that last a year, 2 more new projects succeed in lasting for 5 years
Years 7,8,9,10: whilst funding ends in year 6, CAAs continue and tail off across these years
- The overall logic model behind EZCAA is set out in Appendix 10: EZCAA Logic Model.

Please note re the list of outputs and outcomes for EZCAA listed below:

[1] The core outputs and outcomes within EZCAA are in many cases different to those normally assessed for enterprise Area projects, as in **Appendix 4: EZCAA: Output and outcomes forecast**

This is because EZ objectives; to re-animate places, increase footfall and business turnover, increase rates income, etc., are in fact also achieved by pursuing recent government policy around the 'levelling up' agenda and use of UKSPF outputs, which are included in EZCAA.

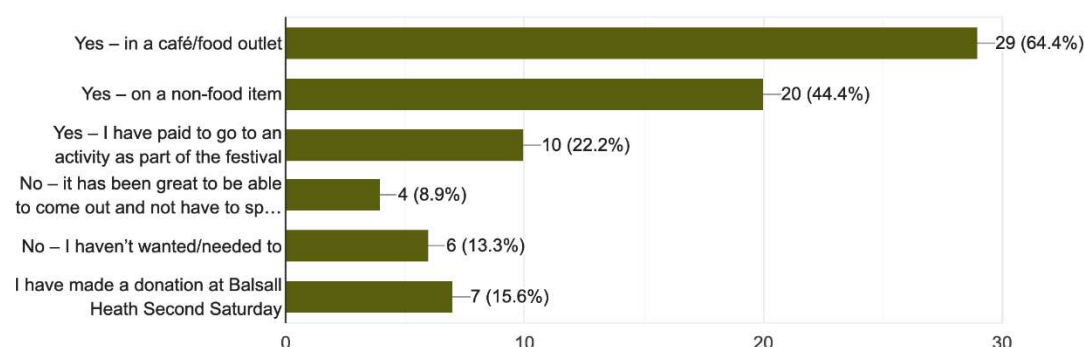
[2] Crucially, none of the planned 30 individual CAA projects within this EZCAA programme will include all these outputs and outcomes. Applicants will pick-n-mix the ones most relevant to their project.

[3] EZCAA provides considerable additional value and impact for local centres – beyond what was measured in the GBSLEP pilot CAA. This can be illustrated by Balsall Heath: *Second Saturday* street festival and market. Appendix 17 includes the project's final report. The project exceeded expectations in the following ways:

- Participants during funded period triple estimate (average 200x6events) =1,200 + additional participants in 9x further unfunded events (240x9) =2,160 means total participants =3,360 (see Appendix 17).
- Retail Spend Increases

Have you spent money in Balsall Heath because of coming to Balsall Heath Second Saturday?

45 responses



200% turnover increase on key days within retail outlets surveyed

In a survey of 50 participants the following additional benefits were highlighted:

100% of people who answered have enjoyed Balsall Heath Second Saturday

90% believe that attending it has improved their mental or physical health

50% have taken up an activity due to trying it at Balsall Heath Second Saturday, 22.7% joining a class outside of Balsall Heath Second Saturday

63.6% say they have been into venues at Second Saturday they have never been to before

54.5% saying they have come into one of the venues at another time because they came on a Second Saturday

100% of respondents say it has improved the arts/cultural offering in the area

97.8% said it has made them feel more positive about Balsall Heath

Note: Appendix 8 under-estimates the actual participant numbers because data was received late for this project.

In addition, projects deliver extra value - because it delivers social value outcomes, as set-out by Birmingham City Council's social charter,

https://www.birmingham.gov.uk/downloads/file/11222/social_value_policy

This charter is based on the National TOM's Framework for Social Value (2021 + 2022 updates)

https://socialvalueportal.com/wp-content/uploads/2021/10/TOMs_Framework_2021.pdf

TOM's is a universal standard in the UK for measuring social value outcomes. Those TOM's outcomes relevant to EZCAA have been identified in **Appendix 11: EZCAA Monitoring & Evaluation Plan**. The TOM's framework provides a financial value against these outcomes for economic analysis and BCR purposes, however, to avoid excessive complexity, EZCAA has done its economic analysis and BCR without including them. However, it would be possible to include these measures during evaluation of the programme. The decision whether or not to do this will be taken after year one applicants and their potential TOM's financial value have been analysed.

Objective	Quantity / Scope	By when
1. Re-animate local places with a new and diverse mix of cultural, experiential, community activities and neighbourhood improvements to drive footfall and improve community and visitor experience	Outputs: 3,332 Number of Smaller local events or activities supported (eg. workshops) 588 Number of Larger local events or activities supported (e.g. festivals days, markets held, microgrant schemes) 392 Number of Temporary Artistic Displays Created 882 Number of tourism, culture or heritage assets created or improved (lasting at least 5 years) 98 Number of re-occurring events established 45 Number of new or improved community /neighbourhood facilities Outcomes: <ul style="list-style-type: none"> Increased footfall Increased visitor numbers and spend 	March 2033
2. Provide opportunities for citizens to volunteer, participate, develop their skills and improve their wellbeing and future life chances	Outputs: 241,962 Total number of participants/people reached (at events) 3,822 Number of volunteering opportunities supported 11,956 Number of under 18-year-old participants Outcomes: <ul style="list-style-type: none"> Creating a healthier community More working with the community More local people in employment More opportunities for disadvantaged people 	March 2033
3. Improve the sustainability, impact and revenue generating capacity of local businesses, community, cultural and other organisational groups	Outputs: 1,530 Number of Local Businesses engaged 450 Number of Enterprises (organisations/freelancers) receiving grant support 600 Number of enterprises (organisations/freelancers) receiving non-financial support 490 Number of Local Community Organisations Engaged (inc. schools) 2,744 Number of Local Artists Commissioned/ engaged Outcomes: <ul style="list-style-type: none"> Increased Business Sustainability Jobs created or safeguarded 	March 2033
4. Empower local stakeholders and leadership so they can develop sustainable activities,	Outputs:	March 2033

improve community cohesion, reshape the identity of their place and develop a legacy plan	<p>98 Number of community interest groups established (inc stakeholders)</p> <p>250 Number of meetings of local stakeholder Groups</p> <p>90 Number of organisations engaged in new knowledge transfer activity (<i>proxy for informal business learnings and synergies</i>)</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Social innovation to enable healthier safer and more resilient communities • Develop and implement a sustainable EZCAA legacy plan 	
5. Strengthen the reputation of our local places because of improvements in facilities, cultural offer, community activities, safety alongside an overall increase in pride for the local area.	<p>Outcomes:</p> <ol style="list-style-type: none"> 1. Improved perception of facilities /amenities /attractions /infrastructure /events /markets / safety 2. Increased pride in place 3. Crime is reduced 	March 2033

1.1.3 Alignment with GBSLEP strategic objectives

Describe how the project supports the delivery of GBSLEP's [Strategic Economic Plan 2016-2030](#) and relevant sector delivery plans, including sector-specific investment criteria.

GBSLEP's Strategic Economic Plan 2016-2030

<https://gbslep.co.uk/strategy/strategic-economic-plan/>

1. Stronger Conditions for growth –
EZCAA strengthens conditions for Growth by providing new opportunities for local businesses and other organisations through increased footfall, expenditure and an increased perception of pride which increase visitor numbers and activity still further
2. Improving Quality of life for our citizens
EZCAA Improves quality of life for our citizens by giving opportunity for volunteering and career advancement through increased activity requiring more work to run it, and improves wellbeing, reduces loneliness and increases community cohesion.
3. Developing thriving local and town centres
EZCAA develops thriving local centres by bringing local leaders, businesses, cultural and community groups and other organisations together into new local partnerships that can develop a shared mission and pool resources and expertise to drive change. The GBSLEP pilot showed local leaders wondered why they had never worked together before like this to affect lasting and valuable change.
4. Enhancing and harnessing the potential of our creative and cultural assets
EZCAA enhances and harnesses the potential of creative and cultural assets is a core part of CAA because it changes the mix of activity locally, away from purely retail to a mix that includes cultural artists and a wide range of cultural experiences. These drive footfall and a renewed interest in visiting and spending money in high streets.
5. Supporting the growth of our indigenous businesses
EZCAA supports the growth of our indigenous businesses by provides opportunities for very small and emerging businesses to begin trading at lower cost and risk to themselves, for example, by making available low-cost community and retail spaces and giving access to events such as street markets and festivals. In addition, EZCAA will create local networks of likeminded businesses and stakeholders, meaning small emerging businesses can get support from this network to develop their activity and become more entrepreneurial and sustainable.

6. Supporting the regeneration of our high streets
EZCAA supports the regeneration of our High Streets by all of the measures above; driving local partnerships, new shared visions, new pooled resources and an availability of new activities and experiences, both community led, free and paid, that will transform the range of reasons citizens will visit and spend money in these local places.
7. Strengthening local cultural and environmental assets
EZCAA strengthens local cultural and environmental assets by providing contracts for cultural workers and their projects, a network for them to come together and develop their skills and practice, plus grants and opportunities to make a cultural change to local places, with for example permanent or temporary art, crafts plus cultural experiences aimed at various audiences locally.
8. Exploring new (creative & cultural) investment-based models and promote Greater Birmingham as a location for cultural and creative investments
EZCAA enables new (creative and cultural) investment-based models to be developed by providing grants, project funding and a networking platform for creatives and heritage orgs etc., to pilot activity, try out new ways of working and working together in new ways using new funding models.

GBSLEP Delivery Plan 2022/23

<https://gbslep.co.uk/strategy/delivery-plan-2022-23/>

EZCAA aligns with the LEP's 2022/23 delivery plan through two of the national levelling up missions:

Mission 8 -Pride in Place: Reinvigorate our towns and local centres through investment, creative and cultural interventions and new local partnerships that enable our communities to flourish and our citizens to access new opportunities

Action: Run Cultural Action Zones to re-animate local centres, drive footfall and grow business whilst stimulating innovation in uses of High Street space and improved citizen and community engagement

EZCAA delivers on the above by running further Cultural Action Zones (now called Cultural Action Areas) that will similarly drive pride in place with the accompanying re-invigorating outcomes.

Mission 12 - Local Leadership: support and encourage local leadership

Action : Develop new stakeholder groups in our local centres brignign together businesses, third sector, cultural organisations and more, to stimulate sustainable activity and really address local needs and opportunities

EZCAA delivers on the above by running further CAAs that will similarly develop new local stakeholder groups, these forums have enabled local leadership to thrive and deliver impact for all participants and the local centre. They have delivered concerted action together around a shared vision which has provided positive benefits to all involved.

GBSLEP Young People Strategy: You(th) Matter

<https://gbslep.co.uk/resource/report/gbslep-young-people-strategy-youth-matter/>

EZCAA aligns with GBSLEP's Youth strategy through the following objectives:

9. Creating opportunities for young people in the GBSLEP area

EZCAA creates opportunities for young people in new CAA localities through activities, youth led groups and volunteering.

10. Directing resources towards activity that benefits young people's involvement in the local community and economy

EZCAA provides new activities and groups that were not there before, and/or develops existing groups, empowering young people to have more of a say in what happens locally that is relevant to them.

11. Helping young people develop skills and abilities to be the best that they can be – *for example, CAA helps them become more confident thus opening up more life chances*

EZCAA provides opportunities for young people to learn new skills through participation in activities, including volunteering opportunities. Through this it gives them more confidence and opens up more life chances and opportunities, for example, in accessing educational and career routes

12. Creating opportunities for young people to take part in the world of work through, work experience, apprenticeship, employment or enterprise.

EZCAA provides confidence building and opportunities for young people described above give young people greater immediate opportunities for work locally, plus enhanced routes into work and the potential to access apprenticeship opportunities that would not have been available to them without CAA interventions locally.

GBSLEP's Cultural Action Framework

<https://gbslep.co.uk/strategy/place/cultural-investments/>

This framework states that GBSLEP's cultural investment approach will include, 'developing and identifying funding for a pipeline of investible Cultural Action Areas', with each including some or all of these recommended characteristics:

Characteristic 1: Builds on regional distinctiveness

EZCAA allows local centres to develop their cultural and community distinctiveness

Characteristic 2: Extends or creates new 'place-leading' assets

EZCAA allows local centres to try out and run unique cultural activities, put in place unique art and so on, which will drive visitor numbers, community cohesion and the welcome of its citizens.

Characteristic 3: Takes an innovative approach to cultural investment

EZCAA drives innovation by harnessing limited seed money to galvanise local partnerships and unlock resources that when used coherently together can make a big difference, with many CAA projects in the GBSLEP pilot showing that activities and outputs can continue long after funding has ended.

Characteristic 4: Contributes to a cluster/ecosystem-based model

EZCAA is a very strong example of bringing local stakeholders together in a coherent cluster of cultural and community organisations plus businesses and citizens.

GBSLEP's Towns & Local Centres Framework (TLC)

<https://gbslep.co.uk/strategy/place/towns/>

EZCAA also aligns with this TLC framework which includes:

1. Supporting the growth of our indigenous businesses
EZCAA Seeking to bring significant change to the existing diversity of a town centre's offer across the day, evening, and nighttime (economy)
2. Supporting the regeneration of our high streets
EZCAA brings a coherent approach to local cultural image-making and branding
3. Strengthening local cultural and environmental assets
EZCAA enhances available assets, builds on existing strengths, attractions, and resources of the area. It takes a representative approach, involving a wide range of partners and stakeholders, encouraging community input, and building consensus and buy-in.

A Toolkit for Delivering Economic Value Through Heritage Investments¹.

<https://gbslep.co.uk/resource/report/a-toolkit-for-delivering-economic-value-through-heritage-investments/>

EZCAA also contributes to the delivery objectives of GBSLEP's Heritage report. This is because it recognises the importance of acknowledging and celebrating distinctiveness and (cultural) heritage.

1.1.4 Alignment with West Midlands Combined Authority (WMCA) strategic objectives

Describe how the project supports the delivery of [WMCA Strategic Economic Plan](#) including the eight priority actions, SMART objectives and how to tackle challenges in the WMCA area.

EZCAA supports a wide range of the objectives within WMCA's 'Making Our Mark' Strategic Economic Plan <https://www.wmca.org.uk/media/1382/full-sep-document.pdf> including:

- Balanced growth across the region
- Levelling-up disadvantaged neighbourhoods and community groups
- Improving access to skills and new work opportunities
- Working towards a greener and more sustainable West midlands region

This is unpacked in more detail within the WMCA's **West Midlands Local Industrial Strategy** (WMLIS) <https://www.gov.uk/government/publications/west-midlands-local-industrial-strategy>

- This highlights under 'place' that investments must be 'ensuring communities and businesses can thrive, improving health and wellbeing'

Cultural Action Zones (original name) are specifically listed as a recommended investment within the more detailed **West Midlands Creative Sector Delivery Plan**, which is a part of WMLIS:

3.0 Re-invigorate our towns and local centres through creative and cultural interventions

- CC6: Accelerate Levelling-Up agenda and net zero goals through place-based Creative & Cultural actions - *capacity build local led networks and enable a variety of community-based initiatives to flourish eg., Cultural Action Areas*

WMCA through its **Cultural Leadership Board** has agreed four strategic actions around culture, all of which are covered within Cultural Actions Zones (original name):

- Business Development – *support the cultural sector to grow and recover post Covid*
- Participation – *make sure that all our communities realise the benefits of culture (wellbeing, quality of life, cohesion)*
- Placemaking – *harness culture's potential to transform our cities, towns and local centres through unique experiences, a thriving night-time economy and defining the identity of a place*
- Promotion – *use our major cultural events and diverse cultural institutions to position the West Midlands as the best place to work, live, visit and invest*

Community Renewal Fund and Levelling up The West Midlands

<https://www.wmca.org.uk/media/4376/community-recovery-prospectus-nov-20.pdf>

¹ <https://gbslep.co.uk/resource/report/a-toolkit-for-delivering-economic-value-through-heritage-investments/>

EZCAA also aligns with this prospectus which cites the importance of 'Investment in communities and place' by promoting culture-led regeneration and investment in high streets, attracting people, increasing footfall and visitor numbers'.

The above sections from WMCA regional strategic plans show just how closely EZCAA aligns to them.

1.1.5 Alignment with Build Back Better: our plan for growth

Describe how the project supports the delivery of The [UK's Build Back Better Policy](#)

Build Back better: Our Plan for Growth

<https://www.gov.uk/government/publications/build-back-better-our-plan-for-growth>

EZCAA aligns with the following aspects of Plan for Growth:

1. Economic, social, and cultural regeneration of struggling towns

EZCAA helps people see tangible improvements in their local area and feel more pride in their communities.

2. Connecting people to opportunity

EZCAA helps to create pathways to skills and provide opportunities for community engagement.

3. Changing the way we deliver for places

EZCAA empowers local people to take responsibility for driving forward positive change in their communities, for example by experimenting with new uses of space.

*EZCAA also anticipates the arrival of **Community Covenants** as outlined in the Governments Levelling-Up White Paper by establishing mechanisms for community-led social renewal.*

1.2 Project context

1.2.1 Organisational context

Outline the organisation's strategic objectives and how the project aligns with these. Reference how the project relates to any organisational strategic documents here and if required provide a link or append the document.

Aligns to the following strategies within Birmingham City Council:

BCC Corporate Plan 2022-2026

https://www.birmingham.gov.uk/downloads/file/25585/corporate_plan_2022_to_2026

EZCAA supports the following parts of the BCC corporate plan's 'be bold outcomes':

- **A bold prosperous Birmingham**

- support inclusive economic growth – *by re-animating local places, increasing jobs, volunteering, and other activities*
- maximise the benefits of the Commonwealth Games (CWG) – *by creating local frameworks that can enable legacy activities to take place*

- **A bold inclusive Birmingham**

- Empower citizens and enable the citizen voice – *bringing local people and groups together*

- Promote and champion diversity, civic pride and culture – *across our local centres*
- Support and enable children and young people to thrive – *by increasing their confidence*
- **A bold safe Birmingham**
 - Make the city safer – *re-animating places, bringing people together*
- **A bold Healthy Birmingham**
 - Encourage and enable physical activity and healthy living – *providing activities for local people*
 - Champion mental health – *making people's lives more enjoyable and happier*
 - Improve outcomes for adults with disabilities and older people – *connecting into community activities*
- **A bold Green Birmingham**
 - Be a city of nature – *make some local places greener and more enjoyable to be in*

Our Future City Plan

<https://www.birmingham.gov.uk/downloads/file/18590/our-future-city-plan-2021-print-version>

see the detailed response in **Appendix 15: EZCAA Response to Our Future City Plan.**

In very high-level summary, CAA has strong alignment to this plan around:

- Neighbourhoods that meet the daily needs of residents
- Mixed use developments providing employment, leisure, social infrastructure
- Communities that have the resources to and skills to shape their own neighbourhoods
- Jobs skills and opportunities for all
- Opportunities to maximise the benefits of our unique identity, heritage, leisure arts and culture

Enterprise Area: Investment Plan & Priorities 2022

<https://gbslep.co.uk/delivery-impact/enterprise-Area/>

Key Delivery Themes:

(v) Culture & Creative Sector and how it will integrate Placemaking, improving inclusive economic growth and maximise the impact of cultural and heritage assets This done through launching Cultural Action Areas

EZ investments also aligns to key themes of **Levelling Up Agenda:**

- **Communities & Place:** fostering sense of pride in local places through investment in activities that develop social ties, access to amenities, including community led projects.
- **Supporting Local Businesses:** creating jobs, boosting community cohesion; in range from supporting start-ups to improving local retail, hospitality and leisure sector
- **People & Skills:** Boosting core skills and supporting adults into work (*CAA addresses this through building early confidence for young people, providing voluntary opportunities and increasing job demand in local places*)

Delivering a Bold Legacy for Birmingham (CWG)

<https://www.bebirmingham.co.uk/downloads/file/2/legacy-plan-print-version>

A Welcoming City: *to be a more diverse place to live and invest*

Focusing on community resilience and cohesion, using CWG to:

- build upon the benefits of CWG in a way that builds cohesion, inclusion and civic pride
- bring communities together, create a sense of pride. Deliver a world class cultural programme .. that delivers the benefits ... to local communities, by developing interventions to strengthen and support the long-term viability of new and existing ... community groups...

- Evolve master planning to incorporate cultural assets and infrastructure
Increase engagement in volunteering, community engagement activities including hard to reach groups and new communities

Also links to BCC's CWG Legacy **Volunteering Strategy**:

- aiming to grow a volunteer workforce to support ... community focused initiatives.

Birmingham Business Charter for Social Responsibility

https://www.birmingham.gov.uk/info/50209/birmingham_business_charter_for_social_responsibility

EZ CAA aligns the following elements of this charter, by providing:

- more local employment
- more opportunities for disadvantaged people
- improved skills (for local people)
- improved employability for young people
- more opportunities for SMEs and VCSEs
- more opportunities for volunteering
- increased spend with local SMEs
- crime reduction
- creating a healthier community – wellbeing initiatives inc physical activities
- increase in donations and in-kind support to local projects
- provision of expert business advice
- increase in provision of resources donated to local VCSEs

Birmingham City Council's levelling Up Strategy

https://www.birmingham.gov.uk/downloads/file/21159/birminghams_levelling_up_strategy

EZCAA aligns with the outcomes to:

- Increase the pace and scale of growth in an inclusive and sustaining way so all people and places share in the benefits
- A joined-up focus on people and places while bringing together organisations that can make a difference to build progress sustainably
- A bottom-up empowering communities and citizens to improve their quality of life and their communities, not a top-down one size fits all but aligning with their local situation
- Moving the dial on the outcomes and opportunities for all citizens and all parts of the city, addressing spatial disparities and long-standing structural inequalities

With one of its most relevant outcomes being:

- **Living Environment:** increase the proportion of residents in Birmingham benefitting from a high-quality living environment, rich in culture, amenities and green open spaces
- In part measured by having 'Happier Lives' which means less anxiety, increased happiness, and improved life satisfaction and feeling life is more worthwhile.

Community Cohesion Strategy for Birmingham (2018)

https://www.birmingham.gov.uk/downloads/file/12487/community_cohesion_strategy_pdf_version

BCC's cohesion strategy sets out how the city will improve community cohesion, which they define as 'how we can all live, work, learn and socialise together'. EZ CAA directly addresses the following guiding principles from the cohesion strategy:

- Connect people and places and communities to share knowledge, exchange ideas and drive local innovation
- Nurture and support aspiration of young people

- Work together to eliminate all forms of inequality and gender-based violence and challenge norms that prevent people from living their lives fully
- 6. Work with partners to ensure to benefits of economic growth are shared and accessible to all
- Empower communities to be active participants in local solutions, harnessing the skills and expertise of local people and organisations
- Uniting people and communities, through the use of sport, arts and cultural events to drive cohesion, celebrating the voices, talents and energies of our communities

Birmingham Plan 2031²

https://www.birmingham.gov.uk/downloads/file/5433/adopted_birmingham_development_plan_2031

EZCAA will contribute to the delivery of a number of this plan's objectives, including:

- To develop Birmingham as a City of sustainable neighbourhoods that are safe, diverse and inclusive with locally distinctive character
- To create a prosperous, successful, and enterprising economy with benefits felt by all
- To encourage better health and well-being through the provision of new and existing recreation, sport and leisure facilities linked to good quality public open space
- To protect and enhance the City's heritage assets and historic environment
- To create a more sustainable city that minimises its carbon footprint and waste, and promotes brownfield regeneration while allowing the city to grow
- To conserve and enhance Birmingham's natural environments, allowing biodiversity and wildlife to flourish
- To provide high quality connections throughout the city and with other places including encouraging the increased use of public transport, walking, and cycling

1.2.2 Links to other projects

Does the project link with other GBSLEP, other LEP, WMCA or Local Authority supported projects? If so, how?

EZCAA links to the following programmes:

GBSLEP Cultural Action Area Programmes, phases one and two.

This £370K programme ran from 2020-2023 and funded nine CAAs across the region. This was a pilot programme of the CAA concept which has been very successful. A full evaluation and learnings are included in Appendix 13. |This pilot programme forms the basis of this proposed EZCAA. See also **Appendix 8: Output Model – GBSLEP Pilot**.

Extract from Executive Summary describing GBSLEP Pilot CAA Action (appendix 13 pages 5-6)

CAAs ...reanimate and transform how people interact with local centres, by running monthly festivals, pop-up markets, trails, exhibitions, showcasing and arts or craft workshops. It can install street or public art and engage all parts of our communities, including families, children, young people and older people. It can begin to combat social isolation through "meanwhile use" by supporting community centres in vacant shops. (They) also provide a wide range of volunteering opportunities, the creation of safe spaces, stimulation of the local economy and much more.

In round 1, The first two CAAs funded were in the Jewellery Quarter and Southside in Birmingham. They were more focused on planning and engaging with the neighbourhood and working very strategically to bring about change.

² https://www.birmingham.gov.uk/downloads/file/5433/adopted_birmingham_development_plan_2031

In round 2, the seven CAAs were focused on supporting immediate practical activity to re-animate and begin to transform places; including Balsall Heath, Small Heath, Soho Road, Northfield and Digbeth in Birmingham, and further afield, Kidderminster and Solihull.

A key idea was to try things out and learn what activities and actions will work best for the future. For example, Solihull MBC launched its *Cultural Moments programme* because of CAA and have learnt a lot through it, enabling them to plan a future programme outside of CAA support.

Further impacts included Southside CAA, which leveraged in £1.23m; £350K towards new CCTV to make the area safer and £887K to start initial works on street changes that will enable regular pedestrianisation of the Chinese Quarter.

On the Soho Road in Handsworth, 'On Our Way' focused on bus stop art to build community cohesion and helped leverage in over £300K from Transport for West Midlands to renew the bus stops in their centre. Each CAA has many stories and impacts to tell.

Overall, there have been at least:

- □ 12,000 participants
- □ A further 633 under 18s taking part
- □ 208 businesses and organisations engaged
- □ 208 volunteers
- □ 178 small events
- □ 42 larger events
- □ 2 recurring events
- □ 10 temporary artistic displays created
- □ 16 permanent displays and 142 artists commissioned.

Each CAA delivered above its agreed targets and expectations in most measures. It is important to remember that although these headline figures are impressive and show projects can deliver, these are not the only focus of our funding. What is equally important is the legacy activity, what is left behind once CAA funding has ended. Some aspects of projects, such as a recurring festival, can carry on with the continuing collaboration and resources of local partners.

CAAs also had important broader objectives:

- To establish a strong collaboration between local stakeholders, with a view to CAA activities running on beyond CAA funding
- To genuinely broaden opportunities, such as by engaging young people in confidence building activities

Even though LEP funding has now ceased, for many of these CAAs output numbers, outcomes and impacts for their local centres and citizens will continue. This is because:

- CAA has functioned as seed money which has now established local partnerships with their own pooled resources – with 2 of the 7 round 2 projects able to continue indefinitely.
- All projects have reported successes exceeding their expectations and are very interested in carrying on where possible.
- Another is progressing well in securing alternative funding to continue.
- 5 of the 7 have established local forums as a legacy of CAA funding to provide a platform to develop future activities.

In the project evaluation section, we have analysed all the various outcomes across our 9 CAAs and have come up with 6 broad outcomes that they all have in common:

- [1] Increased Pride, Cohesion and Activity
- [2] Increased awareness & Support of local artists
- [3] Business revenue & Partnerships
- [4] Visitor Experience, reputation & cultural offer
- [5] Talent Development and Engagement of young people
- [6] Repeatability, permanence & legacy

Building on this finding, a crucial aspect of CAA is that the programme and its outputs and outcomes align very closely with the government's levelling-up agenda and the funding parameters for UK Shared Prosperity Fund (UKSPF), the central government funding that replaces EU monies.

The next iteration of CAA funding is exploring the inclusion of capital funding, as this is more readily available than revenue and can enable a more sustainable legacy within local centres.

Cultural Compact + Network (CC+)

<https://www.artscouncil.org.uk/review-cultural-compacts-initiative>

Cultural Compacts are arts focused local partnerships, designed to leverage more sustainable long-term cultural development. They are co-funded between Arts Council England (ACE) and usually local authorities. CAAs and Compacts recognise each other's differences and have been learning from each other in how to maximise effectiveness. CAAs differ in that whilst they always *include* cultural activity, the focus is on building broad local partnerships and transforming a broad spectrum of local community activity. Culture is a key lever, but often the focus will be on developing shared community space within a CAA and enabling a mechanism that brings all community groups together. Also, CAAs do not require an application to ACE nor specific levels of match funding against an ACE project.

Commonwealth Games Legacy (CWG) Programme

This programme is currently being designed, with c. £4m of cultural legacy programme being led by WMCA and a further c. £4m being led by Birmingham City Council. In both cases, discussions have taken place to understand the way Cultural Action Areas can inform and complement CWG programmes. Similarly to Cultural Compacts, the way that CAAs have built highly flexible and (usually) sustainable local partnerships - which include cultural activity but do not revolve around them - is the main difference. CAA partnerships are highly flexible in who runs them and what is included. They can quickly respond to changes in funding or other local conditions.

Direct UKSPF Grant Funding for Communities:

Birmingham City Council's UKSPF Cultural Community Programme

EZCAA will be aligned very closely with UKSPF community funding, to ensure programmes are distinct and complementary, rather than over-lapping and confusing for applicants. Similarly to CWG and CC+, the main differences are around the way EZCAA is focused on building a local partnership with a shared vision for the local centre - where cultural activity is always an element - but the driving factor is local collaboration and nimble flexibility to make the most of local opportunities. It is anticipated that many UKSPF Cultural Programmes will especially target areas that lack any real cultural presence to date, so these will have a different – and potentially longer-term focus to build cultural capacity.

West Midlands: Levelling Up Growth Prospectus

<https://www.wmca.org.uk/what-we-do/economy-and-innovation/levelling-up/>

This regional 'devo deal' proposal is still being considered by government for funding, it includes:

Creation of a £15m WM levelling Up Culture Fund, includes the specific action to fund - *cultural corridors and cultural action Areas as geographically defined areas in which investment is aimed to deliver culture/heritage led regeneration and social value outcomes.*

Should the CAA element of this devo deal become funded in the future, then it will work hand-in hand with EZCAA and other CAA implementations, to ensure they learn from each other support each other but do not overlap.

1.3 Project benefits

1.3.1 Evidence of what works

Describe how the project draws on what has worked in the past or in other similar contexts.

EZCAA is based on a 2-year pilot of Cultural Actions Zones run by GBSLEP. A full evaluation is included in Appendix 13. The recent evaluation of these 9 CAAs has provided strong evidence to underpin the EZCAA economic analysis, with a detailed set of learnings which has optimised the design of EZCAA to be maximise its impact.

GBSLEP has built up significant expertise over the last seven years around the creative sector, culture, placemaking, regeneration and levelling up. It has led the region's Local Industrial policy work. Although the government requires GBSLP to be wound down from March 2023, with its policy function moving to WMCA and local authorities directly.

Cultural Action Zones were adopted by GBSLEP as a commissioning model based on recommendations from Culture Central, the collective voice of the cultural sector within the West Midlands. This approach has been piloted by GBSLEP in two phases between March 2020 and December 2023, although many projects continue to deliver activities and outcomes in 2023, showing that it can be a highly effective and sustainable model.

In the pilot, nine (with seven inside the Birmingham City Council geography) projects were commissioned through competitive tendering, with an overall budget of £650,278, which included £367,550 of grants from GBSLEP plus £282,728 of match. On average each CAA grant was £40,839, with an average match of £31,414, although this average match is slightly distorted by the high match provided by one of the projects. To allow for greatest flexibility in location and delivery partners, while match funding was encouraged, it was not mandated. There were therefore significant variations in match funding from solely in-kind to cash match of £100,000. This flexibility has been a strength of the CAA model as it has allowed projects to be delivered by a wide variety of partners, from Metropolitan Borough Councils and BIDs to arts focussed CICs and community groups.

As it was always understood that these were pilot funding rounds, applicants were given significant freedom in determining their own activities and outputs so long as they aligned with the core themes and objectives of the Cultural Action Areas programme (as outlined in section 1.1.2), namely that they could demonstrate a programme of embedded cultural activity within their local centre to help action positive change in their community. This freedom was to account for significant variations in local conditions and

needs, and to allow for the greatest variation in types of activities by local communities, so that the most effective activities could be prioritised in future rounds.

Despite this freedom, there was a broad coalescence around key activities which included:

- Strong community and business engagement
- A mix of business and community facing workshops
- Publicly visible artwork (especially when co-created with local people)
- Establishing recurring festivals and markets
- Establishing support networks for local creatives and businesses

GBSLEP's pilot programme has enabled a detailed set of learnings so that EZCAA can be better optimised, some of the key ones include:

- Successful CAAs need a strong steering group with a highly collaborative lead organisation able to develop a wider stakeholder group responsible for delivery of project goals and outcomes.
- A micro-grant scheme is essential to drive initial interest and engage partners - £500 grants up to £6,000 max have worked well, in various combinations.
- Businesses must be engaged at inception of the CAA, to ensure they are bought in to the benefits for them. Long term survivability of CAA is hampered without them.
- CAAs must be shaped locally, with a clear understanding of local challenges and opportunities.
- CAA projects must have a clear rationale, outputs and outcomes as part of a larger vision. In the absence of this vision, projects can lack direction and struggle to gain momentum.
- While CAA funded project managers can work well, once their funding expires, projects can struggle to exist independently.
- So, survivability is enhanced by a lead person who is funded outside of CAA and is thus able to continue to provide support post CAA funding to develop the broader stakeholder group and drive new activities and plans.
- "*Meanwhile use*" of office spaces is incredibly valuable within CAA, but can be a double-edged sword if the CAA becomes too invested in one space, as success increases the likelihood of the space being let commercially so they lose it. Flexibility is necessary to be willing and able to bounce between available spaces.
- Collaboration between different CAAs is incredibly desirable and when done produces good results. Due to their size and relative lack of experience, CAAs can lack the impetus or determination to make collaboration happen under their own steam.
- It is helpful to build in an element of bid writing in the CAA funding package, to facilitate continuation of projects when the core funding ends.

A hybrid approach has been used in evaluating the success of activities undertaken during pilot phases. This has consisted of reviewing output performance data to identify which elements of CAA programmes were the most effective, and which should be avoided in future programmes. As part of our goal of establishing long-lasting networks, particular attention was paid to activities which were sustainable beyond project funding.

It is proposed in this EZCAA, that applicants will be given the similar substantial freedom to determine much of their activity, but they will be steered towards a set of core elements which have been demonstrably effective in the CAA pilot. Examples of this best practice approach include:

Consortia leadership has been an effective method of ensuring active inclusion of local stakeholders and community leaders. A key mechanism of action of CAAs is to ensure that interventions are born out of and organised within the communities they wish to serve. Consultation and/or direct involvement of

key local stakeholders is essential so that activities can authentically represent the interests and priorities of local people. This is particularly important when seeking to deliver interventions within communities which traditionally have struggled to engage with public sector support. From our pilot learnings, an effective method of guaranteeing grassroots support has been the formation and regular meeting of steering groups with oversight for the whole project. These steering groups have been comprised of grant holders, key local stakeholders and delivery partners. As such, evidencing this consultation and grassroots involvement on applications will be a prerequisite to receiving funding.

Microgrants are an effective method of bringing local creatives together and kickstarting activity, especially in areas which lack formalised creative communities. An effective microgrants model may consist of:

- An open call for EOIs for commissioned cultural work.
- The establishment of a local creative network – if it doesn't already exist – to better support all local creatives, whether they applied for grant funding or not
- Microgrants awarded will typically be in the range £300-£1000, although some may go up to £6000.
- A range of artistic, experimental and community works and activities will then be delivered locally, with the networks maximising the value and impact of each.

In the pilot phase, the network meetings have been hugely popular and have been able to continue long after the microgrants have been awarded. Other commercial opportunities have begun to be circulated in several of these groups.

Meanwhile Use has worked well when implemented during pilot phases. This is particularly true when spaces have been established within shopping centres. The temporary conversion of vacant shop fronts into community cultural spaces has symbiotic benefits to the community, the landlord and to the cultural and community organisations involved. For the community, it provides non-commercial spaces on their high streets which can help fulfil address social needs, and it removes a vacant unit from their local centre, helping to address high street decline. For the cultural organisation, it provides a highly central, cost-effective base for their activities, increasing their profile and giving a central point to coordinate activities. For landlords, it demonstrates the value of the space to prospective future leasers, helps to increase footfall in the area, and can help reduce maintenance burden. Where productive relationships with landlords have been established, upon a paying tenant being found, the group can transfer to another vacant unit.

Artistic creation as a facilitator is another best practice recommendation. Rather than focussing solely on the produced art itself, applicants will be invited to consider how the production and delivery of their activities/assets can impact change. Examples of this in practice include; using commissioning as a means of teaching about professionalisation for "hobbyist" artists and embedding arts activities from different cultural backgrounds into businesses and venues popular amongst other groups to help break down barriers within communities and increase community cohesion.

To ensure this best practice knowledge formed during pilot rounds is retained within the project team, an evaluation summary report of GBSLEP's CAA Pilot Programme will be circulated to Birmingham City Council in April 2023.

A planned mid-project evaluation of this EZCAA after two years, will enable these learnings and recommendations to be revised for future years of EZCAA.

1.3.2 Equality impact

Outline how the project would affect the social well-being of the relevant area and how it could be modified to further improve this.

Birmingham is the 7th most deprived local authority out of England's 317 authorities. 27 of Birmingham's 69 wards have deprivation scores that rank them in the 10% most deprived areas nationally. In addition, the West Midlands population has a higher-than-average number of people who identify as having a life limiting illness or disability.

Through the multi-faceted programming of EZCAA, we are reaching many from within these groups who through factors outside of their control traditionally faced barriers in engaging with cultural activities and public-sector support. CAAs help to inspire confidence and offer a variety of support around digital inclusion and upskilling. EZCAA will connect local people into creative digital and other skills training programmes, providing a pathway into employment for NEET adults and disadvantaged young people who face barriers to work.

Anticipated project beneficiaries include:

- Local people across diverse communities
- Creative and Cultural Businesses/organisations/entrepreneurs
- Young people
- NEET adults
- Creative practitioners including self-employed
- Families and those on parental leave
- Family workers/Carers

The EZCAA programme will work across many of these deprived communities ensuring that its activities enable equitable access and broad opportunities. Within our pilot funding rounds, Cultural Action Areas have proven to be an effective method of addressing economic inequality between different local centres.

The *Making Spaces Northfield* pilot CAA project is an example of how this change can be embraced by local communities and how activities can be designed to put community cohesion at the heart of the project:

'(Northfield) is an area with some of the highest deprivation rates, with pockets of high social housing and poor health and education engagement and support. It has some of the highest crime rates in the city, especially around the High Street and high levels of in-work poverty, free school meals, child protection orders and isolation. Historically it has been economically hit by the closure of Rover and most recently an area where, as a result of the pandemic, high levels of support have been required (and continue to do so) through food parcels and wellbeing support.'

CAA will be a catalyst for change 'to help residents be at the heart of its own regeneration and foster a new love for the area. To support existing and encourage new small and independent businesses to thrive. To create safe spaces for dialogue and be supported to develop new skills. Our EZCAA will test ideas by working with partners and residents to: develop a group for young people of colour to increase leadership skills; deliver workshops in arts and crafts skills; create pop up markets as outlets to share new skills and sell create products; hold events and exhibitions fostering and sharing local talents and explore improvements to physical spaces through public art.'

The demonstrable stakeholder engagement requirement outlined in section 1.3.1 will ensure that interventions are grounded in the communities they wish to serve and will guarantee that local concerns and issues remain a priority throughout each project.

As outlined in the DCMS Committees ***Reimagining where we live: cultural placemaking and the levelling up agenda***, <https://publications.parliament.uk/pa/cm5803/cmselect/cmcmds/155/report.html> while public sentiment is highly supportive of high streets remaining a key entity within communities, the retail offer alone is no longer sufficient to keep local centres popular enough to sustain themselves. The pandemic has accelerated the digitisation of shopping and thereby accelerated the decline of high streets as a retail destination. High street traders substantially rely on passive, discretionary spending to survive.

Lower income areas have been disproportionately impacted as groceries and essentials can be bought online, and lower-income people may lack the excess income to spend on non-essentials, decreasing incentives to travel. Local centres in less affluent areas must diversify and pivot their activities to ensure local people still have access to community and other activities they value and can afford to enjoy.

The championing of *meanwhile use* as outlined in section 1.3.1 is an example of how Cultural Action Areas provide a timely intervention both to satisfy the needs of local people, boost revenue for local businesses, and help reverse narratives of social decline.

Part of CAA activities may address region-wide inequality recognised by WMCA's ***Digital Roadmap*** by supporting the delivery of targeted Creative Digital Skills interventions and wide-ranging business support networks.

WMCA recognises the 'Significant Challenges' and inequalities faced across the West Midlands which EZCAA responds to, particularly:

- The West Midlands has a large productivity gap – particularly the Digital and Creative sector (£7,157 less GVA per employee compared to UK average)
- Our region has the highest number of non-internet users in the UK at 20% with a further 20% being limited users
- The West Midlands has the highest proportion of employers saying they find digital skills difficult to obtain from applicants of any UK region (38%)
- We have limited equity investment – with the lowest deals per 10,000 SMEs of any English region, and;
- Limited cross-regional governance to drive shared progress on these challenges, particularly around data sharing, digital inclusion, and basic digital infrastructure
- Nationally, 56% of adult internet non-users are disabled, much higher than the 22% proportion of disabled adults in the UK population as a whole

To ensure equality and access remains a priority, where possible, we will ensure projects:

- Capture equalities data for participants of the project and review these on a regular basis
- Ensure completion of an access audit for all spaces and activities to ensure access has been provided where possible.
- Ensure organisations commissioned have robust equality action plans
- Work with local providers working in communities to ensure representation and distribution of resources.
- Recruitment of roles will be actively promoted to underrepresented groups

1.3.3 Environmental impact

Outline what impact the project will have on the environment. If the project involves constructing a building/extension, include proposed energy rating and reference any sustainable water management measures or use of green materials.

Cultural Action Areas deliver strongly against the concept of the *15-minute City*

https://www.c40knowledgehub.org/s/article/Carlos-Moreno-The-15-minute-city?language=en_US

in which daily urban necessities are within a 15-minute walk or bike ride of home; giving easy access to work, shops, entertainment, education, and healthcare, enabling them to cut right back on the daily commute and making many journeys unnecessary.

EZCAA supports the concept of the “15-minute City” by testing innovative uses of empty units on the high street, eg., cultural activity, creative practice, training and well-being initiatives, all designed by and for local people and communities.

The report ***An inquiry into the future of the suburbs*** by The Suburban Taskforce outlines how the pandemic through implicitly mandating working from home, has accelerated a decentralisation of working-age people away from city centres and toward the suburbs. EZCAA will respond to this reorganisation by decreasing the distance necessary for cultural engagement by bringing activities within active travel distance, reducing the dependence on cars to access these services within the centre of cities. To illustrate why this matters, **Future Yard**, a music venue on the Wirral, reported that 97% of its emissions are in Scope 3, which means they were generated by audience travel.

<https://futureyard.org/sustainability-roadmap/>

This proposal also supports the WM2041 plan

www.wmca.org.uk/media/4871/wm-net-zero-fyp-summary-tech-report.pdf

which sets out a vision to create an inclusive, prosperous, and fair transition to net zero that leaves nobody behind. We are contributing to these objectives in the following ways:

- ‘Meanwhile uses’ utilise and re-purpose existing infrastructure and spaces which lowers carbon use
- Supporting the development of enterprising community projects that promote local growing and produce schemes, creating new supply chains for local hospitality, and driving footfall / engagement with green / blue spaces (including canal routes).
- Support initiatives that upcycle technology by repairing and sharing, reducing e-waste and saving money for communities.
- Green technology and processes will be employed where possible as part of Meanwhile Usage
- Artist-led community engagement will raise awareness of environmental issues amongst communities within Cultural Action Areas and creatively engage citizens in addressing issues such as poor air quality, which disproportionately affects diverse and economically disadvantaged communities.
- We will be utilising local deliverers and service providers where possible to reduce travel.
- We’ll use green power sources and commission artists/groups who have a commitment to the environment, such as using recyclable materials.

Although not an explicit priority, during the pilot phase a project did experiment with the creation of more publicly accessible green space in the form of the regeneration of an abandoned and neglected car park by turning it into a community garden. With the shift toward Capital funding, it is likely that there will be more projects looking to pilot similar activity.

1.4 Constraints and dependencies

1.4.1 Dependencies

Confirm how the project’s success depends on factors outside its control, be that internal to the organisation, across implementing partners or in the external environment.

The only factor outside EZCAA's control is getting approval, principally the requirement to get Birmingham City Council's cabinet approval, as it is over £1m. As this bid is now an internal BCC bid to BCC's EZ, any internal work that can be done to mitigate this risk will be done.

When the programme has gone live its ultimate success is dependent on individual CAA projects within the programme delivering their tangible objectives, and this depends on effective leadership and the development of local stakeholder groups that are 'bought-in' to the vision of their local CAA.

The sustainability of each EZCAA beyond programme funding is also dependent on these local partnerships, their resources, and opportunities.

Evidence and learnings from the completed 9 x CAA GBSLEP Pilot Programme will ensure EZCAA can minimise these programme risks and maximum the success and sustainability of as many CAAs within the EZCAA programme as possible. A real benefit of EZCAA and CAA activity in general is that each project can be very nimble and flexible, adapting to available resources and timescales. This is why the CAA mechanism is especially useful as a local centre intervention, as there are no direct dependencies between CAA's and the delivery of each CAA can be adapted if needs and circumstances change.

1.4.2 If there are specific constraints on the project's start / end dates, please state these below

	Date	Details
Project cannot start before	1 April 2023	There are no specific constraints, other than availability of Enterprise Area grant funding and the timing BCC cabinet approval.
Funded and managed part of project must be completed by	31 March 2029	End of availability of Enterprise Area funding and funded management resources
Additional period where many CAA projects continue to collect outputs and outcomes without further funding	31 March 2033	BCC's internal staff team will continue with a light touch oversight and data collection, this being done from existing internal resources in proportion with what is achievable at the time.

2. Economic Case

The economic case determines whether the scheme demonstrates value for money and assesses options considered to identify all their potential impacts – both beneficial and adverse – and summarises the resulting value for money. The level of appraisal included will be determined based on the project type. This Case considers impacts on the economy, environment and society using monetised information, qualitative and quantitative assessment. Economic Case should be approximately 75% complete at OBC. The FBC will therefore revisit and update the Economic Case in relation to the shortlisted options and based on finalised scope and target costs of the preferred option to be delivered subject to approval of the business case.

2.1 Critical success factors

*Explain what criteria have been used for selecting the option that would achieve project objectives. A sample list of critical success factors is included in **Appendix 1**; add more project-specific factors as required.*

The criteria that will be used for selecting the option that will achieve the project objectives are shown in the table below:

Key Critical Success Factors	Description
Strategic fit and meets business needs	<p>The strategic fit and business needs are contained in the aims proposed in our strategic case:</p> <ol style="list-style-type: none"> 1. Re-animate local places with a new mix of cultural, experiential and community activities and facilities to drive footfall and improve community and visitor experience. 2. Improve the sustainability of local businesses, organisations, and community groups by building out their revenue generating capacity. 3. Provide opportunities for citizens to participate, volunteer, develop their skills and improve their wellbeing and future life chances. 4. Empower local stakeholders and leadership so they can develop sustainable activities, improve community cohesion, reshape the identity of their place and develop a legacy plan. 5. Support creative and cultural (CC) practitioners so they can deliver a diverse range of activities, experiences, and artifacts. 6. Strengthen the reputation of our local places because of improvements in facilities, cultural offer, community activities, safety alongside an overall increase in pride for the local area.

Potential Value for Money	Minimise the costs associated with the delivering the benefits of CAA and, therefore, maximise the ratio of benefits to costs from CAA
Supplier capacity and capability	Likely capacity of suppliers to deliver the amount of CAA activity associated with the option
Potential affordability	Likelihood that the option can be financed from available funds and aligns with sourcing constraints
Potential achievability	Likelihood that option can be delivered through combination of BCC and those of the organisation's delivering CAA activity

2.2 Options appraisal

2.2.1 List of options

*Use **Appendix 2** to list options for project delivery. The list of options should include at least three possible solutions in terms of size, scope, location, costs, outputs and outcomes, and include the “do nothing / do minimum” and “do maximum” options. Describe each option’s advantages and disadvantages in terms of project’s critical success factors.*

The options are Do Nothing; Do Minimum; Preferred Option; and Do Maximum. These are defined below:

Do Nothing:

- Doing nothing would mean that Birmingham’s local centres, especially those which are more deprived and have greater barriers to future opportunity for its communities, would miss out to varying extents.
- CAA is a unique way of providing opportunity for all, including young people, and bringing communities together. CAAs can be set-up quickly and thus are able to deliver some quick wins. So, to not fund any will have a negative effect on the economics, visitor economy and community wellbeing of many parts of Birmingham.
- Whilst CAA budgets are low, they have been shown to have a catalysing effect on local businesses, visitors and communities and are able to provide a greater and more lasting benefit than their small budgets would suggest was possible.
- High streets and the cultural sector were far more exposed than most areas during the pandemic and there is a real risk that without intervention, some cultural communities and networks within the city may be unrecoverably lost. Long-term, this will be catastrophic for the cultural offer of GBS and will have a negative effect on the Enterprise Area, especially damaging its ability to bring in new business which will generate business rate uplift.
- The pandemic has caused immense damage to local centres both in terms of retail offer and in community cohesion. Doing nothing on CAA funding risks missing out at the opportune moment to champion meanwhile use of vacant shops to address cohesion, reanimate local centres and improve regional cultural offers.

Do Minimum:

This option keeps 3 of the CAA projects within the GBSLEP trail going for another year - with no capital funding to support them further into the future.

This option will:

- Increase funding for existing arts groups within the city to increase the quality or quantity of their output.
- Encourage existing cultural and arts groups in the region to collaborate on projects within different areas.
- Provide some continuing financial support for most successful CAAs from first two rounds.
- Provide toolkit for local cultural and arts groups, giving a roadmap on accessing funding and on how to make social impact in their local areas.
- Do not make any capital expenditures that will change the amenities on offer of our local places
- This option would cost significantly less but comes with no guarantee of collaboration between the different organisations and would still require a similar amount of GBSLEP time investment as other options.

Preferred Option:

This option is expected to cost £2m and will:

- Fund EZCAA fund for 6 years for applicants to apply for and enables us to take a longer-term view of ways we can improve our local places and build impacts over time
- Run numerous and wide-ranging projects that have their own regionally distinct outputs but contribute to shared outcomes which seek to improve Birmingham's collective identity, showing Birmingham as a dynamic and forward-thinking city where business and people want to come.
- In 2.2.3 (assumptions), we say more about how activity over the different years under this option is assumed to relate from year-to-year.

Do Maximum:

This option doubles the level of activity in the Preferred Option and costs £4.2m. It will:

- Expand preferred option on a much larger scale, especially to increase revenue funding three-fold. with larger funding and bigger projects.

Do Nothing does not deliver against the Critical Success Factors.

In the table below, the other options are scored out of 10 against the Key Critical Success Factors:

Key Critical Success Factors	Do Minimum	Preferred Option	Do Maximum
Strategic fit and meets business needs	2	8	10
Potential Value for Money	2	10	6
Supplier capacity and capability	10	8	5
Potential affordability	10	8	5
Potential achievability	10	8	5
TOTAL Scores on Key Critical Success Factors	34	42	31

The **Preferred Option** scores highest in the table above.

The Do Maximum option scores most highly on **Strategic fit and meets business needs**. This is because Do Maximum delivers more CAA projects than the other options. The Preferred Option, however, strongly delivers on the aims of CAA. It does so because it:

- Aligns with Birmingham City Cultural Compact and all other region-wider compacts
- Aligns with Birmingham Plan 2031
- Provides an excellent strategic fit with GBSLEP's Cultural Action Framework, Creative & Cultural Delivery Plan 2022/23, Towns & Local Centres Framework and Young people's Strategy
- Aligns with the placemaking elements of the West Midlands Local Industrial Strategy and WMCA's *Making Our Mark*
- Aligns with West Midlands 2041 low carbon objectives
- Aligns with WMCA's Cultural Leadership Board and Cultural officer's Group
- Maximises potential opportunities related to culture, identity and place based economic growth

The Preferred Option costs less to deliver than Do Maximum, while at the same time providing a large amount of CAA activity, and thus, provides higher **Potential Value for Money**. The value for money through the Preferred Option is driven by:

- Provides 6 years of support
- Funds circa 5 Projects per year (30 overall)
- Levers in private sector match
- Provides lasting support and development for local places and their communities, including young people and those who are disadvantaged
- Strong lasting value by creating strong local partnerships and a sustainable legacy of on-going activity
- Wide-ranging outputs and outcomes
- Provides direct, targeted support to local areas building upon regional distinctiveness
- Provides 10 years' worth of project benefits, as a further four years of outcomes and outcomes will be delivered at no extra project cost.

It is thought unlikely that **Supplier capacity and capability** will exist within Birmingham to fully deliver the Do Maximum option, whereas the Preferred Option anticipates a level of EZCAA activity that aligns with likely capacity in Birmingham. The Do Minimum option scores highly on this criterion – as well as Potential affordability and Potential achievability – because the level of activity is very limited under this option and therefore these criteria are likely to be fulfilled under this option. Equally, the Do Minimum scores very poorly on Strategic fit and Value for money.

The level of Supplier capacity and capability required to deliver the Preferred Option is likely to exist in Birmingham because:

- Capacity of proposed EZCAA project leads will be tested against the evidence base of the previous 9x CAA projects overseen by GBSLEP
- Previous CAAs have proved capable of effectively delivering against outputs and outcomes, which gives us confidence that projects can be set-up in a way that minimises the risk of failure

Do Minimum scores highly on **Potential affordability**, while Do Maximum scores poorly. The Preferred Option much more strongly delivers on the aims of CAA than Do Minimum, while at the same time being affordable because:

- The funding structure of CAAs is very flexible, and so can be adjusted should resources change
- The evidence from previous CAA projects is that they get strong buy-in and support (both in-kind and financial) from local stakeholders, so local match would only be badly affected by a major economic blow, such as Covid getting worse again and closing down high streets

Evidence on CAA funding gets strong legacy follow-on monies.

Do Minimum scores highly on **Potential achievability**, while Do Maximum scores poorly. The Preferred Option builds on the GBSLEP trial and is considered achievable for this and other reasons, such as:

- There is a high chance of EZCAA projects being successful based on the evidence of the 9 current CAA projects
- BCC has a track record of delivering economic growth in Birmingham and has strong cross-regional and nation connections that will ensure EZCAA projects can be well supported so they can adopt 'better practice' and learnings to ensure their success and legacy
- Previous CAAs have shown remarkable resilience to adapt against quickly evolving pandemic regulations.
- BCC has the staff with the relevant skills and experience to deliver this project including a seconded GBSLEP Creative & Cultural Senior Policy Lead and a Programmes Team.

2.2.2 Cost-benefit analysis

*Using **Appendix 3**, provide a cost-benefit analysis for each option for project delivery, ensuring that:*

- *both capital and operating costs are included;*
- *costs cover the entire benefit realisation period;*
- *appropriate discounting techniques are applied; and*
- *optimism bias is shown in the calculation of both costs and benefits.*

As shown in **Appendix 3: EZCAA Options Appraisal**, the Preferred Option offers the strongest ratio of benefits to costs – **with a BCR of 4.1**. This BCR is based upon a cost estimate that has been increased by 10% to account for risk of optimism bias in relation to costs. Alongside these costs, we have quantified benefits by learning from the GBSLEP trial of CAA and relevant secondary evidence.

GBSLEP ran a trial of Cultural Action Areas (called Zones at the time). The activities of these Zones engaged a diverse range of businesses - within various sectors (cultural and creative, hospitality, retail and other) and of different scales (micro and small businesses).

This trial suggested a range of possible benefits from CAA:

- Wellbeing: Increased wellbeing from cultural engagement
- Crime: Reduced crime as a result of enhanced pride in place associated with cultural engagement
- Land values: Increased land values caused by the locality becoming more desirable due to an enhanced cultural offer

We have explored a range of methodological approaches to quantification of these benefits and a workable approach has only been found in relation to wellbeing. These wellbeing benefits will be experienced in relatively deprived parts of Birmingham and, therefore, distributional weights are applied to these wellbeing benefits.

"The culture and heritage sectors have a significant impact on society in the UK, particularly given our rich history and efforts to preserve cultural and heritage assets," according to a report written for the Department of Culture, Media and Sport (DCMS). This report aimed to provide DCMS with, "better

knowledge of valuation techniques and reliable values for a range of culture and heritage assets to inform government spending rounds and business investment decisions”.³

As per the ‘DCMS Evidence Base’ tab in Appendix 7, we have reviewed the values generated by this research to identify values for types of activity most relevant to CAA – which relates to arts engagement, high streets, and cities, rather than other kinds of cultural activities, such as theatres, museums, and libraries. These valuations are produced by a range of methods: stated preference, revealed preference, wellbeing valuation. Some of these values relate to individuals and others to households – we focus on studies generating valuations for individuals, as this maps on to numbers of CAA participants, which have been estimated based upon the experience of the GBSLEP trial. These valuations for individuals produce a wide range of quantifications for the wellbeing benefit to individuals of cultural participation: from £5333.85 to £14.29 in 2020 prices. We correct for optimism bias by working with the 3 lowest estimates – which have valuations of £14.29, £20.92, and £21.00 in 2020 prices. We take the average of these 3 valuations and then reweight to account for inflation between 2020 and March 2023 – which generates a value of £22.21 and we take this as our measure of the wellbeing value generated through CAA participation per participant.

In the tab in Appendix 7 called ‘GBSLEP trial’, we present the average benefits per CAA estimated following this trial, which includes number of participants per year per CAA. Based upon the number of CAAs per option (Do Minimum, Preferred Option, Do Maximum), we project the number of participants per year and then multiply these participants by the wellbeing value of participation per participant (£22.21). This generates estimates of wellbeing benefit per option.

These wellbeing benefits generate value within a relatively deprived city, Birmingham. The marginal utility value of additional welfare gains in relatively deprived places is captured through a distributional weight. This distributional weight has been calculated using data on Gross Disposable Household Income (GDHI) from the ONS. These GDHI data create a basis for valuing the marginal welfare gain in Birmingham relative to the UK as a whole.

To some extent, these benefits will be generated without CAA (because some cultural activities will find other means of moving ahead).

“There is,” according to the UK government, “a considerable body of evidence concerning estimates of the scale of displacement associated with regeneration, renewal and regional development initiatives at the local and regional level”.⁴ Nonetheless, there is uncertainty about the rate of displacement associated with CAA, which has two implications: first, we have to use a proxy value to estimate displacement; second, our sensitivity analysis adapts this proxy value. This proxy value has a displacement rate of 7%. This proxy value is taken from a government publication that reported that “a review of Neighbourhood Renewal Fund projects (which) identified ... low displacement rates to City Challenge at the local level (see Table 4.6)”.⁵ The activity in 4.6 that most closely aligns with CAA is ‘Other (Community)’ – with CAA being a form of social capital-building community intervention.

³ SIMETRICA Jacobs, DCMS Rapid Evidence Assessment: Culture and Heritage Valuation Studies – Technical Report (2020)

⁴ English Partnerships, *Additionality Guide, Third Edition*, (2008)

⁵ HCA, *Additionality Guide, Fourth Edition*, (2014)

2.2.3 Assumptions

Describe assumptions underpinning the above analysis, including the rationale for the proposed benefit realisation period, optimism bias and contingency.

As discussed above, there are some assumptions that are consistent across our modelling of the options: (1) Estimated wellbeing benefit per CAA participant (£22.21), (2) Distributional weight applied to wellbeing benefit (1.2), (3) Rate of displacement (7%), (4) Benefits per CAA – including number of participants – are consistent across the options and align with estimations of typical CAA outputs grounded in the GBSLEP trial.

The assumptions above are consistent across our analysis of the options. In addition, we make assumptions within our analysis of each of the options – which relate to the scale and durability of activity financed within each of these options.

Do Minimum

This option keeps 3 of those CAA projects in the GBSLEP trial going for another year and assumes that:

1. The costs of running these projects are in line with the average cost per project during the GBSLEP trial
2. The benefit in terms of revenue uplift from these 3 projects is in line with that reported during the GBSLEP trial – but only sustains for one year, as no capital investment is provided to help these projects achieve greater longevity.

These assumptions generate a Benefit-to-Cost ratio of 1.5

Preferred Option

This option funds:

1. 5 projects in Year 1: 2 of these projects only run for a year, 2 run for 5 years, 1 runs for 5 years but requires 2 years of support to run for that long.
2. 5 projects in Year 2, 3, 4, 5 and 6 - following a similar pattern to Year 1: 1 project is funded that was funded in the previous year, 2 new projects are funded that last a year, 2 more new projects succeed in lasting for 5 years.

This option seeks a more enduring uplift to high streets than is enabled by the Do Minimum option. It does this by:

1. Backing CAA projects with capital investment.
2. Requiring that the CAA projects secure match-funding: meaning that must enhance their operational and financial capabilities.

This combination of capital investment and organisational/financial development allows some of the CAA projects to endure for 5 years. Not every CAA project will be able to achieve this degree of longevity, however.

By funding 5 projects a year, it is realistic that it will be possible to support half of these to a longevity of impact. On this basis, this option sustains a Benefit-to-Cost ratio of 3.0

Do Maximum

This option doubles the costs and intended impact of the Preferred Option. Consequently, it funds 10 projects a year (doubling the 5 that are funded under the Preferred Option). However, this option:

1. Requires more funding than is available at this stage
2. Likely strains the likely capacity of BCC to bring forward CAA projects with potential for longevity.

As under the Preferred Option, 3 CAA projects endure for 5 years (with 1 of these 3 requiring funding over 2 years, rather than 1). There is, therefore, no increase on the Preferred Option in the number of the CAA projects that have this degree of longevity. What this option adds is more projects that last only for one year – increasing the stock of such projects to 7 a year from 2 under the Preferred Option. This does add additional benefit to the Preferred Option – but also doubles costs – meaning that the Benefit-to-Cost ratio is 2.1 and this option provides less value than the Preferred Option.

2.2.4 Unquantifiable benefits

Describe unquantified benefits of each shortlisted option. What evidence is available that these benefits will be realised?

The preferred option will deliver two kinds of additional benefit to the GVA included within the BCR calculation: (1) benefits that we can quantify but have not monetised, although they do have a direct bearing on the GVA uplift generated by EZCAA (2) benefits that we cannot quantify but anticipate. These have a significant impact on the social value of the project and objectives such as wellbeing and pride.

In relation to (1), please see the table below – which replicates Table 2 in the 'GBSLEP trial' tab within **Appendix 7**. This quantifies benefits anticipated over Years 1 to 10 under our preferred option in terms of:

- Organisations engaged broken down by: (a) Number of local businesses engaged; (b) Number of Local Community Organisations Engaged (including schools)
- Number of Smaller local events or activities supported (e.g., workshops)
- Number of Larger local events or activities supported
- Number of Larger local events or activities supported (e.g. Number of other outputs (e.g. Micro-grants, websites, and pilot activity)
- Number of Temporary Artistic Displays Created
- Number of tourism, culture or heritage assets created or improved
- Number of recurring events established
- Number of volunteering opportunities supported
- Total Number of Participants at events
- Number of under 18-year-old participants
- Number of community interest Groups established (inc stakeholders)
- Number of Local Artists Commissioned/ engaged

In relation to (2) benefits that we cannot quantify but anticipate, that will contribute to the overall economic performance of the EZCAA and or provide significant social value benefits:

- Creating a healthier community (these measures link to the Tom's framework – see below)
- More working with the community
- More local people in employment
- More opportunities for disadvantaged people
- Increased Business Sustainability
- Jobs created or safeguarded (calculated within the GVA uplift using standard measures)
- Social innovation to enable healthier safer and more resilient communities
- Improved perception of facilities /amenities /attractions /infrastructure /events /markets /improved perception of safety
- Increased pride in place

- Crime is reduced

And finally, three broad non-quantifiable benefits of EZCAA:

- **Land value uplift**

“The value of land is determined by a number of factors, most significantly by its use and location,” according to DCLG guidance.⁶ “In appraisal terms, the difference between this new value and its previous value is the land value uplift and this represents the net private benefits of a development.” EZCAA will not, of course, change the location of land, but it will change land uses. It will do so through activities that increase the sense that a high street is a place to do fun and engaging activities and through such activities, the EZCAA helps to attract more people and spending to these localities. This increased footfall and spending will increase the success of local businesses – represented in the increased GVA within our CBA model – and, ultimately, an increased presence of successful businesses will increase the value of land.

Therefore, land value uplift is anticipated as a consequence of EZCAA – but equally, as the DCLG guidance states, “the value of land is determined by a number of factors”. These factors are too varied for us to be able to isolate and quantify the likely uplift in land values resulting from EZCAA.

- **Reduced Crime**

“There is now a range of evidence that communities with a good ‘stock’ of such ‘social capital’ are more likely to benefit from lower crime figures, better health, higher educational achievement and better economic growth,” according to an evidence review undertaken for Arts Council England. “The arts are associated with positive criminal justice outcomes, for example supporting steps towards effective rehabilitation and an individual’s journey towards desistance. They can also play an important part in changing individual, institutional and social circumstances which sponsor criminal behaviour. In the context of place these outcomes are clearly desirable in reducing crime and making neighbourhoods areas where people want to live, work and visit. Reducing crime and improving feelings of safety are also important ingredients in fostering trust and building social capital”.⁷

This evidence supports the expectation that places that benefit from CAAs will be less likely to suffer crimes like vandalism, as communities will be more likely to feel pride in their place and thus, not want to vandalise it. While estimates of the cost of crime have been generated,⁸ these do not typically cover the costs of low-level crime like vandalism and we see no basis for quantifying the extent of reduction in such crimes that will be associated with CAAs.

- **Reduced Carbon Emissions**

We anticipate EZCAA to reduce carbon emissions – as we discuss below in answer to 2.2.6 – but cannot quantify this reduction.

As stated in section 1.1.2 **Investment Objectives**, EZCAA’s social value outcomes align closely with National Tom’s Framework measures, also used by BCC to underpin their social charter. The most relevant direct Tom’s reference numbers have been identified in **Appendix13: EZCAA - Monetisation of Tom’s Social Value Outcomes**. The Tom’s framework provides a financial proxy against these outcomes

⁶ The DCLG Appraisal Guide, December 2016

⁷ Wave Hill, Arts and Place Shaping: Evidence Review – commissioned by Arts Council England (May 2020)

for economic analysis and BCR purposes, however, to avoid excessive complexity, EZCAA has done its economic analysis and BCR without including them. However, it would be possible to include these measurements during evaluation of the programme if this was felt prudent, to align better with future funding streams or improve the efficacy of the economic analysis of EZCA going forwards.

2.2.5 Digital infrastructure

Outline the if/how the project will incorporate digital infrastructure e.g. inclusion of or potential to enable 5G

- EZCAA projects will connect with local plans around digital inclusion and 5G roll-out and application wherever possible. CAAs can be used as a test bed for new 5G applications and to test content creation techniques, for example, creating new real-time interactive content at the festivals that have been created by CAA.
- EZCAA will benefit the testing and development of 5G infrastructure and application development. EZCAA will benefit the digital experiences and ability for more of our local people to be 'digital and 5G savvy'

2.2.6 Environmental Benefits

Demonstrate how the environmental benefits of each option have been included and calculated in the CBA (Consider carbon emission value). Provide evidence of how any proposed measures to reduce carbon emissions from the project and associated activities have been incorporated into the proposal. Including how it is intended to be measured against a business-as-usual baseline.

The environmental impact of the Preferred Option is expected to be minimal but positive. This positive impact will be driven by two causes: first, CAAs will be provided with guidance on sustainable purchases – Julie's Bicycle, for example, have published guidance documents for different parts of the creative sector to reduce their carbon footprints. By utilising these resources, CAAs will operate in environmentally responsible ways. Secondly, CAAs will encourage local shopping. The environmental benefits of such shopping have been recognised by the government:

Local shops often source their goods locally, helping to reduce their carbon footprint. When shopping local, people are also more likely to walk or cycle to get there – doing their bit to reduce air pollution, reduce traffic and improve the quality of the nation's high streets.

<https://www.gov.uk/government/news/eight-reasons-to-shop-local-this-week-to-help-the-high-street-bounce-back>

2.3 Options appraisal – preferred option

2.3.1 Scope of work

Provide a description of the preferred option in terms of what it will deliver, over what time period, and what the acceptance criteria will be.

EZCAA will consist of numerous smaller projects, running for typically one year each, the programme is for a three-year period for revenue and a six-year period for capital, with all completed by March 2029. The kinds of project that will be funded are described above in the strategic case. The level of activity that this will generate aligns with the assumptions of the Preferred Option:

1. 5 projects in Year 1: 2 of these projects only run for a year, 2 run for 5 years, 1 runs for 5 years but requires 2 years of support to run for that long.
2. 5 projects in Year 2, 3, 4, 5 and 6 - following a similar pattern to Year 1: 1 project is funded that was funded in the previous year, 2 new projects are funded that last a year, 2 more new projects succeed in lasting for 5 years.

This option seeks a more enduring uplift to high streets than is enabled by the Do Minimum option. It does this by:

3. Backing CAA projects with capital investment.
4. Requiring that the CAA projects secure match-funding: meaning that must enhance their operational and financial capabilities.

This combination of capital investment and organisational/financial development allows some of the CAA projects to endure for 5 years. Not every CAA project will be able to achieve this degree of longevity, however.

By funding 5 projects a year, it is realistic that it will be possible to support half of these to a longevity of impact.

2.3.2 Value for money

Explain how your preferred option represents value for money, referencing the Net Present Value (NPV) and Benefit Cost Ratio (BCR) measures. If the preferred option is not the one with highest BCR, explain how unquantified benefits justify the cost.

As shown in Appendix 3, the Preferred Option offers the strongest ratio of benefits to costs – with a BCR of 4.1. This result supports the strong economic case to extend Cultural Action Areas (CAA), which is:

- Grounded in the evidence of CAA delivering revenue uplift during the trial of them run by GBSLEP.
- Moving with the grain of high streets becoming places to have fun and be active and participatory – not just make purchases.
- Evidenced by a Benefit-to-Cost ratio for the Preferred Option of 4.1 – with these benefits composed the Net Present Value (NPV) of the wellbeing uplift associated with cultural engagement. This benefit will be experienced by people in the relatively deprived city of Birmingham.

2.3.3 Sensitivity analysis

Describe what sensitivity tests have been applied to the cost-benefit analysis and how they impacted the BCR.

In the file called *Appendix 14 – EZCAA Business Case – Economic Analysis – Sensitivity Analysis revised v2* we have: (1) reduced the estimated wellbeing benefit per CAA participant by 20%, (2) increased the rate of displacement to 50%, (3) reduced expected participants by 20%. These changes reflect the degree of uncertainty associated with these values – the displacement value has been revised most substantially (50%), reflecting the largest degree of uncertainty. The other inputs have been reduced by only 20% - as they are based upon more well-established evidence than our displacement estimate: the DCMS research into wellbeing in the case of the wellbeing per CAA participant and the GBSLEP trial of CAA in the case of the number of participants. Together, these three revisions substantially revise our economic modelling and its results. Nonetheless, on these changed assumptions, the preferred option continues to generate a BCR of 1.4.

2.3.4 Proposed outputs and outcomes

*In the table below insert a summary of the proposed outputs and outcomes that are expected to be achieved as a result of the project. Add further rows to the tables as required. Provide a detailed profile of forecast outputs and outcomes in **Appendix 4**. This appendix includes definitions for a series of set outputs that the GBSLEP monitors performance against.*

The proposed outputs and outcomes below are for one typical EZCAA out of the 30 that will be funded. Not all of these outputs and outcomes will be present in all EZCAA projects.

This assumptions model is based on the actual data from the 9 x GBSLEP CAA pilot projects that have concluded recently. This model being is being combined with a CAA longevity model – as set-out in **1.1.2 Investment Objectives** to form the basis of the economic analysis of EZCAA.

A more detailed breakdown of total outputs and outcomes are included in **Appendix 4**. This sums together the individual CAA profile with the longevity model over the 10-year project period.

Proposed outputs

Output	Output description	Output quantity	Beneficiaries	Strategic Alignment	Method of independent verification	Delivered by date
1	Businesses engaged	38	Businesses	Business growth	Evaluation by CAAs	March 2033
2	Local Community Organisations Engaged	5	Community Organisations	Civic pride and social capital	Evaluation by CAAs	March 2033
3	Number of Smaller local events or activities supported (e.g., workshops)	34	Cultural groups and participants	Civic pride and social capital	Evaluation by CAAs	March 2033
4	Number of Larger local events or activities supported (e.g. festivals days, markets held, microgrant schemes)	6	Cultural groups and attendees	Civic pride and social capital	Evaluation by CAAs	March 2033
5	Number of Temporary Artistic Displays Created	4	Artists	Artistic development	Evaluation by CAAs	March 2033
6	Number of tourism, culture or heritage assets created or improved	9	Tourist, cultural and heritage sectors	Civic pride and social capital	Evaluation by CAAs	March 2033
7	Number of re-occurring events established	1	Event organisers and attendees	Civic pride and social capital	Evaluation by CAAs	March 2033
8	Number of volunteering opportunities supported	39	Volunteers	Civic pride and social capital	Evaluation by CAAs	March 2033
9	Total Number of Participants at events	2,469	Participants	Civic pride and social capital	Evaluation by CAAs	March 2033

10	Number of under 18-year-old participants	122	Under 18 participants	Civic pride and social capital	Evaluation by CAAs	March 2033
11	Number of community interest Groups established (inc steering groups)	1	Community groups	Civic pride and social capital	Evaluation by CAAs	March 2033
12	Number of Local Artists Commissioned/ engaged	28	Artists and community groups	Civic pride and social capital	Evaluation by CAAs	March 2033

Proposed outcomes

Outcome	Outcome description	Outcome quantity	Beneficiaries	Strategic Alignment	Method of independent verification	Delivered by date
1	Increased business revenue and GVA	£12m in GVA over 2023 to 2033 across all CAAs	Businesses, Cultural & Community Groups	Business growth	Survey of CAAs and economic impact assessment based on survey results	March 2033
2	Increased footfall	% increase	Businesses, Cultural & Community Groups	Business growth	Evaluation by CAAs	March 2033
3	Increased visitor numbers and spend	% increase	All parts of CAA ecosystem	Business growth	Evaluation by CAAs	March 2033
4	Creating a healthier community	Survey, case studies	Citizens, community	Citizens, community, social capital	Evaluation by CAAs	March 2033
5	More working with the community	% increase	Citizens, community	Citizens, community, social capital	Evaluation by CAAs	March 2033
6	More local people in employment	% increase	Citizens, community	Citizens, Businesses, community	Evaluation by CAAs	March 2033
7	More opportunities for disadvantaged people	Survey, case studies	Citizens, community	Citizens, community	Evaluation by CAAs	March 2033
8	Increased Business Sustainability	survey data	Businesses, Cultural & Community Groups	Business growth	Evaluation by CAAs	March 2033
9	Jobs created or safeguarded	GVA proxy	Businesses, Cultural & Community Groups	Business growth	Evaluation by CAAs	March 2033
10	Social innovation to enable healthier safer and more resilient communities	Survey, case studies	Businesses, Cultural & Community	Citizens, Businesses, Community, social capital	Evaluation by CAAs	March 2033

			Groups, citizens			
11	Develop and implement a sustainable EZCAA legacy plan	30	All parts of CAA ecosystem	Business Growth, Civic pride and social capital	Evaluation by CAAs	March 2033
12	Improved perception of facilities /amenities /attractions /infrastructure /events /markets / safety	survey data	All parts of CAA ecosystem	Civic pride and social capital	Evaluation by CAAs	March 2033
13	Increased pride in place	survey data	All parts of CAA ecosystem	Civic pride and social capital	Evaluation by CAAs	March 2033
14	Crime is reduced	survey data	All parts of CAA ecosystem	Business Growth, Civic pride and social capital	Evaluation by CAAs	March 2033

3. Commercial Case

The Commercial Case provides evidence of the commercial viability of a project and the procurement strategy that will be used to engage the market – providers, developers and suppliers to deliver the project. The OBC should be based on pre-procurement discussions and the FBC should document the final outcome of the procurement process.

3.1 Procurement

3.1.1 Procurement scope

Outline what procurement needs to be / have been undertaken if private development partners or suppliers are required to deliver project outputs.

No specific defined procurement needs to be undertaken by BCC directly to deliver the EZCAA programme. BCC's cultural team, which includes cultural and CAA specialists, will be able to run the required contestable calls and manage the overall project to deliver agreed outputs.

BCC will run an annual contestable call for EZCAA applicants each April (July in year 1). Up to five awards will be made each year for each of six years. The criteria for scoring this call will be clearly laid out, with online guidance along with webinars and a workshop where prospective applicants can get their questions answered.

The awards will be in the range £10K to £100K each, with a varying mix of revenue versus capital grant money, depending on the specifics of each project funded. In total up to 30 projects will be funded over the six-year period. Each of these projects will have a lead applicant who will be a legal entity, with a bank account able to receive, distribute and account for the grant monies.

Demand

There is a very strong confidence of demand within BCC's cultural team. There are four main reasons for this:

1. GBSLEP had planned a 3rd round of CAA (formerly called zones not areas) before funding was pulled due to GBSLEP being closed down. But there had already been considerable interest in future CAA funding, both from existing CAAs and new ones.
2. BCC's cultural team have integrated the idea of CAAs into their wider delivery for 23/24, and they are highly confident that demand will be there, in part because there has not been any funding like this before outside of the GBSLEP pilot, and there is a pent-up demand for funding of this nature.
3. CAAs are very flexible, in terms of the structure of organisations applying, the scale of applications and the mix of capital to revenue, and so this will maximise the number of applications that will be eligible for submission, and thus reduce the risk of having too little demand for the programme.

Procurement

The default position will be that lead organisations can use their existing procurement processes, as long as these are robust. BCC's programme team will review the procurement processes of applicants, if it is felt they are not adequate, then BCC's standard procurement process will be imposed on individual projects.

BCC procurement rules are set out under Part D of 'How the Council Works'

https://www.birmingham.gov.uk/info/50068/how_the_council_works/283/the_city_council_s_constitution

Amounts of up to £5K can 'proceed to purchase' without mandatory advertising. Values from £5K to £25K require three quotes. In most instances EZCAA projects will be distributing small sums of money, eg., as contestable micro-grants or sub-£5K supplier contracts.

All EZCAA projects will be required to detail how each relevant area of their budget has been procured, to ensure it has been done in compliance with their own or BCC's standard procurement practice. BCC's programme team, which includes colleagues available internally, have considerable expertise ensuring they will be able to determine the suitability of each applicant's procurement process.

3.1.2 Procurement strategy

Describe the project procurement strategy, including: regulatory / mandatory / best practice standards incorporated; process to be undertaken; evaluation criteria; and the contractor selection timetable.

EZCAA awards will be made using a contestable call award, which is based on the process used by GBSLEP during their own 2-year CAA pilot programme. A sample of the likely call paperwork is included in **Appendix 12: Outline of Contestable Call for EZCAA**

The call will be posted online and communicated through a number of BCC, cultural and other social media channels. The online call will include a website with introductory information and a down-loadable guidance document and application form.

In addition, webinars, surgeries and a workshop will be run by BCC during the application window so that prospective applicants can get their questions answered. The guidance to applicants will include details of the need for them to have a clear and acceptable procurement policy.

3.1.3 Third party services

Detail any third-party services that will be used to deliver the project (legal, finance, any other consultancies).

No third-party services will be required to deliver the EZCAA programme. The specialist cultural and CAA team running it will be based within BCC's Cultural & Tourism department.

3.2 Contract management and risk allocation

3.2.1 Contract milestones

Include contract milestones such as internal or external decisions and approvals and completion dates of project phases.

There is not a delivery contract associated with this project. An SLA will be entered into between the Directorate running this project and the EZ programme to deliver the outputs and outcomes for the funding requested. In turn each of the EZCAA applicants will enter into a contract to deliver agreed deliverables for their requested EZ funding.

Before receiving funding, each applicant will agree a set of target activities, outputs and milestones for their grant agreement. These will be tracked with regular project management meetings with BCC's programme team. Performance will be closely monitored, with adjustments in some cases being allowed. Clawback of funding is possible for projects that are not delivering as agreed.

3.2.2 Risk allocation

Summarise key risks relating to the management of delivery contract(s) and who has been involved in identifying these risks. Include details on the transfer or sharing of risks with the contractor, risk owners, and mitigation / contingency arrangements

There is no contractor appointment for the delivery of this project so there are no risks relating to a delivery contract. An overview of risks associated with applicants are as follows:

- Applicant delays start of project due to resourcing/recruitment issues
- Applicant fails to put in place the correct resources to deliver activities as agreed
- The applicant fails to project manage and/or financial manage effectively
- The applicant fails to achieve the agreed milestones and outputs
- The applicant fails to collect survey and other data
- The applicant lacks capacity in some other way to deliver the project

These risks will be mitigated in the following ways:

- The application process will assess carefully the applicant's ability to deliver. In some cases, an applicant without a strong delivery track record will be awarded funding, to ensure inclusivity and that CAA reaches underserved areas of the city. In these cases, additional BCC programme team resources have been made available to provide extra assistance.
- Regular project reviews will be carried out to spot any issues early, where action to correct can be agreed.
- CAA projects will be encouraged to collaborate together, sharing better practice and issues to minimum risk for all and maximise the value of CAA projects across the city.

3.3 Accountancy treatment and service requirements

3.3.1 Assets

Describe long-term future of assets, including approach to a change of circumstances (e.g. organisation / asset changes purpose or ceases trading).

Any assets created from EZCAA remain with the projects. Assets might be improvements to neighbourhoods, artwork, fit-out on spaces, IT, etc.

4. Financial Case

The purpose of the Financial Case is to demonstrate the affordability and funding of the preferred option, including the support of stakeholders and customers, as required. This should include the capital and revenue costs and the consequential costs of the project.

4.1 Project budget

Insert additional future years into the table; name each contributing funder and add lines as required. GBSLEP allocates funding to projects for specific financial years (April to March) at the time the funding must be drawn down by projects to cover eligible defrayed costs.

Include a detailed breakdown of project costs that relates to the below project budget as an appendix.

Loans are offered on commercial terms. The rate of interest charged, security and other conditions are determined independently in accordance with investment industry standards, taking into account that the GBSLEP's funding programme's primary objective is to enable or accelerate development of priority projects. The maximum repayment term is three years.

Further information on and the application for development funding is included at Section D.

*Provide a detailed proposed funding profile by populating **Appendix 5**. This will be indicative at OBC stage and should be finalised at FBC stage.*

	Previous years	2023/24	2024/25	2025/26	2026/27	Future years	Total
Capital funding (£s)							
Local Authority							
Other public sector							
Private sector (MATCH)		£27,500	£82,500	£55,000	£45,000	£80,000	£290,000
Third sector (Debt Finance)							
GBSLEP Loan funding requested							
EZ Grant funding requested		£102,500	£307,500	£205,000	£205,000	£405,000	£1,225,000
EZ Grant for management fees		23,700	£22,897	£22,068	£34,401	£74,045	£177,111
Funding source to be established							
Total capital cost		£153,700	£412,897	£294,401	£284,401	£559,045	£1,692,111
Revenue funding for project delivery (£s)							
Local Authority							
Other public sector							

Private sector (MATCH)		£12,500	£37,500	£20,000	£0	£0	£70,000
Third sector							
EZ Grant funding requested		£35,000	£105,000	£70,000	0	0	£210,000
EZ Grant for management fees		£7,900	£7,632	£7,356	0	0	£22,889
Funding source to be established							
Total revenue cost for delivery		£55,400	£150,132	£97,356	0	0	£302,889
Revenue consequences for benefit realisation (£000s)							
Local authority							
Other public sector							
Private sector							
Third sector							
Total revenue consequences for benefit realisation							
Total project cost		£209,100	£563,029	£391,757	£284,401	£559,045	£1,995,000

Please Note: because year 1 EZCAA projects will be starting late, c. Sept23 or after, It is intended that they will still run for one year, with costs and outputs spilling into 23/24. This means that for cashflow purposes there will be less cashflow in year 1 with additional cash flow in year 2 to compensate.

4.2 Affordability

4.2.1 Options for financing the project

Outline what other means of financing the project have been explored, including which funding sources have been considered / approached and why they were discarded.

EZCAA is made up of many smaller projects that are independent of each other. Each will start with an agreed amount of match, which could be in-kind or cash, although in exceptional circumstances no match may be considered.

CAA projects do not require significant guaranteed alternative finance, as finding finance sources to de-risk the starting of community and location-based projects such as these is difficult. It is for this reason

that alternative private sector sources are not considered a viable alternative funding route, as explained in section 4.2.1.

However, as more CAA projects get funded like this through EZ, it will increase the chance of winning alternative funding for future rounds, so, for example, it may be that by year 3 the work done to date has sufficient profile that it means we can increase the scale of CAA activity by bringing in central government funding such as new versions of *Towns Fund*, or *Community Renewal Fund*. It may also become possible to connect CAA activity to cultural funding directly from Arts Council England. By year 3, with this increased traction and legacy of activity, it may be possible to bring in additional local authority, regional or business sponsorship monies.

However, in the first instance, EZ funding needs to form the sole basis of EZCAA projects, matched only with the available resources from participating consortia.

4.2.2 Match funding

Confirm which sources of match funding have been secured. For funding that is not yet secure, provide details on the strategy and timeline for securing it.

Match funding comes from individual EZCAA projects by putting in resources they have to support the project. This could include use of buildings and in-kind match from people and other resources. Match funding does not have to exactly equal a specific percentage of any given funded project under EZCAA. This is because projects can be very different. For example, in the GBSLEP pilot, where a local authority or larger consortium get together, such as Solihull MBC leading the Solihull Cultural Moments CAA, there is considerable match because of other funding streams and staff time from SMBC. These larger match projects make up for some smaller less well resourced consortia which will be allowed to have very little match.

4.2.3 Grant versus loan

If capital grant funding is applied for, explain why loan funding not is deemed suitable.

Cultural Action Areas are enabling projects, that kickstart activity and bring communities, places, and stakeholders together. The projects that the EZCAA is looking to fund are activities that enhance Birmingham's identity and reputation, for such projects these are not likely to generate profits, as this is not the main motivation, hence they would not be in a position to repay any loans so loan funding would be unsuitable. The benefits of EZCAA projects come from the catalysing effect the activity has in a local place on its businesses, visitor economy and communities.

As the concept of EZCAA projects get more established, with case studies and success stories emerging – as they are beginning to – then it may be that opportunities emerge to extend projects with a commercial model, around which loan funding may become an option if appropriate and affordable. This however would require a higher level of due diligence, financial support and governance and assurance which would all add to the cost of the programme.

4.2.5 Availability of GBSLEP funding

How would the project proceed if GBSLEP funds are not available?

CAAs are widely recognised nationally as being effective, and so EZCAA can seek other public funding sources, but there is a very tight and over-subscribed availability of funding of this type, and so without GBSLEP/EZ funding support EZCAA would not proceed in a foreseeable timeline. The potential of EZCAA and building on what has been achieved with Cultural Action Areas across Birmingham so far would likely be lost.

4.3 Due diligence

4.3.1 Applicant organisation's financial status *(GBSLEP to advise if information is required)*

Provide full accounts for the last three financial years, as well as current financial forecasts.

The applicant is Birmingham City Council. Their financial status can be ascertained from their last three years of financial accounts: <https://www.birmingham.gov.uk/info/20217/accounts/474/accounts>

4.3.2 Partners' financial status *(GBSLEP to advise if information is required)*

Provide full accounts for the last three financial years, as well as current financial forecasts.

The last three years of financial accounts for BCC can be viewed here:
<https://www.birmingham.gov.uk/info/20217/accounts/474/accounts>

4.4 Financial risks

4.4.1 Cost overruns

Outline the arrangements for any cost overruns in the project. Any grant approved by GBSLEP will be a maximum capped amount and the applicant will be responsible for any expenditure above that amount.

Any cost overruns for delivering the projects which are approved through this programme will be borne by the project applicant and this will be made clear before any funding is agreed. It will also be communicated in any letter or grant agreement offering grant funding to applicants.

4.4.2 Subsidy Control

State how the project complies with UK's international obligations on subsidy control i.e. World Trade Organisation (WTO) Agreement on Subsidies and Countervailing Measures and subsidy related commitments contained within the UK's Free Trade Agreements (FTAs). Outline what advice (e.g. legal advice) has been received to confirm that any grant funding approved does not amount to unlawful award of subsidies.

Any project activity GBSLEP funds must meet public sector financial rules and comply with the rules governing subsidy control. Grants found to be in contravention of subsidy control rules must be repaid with interest, so it is in your interest to ensure that any project you bring forward for consideration complies with these regulations. UK Government guidance on subsidy control can be found [here](#).

EZCAA grant funding is not a subsidy as defined the government's 4-limbed subsidy-control test. It would need to create a yes response to each of these, and it only triggers yes for limb A. The over three limbs are a clear 'No', meaning that EZCAA is not a subsidy.

Limb A: YES – this is local authority/public money being used

Limb B: NO – it does not confer an economic advantage to one company over another. This is because [1] the cultural and heritage activity within EZCAA is exempt from subsidy control - unless audiences predominantly pay for the services, events and activities created - but in all EZCAA cases they are free or at minimal cost.

Limb C: NO -EZCAA is not giving specific financial assistance to one or more enterprises over others

Limb D: NO -the financial assistance is not capable of genuinely adversely affecting or disadvantages some enterprises over others. Indeed EZCAA is the opposite of this, with cultural activity providing an economic boost to as many businesses and organisations within a locality as possible.

Source **Statutory Guidance for the United Kingdom Subsidy Control Regime Subsidy Control Act 2022**
Annex A p164

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1117122/uk-subsidy-control-statutory-guidance.pdf

See **Appendix 16: EZCAA Subsidy Control** for answers to the subsidy control principles.

5. Management Case

The purpose of the Management Case is to demonstrate that the preferred option is capable of being delivered successfully, in accordance with recognised best practice. It tests project's planning, governance structure, risk management, communications and stakeholder management, benefits realisation and monitoring and evaluation. The Management Case should be over halfway complete at OBC stage; at FBC, in addition to updating all questions the Monitoring and Evaluation plan and processes need to be finalised.

5.1 Project planning

5.1.1 Project development and statutory requirements

List the key project development milestones, including local authority consents or statutory approvals needed for the project to proceed. Indicate which have been obtained and the timeline for obtaining the rest. Add / delete lines as appropriate.

Description	Planned / actual date	Details
Concept study	N/A	relevant to larger projects only
Feasibility	N/A	
Preliminary design	N/A	
Detailed design	N/A	
Quantified risk assessment	N/A	
Environmental appraisal	N/A	
Planning application	N/A	There is no requirement for planning for this project. However, some uses of capital within a very small number of the funded Cultural AZ projects within EZCAA may require planning
Statutory approvals / planning permission	N/A	
Consultations with key stakeholders	N/A	
Internal or external funder strategic / outline business case	N/A	
Internal or external funder full business case with benefit-cost ratio or established value for money case	10 June 2023	Full Business Case
Quotes for work to be undertaken	N/A	
Known environmental impacts (e.g., SSSIs, Heritage sites, Ancient Monuments)	N/A	
Equality Impact assessment	N/A	
Other – describe		

5.1.2 Project delivery plan

Append a detailed programme and summarise key milestones here (add lines as appropriate).

Task	Completion Date
Full Business Case approval	May/June 2023
Review Evaluation Reports and Economic Analysis from GBSLEP of previous CAA projects and recommendations for future funding	June 2023
Design EZCAA 23/24 Round 1 contestable funding call and make this live, including on-line application process and access to workshop that explains the intention of the call and the benefits	July/Aug 2023
Award EZCAA 23/24 Round 1 (£275K of grants within £345k of projects)	Sept 2023
Go live EZCAA 24/25 Round 2	April 2024
Award EZCAA 24/25 Round 2 (roughly 270K grants within £345k of projects)	June 2024
Interim Evaluation after 2 years - to adjust round 3 25/26 call and onwards	Feb 2025
Go live EZCAA 25/26 Round 3	April 2025
Award EZCAA 25/26 Round 3 (roughly 270K grants within £345k of projects)	June 2025
Go live EZCAA 26/27 Round 4	April 2026
Award EZCAA 26/27 Round 4 (roughly 200K grants within £247k of projects)	June 2026
Interim Evaluation – to adjust 25/26 call rounds	March 2027
Go live EZCAA 27/28 Round 5	April 2027
Award EZCAA 27/28 Round 5 (roughly 200K grants within £247k of projects)	June 2027
Go live EZCAA 28/29 Round 6	April 2028
Award EZCAA 28/29 Round 6 (roughly 200K grants within £247k of projects)	June 2028
Final Evaluation 2028/29	March 2029
One-Year on project evaluation 2029/30	March 2030
Four Years on – end of 10-year period for monitoring outcomes	March 2033

5.2 Organisation

5.2.1 Track record

Outline your organisation's and identified project team's track record of delivering similar projects. Include skills / experience of key staff involved in the project.

Birmingham City Council's Cultural team will oversee and deliver EZCAA. They have considerable experience across many years designing and running cultural related programmes. GBSLEP's Creative & Cultural lead has been seconded to BCC in order to lead EZCAA set-up. GBSLEP brings considerable expertise in running Cultural Action Areas as their creative and cultural lead has already overseen two CAA pilot actions running from 2020 to 2023.

The body of learnings from GBSLEP are being made available BCC for EZCAA. This includes experience around:

- successfully managing CAAs and related projects
- supporting over 200 stakeholders within and working alongside existing CAAs including Birmingham City Council, Business Improvement Districts and cultural organisations, such as Culture Central, Birmingham Cultural Compact and the West Midlands Cultural Compact+ Network.
- commissioning, steering, and evaluating previous CAA projects
- pivoting and making reasonable adjustments to expectations of CAA projects and their timelines in response to evolving regulatory frameworks related to COVID - therefore making BCC well placed to anticipate and react to any changes going forward
- integrating new CAA projects into the existing supportive CAA network.

The BCC cultural team have strong existing relationships with regional and national stakeholders who have an interest in the development of CAA projects; including WMCA, WMCA's Cultural Leadership Board, WMCA's Cultural Officers Group, Birmingham's Cultural Compact, Cultural Compact+ Network, WMGC, CWLEP, BCLEP, Birmingham 2022 Commonwealth Games Legacy Programme and Arts Council England.

Key personal involved in EZ CAA delivery:

- Symon Easton: Head of Cultural & Tourism at BCC – will take overall management responsibility for EZCAA
- David Fumage: Senior Cultural Advisor – previously designed and ran 2 x Cultural Action Zone (original name) programmes for GBSLEP – will lead on EZCAA set-up
- Claire Starmer: Cultural officer – will be involved in running EZCAA day-to-day
- Additional Cultural Officer TBC: New staff will be brought on to support and oversee EZCAA alongside other projects under the supervision of experienced colleagues.

The programme team will be externally recruited. Planning is already in place for job descriptions and so as soon as funding is confirmed – hopefully in July - recruitment will begin. There is flexibility on the start date of the first round of CAA funding, as in this case the project will continue for at least one year, regardless of when it starts. This means that a delay in recruitment can be accommodated.

5.2.2 Use of external consultants

List key consultants (individuals and organisations) involved and outline their track record.

N/A

5.3 Governance

5.3.1 Project management

Outline the proposed project management structure including roles and responsibilities.

EZCAA Programme Management

Assistant Director, Neighbourhoods at BCC will have overall responsibility for EZCAA.

EZCAA Programme Team will be run by the Culture & Tourism Department at BCC:

- Head of Culture & Tourism at BCC - having overall managerial responsibility
- Senior Cultural Advisor (from GBSLEP) – responsible for year 1 set-up and initial management
- Senior Policy Officer at BCC – day-to-day management
- Culture Officer – day-to-day activity

EZCAA Network Group:

- Representatives from each CAA (both EZCAA and others from previous funding) will meet quarterly to identify issues, opportunities and ensure that learnings and better practice are shared amongst all

Project Management of individual EZCAA projects

The day-to-day running of individual EZCAA projects will be handled by their teams with various structures, depending on the consortia and their capabilities. Some EZCAA projects will be run by local authorities or Business Improvement Districts, whereas others may be run by arts or community organisations. A typical EZCAA project will have:

- **A lead organisation** - to receive and manage the grant and be accountable to the programme management team at BCC. They will have a project manager as their named contact.
- **A steering Group** – made up of the core consortia – this will typically be the principle participating organisations who are leading on that particular EZCAA
- **A wider network of stakeholders** -who will support the CAA and build their own working relationships beyond the CAA, as it progresses. These will typically be local businesses, cultural organisations, community organisations and other delivery organisations
- Each EZCAA will be a part of the overall **EZCAA Network Group** – being run by the EZCAA Programme Team - to ensure learnings are circulated

Breakdown for EZCAA Programme Team

The programme team consists of the following personnel:

Culture Officer Grade 4 – £220/day - 72 days per year (40 days in year 1 as part year only)

Senior Culture Officer Grade 5 - £265/day - 36 days per year (20 days in year 1 as part year only)

Senior Cultural/CAA Specialist SPC £500/day - 30 days year one only (includes project set-up)

Communications, Marketing & Stakeholder Management (Marcom)

BCC's comms team will support EZCAA at no direct cost, except for specific items like photography and print resources. In addition, EZCAA will hire 2 venues for face2face events each year including various refreshments.

Evaluation:

The project includes interim evaluations after year 2 (£2,500), year 4 (£3,500) and a final evaluation after year 6 (£7,500).

team	23/24	24/25	25/26	26/27	27/28	28/29	totals
G4	£8,800	£15,840	£16,632	£17,463	£18,336	£19,255	£96,326
G5	£5,300	£9,540	£10,017	£10,518	£11,044	£11,596	£58,015
SCP	£15,000						£15,000
Marcom costs	£2,500	£2,650	£2,775	£2,920	£3,090	£3,224	£17,159

Evaluation costs		£2,500		£3,500		£7,500	£13,500
totals	£31,600	£30,530	£29,424	£34,401	£32,470	£41,575	£200,000

The financial profile, including the programme management costs are shown in
Appendix 5 – EZCAA Funding Profile

The Management costs for BCC to run and evaluate the programme are included in the table above and shown in Appendix 5 Funding Profile. These costs are apportioned between capital and revenue.

EZCAA Monitoring and Project Support:

The BCC programme team will have regular individual meetings with each project team, monthly at first and then every two months if all is running smoothly. Where all is going well these will be a simple check-in, to review progress, some though will require more hands-on support, and some may be experiences unexpected challenges, and our team will provide the necessary support.

There will be quarterly facilitated group meetings, so that CAA project leads can get together with each other to compare notes, issues, challenges, learnings, positive news and so on. These proved extremely important and worthwhile during the GBSLEP pilot and will be continued for EZCAA.

5.3.2 Project governance

Provide details on the proposed project governance and assurance, including:

- *decision levels;*
- *project board composition and terms of reference; and*
- *project board members' relevant experience (if not included at 5.2.1).*

Governance:

EZCAA will have a **Steering Group** to support its success and integration with other cultural and neighbourhood-based projects at BCC. This group will include:

- Senior Representatives from EZCAA Programme Team
- Birmingham's Cultural Compact Chair/Rep
- Birmingham High Streets BID Manager
- Community Organisation Representative – TBC eg., *Locality*
- With guest representatives of relevant organisations as required: including Arts Council England, Commonwealth Games Legacy programme, BCC Neighbourhood Teams, etc
- Enterprise Area Programme Manager

The governance board will ensure that CAA projects are running as effectively as possible, and where there would be benefits with CAAs working more closely with Commonwealth Games legacy programme projects or community projects then these connections are made. The board will also look at ways for EZCAA projects to meet cross-regionally, as it is expected that CAA programmes will also be running in other local authorities such as Wolverhampton and Sandwell. The board will provide checks and balances to make sure that projects are supported as well as possible so that they can deliver as effectively as possible. The board will

EZCAA Programme Reporting:

This project forms part of the wider Enterprise Area Programme and progress on financial and non-financial performance will be monitored and reported within the overall EZ programme as required. The EZ programme also reports on a six-monthly basis to BEIS.

5.4 Stakeholder management

5.4.1 Stakeholder engagement

Outline how the stakeholders will be involved and managed. Append a stakeholder management plan if available.

The Marketing and Communications Plan (**Appendix 9**) sets out the importance of broad stakeholder engagement to promote the programme and ensure a wide engagement with it.

- These include cultural networks, cultural organisations, cultural artists, community groups, businesses and citizens from all groups and ages, from families and young people, older and vulnerable groups. Stakeholder groups will be highly diverse culturally with considerable communication efforts to reach as many Birmingham city groups as possible.

Once projects get commissioned to run EZCAAs the programme's success is fundamentally about the development of strong local leadership and effective and diverse stakeholder groups involved with each project. The EZCAA team will ensure that these stakeholder groups get developed as effectively as possible. This will be done in two ways:

1. With regular project reviews and visits to EZCAA project groups
2. By running and encouraging all to get involved in the **EZCAA Network Group**. Representatives from each CAA (both EZCAA and others from previous funding) will meet quarterly to identify issues, opportunities and ensure that learnings and better practice are shared amongst all

Stakeholder engagement external costs are included in the Marcom plan, see section 5.4.3.

5.4.2 Partnership arrangements

Outline key roles and responsibilities of all partner organisations in the project, where not covered in commercial case or above.

N/A

5.4.3 Communications and marketing plan

Outline your proposed approach to project communications and marketing.

The Marketing & Communications Plan is set out in **Appendix 9: EZCAA Marketing & Communications Plan**. Key bullets in high-level summary include:

Comms Team:

- BCC's coms team will develop the necessary assets and will provide core social media marketing
- BCC's Culture & Tourism Team will support comms by providing them with key stakeholder and network targets

Resources:

- Social media visual elements,
- On-line landing page –application and guidance
An example draft of the call information is contained in
Appendix 12: Outline of Contestable Call for EZCAA
- Webinars and a face-to-face workshop
- Coordinated Q&A responses
- Individual Surgery Slots

Communications, Marketing & Stakeholder Management (Marcom)

BCC's comms team will support EZCAA at no direct cost, except for specific items like photography and print resources. In addition, EZCAA will hire 2 venues for face2face events each year including various refreshments.

Marcom Plan	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Cost per year	£2,500	£2,650	£2,775	£2,920	£3,090	£3,224	£17,159

5.5 Monitoring and evaluation

Outline the proposed approach to monitoring and evaluation of project outputs and outcomes, including assigned responsibilities and budgeted costs. Note the GBSLEP will be collecting monitoring information until at least March 2025.

The monitoring evaluation plan is set-out in **Appendix 11: EZCAA Monitoring & Evaluation Plan**.

The project includes interim evaluations after year 2 (£2,500), year 4 (£3,500) and a final evaluation after year 6 (£7,500).

5.6 Risk management

*Append a fully assessed Risk Register to include RAG rating, risk owner, mitigation and contingency arrangements (minimum requirements in template at in **Appendix 6**).*

Further guidance on risk management is provided in the HMT Orange Book, available at <https://www.gov.uk/government/publications/orange-book>.

See **Appendix 6: EZCAA Risk Register** for full details, also summarised below:

Key Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Insufficient High-quality applications to EZCAA reaching target audience/beneficiaries	L	L	A cross-geography, coordinated Marketing Plan, including comms and PR campaign will maximise beneficiary reach. Also, ensure all potential applicants are followed up via surgeries, webinars and workshops.
Too many applications, reputational risk to BCC and risk many good	L	M	If too many applications are received, applications will be reviewed and funding granted based on each projects strategic alignment as well as an assessment of their

projects will not be fundable.			capacity to delivery projects. In addition, the EZCAA team will research and work with all other funding programmes which might be relevant to unsuccessful applicants.
Lack of expertise/resources within BCC to run project	M	L	BCC have got input for setting up EZCAA from GBSLEP experts who ran pilot. When EZCZA established it will run like existing cultural programmes, and so much of the required expertise already exists in house at BCC.
Consortium and delivery partner lack capacity to deliver	L	L	Partners have confirmed capacity, access to participants and secondment opportunities. As each CAAs operate quasi-autonomously, their individual actions can easily scale to their own capacity.
Lack of agreed match-funding and resources mean individual EZCAA projects can not deliver outputs and outcomes as expected	L	L	Ensure application process examines the match risk. Flexibility of each CAA means it could easily be re-profiled to adapt to changing resources
The steering group/stakeholder group is less effective and/or has conflict	L	M	ongoing regular meetings, grievance reporting structure and resolution framework.
Covid 19 outbreak or similar means individual EZCAA projects cannot deliver outputs and outcomes as expected	M	L	Covid would mean a delay to fulfilling all aspects of each EZCAA, but some elements would continue uninterrupted. projects can be re-designed to deal with lock-down. End dates for collection of outputs/impacts can be delayed.
Budget overruns within individual EZCAA projects	L	L	Individual EZCAA projects are highly flexible. Each has many elements, so if one over-runs in cost another aspect can be cut back to compensate within that individual CAA project.
Conflict with other community/neighbourhood funding programmes and potential double-funding in some local centres	L	L	Mitigation already being done by ensuring that all funding streams are aware of the existence of each other, how they differ and how they can collaborate to deliver better outcomes of Bham's citizens
Poor engagement with hard to-reach communities where there is a critical need for the project but a lack of capability on the ground to run the project	L	H	The EZCAA application process will make allowances for any weaker bids that clearly do have great potential. The EZCAA project team will provide additional support for certain applicants where failure to support would mean that area of Birmingham misses out completely.
Failure to locate and acquire meanwhile space in timely way may significantly impact an individual EZCAA	M	M	Local Authority partners working with their estate teams, BIDs and private landlords to identify available spaces. Need and availability were assessed, and areas designated priorities for this activity. Previous CAAs have found great willingness by private landlords to offer space. Arts organisations such as East Street Arts have extensive experience negotiating and managing meanwhile use arts projects.
Financial Management	L	L	clear budgets, cash flow and payment schedule for all partners. Regular budget reporting to

			consortium steering group to identify any over/underspend.
Project Timescales	L	L	Ongoing monitoring of achievement against milestones and contingency planning. A strong delivery support network of consortium partners is in place to assist. Intrinsic flexibility and independence of each project allows for rapid reorganisation and rescheduling of events without impacting other projects or overall goals.
Safeguarding risks	H	L	Ensure that all EZCAA leads have safeguarding policies, DBS checks and risk assessments in place for all community engagement

Process to Monitor Risk

- Due Diligence checks on funded beneficiaries where required including financial status and governance arrangements
- Management and monitoring of appropriate and legitimate tendering and procurement processes done within individual EZCAA projects
- A clear process for consortium partners and local deliverers to report incidents, including any risks will be provided
- We will hold regular core consortium meetings to review milestones, timescales, delivery progress, evaluation progress and risks to delivery.
- Risk mitigation will be a standing agenda at the consortium steering group, highlighting any immediate concerns or mitigation requirements
- A rigorous evaluation process, both interim and final, including regular progress reviews will be in place for all EZCAA projects throughout their duration.
- EZCAA will report regularly to senior management overseeing the Cultural & Tourism Team within BCC's Neighbourhoods Directorate, where any emerging issues can be flagged and remedial work options discussed.
- Regular networking sessions for CAA projects will enable them to share best practice and mitigate any emerging concerns through discussion and mutual support
- Regular and coordinated communications will ensure projects have the maximum chance of success
- BCC will communicate regularly with all relevant partners, both inside BCC and outside.

C. Declarations

C1. Document Confidentiality Statement

Please confirm whether any information in this Business Case is commercially sensitive and considered exempt from release under Section 41 of the Freedom of Information Act 2000. If so, please provide details.

C2. Declarations

Has any director/partner ever been disqualified from being a company director under the Company Directors Disqualification Act (1986) or ever been the proprietor, partner or director of a business that has been subject to an investigation (completed, ☐ Yes ☒ No

current or pending) undertaken under the Companies, Financial Services or Banking Acts?	
Has any director/partner ever been bankrupt or subject to an arrangement with creditors or ever been the proprietor, partner or director of a business subject to any formal insolvency procedure such as receivership, liquidation, or administration, or subject to an arrangement with its creditors	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has any director/partner ever been the proprietor, partner or director of a business that has been requested to repay a grant under any government scheme?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

If the answer is “yes” to any of these questions please give details on a separate document of the person(s) and business(es) and details of the circumstances. This does not necessarily affect your chances of being awarded GBSLEP funding.

C3. Senior Responsible Owner Declaration

As Senior Responsible Owner for **Cultural Action Area EZ Programme (EZCAA)** I hereby submit this request for Enterprise Area Funding allocation on behalf of GBSLEP and confirm that I have the necessary authority to do so.

In making this application, I agree that the information provided by me in this application is to the best of my knowledge correct. I understand that if I give information that is incorrect or incomplete, funding may be withheld or reclaimed and action taken against me. Any expenditure defrayed in advance of project approval is at risk of not being reimbursed and all spend must be compliant with the Grant Conditions and State Aid requirements.

I understand that this application does not form or imply any contract to provide funding.

I am content for information supplied here to be stored electronically, shared with the GBSLEP Independent Technical Evaluator, and other parties who may be involved in considering the business case to enable enquiries on this application so as the GBSLEP can satisfy themselves of its completeness and accuracy.

I understand that a copy of the main Business Case document will be made available on the GBSLEP website. The Business Case supporting appendices will not be uploaded onto the website. Redactions to the main Business Case document will only be acceptable where they fall within a category for exemption. ***Where scheme promoters consider information to fall within the categories for exemption (or considered confidential/commercially sensitive), they should provide a separate version of the main Business Case document, which highlights the proposed Business Case redactions.***

I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.

Name: Chris Jordan	Signed:
Position: Assistant Director, Neighbourhoods	
Date	

C4. Section 151 Officer / Chief Financial Officer Declaration

As Section 151 Officer (or Chief Financial Officer) for [PROJECT NAME] I hereby agree that this request for [FUND NAME] allocation on behalf of [NAME OF APPLICANT ORGANISATION] is financially compliant and confirm that I have the necessary authority to do so.

I declare that the project cost estimates quoted in this application are accurate to the best of my knowledge and that [NAME OF APPLICANT ORGANISATION]:

- has allocated sufficient budget to deliver this project on the basis of its proposed funding contribution;
- has undertaken a risk assessment which identifies all substantial project risks known at the time of Business Case submission and this is included within the cost estimate;
- accepts responsibility for meeting any costs over and above the GBSLEP contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties;
- accepts responsibility for meeting any ongoing revenue requirements in relation to the project;
- accepts that no further increase in GBSLEP funding will be considered beyond the maximum contribution requested;
- confirms that the authority has the necessary governance / assurance arrangements in place and the project has met our assurance guidelines; and
- funding is compliant with central government guidance; and
- confirms that the procurement strategy for the project is legally compliant and is likely to achieve the best value for money outcome.

Name:	Signed:
Position	
Date	

D. Development Costs

Only complete this section at OBC stage. Only complete this section if you wish to apply for a funding contribution towards the development costs of this projects FBC. The application for a funding contribution towards development costs will only be progressed if the OBC is assessed to meet the required criteria to proceed through to FBC. Applications are assessed on a risk basis and typically provided to public sector organisations only.

If the project does not achieve FBC approval from GBSLEP, the development funding will be required to be repaid.

Total Development Costs for this project (up to and including FBC submission)	N/A
--	-----

GBSLEP funds contribution sought towards the Total Development Costs	<i>Typically, up to 10% of the total GBSLEP funding requested</i>
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Please describe and provide a financial breakdown of the Development Work to be undertaken. Please include specifically what the GBSLEP funds will be used for, key milestones towards the production of the FBC, and governance arrangements, including any local gateway processes, change control and risk management for the delivery of the FBC.

N/A

Full Business Case submission date	
---	--

By signing below, you certify that the above information is true and accurate.

Should your application for Development Costs be granted, you agree that the GBSLEP funding will be defrayed to you on the following conditions:

- The GBSLEP funds will be defrayed as an interest-free, repayable grant. The funding will be defrayed as capital and should only be used for expenditure that can be capitalised.
- The funding will be defrayed from your projected total capital allocation to your project.
- Upon full approval, the balance of the total capital allocation to your scheme will be defrayed in accordance with the processes described in the GBSLEP Assurance Framework, i.e. quarterly in arrears on production of actual expenditure.
- After your submission of the FBC, should approval for the project not be granted, you will return all previously received funding towards Development Costs to GBSLEP in full.
- You will include GBSLEP in the process for any decisions to be made regarding the scope, cost or timeframe for this project.
- You will provide regular update reports to GBSLEP on progress with the development of the FBC for the project, commencing from the date you sign this letter and at a frequency to be agreed.

Sign:	Sign:
Name: Chris Jordan	Name:
Position: Assistant Director, Neighbourhoods	Position:
Date:	Date:
Senior Responsible Owner	Chief Financial Officer (or equivalent)

E. Appendices

List of Appendices

I. Reference

- a. Definitions and acronyms
- b. Additional resources

II. Templates & Appendices Included with this Document

1. Options appraisal: critical success factors
2. List of delivery options - **not used (included in bid text)**
3. EZCAA: Options cost-benefit analysis
4. EZCAA: Output and outcomes forecast profile
5. EZCAA: Funding profile
6. EZCAA: Risk register (excel spreadsheet, supplied separately)
7. EZCAA: Business Case - Economic Analysis - Sensitivity Analysis
8. Output Model - from GBSLEP Pilot Actuals
9. EZCAA Marketing & Communications Plan
10. EZCAA Logic Model
11. EZCAA Monitoring & Evaluation Plan
12. Outline of Contestable Call for EZCAA
13. Cultural Action Areas – Evaluation Learnings – March 2023 Final
14. EZCAA Business Case - Economic Analysis - Sensitivity Analysis
15. Project Response-Our Future City Plan
16. EZCAA Subsidy Control
17. GBSLEP Pilot Evaluation – Balsall Heath Second Saturday

These appendices not required for this FBC

- Programme Plan
- Organisation and project organogram
- Project map 1 (location)
- Project map 2 (site plan)
- Feasibility studies
- Relevant organisational strategic documents
- Industry-relevant stage reports and plans
- Environmental Impact Assessment
- Distributional impact appraisal
- Confirmation of match funding (conditional or full)
- Statement of financial viability
- Detailed cost plans
- Consultation reports
- Organisation and project organogram
- Procurement contract
- Letters of support / Memoranda of Understanding from project stakeholders

Appendix a: Definitions and acronyms

BCR	Benefit - Cost Ratio
BEIS	Department for Business, Energy and Industrial Strategy
Benefits	Positive economic, social and environmental impacts expected to be realised as a result of the project being delivered. This is in addition to what is considered business as usual
CBA	Cost - Benefit Analysis
Delivery Plan	A detailed, typically sector specific, plan to support the delivery of the GBSLEP Strategic Economic Plan
DfE	Department for Education
DfT	Department for Transport
EoI	Expression of Interest
FBC	Full Business Case
GBSLEP SEP	GBSLEP Strategic Economic Plan
GVA	Gross Value Added
HMT	Her Majesty's Treasury
LIS	Local Industrial Strategy
MHCLG	Ministry for Housing, Communities and Local Government
NPV	Net Present Value
OBC	Outline Business Case
Optimism Bias	The proven tendency for appraisers to be too optimistic about project costs, duration and benefits delivery, which require adjustments to correct for
Outcomes	<p>Direct outcomes are the short- and intermediate-term effects or changes that occur or will occur as a direct result of the project activity.</p> <p>An indirect outcome is the intermediate to long-term effect or changes of a project, i.e. the longer term consequence of the project. They may be expected to follow the project activity, but cannot be guaranteed due to a range of factors.</p>
Outputs	Outputs are usually pre-defined (e.g. a target) and can be accurately measured (e.g. a number). Outputs are sometimes referred to as deliverables – they are the direct, immediate-term, quantifiable results associated with a project.
QRA	Quantitative Risk Assessment
SRO	Senior Responsible Owner
WebTag	DfT's Transport Appraisal Guidance that provides information on the role of transport modelling and appraisal

Appendix b: Resources

Accounting for the Effects of Climate Change Supplementary Green Book Guidance

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/934339/Accounting_for_the_Effects_Of_Climate_Change_-_Supplementary_Green_Book_...pdf

A Regional Energy Strategy for the West Midlands

<https://www.energycapital.org.uk/wp-content/uploads/2019/01/A-Regional-Energy-Strategy-for-the-West-Midlands-FINAL.pdf>

Build Back Better: our plan for growth

<https://www.gov.uk/government/publications/build-back-better-our-plan-for-growth>

Enabling a Natural Capital Approach

<https://www.gov.uk/guidance/enabling-a-natural-capital-approach-enca>

Equality Act 2010

<https://www.legislation.gov.uk/ukpga/2010/15/contents>

Equality Act 2010: guidance

<https://www.gov.uk/guidance/equality-act-2010-guidance>

GBSLEP Strategic Economic Plan

<https://gbslep.co.uk/resources/reports/strategic-economic-plan-2016-30>

GBSLEP Assurance Framework

<https://gbslep.co.uk/about-us/governance-and-transparency/>

GBSLEP Towns and Local Centres Framework

<https://gbslep.co.uk/what-we-do/place/develop-thriving-towns-local-centres>

GBSLEP Culture Investments

<https://gbslep.co.uk/strategy/place/cultural-investments/>

West Midlands Combined Authority: Strategic Economic Plan

<https://www.wmca.org.uk/media/1382/full-sep-document.pdf>

West Midlands Local Industrial Strategy

<https://www.wmca.org.uk/what-we-do/industrial-strategy/>

HM Treasury Green Book: Central Government Guidance on Appraisal and Evaluation

<https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

HM Treasury Green Book: Guide to Developing the Project Business Case

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/749086/Project_Business_Case_2018.pdf

Department for Communities and Local Government: Appraisal Guide

<https://www.gov.uk/government/publications/department-for-communities-and-local-government-appraisal-guide>

Department for Transport: Transport analysis guidance

<https://www.gov.uk/guidance/transport-analysis-guidance-webtag>

HM Treasury Magenta Book: Guidance for Evaluation

<https://www.gov.uk/government/publications/the-magenta-book>

HM Treasury Orange Book: Management of Risk – Principles and Concepts

<https://www.gov.uk/government/publications/orange-book>

Management of Risk in Government: Framework

<https://www.gov.uk/government/publications/management-of-risk-in-government-framework>

Public Sector Equality Duty

<https://www.gov.uk/government/publications/public-sector-equality-duty>

The ten-point plan for a green industrial revolution

<https://www.gov.uk/government/publications/the-ten-point-plan-for-a-green-industrial-revolution>

UK Industrial Strategy:

<https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future>

UK's international obligations on subsidy control

<https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities>

WM2041 Climate Action Plan

<https://www.wmca.org.uk/media/4008/wm2041-final-003.pdf>

Appendix 1: Options appraisal - Critical Success Factors **template – info contained in bid text**

Key Critical Success Factors	Description
Strategic fit and meets business needs	How well the option: <ul style="list-style-type: none"> • achieves the identified objectives to maximise an opportunity or resolve an issue • meets the agreed spending objectives, related business needs and service requirements • provides holistic fit and synergy with other strategies, programmes and projects
Potential Value for Money	How well the option: <ul style="list-style-type: none"> • optimises value (social, economic and environmental), in terms of the potential costs, benefits and risks
Supplier capacity and capability	How well the option: <ul style="list-style-type: none"> • matches the ability of potential suppliers to deliver the required services • appeals to the supply side
Potential affordability	How well the option: <ul style="list-style-type: none"> • can be financed from available funds • aligns with sourcing constraints
Potential achievability	How well the option: <ul style="list-style-type: none"> • is likely to be delivered given an organisation's ability to respond to the changes required • matches the level of available skills required for successful delivery

Source:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/685903/The_Green_Book.pdf

Appendix 2: List of delivery options - **template – info contained in bid text**

What ways and options have been considered for delivering the objectives? <i>Briefly outline the different ways forward and options to address the problem / opportunity.</i>	
Reference Case (mandatory) <i>(the position in terms of required outcomes and benefits that would occur if the project did not proceed)</i>	Description <i>Full details of the option under consideration.</i>
	Main Advantages <i>Strengths and opportunities in terms of the critical success factors.</i>
	Main disadvantages <i>Weaknesses and threats in terms of the critical success factors.</i>
	Conclusions <i>Overall assessment of how well the option meets the project spending objectives and critical success factors and whether it is the preferred way forward, should be carried forward or discounted in respect of the short-list.</i>
Option 1	Description <i>Full details of the option under consideration.</i>
	Main Advantages <i>Strengths and opportunities in terms of the critical success factors.</i>
	Main disadvantages <i>Weaknesses and threats in terms of the critical success factors.</i>
	Conclusions <i>Overall assessment of how well the option meets the project spending objectives and critical success factors and whether it is the preferred way forward, should be carried forward or discounted in respect of the short-list.</i>
Option 2	Description <i>Full details of the option under consideration.</i>
	Main Advantages <i>Strengths and opportunities in terms of the critical success factors.</i>
	Main disadvantages <i>Weaknesses and threats in terms of the critical success factors.</i>
	Conclusions <i>Overall assessment of how well the option meets the project spending objectives and critical success factors and whether it is the preferred way forward, should be carried forward or discounted in respect of the short-list.</i>
Insert further Options as required	Description <i>Full details of the option under consideration.</i>
	Main Advantages <i>Strengths and opportunities in terms of the critical success factors.</i>
	Main disadvantages <i>Weaknesses and threats in terms of the critical success factors.</i>
	Conclusions

	<i>Overall assessment of how well the option meets the project spending objectives and critical success factors and whether it is the preferred way forward, should be carried forward or discounted in respect of the short-list.</i>
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Appendix 3: Options appraisal - cost-benefit analysis (CBA) template – info contained in bid text

	Option 1: Reference Case (Do Nothing)	Option 2: Preferred way forward	Option 3: Do Maximum	Option X: Add columns as required
Brief description of the option				
Costs (£000)				
Capital costs (excluding VAT)				
Revenue costs				
Total costs				
Discounted costs (Present Value of Costs) (1)				
Significant unmonetisable costs				
Benefits (£000)				
Benefit A				
Benefit B				
Benefit C				
Total benefits				
Discounted benefits (Present Value of Benefits) (2)				
Significant unmonetisable benefits				
Cost benefit analysis				
Net Present Value (=2-1)				
Benefit-cost ratio (=2/1)				

Appendix 4 – EZCAA 2022-23 Risk Assessment

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1	Insufficient High-quality applications to EZCAA reaching target audience/beneficiaries	A cross-geography, coordinated Marketing Plan, including comms and PR campaign will maximise beneficiary reach. Also, ensure all potential applicants are followed up via surgeries, webinars and workshops.	Low	Med	Low	Mitigation steps considered sufficient
2	Too many applications, reputational risk to BCC and risk many good projects will not be fundable.	If too many applications are received, applications will be reviewed, and funding granted based on each projects strategic alignment as well as an assessment of their capacity to delivery projects. In addition, the EZCAA team will research and work with all other funding programmes which might be relevant to unsuccessful applicants.	High	Low	Low	Requires careful handling, Mitigation steps considered sufficient
3	Lack of expertise/resources within BCC to run project	BCC have got input for setting up EZCAA from GBSLEP experts who ran pilot. When EZCZA established it will run like existing cultural programmes, and so much of the required expertise already exists in house at BCC.	Low	High	Med	Mitigation steps considered sufficient
4	Consortium and delivery partner lack capacity to deliver	Partners have confirmed capacity, access to participants and secondment opportunities. As each CAAs operate quasi-autonomously	Low	Med	Low	BCC has allowed additional team resource to support weaker projects, which includes the networking of

		their individual actions can easily scale to their own capacity.				them for support from other projects
5	Lack of agreed match-funding and resources mean individual EZCAA projects can not deliver outputs and outcomes as expected	Ensure application process examines the match risk. Flexibility of each CAA means it could easily be re-profiled to adapt to changing resources	Med	Low	Low	Match requirement overall low, it is being spread across all projects, not demanded from each project, so mitigation considered sufficient.
6	The steering group/stakeholder group is less effective and/or has conflict	ongoing regular meetings, grievance reporting structure and resolution framework.	Med	Low	Low	One group failing has low impact, resources and expertise in place to support and recover this, mitigation considered sufficient.
7	Covid 19 outbreak or similar means individual EZCAA projects cannot deliver outputs and outcomes as expected	Covid would mean a delay to fulfilling all aspects of each EZCAA, but some elements would continue uninterrupted. projects can be re-designed to deal with lock-down. End dates for collection of outputs/impacts can be delayed.	Low	High	Low	Projects very flexible, so can be restructured if a further pandemic hits, also projects can be allowed more time to complete, mitigation considered sufficient.
8	Budget overruns within individual EZCAA projects	Individual EZCAA projects are highly flexible. Each has many elements, so if one over-runs in cost another aspect can be cut back to compensate within that individual CAA project.	Low	Med	Low	Monitoring in place will catch issues early in individual projects, the programme's flexibility means that project activity and outputs can be modified to adjust for budget issues, mitigation considered sufficient.
9	Conflict with other community/neighbourhood funding programmes and potential double-funding in some local centres	Mitigation already being done by ensuring that all funding streams are aware of the existence of each other, how they differ and how they can collaborate to deliver better outcomes of Bham's citizens	Low	Low	Low	mitigation considered sufficient.

10	Poor engagement with hard to-reach communities where there is a critical need for the project but a lack of capability on the ground to run the project	The EZCAA application process will make allowances for any weaker bids that clearly do have great potential. The EZCAA project team will provide additional support for certain applicants where failure to support would mean that area of Birmingham misses out completely.	High	Med	Low	This is very likely and has been allowed for by providing additional BCC team expertise and time to fully support and ensure hard to reach places can engage with the programme, mitigation considered sufficient.
11	Failure to locate and acquire meanwhile space in timely way may significantly impact an individual EZCAA	Local Authority partners working with their estate teams, BIDs and private landlords to identify available spaces. Need and availability were assessed, and areas designated priorities for this activity. Previous CAAs have found great willingness by private landlords to offer space. Arts organisations such as East Street Arts have extensive experience negotiating and managing meanwhile use arts projects.	Med	Med	High	Only a few projects will be dependent on meanwhile spaces, it is a risk that some will be hampered and may have to pivot their plans. No additional mitigation possible than as described.
12	Financial Management	clear budgets, cash flow and payment schedule for all partners. Regular budget reporting to consortium steering group to identify any over/underspend.	Low	Med	Low	Provision has been made for regular BCC meetings and support for projects to catch any issues early, mitigation considered sufficient.
13	Project Timescales	Ongoing monitoring of achievement against milestones and contingency planning. A strong delivery support network of consortium partners is in place to assist. Intrinsic flexibility and	Low	Med	Med	As above, BCC team will provide string management to catch issues early, mitigation considered sufficient.

		independence of each project allows for rapid reorganisation and rescheduling of events without impacting other projects or overall goals.				
14	Children, young people and other vulnerable people are put at risk	Ensure that all EZCAA leads have safeguarding policies, DBS checks and risk assessments in place for all community engagement	Low	High	Med	mitigation considered sufficient.

Measures of likelihood/ Impact:

Description	Likelihood Description	Impact Description
High	Almost certain, is expected to occur in most circumstances. Greater than 80% chance.	Critical impact on the achievement of objectives and overall performance. Critical opportunity to innovate/improve performance missed/wasted. Huge impact on costs and/or reputation. Very difficult to recover from and possibly requiring a long-term recovery period.
Significant	Likely, will probably occur in most circumstances. 50% - 80% chance.	Major impact on costs and objectives. Substantial opportunity to innovate/improve performance missed/wasted. Serious impact on output and/or quality and reputation. Medium to long term effect and expensive to recover from.
Medium	Possible, might occur at some time. 20% - 50% chance.	Waste of time and resources. Good opportunity to innovate/improve performance missed/wasted. Moderate impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover from.
Low	Unlikely, but could occur at some time. Less than 20% chance.	Minor loss, delay, inconvenience or interruption. Opportunity to innovate/make minor improvements to performance missed/wasted. Short to medium term effect.

Environment and Sustainability Assessment

APPENDIX 5

Project Title: Enterprise Zone Cultural Action Area Funding				
Department: Neighbourhoods	Team: Cultural Development & Tourism		Person Responsible for assessment: Symon Easton	
Date of assessment: 02.06.23		Is it a new or existing proposal?: New		
Brief description of the proposal: Enterprise Zone funding to support Cultural Action Area activity across the city				
Potential impacts of the policy/development decision/procedure/ on:	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?
Natural Resources- Impact on natural resources including water, soil, air			N/A	
Energy use and CO ₂ emissions			(√)	Will be dependent on each organisations consumption according to the cost of living affecting their business. Also, the rising price of energy will affect their level of usage
Impact on local green and open spaces and biodiversity			N/A	
Use of sustainable products and equipment			(√)	Funded organisations will be encouraged to use sustainable products and equipment
Minimising waste			(√)	Funded organisations will be encouraged to minimise waste
Council plan priority: a city that takes a leading role in tackling climate change	(√)			Funded organisations will be encouraged to introduce or update sustainable practices / suppliers across their business through grant funding conditions
Overall conclusion on the environmental and sustainability impacts of the proposal	We will work with awarded groups through grant conditions and project monitoring meetings to ensure their activity does not conflict with the Councils ambitions set out under 'A Bold Green Birmingham' in the Corporate Plan. The decision is to approve securing Enterprise Zone funding to support grant funding awards for cultural projects and activity across newly created Cultural Action Areas 2023-27.			

If you require assistance in completing this assessment, then please contact: ESAGuidance@birmingham.gov.uk



Cultural Action Zones: Rationale, process, evaluation, and Learnings

A practical report on running Cultural Action Zones for those who want to set one up:

- **How this CAZ pilot was set-up and run**
 - **Evaluating its impacts and outcomes**
 - **Lessons Learnt – the good and the bad**
 - **What does the perfect future CAZ look like?**
-



Cultural Action Zones Report: Rationale, process, evaluation and Learnings

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1.0 Introduction by Anita Bhalla, Chair, Greater Birmingham and Solihull Local Enterprise Partnership & Chair, B: Music

Balsall Heath, Birmingham *Second Saturday* Cultural Action Zone



Creativity and cultural activity enrich our human condition. It defines who we are. It changes and reshapes our world. It inspires us, helps us build stronger, more cohesive communities. It also drives placemaking and economic development. We know that an effective cultural and creative economy will reach *all* parts of the city and its region, bringing economic growth and driving the quality of life and wellbeing of our citizens.

Our cultural offer in Greater Birmingham & Solihull is life affirming, life changing and lifesaving. It is this intrinsic value of creative and cultural expression that sparks our imagination, drives innovation and provides opportunity. Creativity has a largely untapped role in delivering wider community solutions to many of the issues we face. Education, mental health, physical wellbeing, and community cohesion all do better when our artistic, cultural and creative talents are engaged together.

But we face real challenges bringing the promise of these benefits to all our citizens. Public funding for culture has been especially hard hit in recent years; with many organisations facing an uncertain future. Currently, the education of our children involves less mandatory creative activity than is arguably healthy for the future of our society. Careers advice doesn't always express the full excitement and potential of creative jobs to our children or their parents.

Fortunately, we are at a moment in time not to be missed. Our region is more on the map today for its cultural potential than ever before; with legacy funding from the Commonwealth Games, a new devo deal and the potential of a new regular bi-annual cultural festival.

GBSLEP has been playing its part, and the nine cultural action zones we have run so far have proven a significant part of renewal across many of our towns and local centres. They have been shining a light on new ways to use vacated retail spaces, enrich the local cultural offer, provide opportunities for our citizens and increase pride in where we live.

This report sets out the rationale, process and evaluation of GBSLEP's cultural action zone programme, and sets out the learnings and best way forward to design and run new Cultural actions zones across the region for the benefit of even more of our local places and citizens.

2.0 Executive Summary

Making Spaces, Northfield, Birmingham, Cultural Action Zone



Cultural Action Zones (CAZs) are a genuine building block for shaping the identity of a place, sustaining footfall, drawing in visitors and renewing our high street business models. They deliver positive economic, and well-being impacts as well as bringing communities together and providing new opportunities for young and old alike.

CAZs were born out of GBSLEP's collaboration with Culture Central, the collective voice of the cultural sector across the West Midlands. They wrote a toolkit for the LEP, which recommended how publicly funded bodies like LEPs should invest in culture as a public funder. Suggestions included CAZs, capacity building grants and refining our approach to investments in culture through wider collaborations, all of which we then went on to adopt.

GBSLEP has always been about "unblocking blockages". These funding streams were never about the LEP itself deciding specifically what cultural experiences our citizens should or shouldn't get, they were about enabling greater access to culture for our local communities. Other LEP cultural funding was targeted at making cultural organisations and major venues more sustainable long-term and better able to support artists as well as provide access to a broader range of audiences.

In summary, cultural action zones convene multi-agency action and usually multi-agency funding too. They are community led cultural and arts programmes, led by local people for local priorities. GBSLEP has funded nine CAZs in this pilot programme, with each receiving between £22K to £70K in revenue grants, with varying and usually in-kind match from nil to an unusually high £100K. The average CAZ grant was £40K. CAZs can be started for many reasons:

- In response to the many challenges around the decline of our high streets and local centres
- Giving local communities a shared project and goal to bootstrap collaboration, catalyse activities and provide new opportunities.
- In recognition that no two places are the same, and so a more nuanced local response is needed.

At this stage these CAZs are pilot and test actions, exploring ways that the government's levelling up agenda can be actioned in practice.

CAZs are highly versatile and scalable, so can be led by anyone, as long as they are firmly rooted within a local community. In this pilot we had CAZs led by Business Improvement Districts (BIDs) local authorities, theatres and art galleries.

With CAZ there is no "doing it alone", because the goal is collaboration and cross-pollination. All projects establish a steering/working group through which the project is coordinated and where learnings can be shared and acted upon. Many have a consortium of local organisations taking the lead.

So, what does a CAZ do!? It can reanimate and transform how people interact with local centres, by running monthly festivals, pop-up markets, trails, exhibitions, showcasing and arts or craft workshops. It can install street or public art and engage all parts of our communities, including families, children, young people and older people. It can begin to combat social isolation through "meanwhile use" by supporting community centres in vacant shops. It also provides a wide range of volunteering opportunities, the creation of safe spaces, stimulation of the local economy and much more.

In round 1, The first two CAZs funded were in the Jewellery Quarter and Southside in Birmingham. They were more focused on planning and engaging with the neighbourhood and working very strategically to bring about change.

In round 2, the seven CAZs were focused on supporting immediate practical activity to re-animate and begin to transform places; including Balsall Heath, Small Heath, Soho Road, Northfield and Digbeth in Birmingham, and further afield, Kidderminster and Solihull.

A key idea was to try things out and learn what activities and actions will work best for the future. For example, Solihull MBC launched its *Cultural Moments programme* because of CAZ and have learnt a lot through it, enabling them to plan a future programme outside of CAZ support. Further impacts included Southside CAZ, which leveraged in £1.23m; £350K towards new CCTV to make the area safer and £887K to start initial works on street changes that will enable regular pedestrianisation of the Chinese Quarter. On the Soho Road in Handsworth, 'On Our Way' focused on bus stop art to build community cohesion, and helped leverage in over £300K from Transport for West Midlands to renew the bus stops in their centre. Each CAZ has many stories and impacts to tell.

Overall, there have been at least:

- 12,000 participants
- A further 633 under 18s taking part
- 208 businesses and organisations engaged
- 208 volunteers
- 178 small events
- 42 larger events
- 2 recurring events
- 10 temporary artistic displays created
- 16 permanent displays and 142 artists commissioned.

An economic analysis was run that showed a Gross value added (GVA) uplift could be proven because of CAZ activity. Alongside which, it especially generates a wide range of social value outcomes and non-quantifiable benefits.

Each CAZ delivered above its agreed targets and expectations in most measures. It is important to remember that although these headline figures are impressive and show projects can deliver, these are not the only focus of our funding. What is equally important is the legacy activity, what is left

behind once CAZ funding has ended. Some aspects of projects, such as a recurring festival, can carry on with the continuing collaboration and resources of local partners.

CAZs also had important broader objectives:

- To establish a strong collaboration between local stakeholders, with a view to CAZ activities running on beyond CAZ funding
- To genuinely broaden opportunities, such as by engaging young people in confidence building activities

Even though LEP funding has now ceased, for many of these CAZs output numbers, outcomes and impacts for their local centres and citizens will continue. This is because:

- CAZ has functioned as seed money which has now established local partnerships with their own pooled resources – with 2 of the 7 round 2 projects able to continue indefinitely.
- All projects have reported successes exceeding their expectations and are very interested in carrying on where possible.
- Another is progressing well in securing alternative funding to continue.
- 5 of the 7 have established local forums as a legacy of CAZ funding to provide a platform to develop future activities.

In the project evaluation section we have analysed all the various outcomes across our 9 CAZs and have come up with 6 broad outcomes that they all have in common:

- [1] Increased Pride, Cohesion and Activity
- [2] Increased awareness & Support of local artists
- [3] Business revenue & Partnerships
- [4] Visitor Experience, reputation & cultural offer
- [5] Talent Development and Engagement of young people
- [6] Repeatability, permanence & legacy

Building on this finding, a crucial aspect of CAZ is that the programme and its outputs and outcomes align very closely with the government's levelling-up agenda and the funding parameters for UK Shared Prosperity Fund (UKSPF), the central government funding that replaces EU monies.

This pilot programme has enabled a detailed set of learnings so that a more perfect CAZ can be developed in the future, some of the key ones include:

- Successful CAZs need a strong steering group with a highly collaborative lead organisation able to develop a wider stakeholder group responsible for delivery of project goals and outcomes.
- A micro-grant scheme is essential to drive initial interest and engage partners - £500 grants up to £6,000 max have worked well, in various combinations.
- Businesses must be engaged at inception of the CAZ, to ensure they are bought in to the benefits for them. Long term survivability of CAZ is hampered without them.
- CAZs must be shaped locally, with a clear understanding of local challenges and opportunities.
- CAZ projects must have a clear rationale, outputs and outcomes as part of a larger vision. In the absence of this vision, projects can lack direction and struggle to gain momentum.
- While CAZ funded project managers can work well, once their funding expires, projects can struggle to exist independently.
- So, survivability is enhanced by a lead person who is funded outside of CAZ and is thus able to continue to provide support post CAZ funding to develop the broader stakeholder group and drive new activities and plans.

- “*Meanwhile use*” of office spaces is incredibly valuable within CAZ, but can be a double-edged sword if the CAZ becomes too invested in one space, as success increases the likelihood of the space being let commercially so they lose it. Flexibility is necessary to be willing and able to bounce between available spaces.
- Collaboration between different CAZs is incredibly desirable and when done produces good results. Due to their size and relative lack of experience, CAZs can lack the impetus or determination to make collaboration happen under their own steam.
- It is helpful to build in an element of bid writing in the CAZ funding package, to facilitate continuation of projects when the core funding ends.

The next iteration of CAZ funding is exploring the inclusion of capital funding, as this is more readily available than revenue and can enable a more sustainable legacy within local centres.

3.0 Context

3.1 The Problem (that this pilot seeks to address)

The rationale behind Cultural action Zones has been to begin addressing a wide range of issues and opportunities locally, including:

Re-animating a place, addresses:

- A lack of vibrancy, footfall, and economic activity within many of our high streets and local centres during the day and at night.
- A reduced demand for local shops, in part because of increased use of on-line purchasing, but also because what they offer is no longer interesting enough or worthwhile for citizens.
- Empty retail spaces, by providing meanwhile users so new ideas can be tested and new business models applied that will bring at last some high streets back into use.
- People are demanding something different locally and this requires experimentation.
- Unrealised opportunities around infrastructure, organisation of local places and potential of local people.

Providing opportunities, addresses:

- The lack of opportunity for many people, young and old, to engage with others, many being isolated and lacking access to their peers.
- Lack of opportunity to get a good job, where for some the simple opportunity of volunteering work, or gaining confidence working and interacting with others locally, can empower them to get into education or jobs that they never thought were possible for them
- The lack of cultural and community activities in local centres that can bring communities together and enable citizens to interact with others and thus improve what can be poor wellbeing and mental health across many of our citizen groups.

Improving sustainability, addresses:

- A lack of customers and reduction in sales combined with increasing costs and risks.
- The failing mix of traditional retail, coupled with empty shops, that often adds up to a ‘not worth visiting the centre’ message for local people.
- A lack of places for community activities to happen at reasonable cost

Empowering local leadership and stakeholders, addresses:

- A lack of local collaboration and leadership which results in opportunities not being realised,
- A lack of purpose for local stakeholders to engage with each other, without which synergies, collaborations and opportunities are not discovered and meaningful change does not happen.
- A lack of ways that individual local citizens can engage and truly ‘have their say’.

Strengthen the reputation of our local places, addresses:

- The reality of decline across many of our high streets and local centres, with empty shops and a lack of reasons for local people to regularly visit.
- A lack of anchor or 'flagship' events (such as festivals, markets etc), without which places move 'out of the headlines' and off the agenda of 'nice places to visit'.
- A lack of community cohesion amongst local citizen groups.

Each CAZ can begin to address some of these issues and opportunities from each of these sections, although CAZs contribute to what can be a long journey of change and renewal.

3.2 Alignment with GBSLEP's Strategic Plans

The principles setting out the value of Cultural Action Zones were developed by Culture Central¹, a collective voice for culture across the West Midlands region. GBSLEP commissioned them to write an independent study that outlines the way publicly funded bodies like LEPs should be investing in and supporting culture.



This study, **A Toolkit for Smarter Cultural Investments in our towns, cities and regions**² explains the rationale for CAZs alongside an under-pinning framework of cultural investment characteristics:

- Characteristic 1: Builds on regional distinctiveness.
- Characteristic 2: Extends or creates new 'place-leading' assets.
- Characteristic 3: Takes an innovative approach to cultural investment.
- Characteristic 4: Contributes to a cluster / ecosystem-based model.

GBSLEP set out its approach following this report in its **Cultural Action Framework**³ - which accepted Culture Central's argument that the LEP should build capacity within cultural organisations, develop CAZs, heritage assets and new cultural funding models.

¹ <https://www.culturecentral.co.uk/>

² <https://gbslep.co.uk/wp-content/uploads/2019/12/CC-CULTURAL-REPORT-Dec19-FINAL-web-friendly-Hyperlinked.pdf> page 22

³ <https://gbslep.co.uk/upload/files/NewFolder/GBSLEP-Cultural-Action-Framework-2020-2030-FINAL-Dec19.pdf>

This specific framework compliments GBSLEPs overall principles as set out in its **Strategic Economic Plan 2016-2030**⁴, which works towards:

- Stronger Conditions for growth – *by spreading opportunity and prosperity to all sections of society*
- Improving Quality of life for our citizens – *from jobs and economics to cultural offer and personal opportunity*
- Developing thriving local and town centres – *by supporting the regeneration of our High Streets through new approaches, a new mix of businesses and activities all driven by new local collaborations*
- Enhancing and harnessing the potential of our creative and cultural assets – *by piloting new business models and opportunities for investing differently in our cultural activity and creative heritage*

Armed with this rationale for investment in culture, GBSLEP decided to fund a two-phase pilot for Cultural Action Zones. Each project being intended to run for one year, followed by an evaluation.

4.0 How the call was run

4.1 Call Process

Cultural Action Zone projects were commissioned through two contestable calls. The first round in Spring 2020 was part of a broader 'Towns & Local Centres Call' and was thus slightly more focused towards planning and the development of actionable plans. From this call £120K was allocated to cultural action zones.

The second round in June 2021 had £250K available, with awards in the range £10K to £100K. The average award was £40K of grant with no specific match required, but in-kind match was strongly encouraged to ensure buy-in to the project.

Applicants to these pilot funding rounds were given significant freedom in determining their own activities and outputs so long as they broadly aligned with GBSLEP's strategic approach – as set out in the previous section. Applicant projects also needed to fulfil at least some of the LEPs cultural characteristics, which in a little more detail are as follows:

- Characteristic 1: Builds on regional distinctiveness. Successful projects will be able to articulate and demonstrate how they capture, reflect or create a strong sense of distinctive identity that contributes to a broader narrative about the qualities of a place.
- Characteristic 2: Extends or creates new 'place-leading' assets. Successful projects will seek to learn from, and extend, best international practice. Project leaders will be able to self-determine the 'place-leading' nature of their proposal, whatever its scale or location.
- Characteristic 3: Takes an innovative approach to cultural investment. Successful projects will clearly display an innovative business model, including an approach to sustainability that goes beyond that of merely extending or enlarging their existing business practice.
- Characteristic 4: Contributes to a cluster / ecosystem-based model. Successful projects will contribute to an existing, or catalyse a new, geographic 'cluster' of cultural institutions, with a view to leveraging audiences, visitors, communities, supply chains, and future market growth.

⁴ <https://gbslep.co.uk/strategy/strategic-economic-plan/>

In pursuit of characteristic 4, the importance of demonstrable collaboration was heavily emphasised to applicants. They were encouraged to form new partnerships with organisations working together, combining their ideas, revenue streams, assets and opportunities to create a sustainable impact.

This high level of freedom was to account for significant variations in local conditions and needs, and to allow for the greatest variation in types of activities by local communities, so that the most effective activities could be prioritised in future rounds. As a guide to what CAZs might look like, projects were given examples of the kinds of activities which could be supported:

- Reconfiguring the use of high street retail space, such as experimenting with ‘meanwhile use’
- Piloting new festivals, markets, and other activities
- Testing traffic re-routing and other activities which require consultation and planning
- Making better use of heritage and other unique features, such as canals
- Developing branding, tourism, communications, and VR/AR apps
- Installing street art and other attractions
- Improvements to the night-time economy

In line with GBSLEP’s Cultural Action Framework, underutilised heritage assets had been identified as a key opportunity for Cultural placemaking within the region. It was anticipated that heritage assets could become an anchor within a place; bringing together multiple commercial and non-commercial uses, enabling businesses and culture to flourish, and provide opportunities around tourism and skills development. Applicants were therefore also invited to deliver outputs specifically focused on heritage.

To allow for the greatest flexibility in location and delivery partners, while match funding was encouraged, it was not mandated. There were therefore significant variations in match funding from nil to the largest, from a local authority, of £100,000. Whilst there was no fixed requirement for match funding, there was an expectation that all proposals would come with some form of match, usually in-kind. This flexibility has been a strength of the CAZ model as it has allowed projects to be delivered by a wide variety of partners, from Metropolitan Borough Councils and Business Improvement Districts (BIDs) to arts focussed CICs and community groups.

The call was promoted on GBSLEP’s website with a broad outline of expected activities and principles. Potential applicants were invited to make informal Expressions of Interest, upon which they would be given access to a further page which provided a fuller explanation of requirements. This also enabled all those interested in applying to be kept informed of all questions being asked and answers given from all applicants, to ensure a fair and level playing field.

To ensure potential applicants understand the level of work involved, the application form was available to look through in its entirety before they started, with guidance notes included against each question, see Appendix A, page 36.

Alongside email contact with the LEP team directly, potential applicants were invited to an in-person workshop hosted by GBSLEP to further explain the call, outline expectations and to answer questions. This workshop was very well attended. As part of the application form, applicants were asked to describe:

- Description of project aims.
- Which partners and stakeholders have been engaged in the development of the proposal.
- How the project will contribute to delivering the objectives of GBSLEP.
- Whether the project adds value to any existing projects in development or delivery across the GBSLEP area.
- How the project will contribute green economic recovery and growth.
- How the project will contribute to inclusive recovery and growth.
- Necessity of funding.

- What alternative approaches to deliver the required outcomes have been considered, and why were they dismissed.
- Project milestones
- What are the key outputs and outcomes, and how these will be monitored and assessed.
- State-aid related due diligence (this has now become subsidy control post-EU funding).

In line with our ambitions for the call to be highly inclusive, increased bid-writing support was given to applicants in hard-to-reach areas/communities/neighbourhoods or where they may not have the experience of filling in what can be very daunting funding forms.

Learnings: GBSLEP learnt for future rounds of CAZ that it would be better to simplify the application process still further, eg., more tick boxes, with more ways of learning about the CAZ, eg., adding webinars and increased, possibly multi-language, support for applicants. 90% of grant funds up front should be considered.

In line with GBSLEP policy, all projects were commissioned using a milestone payment schedule, with 50% at the beginning, 40% upon the delivery of an agreed amount of outputs (usually half way or before half way) and the final 10% delivered following the completion of the project and project evaluation.

Assessing applications

Following submission of applications, an internal panel was convened consisting of representatives from cultural bodies alongside the LEPs cultural and programme teams. An overall rating (A-D) was provided for each eligible application against the following criteria:

- Does the project proposal articulate a strong case and demonstrate a clear rationale for investment?
- Is the strategic case well defined?
- Is the project fit for purpose?
- Does it clearly align with the LEP's cultural and heritage objectives?
- Are there clear outputs and outcomes?

The panel scored the applications with an appropriate rating (A-D) to form a recommendation regarding the application. Scores were made on the following basis:

- A – Meets all the criteria (strategic fit, clear outputs and outcomes etc) and is deliverable within the agreed timescales.
- B – Meets most of the criteria with some minor queries
- C – Does not meet the criteria fully with additional clarity required
- D – Ineligible

Where further clarifications were required on applications, the LEP Executive liaised with the applicant for further information. This was then, if required, presented to the assessment panel for a final decision.

Projects were then presented in summary to the LEP's Place Board for endorsement / comments, with issues resolved if required. The LEP Executive then contacted the applicant with the outcome of the application. If the application was successful, the applicant organisation entered a contracting process with the LEP. During this process the activities, outputs and outcomes expected from the project would be discussed and finalised.

Because this CAZ programme was a pilot, GBSLEP provided some discretion on holding project managers to the outputs and outcomes they had agreed. This flexibility was important, as it enabled projects to respond to changing circumstances and find differing ways of maximising their impacts

and value to their local communities and citizens. This was especially important because of the resurgence of Covid part way through projects, which impacted all of them to varying degrees

4.2 Summary of awards



Hi-Vis 'Street Culture', Digbeth Birmingham, Cultural Action Zone

In the second round of CAZ, (June 2021) which is the main focus of this report, 18 applications for 'Cultural Action Zone (CAZ)' funding were received with total project budgets of £1,218,722 and a funding request to GBSLEP of £826,409 against our allocated budget of £250K. The total cost of the 7 bids awarded funding was £247,550 with mainly in-kind match provided by them totalling £25,428, a £497,978 programme cost. This match figure was inflated somewhat by a high match of £100K from a local authority.

The following projects received funding:

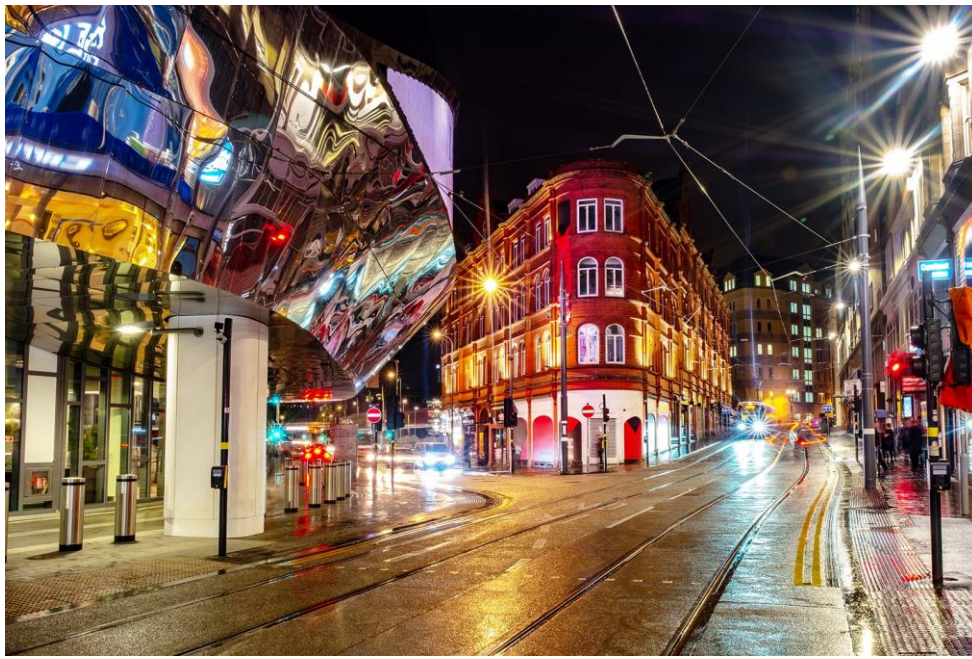
Project name	Project summary
High Vis Street Culture Birmingham	<p>A project to help establish Birmingham as the Street Art capital of the UK by working with businesses to show the positives and the love for Street Art from people all around the world, and by empowering and helping Street artists to paint murals to create a Street Art trail around Birmingham and surrounding areas. Show how art on a large scale can transform and energize places, pulling tourists in. Plus link artists together and promote them and work with local independent businesses.</p> <p><u>Core Activities:</u></p>

	<ul style="list-style-type: none"> • Creation of several street art murals around city • Hosting of street art festival • Establishment of support network for local artists including delivering support workshops • Establishing Street Art Trail
B10 Street Festival Small Heath	<p>A project to pilot activity along Small Heaths Coventry Road which involved piloting a new cultural and markets festival. The B10 Street Festival, which aims to bring together local creative partners, community groups and local independent store owners to engage in arts and heritage within the target area and champion local commerce, culminating in a celebratory festival for community in early 2022. Facilitating legacy activity was key to this project.</p> <p>Core Activities:</p> <ul style="list-style-type: none"> • Pilot cultural and markets festival • Establish Heritage trail and heritage archive • Set-up B10 Cultural Heritage & Commerce Forum • Cultural outreach activities in local schools
Making Spaces Northfield	<p>This project focussed on recognising, and celebrating existing, as well as creating new, local culture, arts and heritage. Making Spaces tested ways to create spaces for people to grow and develop as well as help transform physical spaces across Northfield/ Longbridge/Weoley/Kings Norton. It sought to help residents be at the heart of its own regeneration and foster a new love for the area. To support existing and encourage new small and independent businesses to thrive. To create safe spaces for dialogue and be supported to develop new skills.</p> <p>Core Activities:</p> <ul style="list-style-type: none"> • Establish 'Meanwhile use' community space on high street. • Create murals in collaboration with local people. • Run a series of markets for local businesses • Provide volunteering opportunities to local people
Moseley Road Monthly (Running as Balsall Heath Second Saturday)	<p>A consortium bid by the leading arts, heritage and community organisations based on Moseley Road to come together drawing on shared values of raising the profile of the neighbourhood, increasing visitor numbers, bringing people from different faith and ethnic backgrounds together and bringing business to a deprived area of the city. Bringing community organisations and businesses together for a regularly recurring event as a deliberate move to put an often-overlooked neighbourhood on the map, celebrate the diversity found here and promoting community cohesion. 50+ organisations supported.</p> <p>Core activities:</p> <ul style="list-style-type: none"> • Recurring cultural festival established, with large scale buy in from local businesses and community stakeholders. • Festival to be organized so that it may continue indefinitely beyond the end of funding period. • Pilot further cultural activity in centre.
74 Bus Stops (running as On our Way)	<p>A project to increase footfall, draw in visitors, and invigorate a local centre by: Transforming High Street bus stops into public works of art created by community members. Activity will have low barriers to access and will connect into Commonwealth Games Cultural Programme.</p>

	<p>Core activities:</p> <ul style="list-style-type: none"> • Create a series of artworks in local bus stops co-created with local people • Large scale of community engagement especially with young people to ensure activity is authentic to the community
Solihull Festival of Cultural Moments	<p>Through a combination of commissions and grant funding, the council aimed to kick-start a cultural impetus in Solihull that will run through to the spring, into the Commonwealth Games cultural programme, and beyond. Delivering a range of artistic, cultural and heritage forms, in both Solihull's main town centres but also its rural areas, with regular performances and experiences over a seven-month period,</p> <p>Core Activities:</p> <ul style="list-style-type: none"> • Practically support the recovery of the cultural sector in Solihull. • Build the capacity of Solihull's cultural infrastructure, developing networks between the council and local artists and organisations. • Promote Solihull as a destination. • Enable residents and visitors to participate in and/or engage with cultural activity, with particular opportunities for young people and minority groups (e.g. ethnic minorities, LGBTQ+). • Create a cultural legacy on which the council can build, providing pilot data, skills and knowledge for future events. • Build towards the Commonwealth Games cultural programme. • Support Solihull's retail and leisure economy recovery.
Light Up Kidderminster	<p>A project that sought to weave together and engage the artistic talent, cultural spaces and cultural organisations in Kidderminster through the themes of light, place and sound. It further aimed to create a Cultural Hub where those involved in the arts (in its widest sense) can come together to meet, share ideas and knowledge, create partnerships and learn new skills.</p> <p>Core Activities:</p> <ul style="list-style-type: none"> • Creating an illuminated trail through the town by lighting up key heritage and modern structures and spaces • Exploring the importance of sound and place for young people through music workshops and performances • Young People and new talent created an Immersive UV Exhibition which will be displayed at the Town Hall.

FIRST ROUND CAZ (April 2020) – these were funded through GBSLEP's Towns and Local Centres Call, which was more focused towards strategic planning. Two CAZs received funding with grants totalling £120K plus £32,300 of match, making a programme cost of £152,300.

Birmingham city centre near Southside Cultural Action Zone



Project name	Project summary
Jewellery Quarter Cultural Action Zone	<p>The project focused on under-utilised buildings and capacity. It aimed to bring together the traditional and emerging Jewellery Quarter skills bases and foster creative industry and key partner investment in training and employment. It intended to stimulate activity that showcases our unique collection of creative assets to the world.</p> <p>Key outputs:</p> <ul style="list-style-type: none"> • 3x development studies for more ‘neglected’ parts of the Jewellery Quarter in order to stimulate and direct investment whilst safeguarding the built environment. The studies will be proposals which view each of the identified areas holistically and may include recommendations for physical, cultural, environmental, or other interventions. • The Development of a robust evidence base for a Creative Incubator and identification of potential models to take this forward, helping to ensure jewellery and allied trades remain at the heart of the Quarter and lead our economic growth. • Development of options for activity that will see the Jewellery Quarter utilise its heritage and jewellery sectors to stimulate the visitor economy and tourism. This would be achieved through: <ul style="list-style-type: none"> ○ Convening the Heritage sector following an analysis of Jewellery Quarter-wide strategies and plans, to develop an action plan to ensure full integration of the heritage sector into the areas plans. ○ The development of a biennial festival of national and international significance with a big tourism pull would accrue significant benefits to our leisure & hospitality and hotel sector.

Southside Cultural Action Zone	<p>A project to allow Southside BID to firmly position Southside District as a premier cultural destination, investing in master plans and projects that will bring to life the BID's commitment to a safer, smarter and greener District.</p> <p>Key outputs:</p> <ul style="list-style-type: none"> • Commissioning a Southside Cultural Action Plan including a Commissioning Strategy, Delivery Plan and Festivals Plan. • Produce a costed & deliverable plan for permanent festival infrastructure • Commissioning an Access Master Plan with an aim to Reduce congestion and improve air quality, Re-route traffic, Increase opportunities for hospitality and cultural venues to change how to offer their products by facilitating alfresco pavement dining and Improve wheelchair and pedestrian access
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4.3 Programme delivery & management

Ongoing project management for these CAZ programmes was handled by the Strategic Lead for Creative and Cultural Industries with assistance from a Policy Coordinator within the GBSLEP Executive.

The LEP Board agreed to light-touch monitoring, with the application form mandating that monitoring information would be submitted by the applicant to the LEP Executive at least every 6 months. As this project was using a milestone payment structure, a project progress report which reported against the grant agreement was a prerequisite for all payments. Given that all activities supported by CAZ were new and running as pilots, this allowed for ongoing feedback and support to be given to projects from the LEP executive while also serving as a stopgap against project drift.

A summary of activities across the projects can be found in the table within Appendix C, page 40.

Facilitating collaboration

Bi-monthly online meetings were organised by the LEP executive with the intention of bringing all projects together, providing opportunities for collaboration and to allow for the best circulation of best practice. While these meetings were well attended, they were of little value due to pandemic disruption meaning all projects were in various stages of delivery and they did not provide enough space for true dialogue between projects. These were therefore stopped after 3 meetings as there was an anxiety within the LEP team that project managers may be attending only as they believe them to be mandatory rather than useful.

A later in-person workshop was held toward the end of project delivery to discuss next steps and to allow projects to make suggestions on what future stages might look like. This workshop was well attended and was tremendously useful in allowing projects more breathing room to make proper introductions. Several projects subsequently collaborated after this meeting. Given that cross-pollination of ideas across projects is eminently desirable, in future Cultural Actions Zones, it is recommended that an in-person meeting/workshop be held soon after commissioning and on a regular (at least quarterly) basis, but the agenda should always be led by the needs of the CAZ projects.

Covid Pandemic Impact

The concept of CAZs and the awarding of round one all happened before the covid pandemic, whilst round 2 was run and completed at what cautiously was hoped to be the end of the pandemic in July

2021. However, Covid flared up again in Autumn 2021 and so project plans were considerably disrupted. This was particularly true for projects which intended running activities within schools. As these obstacles were outside of their control, these projects were not penalised for this and instead found other means of securing community engagement with young people. Others were impacted where their activities that involved audiences or participants within restricted inside locations. In addition, most projects had some stakeholder partners who were very wary of engaging with activity and this meant that project delays were inevitable across the board. For that reason, completion for many was moved to March 2023.

Several the projects wanted to continue beyond the end of grant funding, as the partnerships formed were able to carry on at least some CAZ activity using their own resources. This sustainability of CAZ projects, once funded for a year, is a key and useful finding from the pilot. On average 2 in 7 projects could run for a year, 2 in 7 projects could carry on in some form long-term (potentially 5-years), two more could be sustained for two years in some form and the remaining project could continue in some form for more than 2-years, due in part to the amount the project needed grant resources to pay for project management.

Monitoring performance

While the necessity of cultural interventions to help kickstart urban and social regeneration was clear, these pilot phases were commissioned explicitly to understand what the priority activities, outputs and outcomes were of our neighbourhoods and local centres. Commissioning as varied a range of activity as possible was anticipated and desired so that the LEP would be able to evaluate these and be able to make better-practice recommendations for potential future funding rounds.

While projects were expected to attempt to deliver their contractually agreed outputs and outcomes, their payment was not contingent on the success of all activities. Cultural Action Zones were especially keen to support pilot activities in areas which historically have lacked developed cultural assets or a cohesive cultural offer. As such it is understood that some projects may initially struggle to deliver against some outputs. Projects were consistently reassured that failure was a valid outcome of an activity so long as they could demonstrate they had made a good-faith attempt at delivering that output and that challenges or failures were properly outlined in evaluation reports. This reassurance was offered so as not to penalise projects for taking risks nor to incentive projects to misrepresent the efficacy of some activities.

As a result of these outputs and outcomes freedoms, across the seven projects there were 32 unique outputs and 15 unique outcomes. An unavoidable challenge emerged around how to standardise this monitoring to make recommendations for future activity without missing out on nuances of projects or misrepresent their intentions.

Evaluation of these pilot phases would operate on two levels. Projects would only be expected to report against their contractually agreed outputs and outcomes, not against a standardised model. The LEP executive would build out an evaluation model from this reporting which would be able to be applied moving forward while still allowing sufficient freedom for future phases to continue to experiment or adapt to changing circumstances.

4.4 Outputs:



MAKING SPACES, NORTHFIELD, BIRMINGHAM, CULTURAL ACTION ZONE

During the pilot phase, projects tested these outputs - note that the outputs of CAZ round 1, commissioned through Towns and Local Centres funding, have been omitted for the sake of clarity:

- Meetings convened
- Steering groups formed
- Large murals created
- Local creatives engaged
- Volunteering roles create
- Apprentice roles created
- local education spaces engaged
- Local businesses engaged
- Attendees at events
- Pop-up markets formed/held
- Showcase events held
- Concluding reports commissioned
- Festivals (quantified by days)
- Special events held
- Organisations Supported/connected/included
- Project manager roles supported
- Permanent legacy planning
- Develop night activities
- Film Screenings held
- Safe spaces created
- low carbon activities trailed
- Free events held
- artist workshops held
- Cultural Trails created
- promotional videos created
- "selfie trails" created
- Exhibitions held
- Young people engaged
- Street/public art created
- Online presence established
- Permanent Public art created
- Artist Support Network established
- Networking events held

The flexibility of activities and outputs remained a core strength throughout the programme. While this flexibility was initially a means of allowing the maximum number of activities to be tested, as projects progressed it became apparent that this flexibility itself was an intrinsic strength of the CAZ model. While projects were expected to report against the outputs as stated above and were monitored as such,

at programme level, the LEP executive condensed these into the following outputs:

Headline outputs as monitored by LEP Executive:

- Organisations engaged broken down by:
 - Number of local businesses engaged
 - Number of Local Community Organisations Engaged (inc. schools)
- Number of Smaller local events or activities supported (e.g. workshops)
- Number of Larger local events or activities supported
 - In future this should be further broken down by festivals days, markets held, microgrant schemes ran as these are activities we particularly encourage.
 - Other larger activities may be kept as none-standard.
- Number of Temporary Artistic Displays Created
- Number of tourism, culture or heritage assets created or improved.
 - It is anticipated that this output will be able to be further broken down based on the demand demonstrated at application phase
- Number of re-occurring events established
- Number of volunteering opportunities supported
- Total Number of Participants at events
- Number of under 18-year-old participants
- Number of community interest Groups established (inc steering groups)
- Number of Local Artists Commissioned/ engaged

For future funding rounds, while projects would still have freedom to determine their activities, it is anticipated that the majority should sit underneath one of these headline outputs. If there is sufficient evidence of missing outputs, then these will be added in later.

4.5 Outcomes

Despite the large number of outcomes proposed, there was still a broad coalescence around six 'headline' outcomes. This may reflect universal issues which impact all areas regardless of local identity and/or shared conceptions of what better practice may look like going forward.

To ensure there was no misrepresentation, these headline indicators were proposed to the commissioned projects who agreed in discussion that they reflected their intentions well. While projects were allowed to continue to report against their non-standard outcomes, projects were consulted on potential standardised survey questions which may be used for future funding rounds to streamline outcomes assessment.

Balsall Heath, Birmingham *Second Saturday* Cultural Action Zone



Outcomes as stated by CAZs	Proposed Simplified outcome indicator
Increased pride in local heritage/culture	[1] Increased Pride, Cohesion and Activity
Increase in local community cohesion	
Increase awareness of local artists	[2] Increased awareness & Support of local artists
Support local creatives	
Increase footfall	[3] Business revenue & Partnerships
Develop new partnerships	
Increase revenue for local businesses	[4] Visitor Experience, reputation & cultural offer
Improvement of visitor experience	
Improvement of cultural offer	
Improvement of local reputation	[5] Talent Development and Engagement of young people
Increase skills and apprenticeships	
Youth cultural engagement	[6] Repeatability, permanence & legacy
Repeatability	
Permanent displays	
Plans for legacy	

4.6 Logic Model and alignment to Levelling Up and UKSPF

Upon analysing the above outputs and outcomes, the LEP executive designed a logic model to succinctly demonstrate the logical cascade of activity from project call to delivery. See Appendix B, page 39.

This logic model is both descriptive, in that it demonstrates how the potentially disparate activities of Cultural Action Zones all align to deliver against the same key themes, and proscriptive in that it demonstrates the kinds of activities which can deliver against key themes.

Note that this logic model contains some outputs and outcomes which have not been tested in pilot phases but are anticipated to be a part of future phases should the balance of capital and revenue funding shift. As it is proposed that some versions of future CAZ could include up to two thirds capital monies alongside revenue.

In addition, it is essential that the CAZ pilot programme be aligned with current government thinking around the levelling up agenda through the **Levelling Up White Paper**⁵, which sets out five key levers for levelling up:

- **Physical capital** – infrastructure, machines and housing
- **Human capital** – the skills, health and experience of the workforce
- **Intangible capital** – innovation, ideas and patents
- **Financial capital** – resources supporting the financing of companies
- **Social capital** – the strength of communities, relationships and trust

Individual CAZ projects can be regarded as the microcosm of this over-arching levelling-up approach, as each contains activities that support a number of these levelling up levers.

One of the key new funding streams that supports levelling up is **UK Shared Prosperity Fund**⁶, which is intended to replace EU funding. Thinking about the future funding of Cultural Action Zones requires us to look at the alignment of CAZ programmes to the above government policies. The table below sets out relevant UKSPF interventions alongside relevant UKSPF outputs and relevant UKSPF outcomes. It will be seen that these UKSPF measures are very close to the outputs and outcomes from the CAZ programme to date. Future iterations of CAZ will need to be aligned to the demands of funding streams such as this one:

Relevant UKSPF Interventions:	Relevant UKSPF outputs:	Relevant UKSPF Outcomes:
<p>E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.</p> <p>E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could cover capital spend and running costs.</p> <p>E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.</p> <p>E4: Enhanced support for existing cultural, historic and heritage</p>	<p>Amount of green or blue space created or improved</p> <p>Amount of public realm created or improved</p> <p>Amount of rehabilitated land or premises</p> <p>Number of events/participatory programmes</p> <p>Number of facilities support/created</p> <p>Number of local events or activities supported</p> <p>Number of local markets supported</p> <p>Number of neighbourhood improvements undertaken</p> <p>Number of organisations/freelancers receiving financial support other than grants</p>	<p>Improved engagement numbers</p> <p>Improved perception of events</p> <p>Improved perception of facilities/amenities/attractions/infrastructure/markets</p> <p>Improved perception of safety</p> <p>Increase in number of businesses engaged in new markets</p> <p>Increase in visitor spending</p> <p>Increased affordability of events/entry</p> <p>Increased amount of investment</p> <p>Increased business sustainability</p> <p>Increased footfall</p> <p>Increased number of organisations/freelancers supported</p> <p>Increased number of web searches for a place</p> <p>Increased take-up of energy efficiency measures</p>

⁵https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1052706/Levelling_Up_WP_HRES.pdf

⁶ <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus>

<p>institutions that make up the local cultural heritage offer.</p> <p>E5: Design and management of the built and landscaped environment to 'design out crime'. (an example project is improvements to streetlighting)</p> <p>E6: Support for local arts, cultural, heritage and creative activities.</p> <p>E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.</p> <p>E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.</p> <p>E11 Investment in capacity building and infrastructure support for local civil society and community groups</p> <p>E15 Investment and support for digital infrastructure for local community facilities</p> <p>E16 Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around business support</p> <p>E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.</p> <p>E23 Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks</p> <p>E26: Support for growing the local social economy, including</p>	<p>Number of organisations/freelancers receiving grants</p> <p>Number of organisations/freelancers receiving non-financial support</p> <p>Number of people attending training sessions</p> <p>Number of people reached</p> <p>Number of potential entrepreneurs provided assistance to be business ready</p> <p>Number of projects</p> <p>Number of Tourism, Culture or heritage assets created or improved</p> <p>Number of trees planted</p> <p>Number of volunteering opportunities supported</p> <p>Number of meetings of local stakeholders</p>	<p>Increased use of cycleways or paths</p> <p>Increased users of facilities/amenities</p> <p>Increased visitor numbers</p> <p>Jobs created</p> <p>Jobs safeguarded</p> <p>Number of community-led arts, cultural, heritage and creative assets as a result of support</p> <p>Number of decarbonisation plans developed</p> <p>Number of facilities with improved digital connectivity</p> <p>Number of meetings of local stakeholders held</p> <p>Number of new businesses created</p> <p>Number of new or improved community facilities as a result of support</p> <p>Number of organisations engaged in new knowledge transfer activity</p> <p>Reduced vacancy rates</p> <p>Volunteering numbers as a result of support</p>
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The systematic application of social value measures and their outcomes was not applied to this pilot CAZ programme, but it is felt they need to be apart of future CAZ programmes. CAZs deliver considerable additional value and impact for local centres and align to Birmingham City Council's social charter⁷. This charter is itself based on the National TOM's Framework for Social Value (2021 + 2022 updates)⁸

TOM's is a universal standard in the UK for measuring social value outcomes. It may therefore be better if future CAZ programmes align first to the National Tom's Social Value framework, and then are cross-referenced to the relevant funding stream being used, such as UKSPF.

Analysis to date suggests the following are the most relevant outcomes for future CAZs:

⁷ https://www.birmingham.gov.uk/downloads/file/11222/social_value_policy

⁸ https://socialvalueportal.com/wp-content/uploads/2021/10/TOMs_Framework_2021.pdf

Out co me	Outcome description	Outcome quantity	Method of independent verification
1	Increased business revenue and GVA	£	Survey of CAZs and economic impact assessment based on survey results
2	Increased footfall	% increase	Evaluation by CAZs
3	Increased visitor numbers and spend	% increase	Evaluation by CAZs
4	Creating a healthier community	Survey, case studies	Evaluation by CAZs
5	More working with the community	% increase	Evaluation by CAZs
6	More local people in employment	% increase	Evaluation by CAZs
7	More opportunities for disadvantaged people	Survey, case studies	Evaluation by CAZs
8	Increased Business Sustainability	survey data	Evaluation by CAZs
9	Jobs created or safeguarded	GVA proxy	Evaluation by CAZs
10	Social innovation to enable healthier safer and more resilient communities	Survey, case studies	Evaluation by CAZs
11	Develop and implement a sustainable EZCAZ legacy plan	30	Evaluation by CAZs
12	Improved perception of facilities /amenities /attractions /infrastructure /events /markets / safety	survey data	Evaluation by CAZs
13	Increased pride in place	survey data	Evaluation by CAZs
14	Crime is reduced	survey data	Evaluation by CAZs

For completeness, there are two additional measures that could be considered to assess CAZs, these are land value uplift and reducing carbon emissions, However, both of these fall outside of the scope of this report.

Thus, the rest of this report, on evaluation and learnings, reverts to talking about the outputs and outcomes as used in GBSLEP's CAZ pilot programme itself.

5.0 Evaluation

Balsall Heath, Birmingham *Second Saturday* Cultural Action Zone



In round 1, The first 2 CAZs funded, in Jewellery Quarter and Southside in Birmingham, were more focused on planning, engaging with the neighbourhood and working very strategically to bring about change.

In round 2, the seven CAZs were focused on supporting immediate practical activity to re-animate and begin to transform places; including Balsall Heath, Small Heath, Soho Road, Northfield and Digbeth in Birmingham, and further afield, Kidderminster and Solihull.

A key idea was to try things out and learn what activities and actions will work best for the future. For example, Solihull MBC launched its *Cultural Moments programme* because of CAZ and have learnt a lot through it, enabling them to plan a future programme outside of CAZ support. Further impacts included Southside CAZ, Birmingham, which leveraged in £1.23m, £350K towards new CCTV to make the area safer and £887K to start initial works on street changes that will enable regular pedestrianisation of the Chinese Quarter. 'On Our Way', Soho Road, Birmingham focused on bus stop art to build community cohesion and helped leverage in over £300K from Transport for West Midlands to renew the bus stops in their centre.

The core findings from this CAZ programme are that all projects achieved higher outputs than originally predicted, with a wide range of outcomes progressed alongside a number of additional social value impacts.

Overall, there have been at least 12,000 participants, plus a further 633 under 18, 208 businesses and organisations engaged, 208 volunteers, 178 smaller events run, 42 larger events, 2 recurring events, 10 temporary artistic displays created, 16 permanent displays and 142 artists commissioned. An economic analysis was run that showed a Gross value added (GVA) uplift could be proven as a result of CAZ activity, alongside which, it especially generates a wide range of social value and non-quantifiable benefits.

A business survey was conducted at the end of this pilot programme with analysis by BOP Consulting. The activities of these CAZ zones engaged a diverse range of businesses - within various

sectors (cultural and creative, hospitality, retail and other) and of different scales (micro and small businesses).

Surveying these businesses indicated that the presence of the CAZ had improved the revenue-generation of these businesses. This revenue generation was incremental, i.e., went above and beyond what the businesses would have otherwise generated. 58 businesses provided survey responses that indicated that these incremental gains varied by business sectors and scales. The strongest revenue gains were experienced by hospitality and retail businesses – rather than cultural and creative businesses. These gains for hospitality and retail businesses derive from CAZ activities increasing footfall, dwell time and spending by visitors to these localities.

These findings have some consistency with new research published by the BBC that shows, “the changing face of the British High Street from a place to buy things to a place to do stuff - like get your nails done and meet friends for a coffee or a cocktail”.⁹ CAZ activities increase the sense that a high street is a place to do stuff and through such activities, the CAZ helps to attract more people and spending to these localities.

However, it is very difficult to measure for certain economic gain from programmes like this, as long-term value can be difficult to measure as local centres require projects like this to run for a sustained period of years to show a real impact.

To enable a truer economic assessment of CAZ performance BOP Consulting constructed a model around Gross Value Added (GVA). Whilst this was built for the primary purpose of future CAZ funding applications, it does enable this report to evidence strong economic value for the programme. The method used to run this model is as follows:

1. Each project collected their own set of output and outcome data as set-out in their grant agreement with GBSLEP. This collection data is summarised in Appendix C, page 40.

This data set was then analysed to derive the average number of outputs against a ‘standard’ CAZ programme with a ‘standard’ cost – the sum of grant plus match, as below:

Average Outputs per CAZ

Output	Output description	Output quantity	Beneficiaries	Strategic Alignment
1	Local businesses engaged	38	Businesses	Business Growth
2	Local Community Organisations Engaged	5	Community Organisations	Civic pride and social capital
3	Number of Smaller local events or activities supported (e.g., workshops)	34	Cultural groups and participants	Civic pride and social capital
4	Number of Larger local events or activities supported (e.g. festivals days, markets held, microgrant schemes)	6	Cultural groups and attendees	Civic pride and social capital
5	Number of Temporary Artistic Displays Created	4	Artists	Artistic development
6	Number of tourism, culture or heritage assets created or improved	9	Tourist, cultural and heritage sectors	Civic pride and social capital
7	Number of re-occurring events established	1	Event organisers and attendees	Civic pride and social capital
8	Number of volunteering opportunities supported	39	Volunteers	Civic pride and social capital

⁹ <https://www.bbc.co.uk/news/uk-63799670>

9	Total Number of Participants at events	2,469	Participants	Civic pride and social capital
10	Number of under 18-year-old participants	122	Under 18 participants	Civic pride and social capital
11	Number of community interest Groups established (inc steering groups)	1	Community groups	Civic pride and social capital
12	Number of Local Artists Commissioned/engaged	28	Artists and community groups	Civic pride and social capital

2. A survey of businesses near each CAZ was run, which enabled the following questions to be answered:

- Average incremental revenue gain for businesses engaged by CAZ (£ over 12 months)
- Average incremental GVA gain for businesses engaged by CAZ (£ over 12 months)
- Average business base per CAZ (workers)
- Average incremental, non-displaced GVA gain for businesses engaged by CAZ (£ over 12 months)
- Average incremental, non-displaced GVA gain for businesses engaged by CAZ - with multiplier (£ over 12 months)
- Average incremental, non-displaced GVA gain across business base engaged by CAZ - with multiplier (£ over 12 months)

This survey data set was broken down into the following four categories:

- Culture and Creative businesses
- Hospitality Businesses
- Retail Businesses
- Other

This data set was then applied to a theoretical longer CAZ programme, which assumed that instead of 9 CAZ projects across two years there would be 30 projects across six years. The longevity of each being based on the actual findings from the current CAZ pilot programme. The model assumes that:

- 5 projects are funded in each year for 6 years
 - Two of these projects run for one year only
 - Two more run for 5 years without further funding. *(which is consistent with the findings to date, that in some areas CAZ money acts as a seed catalyst to enable the existing stakeholders to work together effectively, such as in starting a regular monthly festival and street market)*
 - final one runs for 5 years but requires 2 years of funding
- In year 2 to year 6 - 5 more projects are funded in each year
 - with one of the existing ones receiving an additional year of funding
- Many of these CAZ projects will continue without funding through to year ten

Using this methodical approach it is then possible to calculate a Gross Value added uplift against the overall programme. In this example, it showed that a programme of this nature could generate £12m in GVA uplift over 10 years which equates to a Benefit Cost ration (BCR) of 5.2. using the standard proxy for jobs created against GVA that would mean CAZ will generate 300 jobs across the ten years.

Whilst this statistic does not directly relate to the current CAZ pilot programme under review it does show that the ingredients of CAZ will deliver a valuable economic gain for their localities.

As stated earlier in this report, CAZ projects deliver a considerably larger benefit than the economic one alone, and future CAZ projects will consider a far larger dimension around social value impacts, probably based around the National Tom's Framework.

However, social value outcomes have not been evaluated in this pilot, as this pilot programme was designed to test the range of possible outcomes and values derived from CAZs so that a more refined programme, with a more highly developed evaluation methodology against it, could follow in the future.

This CAZ pilot programme has achieved its over-arching objective, that in supporting local centres and communities a CAZ model has been tested and fully understood that can now be refined and re-worked for a further iteration of CAZ programmes, which can better articulate the essential outputs and outcomes needed to maximise CAZ success and ensure its future sustainability for the benefit of our local high streets, local centres, communities and citizens.

6.0 Learnings

Balsall Heath, Birmingham *Second Saturday* Cultural Action Zone



Through the evaluation reports and discussions with the CAZ projects a number of key learnings have been compiled that will make it easier to run future CAZs effectively, whilst avoiding some of the pitfalls that have been discovered along the way, these include:

- Successful CAZs need a strong steering group with a highly collaborative lead organisation able to develop a wider stakeholder group responsible for delivery of project goals and outcomes.
- Lead organisations have significant power to influence the success of a wider project. Effective leadership of a CAZ has reciprocal responsibilities, lead organisations must hold wider group responsible for delivery of project goals and outcomes while also fulfilling a pastoral role of supporting and encouraging partners through difficulties.
- CAZ projects must have a clear rationale, outputs and outcomes as part of a larger vision. In the absence of this, projects can lack direction and struggle to gain momentum. When working with grassroots organisations the purpose of their activities must remain abundantly clear else there is a risk of project drift.

- CAZs must be shaped locally, with a clear understanding of local challenges and opportunities. CAZs should seek to directly address these while integrating the spirit and interests of the local area. There is a risk of parachuting in ideas from outside the area that provide an imperfect solution as the local challenges and community priorities have not been sufficiently understood.
- It's imperative that businesses are engaged at inception of project to have the direct and intangible benefits outlined to them. Lack of bedrock local business support significantly hampers effectiveness of events and impairs long-term survivability of projects.
- There is a degree of ideological buy-in necessary from partnered organisations. Given inherent self-interest of sustaining a business, it is inevitable that some prospective partners will struggle to understand the value of collaborative working, these should be filtered out.
- While funding of project managers works well initially, once their funding expires, projects can struggle to exist independently. This can be a scapegoat for authentic collaboration as then stakeholders basically become delivery partners, its worse value for money as well because it makes it less personal.
- survivability is enhanced by a lead person who is funded outside of CAZ and is thus able to continue to provide support post CAZ funding to develop the broader stakeholder group and drive new activities and plans.
- A micro-grant scheme is essential to drive initial interest and engage partners - £500 grants up to £6,000 max have worked well, in various combinations.
- *Meanwhile* use of office spaces are really valuable, but can be a double-edged sword if the CAZ becomes too invested in one space, as success increases the likelihood of the space being let commercially so they lose it. Flexibility is necessary to be willing and able to bounce between available spaces.
- Collaboration between different CAZs is incredibly desirable and when done produces good results. Due to their size and relative lack of experience, CAZs can lack the impetus or determination to make collaboration happen under their own steam.
- Much greater collaboration is necessary between CAZs, LAs and the LEP in terms of removing institutional barriers to success (eg. Earmarking walls to not be painted over, connecting CAZs to relevant LA departments, on street furniture etc.)
- It is helpful to build in an element of bid writing in the CAZ funding package, to facilitate continuation of projects when the core funding ends.

The learnings from some of these key aspects of CAZ projects need expanding:

Consortia leadership has been an effective method of ensuring active inclusion of local stakeholders and community leaders. A key mechanism of action of CAZs is to ensure that interventions are born out of and organised within the communities they wish to serve. Consultation and/or direct involvement of key local stakeholders is essential so that activities can authentically represent the interests and priorities of local people. This is particularly important when seeking to deliver interventions within communities which traditionally have struggled to engage with public sector support.

From our pilot learnings, an effective method of guaranteeing grassroots support has been the formation and regular meeting of steering groups with oversight for the whole project. These steering groups have been comprised of grant holders, key local stakeholders, and delivery partners. As such, evidencing this consultation and grassroots involvement on applications should be a prerequisite to receiving funding.

Microgrants are an effective method of bringing local creatives together and kickstarting activity, especially in areas which lack formalised creative communities. An effective microgrants model may consist of:

- An open call for EOIs for commissioned cultural work.
- The establishment of a local creative network – if it doesn't already exist – to better support all local creatives, whether they applied for grant funding or not.
- Microgrants awarded will typically be in the range £300-£1000, although some may be up to £6000.
- A range of artistic, experimental and community works and activities will then be delivered locally, with the networks maximising the value and impact of each.

In the pilot phase, these cultural/artist network meetings have been hugely popular and have been able to continue long after the microgrants have been awarded. Other commercial opportunities have begun to be circulated in several of these groups as synergies emerge quickly through networking activity of this type.

Meanwhile Use has worked well when implemented during pilot phases. This is particularly true when spaces have been established within shopping centres. The temporary conversion of vacant shop fronts into community cultural spaces has symbiotic benefits to the community, the landlord and to the cultural and community organisations involved. For the community, it provides non-commercial space on their high streets which can help fulfil social needs, and it removes a vacant unit from their local centre, helping to address high street decline. For the cultural organisation, it provides a highly central, cost-effective base for their activities, increasing their profile and giving a central point to coordinate activities.

Case study: Northfield Arts Forum, Birmingham

The NAF Shop is a community arts 'meanwhile space' in the heart of Northfield Shopping Centre, where we run workshops, events, community meetings and small business markets. We also rent the space out to pottery, storytelling, stitching, coding and toddlers' groups (amongst others!), and our exhibition space is used by local artists to showcase their work. The Shop has given community members access to inclusive creative activities within their locality, and we have signposted and supported many community members in accessing support with housing, food and other fundamental needs. NAF events and workshops have also invited people into the shopping centre, from Northfield and beyond, who would not usually use it. We obtained the space in 2022, with the help of East Street Arts, as part of our Making Spaces (CAZ) project. The renovation took a month.

For landlords, *meanwhile spaces* demonstrate the value of the space to prospective future leasers, helps to increase footfall in the area, and can help reduce the maintenance burden. Where productive relationships with landlords have been established, upon a paying tenant being found, the group can transfer to another vacant unit. A large degree of flexibility is necessary to be willing and able to bounce between available spaces. Demonstrable ability to flexibly occupy spaces - and increase their rentability - can build strong relationships with local landlords.

Artistic creation as a facilitator is another best practice recommendation. Rather than focussing solely on the produced art itself, applicants will be invited to consider how the production and delivery

of their activities/assets can impact change. Examples of this in practice include; using commissioning as a means of teaching about professionalisation for “hobbyist” artists and embedding arts activities from different cultural backgrounds into businesses and venues popular amongst other groups to help break down barriers within communities and increase community cohesion.

Case Study: Street Culture – Hi-Vis, Digbeth, Birmingham

Hi-Vis provided a business support service for mural and street artists, who did not always realise there was a way to expand their hobby to become a significant income generator for them through commercialisation. This CAZ project provided bursaries to create street art, run festivals around it, and the team at Hi-Vis have now established a network for street artists, who regularly meet for support and discussion, underpinned by a simple What’s App group.

Redefining the Strategic fit of Cultural Action Zones

The evaluation and learnings from these two rounds of Cultural Action Zone funding have led us to redefine the strategic fit of CAZs, which now:

1. Re-animate local places with a new mix of cultural, experiential and community activities and facilities to drive footfall and improve community and visitor experience.
2. Improve the sustainability of local businesses, organisations, and community groups by building out their revenue generating capacity.
3. Provide opportunities for citizens to participate, volunteer, develop their skills and improve their wellbeing and future life chances.
4. Empower local stakeholders and leadership so they can develop sustainable activities, improve community cohesion, reshape the identity of their place and develop a legacy plan.
5. Support creative and cultural (CC) practitioners so they can deliver a diverse range of activities, experiences, and artifacts.
6. Strengthen the reputation of our local places because of improvements in facilities, cultural offer, community activities, safety alongside an overall increase in pride for the local area.

Final Learnings from our CAZs – including some challenges and obstacles

There are always obstacles and issues to overcome, and the final part of this review allows our CAZ managers to set a few down. Each project had a confidential evaluation and a more public summary, with many elements to be used for promoting the CAZ idea and leveraging new monies and support for them in the future.

This CAZ programme was always about testing and experimenting, where failure was not only an option, but an essential part of learning and refining what would be a better approach to CAZ in the future. Here are a few final thoughts from our CAZ project managers:

Solihull Festival of Moments:

- The process of commissioning allowed artists to respond freely requiring minimum information to begin with and supporting three artists to work up full proposals developed meaningful relationships with all artists not just the artist selected.
- The scope of stories collected on a relatively raw theme required careful handling and consideration.

- The nature of the selected commission meant the story contributors were a little cautious of what they were coming to as many had not experienced an installation before - if the web version and installation had been developed at the same time some of these fears may have been avoided.
- Developing a micro-commissioning programme-built trust in the council from the sector and made creatives more willing and able to come to the table to discuss sector needs. Additionally, it enabled officers to understand the work of our creatives and understand what systems of support may be beneficial.
- Working with local businesses to identify areas of need enabled an area of weakness to be developed into an area of strength and charity shops to be celebrated. Aligning it to COP 26 captured both the imagination of the young people and locals.

Hi-Vis Street Culture:

- The project has enabled some very strong and secure partnerships, with very strong outcomes that will last.
- Networking street artists via *Whats App* was an unexpected hit.
- We prioritised the 40 artists work over paying ourselves to manage the project – we will be clearer on this in the future.
- A number of opportunities came up during the project which we took, so a degree of flexibility running a CAZ is important.

B10 Street Festival

- The project has created the B10 Cultural Heritage and Commerce Forum to champion the partnerships within the area and to develop a legacy programme.
- The Caz project made a larger than anticipated impact across Small Heath and along the Coventry Road.
- The Forum for many members has been a new way of creating business, ideas and networking. Many had successful businesses on the Coventry Road, but few had actually spoken about their plans and begun to collaborate with each other before the CAZ.



Light Up Kidderminster

- CAZ has acted as a catalyst to bring many cultural organisations and creatives together to form our Kidderminster CAZ. This has been fantastic for the area and has been instrumental in a greater 'joined up' thinking of cultural delivery across the town.
- The greatest challenge to the Cultural Action Zone has been the lack of job security for the two lead officers throughout the project. Kidderminster Town Council has been through a tumultuous twelve months with changes in senior personnel and this alongside funding challenges has impacted the project and its future.
- After initial funding was spent it was difficult to galvanise ongoing network support, it definitely helps to have discrete pots of grant money to enable tangible activity

Making Spaces, Northfield Arts Forum (NAF), Birmingham

- We have found that arts activities on Northfield High Street have been beneficial both in increasing NAF's community presence post-pandemic and in increasing footfall for local businesses.

- Having a physical base in the shopping centre has meant that more community members have been able to access our arts activities and support, particularly for members of the community who hadn't been able to access NAF in the past.
- Having improved the garden, we now see this as a huge asset to NAF and we are looking to hire it out for birthday parties and events in order to generate future independent revenue.
- Partly as a result of the success of this project, Northfield Arts Forum is in the process of applying for charity status (CIO) in order that we can collect donations to continue our work; have access to a wider pool of funding; increase the involvement of our Board in our activities; and properly reflect our missions and ethos through our organisation status.
- We did not predict that we would have a total of over 3000 people attending our CAZ events and workshops, partly as a result of having our shop space, and feel that in future we can set higher targets for event attendees, given recent evidence.
- We found further relationships were needed to be made in order to ensure we're connecting with the whole constituency.
- Taking over the project as a brand new team came with challenges. After Covid, NAF had lost contact with many of the participants we had previously worked with and *The Making Spaces* project gave us the space and time to be able to establish this and contact and attract new and previous participants back to the high street.
- We are looking to develop a method of collecting feedback and Equality and Diversity information from participants without disrupting their activities and without them feeling we are being intrusive. This is particularly sensitive given the numbers of vulnerable individuals who we work with on a regular basis, but we feel it would be useful to the development of NAF.
- Although we met our output target in terms of volunteers, we noticed (along with other similar organisations in our network) that community members are less willing to volunteer time than they might have been before the pandemic, making the sustainability of our work much harder to achieve. We are looking to improve our volunteer outreach system, and consider in future projects how we support volunteers and what we can offer them to make their experiences as worthwhile as possible.
- Schools have been much more difficult to get in touch with than anticipated - one might assume this is due to the immense pressure on teachers in the current climate. As with volunteers, in future projects, we will be carefully considering what we can offer schools to make a collaboration hassle-free and worthwhile for them.
- We were pleased to discover that Northfield Stakeholders already operate as a local steering group for businesses in Northfield and continue to take a proactive role in their meetings. We hosted one of them in the NAF Shop, and plan to do so again in the future.

On Our Way-74 Bus Stops

- Bus stop art on the 74 Bus Stop down Soho Road in Birmingham generated considerable community engagement and led – through CAZ and the BID - to the bus stops being renewed – something that had been asked for across many years - at a cost of c. £300K to Transport for West Midlands.
- One of the key strengths of the CAZ steering group was the bringing together of individuals from multiple stakeholders who hadn't previously had an opportunity to share their thinking face-to-face.

- The bus stop trail developed a more desirable environment to visit and dwell within.



On Our Way, 74 Bus Stops, Birmingham, Cultural Action Zone

GBSLEP's Cultural Action Zone pilot has provided a wealth of learning and insights for future CAZ programme and other cultural and community work, as well as already making a significant and lasting impact across the high streets and local centres involved in CAZ, from Birmingham and Kidderminster to Solihull.

Report compiled by: Tom Lewis & David Furmage for GBSLEP

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Appendix A



Greater Birmingham and Solihull Local Enterprise Partnership Strategic Economic Plan (SEP) Enabling Fund Culture and Heritage Projects Application Form

Deadline for the submission of applications is noon on XX/YY/ZZ.

1. Summary Project Details	
Project name	
Location / area covered by the project	
Applicant organisation	
Applicant address	
Lead officer at applicant organisation (please include name, job title, telephone number, and email address)	
Short summary description of what the project will do	(150 words max)
Project start date	
Project end date	
Estimated total project cost	
Amount of revenue funding required from the SEP Enabling Fund	
Which partners and stakeholders have been engaged in the development of the proposal?	
2. Strategic Fit	
Which of GBSLEP's cultural investment priorities will this project support? How will it support these priorities?	
How will this project contribute to low or zero carbon recovery and growth?	
How will this project contribute to inclusive recovery and growth?	
How will your project's activities help to mitigate the impact of Covid-19?	
3. Case for funding	
Why is the SEP Enabling Fund required to deliver this project? What would happen if this support was not forthcoming?	

What alternative approaches to deliver the required outcomes have been considered, and why were they dismissed?	
4. Project management	
Please describe the procurement processes (if applicable) that you will use for any SEP Enabling Fund monies that are awarded to the project.	
What are the key outputs for your project? PLEASE BE SPECIFIC.	
What are the key outcomes for your project? PLEASE BE SPECIFIC.	
How will you monitor and evaluate the contribution you have outlined above? PLEASE BE SPECIFIC. (Please be aware that grant recipients are contractually required to provide a short evaluation report after the completion of the project.)	
What are the governance arrangements (e.g. steering group, project board, delivery team, etc) for the project?	
5. Due diligence	
What is the legal status of your organisation? Please provide evidence of this status along with the completed application form.	
If your application is successful, we will use DocuSign to complete the appropriate grant forms. The DocuSign process will require TWO AUTHORISED SIGNATORIES from within your organisation to sign the form. Please provide their names, job titles, and email addresses.	
Should your project be approved are you able to provide 3 years of accounts?	Yes [] No []
Are there any State aid implications to be addressed? Please give a brief explanation for your answer. Please also note that it is the applicant's responsibility to ensure that they are compliant with State aid regulations.	
Is your organisation / anyone within your organisation:	

1) Involved in the running of the LEP 2) An existing supplier of the LEP 3) A relative of any LEP staff or board members Please state yes or no in the box to the right. If your answer is yes to any question, please provide further details.	1) 2) 3)
--	----------------

6. Finance

Please indicate below the SEP Enabling Fund required, as well as match funding secured (or in train). Please remember that SEP Enabling Fund is **revenue funding**. All SEP funds must be spent by 31 March 2022.

GBSLEP funding requirement	
SEP Enabling Fund	£
Match funding secured or applied for	
Public Sector	£
Private Sector	£
Other	£
Total project cost	

N.B. When you submit this application form, please also provide evidence of confirmed match funding if it is identified above.

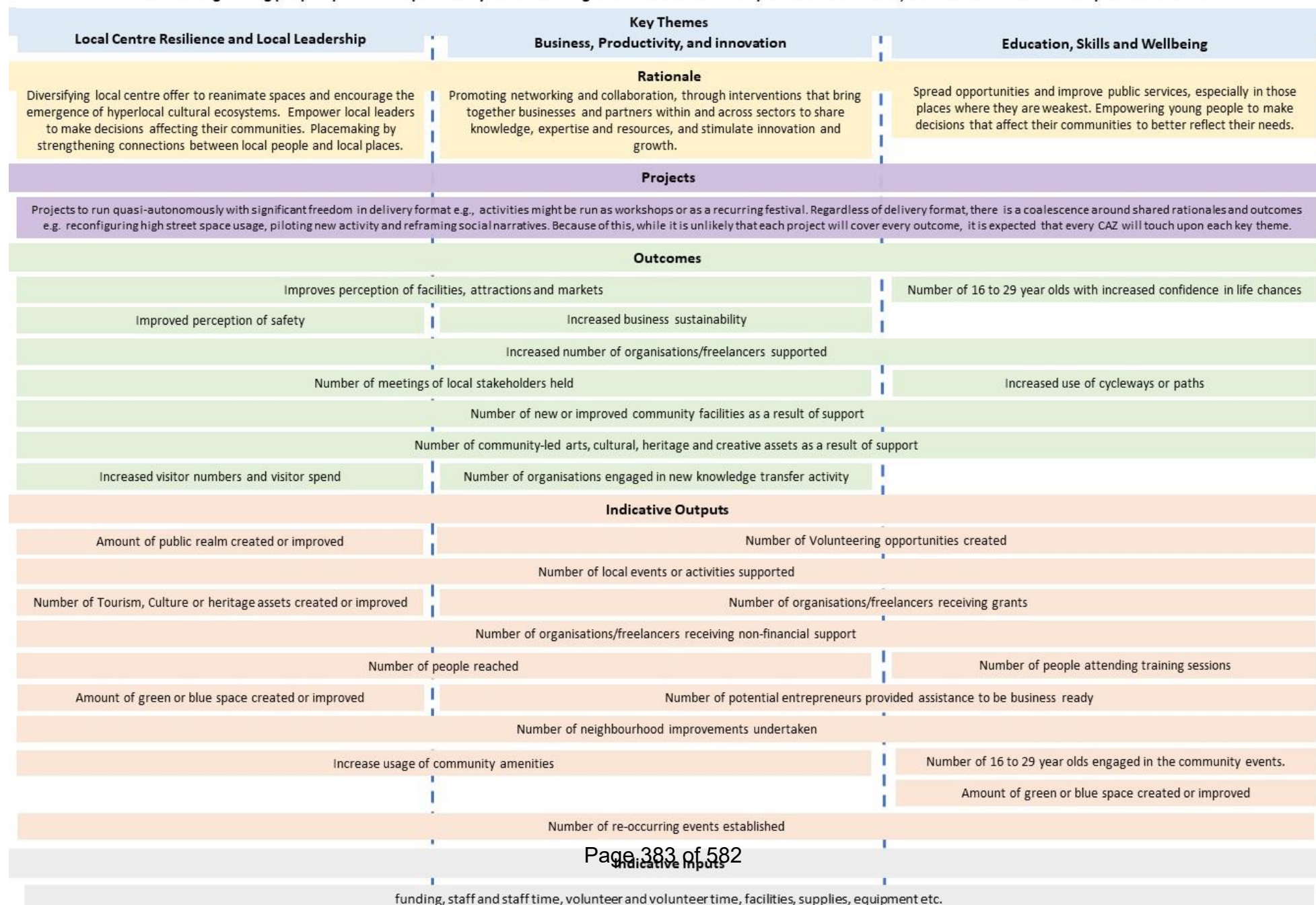
7. What happens now

- Applications will be assessed during week beginning 21 June, and further clarification sought if required.
- Projects will be notified of the outcome of the assessment by early July, with delivery expected to begin from August 2021 onwards.
- Projects must be completed by 31 March 2022, with evaluations provided to GBSLEP by 31 March 2023.

Appendix B

Cultural Action Zones Logic Model

Aim: Strengthening people's pride in the places they love and seeing that reflected back in empowered local leaders, resilient local centres and improved life chances



Summary of Activity

			These columns are inclusive of data in Columns G, H & I							This column includes Column L			
	Organisations engaged		Number of Smaller local events or activities supported (e.g. workshops)	Number of Larger local events or activities supported (e.g. workshops)	Number of other non-standard outputs (e.g. Micro-grants, websites, and pilot activity)	Number of Temporary Artistic Displays Created	Number of Permanent Artistic Displays Created	Number of re-occurring events established	Number of volunteering opportunities supported	Total Number of Participants at events	Number of under 18 year old participants	Number of community interest Groups established (inc stakeholders)	Number of Local Artists Commissioned/engaged
	Number of local businesses engaged	Number of Local Community Organisations Engaged (inc. schools)											
B10 Street Festival Agreed		1	2	3	2			2		100	100	2	
B10 Street Festival Delivered	74	3	3	1	1			0		266	192	2	
High Vis Street Culture Agreed	40		7	7		9	3					2	12
High Vis Street Culture Delivered	21			5			4					1	3
Making Spaces Northfield Agreed	20	8		13			4	1	48	400		2	15
Making Spaces Northfield Delivered	8	0*		6	1		4	0	56	1255		2	20
Moseley Road Monthly Agreed	50		24	6	4			1	36				
Moseley Road Monthly Delivered	30		91	7	5			1	21	632		1	
74 Bus Stops Agreed			24	1			8			200	24		1
74 Bus Stops Delivered	5	6	17	1	1		8			333	192		1
Light Up Kidderminster Agreed		10	14	4	2	10				195		1	
Light Up Kidderminster Delivered		16	17	16		10				603	249	1	
Solihull FOCM Agreed			28	2		1		1		3000		1	100
Solihull FOCM Delivered	45		50	6	1			1	131	8532			118
Agreed total	129		99	36	8	20	15	5	84	3895	124	8	128
Delivered total	208		178	42	9	10	16	2	208	11621	633	7	142

This table pulls together a set of raw output data from CAZ round 2 pilot projects, showing some of the quantitative measures surveyed.

Appendix C



Appendix D

CULTURAL ACTION FRAMEWORK FOR GBSLEP

2020-2030



Cultural Action Framework for GBSLEP 2020-30

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Foreword

Creativity and cultural activity enriches our human condition. It defines who we are. It changes and reshapes our world. It inspires us, helps us build stronger, more cohesive communities. It also drives placemaking and economic development. We know that an effective cultural and creative economy will reach *all* parts of the city and its region; bringing economic growth and driving the quality of life and wellbeing of our citizens.

Our cultural offer in Greater Birmingham & Solihull is life affirming, life changing and lifesaving. It is this intrinsic value of creative and cultural expression that sparks our imagination, drives innovation and provides opportunity. Creativity has a largely untapped role in delivering wider community solutions to many of the issues we face. Education, mental health, physical wellbeing and community cohesion all do better when our artistic, cultural and creative talents are engaged together.

But we face real challenges bringing the promise of these benefits to all of our citizens. Public funding for culture has been especially hard hit in recent years; with many organisations facing an uncertain future. Currently, the education of our children involves less mandatory creative activity than is arguably healthy for the future of our society. Careers advice doesn't always express the full excitement and potential of creative jobs to our children or their parents.

Fortunately, we are at a moment in time not to be missed. Our region is more on the map today for its cultural potential than ever before; with Coventry City of Culture in 2021, Birmingham 2022 Commonwealth Games and the investments we are seeing alongside these, such as the first large-scale 5G network across an English region.

This then is the context within which GBSLEP launches its first 'Cultural Action Framework', setting out its approach to supporting culture across its geography and playing its part in reversing those recent challenges and capitalising on the huge potential that is ahead.

Anita Bhalla

Board Director for Creative & Culture, GBSLEP
Chair, Performances Birmingham

1.0 Executive Summary

GBSLEP's 'Cultural Action Framework' is the first time the LEP has set out its approach to investing in and developing culture across its geography. Previously, cultural projects were seen as 'one-off' capital interventions, usually with an underlying objective to enable greater sustainability by reducing dependence on grant funding. But these investments tended to be reactive rather than pro-active.

With the publication of this Framework, GBSLEP is now able to make its own strategic priorities clearer and work in more effective, long-term partnerships with cultural actors and our other stakeholders, as we enable change for the long-term good of economy and wider geography.

GBSLEP is making this change at a timely moment. Last year it published its 'Towns and Local Centres Framework' and this is now beginning to underpin master-planning and town centre development work, which always includes cultural, community and heritage considerations.

Central government have made the importance of placemaking and cultural development abundantly clear in recent years too. Local Industrial Strategies (LIS) are being rolled out first across three 'trail-blazer' regions, including the West Midlands. These plans include 'place' as a key theme. The West Midlands LIS includes a Creative Sector Action Plan, which has an action to develop long-term investment around place and develop existing and new 'cultural action zones'. The government currently has more than £4 billion available for place-based investments across the country. GBSLEP must ensure it is well placed to understand the opportunity and support regional bids effectively for our share of those resources.

To ensure GBSLEP's strategy is aligned with the needs and opportunities identified by our cultural and business sectors, Culture Central was commissioned to write a report that would present recommendations to the LEP and, more broadly, to other public funders with a similar economic growth remit. Culture Central are Birmingham's 'Development agency for culture'. A membership organisation, they are tasked to promote, advocate and develop new responses to the sector's challenges and opportunities. Whilst mainly Birmingham based at present, Culture Central is increasingly working across our regional geography.

Culture Central's report, 'A Toolkit for Smarter Cultural Investments in our towns, cities and regions' was published in November 2019¹⁰. GBSLEP have adopted all of the recommendations within their report and have started implementation by adopting a 3-step cultural development framework:

1. Supporting innovative cultural investments and funding models
2. Supporting capacity building of cultural organisations and cultural consortia
3. Developing and identifying funding for a pipeline of investible Cultural Action Zones

¹⁰ <https://gbslep.co.uk/cultural-investments>

GBSLEP will step up its activities by working with partners to test and develop new funding models involving, for example, asset transfers, community interest companies and new commercial approaches to culture.

It will adopt Culture Central's four cultural characteristics, ensuring that all new investments in cultural assets and projects incorporate a mix of all four of them, ensuring they:

- Build on regional distinctiveness
- Extend or create new 'class-leading' assets
- Take an innovative approach to cultural investment
- Contribute to a cluster/ecosystem-based model

As part of its responses, GBSLEP will launch a 'Cultural Capacity Development Fund', providing small grants to cultural consortia and will open a call for 'Cultural Action Zones' across its geography, both to identify where new zones should be and extend existing cultural quarters, such as the Jewellery Quarter in Birmingham. Crucially, an important part of these actions will be to apply equal weight to smaller local centres, from Balsall Heath in Birmingham to towns like Solihull or Sutton Coldfield. We will celebrate the 'smaller and unexpected' as much as the large scale and high-profile.

GBSLEP will use its modus operandi of 'agitate, enable, commission' to work more effectively with central government, local authorities, partners like Arts Council England and cultural organisations to bring forward new projects and new funding into the region, extending the scope of what we can achieve together.

Over the coming months, GBSLEP will welcome further discussion and feedback on its new investment approach through its 'Cultural Action Framework'. The LEP regards this as a 'living document', currently in draft 1.0, that can be tested through the coming pilots and funding calls and then refined into a publishable plan in 2020.

2.0 Investing in Culture is about the economy and more

Culture plays a crucial role in great places and is a vital part of a successful economy.

Birmingham has the most diverse population in any of the UK core cities, with 40% of citizens 25 or under. This opens up huge potential to develop and grow our talented people. The city is also, arguably, the strongest cluster of major arts organisations in any English city outside London. It includes organisations such as the City of Birmingham Symphony Orchestra, Birmingham Repertory Theatre, Birmingham Royal Ballet and the Ikon Gallery.

A strong recognition of culture, in all its aspects, builds a clear sense of cultural identity, drives creative vibrancy, innovation and underpins well-being and an improving quality of life. It is an important factor for all of our citizens, from families and students to those thinking of moving into the area for work. It brings many other benefits too, such as giving us a sense of pride, enriching our lives and improving our mental health and wellbeing.

Central government have made the importance of placemaking and cultural development abundantly clear in recent years too. The government currently has more than £4Bn available for place-based investments across the country. These funding streams include; a Future High Street Fund, Heritage High Street Fund, Arts Council England Funding, Cultural Development Fund, Towns Fund, Libraries and Museums Fund and New Development Corporation Competition¹¹. GBSLEP must ensure it is well placed to understand the opportunities these funds can bring and support partners and regional bids to access our fair share of these national resources.

Many of these funding streams form part of government's local industrial strategies (LIS). These strategies have 'place' as a key theme aimed at helping region's drive growth and seize their unique opportunities for the future. The West Midlands is one of three 'trail-blazer' regions who are already implementing these locally developed plans. The West Midlands LIS includes a 'Creative Sector Action Plan', which has a specific action to develop long-term investment around place, including developing 'cultural action zones' and a region-wide festivals strategy.

There is a big prize to be won just considering tourism and the visitor economy alone, which was worth a record £12.6 billion across the West Midlands 3-LEP geography in 2018, up 6.7% on the previous year¹². Our visitor economy is already anticipating the huge boost it will get from two huge one-off events; as the country welcomes 'Coventry City of Culture' in 2021 and the Birmingham 2022 Commonwealth Games.

¹¹ £4.5Bn aggregate available funding at November 2019, not an exhaustive list

¹² Source: West Midlands Growth Company – these figures relate to the 3-LEP West Midlands geography which includes the geographies of GBSLEP, Black Country LEP and Coventry & Warwickshire LEP

However, our vibrant cultural offer goes far beyond the city centre, as it extends across our towns and local centres. Places like Kidderminster and Lichfield see the importance of their own cultural heritage, assets and offer as a vital driver of distinctiveness and activity. This helps underscore the value that culture brings, which includes:

- Shaping a distinct and desirable identity - which can stimulate investment, activity, sponsorship and media coverage
- Sustaining footfall and drawing visitors – which can re-invigorate high streets and stimulate business and retail activity
- Enhancing economic and social value – which can encourage developers, boost property values and invigorate local centres
- Stimulate knowledge transfer and innovation in business – which is often driven by the growth of our cultural and creative industries

To make the most of these opportunities GBSLEP published its 'Towns and Local Centres Framework' last year and this is now beginning to underpin master-planning work and future town centre development; which includes consideration of factors such as culture, heritage, community, diversity and inclusiveness.

But despite all the great work and abundant opportunities, GBSLEP and its geography is facing real challenges bringing the promise of these benefits to all of our citizens. Public funding for culture has been hit especially hard in recent years; with many organisations facing an uncertain future. This underscores an important emerging role for public funders like LEPs; to support cultural organisations and local authorities, helping them overcome capacity and sustainability issues and build stronger long-term alliances and projects for the long-term benefit of the future of the city-region.

All of these factors together mean it's never been more important than now to make the most of culture across the region. This is why GBSLEP have a clear leadership role, making sense of what actions should be taken to overcome the challenges of the past and rise to the opportunities of the future.

It is within this context that GBSLEP has launched its first 'Cultural Action Framework', setting out its approach to supporting culture across its geography and beginning to play its part in reversing those recent challenges and capitalising on the huge potential that is ahead.

2.1 The role of Greater Birmingham & Solihull Local Enterprise Partnership in cultural investments

The Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP) is a partnership of business, public sector and further and higher education leaders with a mission to create jobs and grow the economy – and, in so doing, raise the quality of life for all of those that live and work here.

GBSLEP covers the nine local authority areas of Birmingham, Solihull, East Staffordshire, Cannock Chase, Lichfield, Tamworth, Redditch, Bromsgrove and Wyre Forest, which have a combined population of just over 2 million people, an economy worth £46.8bn billion and an estimated 1,038,000 jobs.

GBSLEP's Strategic Economic Plan (SEP) sets out a vision and strategy for delivering smarter, more sustainable and more inclusive growth for the benefit of its geography, the wider West Midlands city region and the UK as a whole. It includes a target to 'Enhance and harness the potential of our cultural and creative assets' as well as its target to become the 'Leading Core City LEP for Quality of Life'.

GBSLEP's recent launch of its 'Towns and Local Centres Framework'¹³ underscores the importance of placemaking to the LEP and the way it's joining the dots between current high street issues, future opportunities and potential solutions, including the way that cultural investment can act as a glue in the mix, building a stronger, sustainable and brighter future for our cities, towns and local centres.

The West Midlands' Local Industrial Strategy¹⁴ identifies the importance of place and regional distinctiveness as well as proposing long-term investment into 'cultural action zones', not only as important placemaking investments and drivers of economic growth but also to make the region more desirable for people to live, work and study in - a key part of inward investment, wellbeing and quality of life.

Developing a strong talent and skills pipeline is also an important target for GBSLEP. Careers advice in schools doesn't always express the full excitement and potential of creative jobs to our children or their parents. Similarly, the school curriculum does not always provide appropriate levels of creative

¹³ <https://gbslep.co.uk/news-and-events/news/gbslep-unveils-framework-support-regeneration-towns-local-centres>

¹⁴ <https://www.wmca.org.uk/what-we-do/industrial-strategy/> Major Market Opportunity: Creative Content, Techniques and Technologies p35-38

activity. So, part of GBSLEP's role is to advocate for change in schools to central government – as requested by our many cultural and business partners. We must also help develop a stronger and more diverse talent pipeline through our further and higher education institutions, ensuring that courses are fit for purpose and future proofed. We are also tasked to increase apprenticeship numbers and our work on creative sector specialist apprenticeships indicates that they require special structures to be effective, for example, by using multi-employer models.

GBSLEP has already invested significantly in culture. It has spent £28m of its capital funding on cultural projects, with a pipeline of further cultural projects under development. It already works closely with national government, the West Midlands Combined Authority, other regional LEPs and a wide range of cultural and other stakeholders. It understands the need to show leadership in the way a LEP can make a difference in developing and implementing innovative new approaches to placemaking and cultural funding. However, GBSLEP can do more by being more effective and focused in its approach

To improve the quality and effectiveness of GBSLEP's response to the opportunities and issues around culture and creativity it commissioned Culture Central¹⁵ (Birmingham and the region's 'Development Agency for Culture') to set-out the approach that funders of economic growth, like LEPs, should take in maximizing the value and impact of their cultural investments in both economic and social terms. Culture Central's report: 'A Toolkit for Smarter Cultural Investments in our towns, cities and regions', makes specific recommendations for GBSLEP and provides timely advice for other public funders too.

This 'Cultural Action Framework' is GBSLEP's response to their recommendations. GBSLEP proposes to adopt all of the recommendations, and over the coming months, will explore exactly what that means in the context of the prevailing political landscape and what can be achieved within available resources. This is a draft response, with current proposed actions set out in Section 3.0.

At this stage, the LEP is in a 'learning and piloting' stage – so further feedback and suggestions from cultural organisations or wider stakeholders will be very welcome over the coming months. In addition, the LEP has set-up an Industry Forum covering creative industries and culture. New members will be welcome. It is informal and ad-hoc, responding to issues and opportunities as they arise¹⁶.

¹⁵ <https://www.culturecentral.co.uk/>

¹⁶ To provide feedback to GBSLEP on creative & cultural matters or to request joining the forum please email hello@gsblep.co.uk and mark the email 'attention cultural lead'

2.2 What do we mean by culture?

The word ‘culture’ means different things to different people. For some it conjures up something they regard as ‘high-brow’ – perhaps ballet or opera. For others it embraces the idea of family, heritage and background. In a very real sense culture *is* ‘everything we do and everywhere we go’¹⁷ – from a community art class to a walk in the park.

GBSLEP’s ‘Cultural Action Framework’ will use the Cultural Cities Enquiry’s¹⁸ definition, which does not seek to define the boundaries of culture:

‘Our remit has encompassed arts institutions, museums, libraries, the historic environment and cultural festivals, popular and grassroots culture. But we have been aware that culture is a social expression that will take many different forms and is ever evolving. We have been particularly interested in the relationship between culture and the wider creative industries, in the knowledge that distinctions between ‘cultural’, ‘creative’ and ‘digital’ enterprises are fast eroding.’ (Cultural Cities Enquiry, 2019)

Thus, GBSLEP’s partners, stakeholders and applicants for funding, can be flexible in their interpretation of culture and the value that proposals bring to GBSLEP’s geography; in terms of placemaking, inclusive growth and overall economic gain.

3.0 GBSLEP’s Cultural Investment Approach

GBSLEP’s ‘Cultural Action Framework’ is the first time the LEP has set out its approach to investing in and developing culture across its geography. Previously, cultural projects were seen as ‘one-off’ capital interventions, usually with an underlying objective to enable greater sustainability through less dependence on grant funding. But these investments tended to be reactive rather than proactive.

With the publication of this Framework, GBSLEP is now able to make its strategic priorities clearer and work in more effective long-term partnership with cultural actors to enable change for the long-term good of our economy and wider geography.

¹⁷ Cultures broadest definitions <https://examples.yourdictionary.com/examples-of-culture.html>

¹⁸ <https://www.corecities.com/cultural-cities-enquiry/read-report>

GBSLEP proposes to base its cultural approach on the recommendations within Culture Central's 'Toolkit for Smarter Cultural Investments in our towns, cities and regions.' These recommendations were proposed by Culture Central following a detailed analysis of best practice globally and consultation, nationally, internationally and across the Greater Birmingham geography.

As part of this approach, GBSLEP will use its leadership voice, and its investment capabilities, in a way that both amplifies and extends the existing cultural landscape in the region and is aligned with its core economic development purpose. It will do this in a way that complements and adds value to the other agencies and agendas in play, including the critical investments of Arts Council England, the historic and emerging agendas of local government, and the strategies of the sector itself, at both organisational and cluster level.

GBSLEP will maximise its impact using its role as 'agitator, enabler and commissioner' to build new thinking, new consortia and bring multiple funding sources together into new cultural solutions. In practical terms, this means working with grassroots cultural organisations, helping to build their capacity and find ways to bring their visionary thinking and future plans into reality. It will support them in the development of an investable pipeline of cultural projects within cultural action zones, some able to access immediate funding from different sources, others forming part of a longer-term ask for future funding from a variety of government and other sources.

GBSLEP will make its own strategic investments in place-making, capacity-building and individual project levels by adopting all of the recommendations within Culture Central's report. It has made a start by adopting a 3-step cultural development framework, this includes:

1. Supporting innovative cultural investments and funding models
2. Supporting capacity building cultural organisations and cultural consortia
3. Developing and identifying funding for a pipeline of investible Cultural Action Zones

There is one minor change to Culture Central's recommendations. This 3-step process is in a different order to that recommended by Culture Central. After careful consideration, the LEP felt that the above order was more logical in terms of implementing interventions that have the greatest capacity to achieve change.

However, this development framework will evolve over time. The actions and approach stated in the following sections should be regarded as our 'learning and piloting' stage, with this entire 'Cultural Action Framework' a living document, which will develop over time.

3.1 Supporting innovative cultural investments and funding models

GBSLEP will be an active participant in developing new thinking around future cultural funding and funding models. It will focus on culture in terms of new investment strategies, business models, innovative collaborations and the way cultural development drives placemaking, inward investment and wellbeing, and in so doing, can 'join-the-dots' across our capital and revenue programmes, which focus on interventions that drive economic growth.

GBSLEP has contributed to the Cultural Cities Enquiry¹⁹, Birmingham City Council's Cultural Investment Enquiry²⁰ and collaborated with Arts Council England²¹, DCMS²², cultural organisations, third sector, developers and many more as new approaches are developed and pilots established.

GBSLEP's areas of interest include encouraging property and asset transfers into new investment vehicles, from Community Interest Companies to Endowment Funds. Successful implementation of these ideas across the country show the way cultural consortia and their activities can stimulate transformational change; often utilising Local Authority property assets in ways that empower and sustain cultural consortia whilst delivering significant impact and value across our towns and cities.

GBSLEP is also focused on the development of hybrid funding models that combine commercial monies with cultural and third sector resources to increase the impact and long-term sustainability of our cultural assets.

GBSLEP has also been supporting the understanding and exploitation of cultural intellectual property (IP) rights. We have brokered and supported the current collaboration between the Intellectual Property Office²³ (IPO) with Arts Council England (ACE), who are together piloting how intangible value can be better understood and exploited across cultural organisations of all sizes.

GBSLEP will work with its stakeholders and partners, developing new thinking further and supporting pilot projects wherever possible. It will continue to seek out a greater understanding of cultural funding and investment models. It will support and participate – where resources allow – in pilots and new projects that can test the underlying mechanics and legal structures needed to deliver impact on the ground, both within cultural organisations and for the broader economy.

¹⁹ <https://www.corecities.com/cultural-cities-enquiry>

²⁰ <https://greaterbirminghamchambers.com/latest-news/news/2016/7/21/report-into-funding-for-birmingham-culture-calls-for-collective-action/>

²¹ <https://www.artscouncil.org.uk/>

²² Department for Digital, Culture, Media & Sport (DCMS)

²³ <https://www.gov.uk/government/organisations/intellectual-property-office>

Four Characteristics of Cultural Investments

GBSLEP will adopt Culture Central's four cultural characteristics, which ensure that every new cultural investment includes a mix of these and:

- Builds on regional distinctiveness
- Extends or creates new 'class-leading' assets
- Takes an innovative approach to cultural investment
- Contributes to a cluster/ecosystem-based model

These four criteria will complement and extend the generic project requirements for GBSLEP investment and not replace them. The normal project decision-making process (officer analysis followed by panel review and approval) will take these additional criteria into account as part of their project-scoring criteria. The four characteristics will be addressed collectively, rather than independently, to create a matrix of impact and innovation to support the full potential of future policies and interventions. These criteria - along with GBSLEP's broader policies – will help to differentiate its investments from those of others (such as Arts Council England and the National Lottery Heritage Fund).

Most funding from GBSLEP comes from The Department for Business, Energy and Industrial Strategy²⁴ (BEIS) and is subject to economic 'green book' criteria from central government²⁵. This means that cultural investments made by GBSLEP do not generally have the same funding criteria attached to them as, for example, Arts Council England, which gets funding from DCMS.

The four characteristics in more detail will include the following:

Characteristic 1: Builds on regional distinctiveness

Successful projects will be able to articulate and demonstrate how they capture, reflect or create a strong sense of distinctive identity that contributes to a broader narrative about the qualities of a place.

Characteristic 2: Extends or creates new 'class-leading' assets

Successful projects will not just be seeking to copy an existing asset or 'catch up' with a similar project elsewhere, but rather seeking to learn from, and extend, best international practice. Project

²⁴ <https://www.gov.uk/government/organisations/department-for-business-energy-and-industrial-strategy>

²⁵ <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

leaders will be able to self-determine the 'class-leading' nature of their proposal, whatever its scale or location.

Characteristic 3: Takes an innovative approach to cultural investment

Successful projects will clearly display an innovative business model, including an approach to sustainability that goes beyond that of merely extending or enlarging their existing business practice.

Characteristic 4: Contributes to a cluster/ecosystem-based model

Successful projects will contribute to an existing, or catalyse a new, geographic 'cluster' of cultural institutions, with a view to leveraging audiences, supply chains and future market growth.

3.2 Supporting capacity building cultural organisations and cultural consortia

There is a clear relationship between development capacity and the ability of a sector to progress, transform and realise its potential. But, across the board, this capacity has been seriously squeezed and under-invested in over recent years. There is also a clear recognition that building stronger ecosystems and clusters are key factors in enabling organisations to overcome the barriers that so many of them face.

Cultural capacity within the sector was traditionally the responsibility of local government in close partnership with government departments such as DCMS, but reductions in public funding have significantly reduced this provision and the model now needs reinventing.

GBSLEP recognises these challenges and understands that organisational capability needs to be restored so that cultural organisations can become the confident architects of their own future ambitions with a clear view of their role in shaping the future of their towns, cities and local centres. To help facilitate the restoration of this capability, GBSLEP will support capacity building within cultural organisations and consortia, in the first instance by running a pilot action with small revenue grants.

Capacity building (or capacity development) is the process by which individuals and organisations obtain, improve, and retain the skills, knowledge, tools, equipment, and other resources needed to do their jobs competently. It allows individuals and organisations to perform at a greater capacity (larger scale, larger audience, larger impact, etc). "Capacity

building" and "Capacity development" are often used interchangeably. Community capacity building is a conceptual approach toward social and behavioural change and leads to infrastructure development. It focuses on understanding the obstacles that inhibit people, governments, international organisations, and Non-Governmental Organisations (NGOs) from realising the goals that will allow them to achieve sustainable results²⁶.

GBSLEP recognises that 'capacity building' needs may vary considerably between different organisations, groups and places. Sometimes this work might be very much a 'first step', bringing a group of organisations together around a shared objective. Other times it may be building on considerable previous effort and resources where plans are well developed.

It is clear that success for cultural organisations in the future does depend on them thinking in new ways, being more commercial, more collaborative with partners and taking a sector led and often place-centred approach.

GBSLEP is very clear that we do not consider ourselves a new funder of artistic works and activities like the Arts Council or Cultural departments of local authorities. This means a simple proposal to fund a one-off festival or event – with no strategic thinking, multi-agency or collaborative future planning – will not be funded through this route.

3.3 Developing and identifying funding for a pipeline of investible Cultural Action Zones

GBSLEP has adopted the concept of developing 'cultural action zones', as recommended by Culture Central, included within the West Midlands Local Industrial Strategy and already recognisable in our many existing 'creative quarters, from Digbeth to the Jewellery Quarter.

Each zone can have many component actions, interesting projects, and multiple outcomes. It is, in essence, a system change proposition, often involving social, wellbeing, heritage and inclusive growth criteria which, at first glance, may not appear purely economic.

These zones will be able to exist at various scales, from city centre to local high street, and can involve projects of all sizes, from major redevelopments to smaller community-led initiatives. They

²⁶ https://en.wikipedia.org/wiki/Capacity_building

will enable the development of a ground-breaking approach to cultural infrastructure that looks at the entire ecosystem investment model to understand how each investment contributes to a wider system that is highly contemporary (in design, connectivity, cultural practice and business sustainability) and in so doing places equal value on small scale interventions, non-city centre regeneration activity, 'meanwhile' use, etc. at a local level. They should be as relevant to Redditch, Lichfield, Bromsgrove or Solihull as they are to Birmingham.

These Action Zones will be brought to life through the project activity they support. This is where the interaction between the place-making approach (cultural action zones) intersects with the decision-making criteria for individual projects and initiatives, and the new investment cycle is initiated. The intention here is to move away from a project assessment approach that is artform- or location-specific, towards a set of criteria that ensure each project contributes explicitly to the wider intent of the Action Zone, and in so doing disrupts the cycle of atomised project proposals.

Examples of cultural action zone projects might include:

- Major development sites such as Smithfield in Birmingham
- Anchor project sites arising from other investments such as High Speed 2 or a town centre regeneration scheme
- Commonwealth Games delivery and adjacent sites
- Towns and local centres that have a current, or latent, set of cultural assets and organisations, such as Sutton Coldfield, Lichfield or Redditch
- Smaller local centres, such as Balsall Heath in Birmingham
- Unexpected places and ideas that disrupt our normal thinking

The role of cultural action zones in talent development

An important function of cultural action zones will be to facilitate the development of new talent and the reskilling of existing workers, ensuring more inclusive access to creative and cultural jobs and activities by a more diverse range of people.

The Future

Over time, GBSLEP will seek to develop its cultural action zone approach into a long-term investment programme that makes the capital assets of the cultural sector fit for purpose and act as 'anchors' for associated development activity in a clusters (ecology) based model.

To help facilitate this objective, as GBSLEP receives applications for cultural action zones and new ideas for existing ones, it will work with stakeholders to create an overview of the current economic development landscape for the region and begin to identify priorities for cultural development hotspots. In the long run, GBSLEP may develop a proposed set of preferred ‘cultural action zone’ sites.

4.0 Next Steps

GBSLEP will continue to refine its response to the cultural sector and the place agenda across its geography.

It will deliver its first pilot action by using small revenue grants to capacity build cultural organisations and consortia. Then, through discussion with the sector and tracking results as they emerge, will refine its revenue programmes and approach for the future.

GBSLEP will use its cultural action zone call to better understand where cultural investments can make the most economic difference across its geography. It will ‘agitate, enable and commission’ to maximise the LEPs connections and influence, with both central government and other key partners. Through this approach it will be able to step up its activities by working with partners to test and develop new funding models and new commercial approaches.

GBSLEP will continue to make capital asset investments into the cultural sector, but it will make them in a more strategic way, using the feedback and new understanding that this framework will enable.

GBSLEP will use the coming months as a test-bed and consultation period, to review all of Culture Central’s recommendations in real world situations. This will lead to the LEP publishing a final version of its Cultural Action Framework later in 2020.

Appendix A:

Culture Central Recommendations and GBSLEP's response

This table lists the recommendations around cultural investments that Culture Central made in the report that GBSLEP commissioned, 'A Toolkit for Smarter Cultural Investments in our towns, cities and regions'. The right-hand column then shows the response that GBSLEP has made or plans to make.

Recommendations from Culture Central	Response from GBSLEP
Step 1: Creating Cultural Action Zones	
GBSLEP should create an overview of the current economic development landscape for the region and begin to identify cultural development hotspots	<p>GBSLEP will put out a call to develop an investible pipeline of Cultural Action Zone projects. Both to create new zones and to extend activities in established creative quarters, such as Digbeth.</p> <p>In the process of developing and strategically prioritising this pipeline GBSLEP will carry out the suggested landscape mapping, understanding what zones we have and where the immediate priorities are for the future.</p>
GBSLEP should identify key ways to leverage projects that show evidence of serious attempts to address the barriers to entry into the cultural sector faced by new talent from BAME and other disadvantaged backgrounds	GBSLEP will apply its delivery plan actions within the creative sector and skills to enable change for the cultural sector within this framework document.
GBSLEP should consult with business/industry, including launching an 'Industry Forum' to include a mix of cultural players to take existing conversations further	GBSLEP has launched a Creative & Cultural Industries Forum, to learn more about this contact culture@gslep.co.uk marking the title of the email Cultural Industry Forum
Step 2: Building Cultural Development Capacity	
GBSLEP should facilitate the creation of appropriate cultural development vehicles within action zones, by providing capacity-building support for a range of project development, leadership and administration functions	GBSLEP will explore best practice around delivery vehicles during its cultural capacity call by monitoring all approaches submitted within applications and consulting with the cultural sector, Birmingham Cultural Compact, the Cultural Leadership Board of the West Midlands Combined Authority and other key stakeholders.
Step 3: Refining Cultural Investment Criteria	
GBSLEP should publicise and implement cultural investment criteria for new projects alongside explaining the value of strong collaborative clusters	GBSLEP has adopted the 4 cultural investment characteristics recommended by Culture Central, it will embed the use of these in all of its funding programmes, revenue and capital, that involve cultural projects and assets.

Birmingham City Council

Report to Cabinet

25 July 2023



Subject: Small Heath Swimming Pool Refurbishment Outline Business Case (OBC)

Report of: Strategic Director City Operations

Relevant Cabinet Member: Councillor Mariam Khan, Health & Social Care

Relevant O & S Chair(s): Councillor Mick Brown, Health & Social Car

Report author: Lesley Poulton, Neighbourhoods Division, City Operations Directorate

lesley.poulton@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Bordesley Green and Small Heath		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011614/2023		
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 report seeks approval to an Outline Business Case (OBC) to repair and refurbish the swimming pool at Small Heath Wellbeing Centre (WBC) which has been closed to the public since 2016 following local flooding and consequent structural damage, to allow the local community to access the physical and mental health benefits of swimming.
- 1.2 It also seeks approval to undertake design, feasibility and enabling works to RIBA (Royal Institute of British Architects) Stage 4 Technical Design to enable the Full Business Case (FBC) and Contract Award to be presented to Cabinet for approval to deliver the project.

- 1.3 The report seeks approval for the strategy and commencement of the procurement activity for the programme of works required to refurbish the swimming pool to enable it to re-open using Acivico Ltd's Constructing West Midlands (CWM) Framework Agreement.
- 1.4 An Outline Business Case is attached at Appendix 1. This sets out that of the three options considered the preferred option at this stage is to undertake the work required to re-open the swimming pool at an estimated cost of £3.900m to enable the community, one of the most deprived in Birmingham, to access the health benefits of learning to swim and participating in regular swimming. The option of doing nothing and continuing to operate only "dry" side activities has been rejected because the needs of the community (including single sex sessions, free access via the Be Active scheme etc) cannot be easily met elsewhere at alternative sites; and because the on-going closure of the pool is exacerbating a deficit of water space in the central east area of the city (see paragraphs 3.3 to 3.6).
- 1.5 A further option of undertaking a renovation of the rest of the facility, including all the "dry" side activities and the areas occupied by Small Heath School and the Youth Service, is estimated at upwards of £8.000m. Given the age of the overall facility and the limited life expectancy such a refurbishment would give this option is not recommended at this stage. Instead, officers will explore the option of building a new leisure facility in the locality which is likely to offer better value for money. The development of a business case for a new build and delivery of the project, which would require the acquisition of a suitable site, would take around another five years during which time the community would continue to be deprived of local access to swimming. The refurbishment of the pool is therefore proposed as a solution to meet the immediate needs for swimming provision in the area.

2 Recommendations

That Cabinet :

- 2.1 Approves the OBC (Appendix 1) to repair and refurbish the Small Heath Wellbeing Centre swimming pool to enable it to reopen to the public at an estimated capital cost of £3.900m subject to a Full Business Case (FBC).
- 2.2 Approves the allocation and spend of a capital sum of £0.450m funded from the corporate capital contingency budget (prudential borrowing) for the design and enabling works to develop the project to RIBA Stage 4 Technical Design and development of the Full Business Case.

- 2.3 Authorises the Strategic Director, City Operations to instruct Acivico Ltd to progress the project proposal to RIBA Plan of Work to Stage 4 (Technical Design) at a cost not to exceed £0.178m.
- 2.4 Approves the strategy and commencement of the procurement activity for the works to undertake a further competition exercise using Acivico Ltd's Constructing West Midlands 2 (CWM2) Framework Agreement.
- 2.5 Delegates authority to the Strategic Director of City Operations in conjunction with the Assistant Director, Procurement, the Interim Director Finance and the City Solicitor & Monitoring Officer (or their delegates) to award the contract for a Pre-Construction Services Agreement (PCSA) and notes the approval for the award of the main works contract will be in the FBC to Cabinet in June/July 2024.
- 2.6 Authorises the City Solicitor and Monitoring Officer (or their delegate) to negotiate, execute and complete all necessary documents to give effect to the above recommendations.
- 2.7 Notes the future intention to develop a business case for a new leisure facility in the locality and transfer public swimming provision and dry site activities from Small Heath WBC to that new facility and agree with the Star Academy Trust the structure of an arrangement to allow the School (Small Heath Leadership Academy) on-going use of the existing facility to deliver the curriculum to their students.

3 Background

- 3.1 Small Heath WBC is a large leisure facility built in 1976 and still directly managed by the Council. It contains a learner and main swimming pool, multiple gyms, dance studio, sports hall, squash courts and outdoor sports pitches. The Centre is part of a bigger complex that includes Small Heath Leadership Academy (part of Star Academy Trust) and Small Heath Library, and both the Council Youth Service and the School occupy the first floor of the Wellbeing Centre. The School and the Wellbeing Centre are physically connected by shared corridors and doorways and the plant room located in the Wellbeing Centre provides heating and hot water to the rest of the complex.
- 3.2 In 2016 the pool was closed to the public after local flooding caused tiles to lift from the side of the pool and subsequent temperature changes caused movement in the pool structure. The need to remove asbestos and replace the ageing and inefficient pool plant (boilers, filters, air handling units etc) has increased the costs to re-commission the pool to £3.900m. This is based on a pre-tender estimate prepared by Acivico Ltd reflective of current market conditions. The actual costs

will be reported in the FBC when the design, feasibility and tender exercises have been completed.

- 3.3 The Centre is located on Muntz Street in Bordesley Green Ward, on the border with Small Heath Ward, in an area of the city with significant deprivation. The ward ranks second highest most deprived in Birmingham and sits in the 10% most deprived in England (Indices of Deprivation 2019). Residents have some of the poorest health outcomes and life expectancy is almost 8 years lower than in the most affluent ward and childhood obesity is running at 28.5% by the time children reach Year 6 (Public Health ward profiles 2019). The customer base reflects the demography of the surrounding locality with most customers living within 1 mile of the Centre and 90%+ being from Black, Asian and Minority Ethnic groups.
- 3.4 Covid19 highlighted existing health inequalities in communities such as this and the importance of having opportunities to maintain physical and mental wellbeing is critical to community recovery post pandemic, and to tackling entrenched health inequalities.
- 3.5 An analysis of swimming facilities against the Council's Swimming Strategy showed not only an overall deficit of water provision in Birmingham, but a particular lack of alternative sites in the central east of the city, and there is a decade long ambition to deliver a new swimming pool in this part of Birmingham. The closure of the Small Heath pool has exacerbated that deficit.
- 3.6 The Centre is open to the public from 07.00 to 21.00 on weekdays and shorter hours at weekends. However, the current Shared Use Agreement with the School gives them exclusive access to the sports hall, squash courts, dance studio, and outdoor areas from 09.00 until 17.00 (Monday to Friday during term time). and use of the sports hall during exam periods. The School also used the swimming pool whilst it was still operational.
- 3.7 Tentative discussions about transferring management of the facility to the Star Academy Trust, with appropriate safeguards for on-going community use, were on-going for a considerable period of time, but the Trust has now concluded that it is unable to progress this option in light of the financial liabilities it would bring.
- 3.8 In addition to the pool and wet side facilities, the rest of the ageing building requires substantial investment of such as scale that a new facility probably offers better value for money. The longer-term ambition is therefore to develop a new purpose-built leisure facility in the locality, with modern energy efficient building materials and systems, that will be cheaper to run and offer a much better customer experience. However, given the time it will take to identify and acquire

land and develop a business case, it is proposed to undertake the immediate work required to bring the existing swimming pool back into operation as a stop-gap solution, to provide the local community with swimming facilities whilst a new build is explored. The School would still require use of the existing facility in the future to deliver the curriculum and discussions have opened with the Trust and the Children & Families Directorate about how that arrangement could be structured.

3.9 Given the level of local interest in the project and the number of representations that have been received from the community it is proposed to undertake a community engagement exercise as part of the development of the FBC.

3.10 The works to be undertaken include :

- re-lining the pool and refurbishment of pool area and the surrounding walkways;
- re-tiling to the deck surround and decoration to pool area;
- light refurbishment of wet changing facilities to ensure they are fit for purpose (including facilities for customers with disabilities);
- removing asbestos from the ceiling void, installing a suspended ceiling and new LED lighting to the pool area;
- provision of new plant (boilers, filters, water systems etc) which is beyond its economic life span and is increasingly costly to run;
- replacement of the air handling unit.

4 Options considered and Recommended Proposal (Option 1)

An Outline Business Case has been appended to the report (Appendix 1).

4.1 **Option 1 - Recommended Option**: complete the programme of repairs and refurbishment of the swimming pool and wet changing areas including provision of facilities for customers with disabilities; and install modern energy efficient plant.

4.2 **Option 2 - Do Nothing**: leave the pool closed and continue to run “dry” activities from other parts of the Wellbeing Centre leaving the local community without access to swimming facilities

4.3 **Option 3 – Complete Renovation**: carry out a full programme of renovation to the pool and pool side areas; install modern energy efficient plant; ; **and undertake a full renovation of the rest of the Wellbeing Centre, including the sports hall, gyms, and those areas occupied by the School and Youth Service; eg flooring, roof, windows, external façade, etc**

5 Consultation

5.1 The Ward Councillors for Bordesley Green and Small Heath were consulted in November 2022 when the proposal was being developed and were supportive of work being undertaken to bring the swimming pool back into operation. The Ward Councillor for Bordesley Green has subsequently confirmed his support for the

swimming pool being refurbished with a view to building a new leisure centre in the future.

- 5.2 The local community has previously indicated through Ward Forums, petitions and correspondence direct or via their elected representatives, and on social media posts, their enthusiastic support for the Centre, and on-going enquiries from customers suggest there is a strong desire to see the pool re-opened as soon as possible.
- 5.3 As noted above it is proposed to undertake a programme of community engagement as part of the development of the FBC.
- 5.4 Capital Board was consulted about the proposed project on 11.05.2023 and it was supported.

6 Risk Management

A risk register is included in the OBC (Appendix 1).

- 6.1 The main risk is that unexpected and unbudgeted costs will emerge once building work starts. This risk will be mitigated during the development phase which will include the completion of intrusive surveys and expert assessments eg asbestos reports to ascertain the true condition of the building; a valid pre-tender estimate reflecting market conditions; a robust specification for tenderers to bid against and robust contract management; and provision of a contingency cost for any unforeseen works during the construction phase.

7 Compliance Issues:

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

The proposed scheme will contribute to the Council's Corporate Plan 2022 - 2026 Key Priorities, specifically:

A Bold Healthy Birmingham :

Encourage and enable physical activity and healthy living, and Tackle health Inequalities

Re-opening the pool would allow local residents to regain the physical and mental health benefits of learning to swim and engaging in regular swimming. In the 12 months prior to closure there were :

- 21,860 attendances at general swimming
- 32,000 attendances at Strokes sessions (swimming tuition)
- the Centre was also home to two swimming clubs, one for elite athletes and the other serving the LBBTQ+ community.

The Be Active offer allows all Birmingham residents free access to activities at our leisure facilities to remove cost as a barrier to exercise, in order to tackle health inequalities and increase participation in physical activity. Small Heath WBC currently offers 90 hours a week free access to gyms, group fitness classes, children's fitness classes and prior to the pool closure also provided free Be Active swimming sessions for 41 hours a week.

The provision of swimming facilities in this locality is consistent with the funding agreement between the Wellbeing Service and Public Health which seeks to drive up participation in physical activity, particularly amongst under-represented groups such as Black, Asian and Minority Ethnic women who previously were able to access women only sessions at the Centre.

**A Bold Inclusive Birmingham:
Support and enable all children and young people to thrive**

Learning to swim is a key target within the schools' curriculum and when open the Centre offered school swimming lessons, previously accommodating 29 local primary and secondary schools with an average of around 3,000 attendances per week, in addition to offering free swimming for all under 16's.

Empower the Citizen and Enable the Citizen Voice

The project would respond to the numerous representations and petitions received from members of the community to bring the pool back into operation, submitted either direct or through their MPs and Ward Councillors, or via social media.

**A Bold Green Birmingham :
Continue on the Route to Net Zero**

Replacing the ageing pool plant with modern, more energy efficient equipment and replacing traditional light bulbs with LED ones would contribute to the Council's ambition to achieve net zero carbon emissions by 2030.

- 7.1.2** The proposal also supports the **Property Strategy 2018/19 – 2023/24** by putting forward a solution whereby a Council asset is maintained, and an operational facility is re-opened to the public.

7.1.3 Birmingham Business Charter for Social Responsibility (BBCSR)

The value of the contract is below the threshold for a works contract to apply. However, the payment of the Real Living Wage is a mandatory requirement that will form part of the conditions of the contract for the works and tenderers will be encouraged to support projects advertised on www.matchmyproject.org.

7.2 Legal Implications

- 7.2.1 Under S.2 Local Government Act 2000 the Council is empowered to do anything which it considers is likely to further the social wellbeing of its area. Repairing and refurbishing the swimming pool to allow it to re-open to the local community and local schools will further the wellbeing of local residents.
- 7.2.2 The Council has a best value duty under the Local Government Act 1999 to improve the efficiency, economy and effectiveness of the services it delivers. The Council has powers under the Local Government Act 1972 to effectively manage its assets. The refurbishment programme will bring an operational asset back into use, and the replacement of the ageing pool plant with more energy efficient models will deliver environmental and cost benefits.

7.3 Financial Implications

- 7.3.1 The report seeks approval of £0.450m capital funding to progress design and enabling works to develop the project to RIBA Stage 4 and prepare a Full Business Case. The capital costs will be met through the corporate capital contingency budget (prudential borrowing).

The current estimate of the full project cost is £3.900m, including the £0.450m requested within this report, and the costs will be finalised as part of the Full Business Case which will require further Cabinet approval. The estimated cost includes contingency provisions at industry standard rates and an inflation allowance.

The full cost of the works is to be funded through the corporate capital contingency budget (prudential borrowing). Any contribution arising from the existing Shared Use Agreement between the Council, the School and the Library will be set out within the Full Business Case.

7.4 Procurement Implications (if required)

- 7.4.1 The Council's primary procurement route for works of this nature is to use Acivico Ltd's Constructing West Midlands 2 Framework Agreement. This framework agreement is compliant with the Public Contracts Regulations 2015 (PCR15) and is suitable for use for a project of this nature.
- 7.4.2 A two-stage procurement process is being undertaken:
- the first stage is competitive, with the successful tenderer being selected on the basis of their ability and understanding of the project for the works,

together with the pricing of those elements of the works which are normally under the control of the main contractor, for example, preliminaries, overheads & profit, programme period, and cost of rates for identifiable sections of work. This will be documented in a PCSA that will be approved in accordance with paragraph 2.5.

- During the second stage, the Council's design team develops and completes the design in conjunction with the successful tenderer. The successful tenderer undertakes a compliant procurement process for the various work packages that are reviewed by the Council's technical cost control advisor to ensure that prices are reflective of current market conditions, are within budget and deliver Best Value. Once the overall tender price is confirmed for the works, the Council will enter into the main works contract subject to authorisation as per recommendation 2.5.

7.4.3 The evaluation criteria for the procurement process is quality 60% and price 40% as follows:

- Quality (60% Weighting)

Criteria	Sub-weighting
Methodology and Delivery	40%
Programme Management	30%
Organisation and Resources	30%
Total	100%

Tenderers who score less than 60% of the quality threshold i.e. a score of 60 out of a maximum quality score of 100 (60 marks out of 100) will not proceed to the next stage of the evaluation.

- Price (40% Weighting)

Criteria	Sub-weighting
Contractor Overheads and Profit	25%
Preliminaries Cost	50%
PCSA (inclusive of Early Contractor Involvement (ECI) fee and design fee RIBA Stage 4	25%
Total	100%

7.5 Human Resources Implications (if required)

The staff specifically employed for the pool operations such as swimming instructors have been transferred to other sites or have left since the pool closed. In advance of the pool being re-opened these vacant posts will need to be refilled. The positions are within the budgeted establishment and there will no net financial impact as the costs will be offset by charges made for swimming lessons.

7.5 Public Sector Equality Duty

7.5.1 An initial impact assessment has been completed - EQUA1136

7.5.2 The Wellbeing Centre is located in an area of the City where the population and the clientele, is predominantly of Black, Asian and Minority Ethnic origin and thus owns protected characteristics relating to race. Over 90% of users are of Asian/British Asian, Black or Mixed/Other ethnic groups, compared to 42% for Birmingham as a whole, therefore should the work not proceed people of Black, Asian and Minority Ethnic origin would be disproportionately adversely affected by loss of access to the facility.

7.5.3 The Centre supports local schools to deliver the national curriculum requirement relating to swimming proficiency. When open the pool accommodated 29 local primary and secondary schools, averaging around 3,000 attendances per week. Together with the free swimming offered to all under 16's in Council funded leisure facilities via the Be Active scheme there would be a disproportionate adverse impact on younger citizens if the pool were not re-opened.

7.5.4 The teaching programme incorporated dedicated sessions for women, men, and people with disabilities, and a swimming club offered opportunities for the LGBTQ+ community therefore to not re-open the pool would adversely impact on these groups with protected characteristics relating to gender, disability and sexual orientation.

7.5.5 There would be no adverse impact on individuals with protected characteristics should the work to repair and refurbish the pool and re-open the facility proceed, as recommended.

8 Background Documents

8.1 None

List of appendices accompanying this report:

Appendix 1 Outline Business Case

Appendix 2 Consultation Matrix

Appendix 3 Environmental & Sustainability Assessment

Appendix 4 Equality Impact Assessment

APPENDIX 1			
OUTLINE BUSINESS CASE (OBC)			
A. GENERAL INFORMATION			
A1. General			
Project Title <i>(as per Oracle)</i>	Small Heath Swimming Pool Refurbishment		
Oracle code	TBA		
Portfolio /Committee	Health & Social Care	Directorate	City Operations
Approved by Project Sponsor	Chris Jordan AD Neighbourhoods Date 12.05.2023	Approved by Finance Business Partner	Carl Tomlinson Finance Business Partner Date 12.05.2023
A2. Project Description			
<p>In August 2016 the swimming pool at Small Heath Wellbeing Centre (WBC) was closed to the public after local flooding caused the tiles to lift off the side of the pool and subsequent temperature changes caused movement in the pool structure. The project seeks to complete the repairs and refurbishment works required to recommission the pool to allow the local community to access the physical and mental health benefits of regular swimming at an estimated total project cost of £3.900m.</p> <p>Small Heath WBC is a large leisure facility, built in the 1970's and still directly managed by the Council. It contains a main and teaching swimming pools, multiple gyms, sports hall, dance studio, squash courts and outdoor sports pitches. The Centre is part of a bigger complex which includes Small Heath Leadership Academy (part of Star Academy Trust) and Small Heath Library, and both the Council Youth Service and the School occupy the first floor of the Wellbeing Centre. Heating and hot water are provided across the entire site from the plant room located in the Wellbeing Centre.</p> <p>The Centre is open to the public from 07.00 to 21.00 on weekdays and shorter hours at weekends. However, the current Shared Use Agreement with the School gives them exclusive access to the sports hall, squash courts, dance studio, and outdoor areas from 09.00 until 17.00 (Monday to Friday during term time). and use of the sports hall during exam periods. The school also used the swimming pool whilst it was still operational.</p> <p>Tentative discussions about transferring management of the facility to the Star Academy Trust, with appropriate safeguards for on-going community use, were on-going for a considerable period of time but the Trust has now concluded that they are unable to progress this option in light of the financial liabilities it would bring.</p>			

In addition to the pool and wet side facilities, the rest of the ageing building requires substantial investment of such as scale that a new facility probably offers better value for money. The longer-term ambition is therefore to develop a new purpose-built leisure facility in the locality, with modern energy efficient building materials and systems, that will be cheaper to run and offer a much better customer experience. However, given the time it will take to identify and acquire land and develop a business case, it is proposed to undertake the immediate work required to bring the existing swimming pool back into operation as a stop-gap solution to provide the local community with swimming facilities whilst a new build is explored. The School would still require use of the existing facility in the future to deliver the curriculum and discussions have opened with the Trust and the Children & Families Directorate about how that arrangement could be structured.

The project scope includes :

- re-lining the pool and refurbishment of the pool area and surrounding walkways;
- re-tiling to pool deck surround and decoration to the pool area;
- light refurbishment of wet changing facilities to ensure they are fit for purpose (including facilities for customers with disabilities);
- removing asbestos from the ceiling void, installing a suspended ceiling and new LED lighting to the pool area;
- provision of new plant (boilers, filters, water systems etc) which is beyond its economic life span and is increasingly costly to run;
- replacement of the air handling unit.

Approval is sought to fund the project up to and inclusive of development to Royal Institute of British Architects (RIBA) Stage 4, including intrusive surveys, at a cost of £0.450m in order to develop a Full Business Case and contract sum. This will be funded from the existing corporate capital budget (prudential borrowing).

B. STRATEGIC CASE

This sets out the case for change and the project's fit to the Council Plan objectives

B1. Project objectives and outcomes

The case for change including the contribution to Council Plan objectives and outcomes

An analysis of swimming facilities against the Council's Swimming Strategy shows not only an overall deficit of water provision in Birmingham, but a particular lack of alternative sites in the central east of the city, and there is a decade long ambition to deliver a new swimming pool in this part of Birmingham. The closure of the Small Heath pool has exacerbated that deficit.

The Centre is located on Muntz Street in Bordesley Green Ward, on the border with Small Heath Ward, in an area of the city with significant deprivation. The ward ranks second highest most deprived in Birmingham and sits in the 10% most deprived in England (Indices of Deprivation 2019). Residents have some of the poorest health outcomes and life expectancy is almost 8 years lower than in the most affluent ward and childhood

obesity is running at 28.5% by the time children reach Year 6 (Public Health ward profiles 2019). The customer base reflects the demography of the surrounding locality with most customers living within 1 mile of the Centre and 90%+ being from BAME groups.

Covid19 highlighted existing health inequalities in communities such as this and the importance of having opportunities to maintain physical and mental wellbeing is critical to community recovery post pandemic, and to tackling long standing health inequalities.

The proposed scheme will contribute to the Council's Corporate Plan 2022 - 2026 Key Priorities, specifically:

A Bold Healthy Birmingham :

**Encourage and enable physical activity and healthy living; and
Tackle health Inequalities**

Re-opening the pool would allow local residents to regain the health benefits of learning to swim and engaging in regular swimming. In the 12 months prior to closure there were :

- 21,860 attendances at general swimming
- 32,000 attendances at Strokes sessions (swimming tuition)
- the Centre was also home to two swimming clubs, one for elite athletes and the other serving the LBBTQ+ community.

The Be Active offer allows all Birmingham residents free access to activities at our leisure facilities to remove cost as a barrier to exercise, in order to tackle health inequalities and increase participation in physical activity. Small Heath WBC currently offers 90 hours a week free access to gyms, group fitness classes, children's fitness classes and prior to the pool closure also provided free Be Active swimming sessions for 41 hours a week.

The provision of swimming facilities in this locality is consistent with the funding agreement between the Wellbeing Service and Public Health which seeks to drive up participation in physical activity, particularly amongst under-represented groups such as BAME women who were able to access women only swimming sessions at the Centre.

A Bold Inclusive Birmingham:

Support and enable all children and young people to thrive

Learning to swim is a key target within the schools' curriculum and the Centre previously offered school swimming lessons, normally accommodating 29 local primary and secondary schools, averaging around 3,000 attendances per week during term time; in addition to offering free swimming for all under 16's.

Empower the Citizen and Enable the Citizen Voice

The project would respond to the numerous representations and petitions received from members of the community to bring the pool back into operation, either direct or through their MPs and Ward Councillors or on social media.

A Bold Green Birmingham

Continue on the Route to Net Zero

Replacing the ageing pool plant with modern, more energy efficient equipment and replacing traditional light bulbs with LED ones would contribute to the Council's ambition to achieve net zero carbon emissions by 2030. Consideration of technical options to reduce carbon emissions will form part of the detailed design stage in liaison with the Route to Zero team.

B2. Project Deliverables

These are the outputs from the project eg a new building with xm2 of internal space, xm of new road, etc

- Main swimming pool and teaching pool brought back into operation
- Shared boilers and plant replaced
- Pool lighting upgraded to LED
- Wet side changing facilities refurbished to ensure they are fit for purpose
- Provision of wet side changing facilities for customers with disabilities
- Asbestos removed and suspended ceiling installed

B3. Project Benefits

These are the social benefits and outcomes from the project, eg additional school places or economic benefits.

Measure	Outline Impact
Be Active + (Exercise on Prescription), Be Active (free access), General Public Swimming, Swimming Tuition and School Swimming Sessions and both Men and Women Only Swimming Sessions reinstated	Increasing levels of physical activity amongst target groups resulting in improved physical, mental and social health (attendances captured on Gladstone Leisure Management System)
Disproportionate adverse impact on groups with protected characteristics addressed	Access to swimming for the local community, which is primarily BAME, reinstated
Reduction in carbon emissions through installation of energy efficient plant	Carbon emissions reduced and risk of catastrophic plant failure on WBC, School Library and Youth Service addressed
Increased provision of swimming	Deficit of water space in the city reduced
Life expectancy of building increased by	

15 years if maintained properly	Reduced impact on repair and maintenance costs

B4. Property implications

Describe any implications for Council properties and for the Council's property strategies

Investment in a key operational facility is in line with the Council's Property Strategy 2018/19 - 2023/24 by being operationally efficient and providing fit for purpose facilities.

C. ECONOMIC CASE - OPTIONS APPRAISAL

This sets out the options that have been considered to determine the best value for money in achieving the Council's priorities

C1. Options reviewed

A full description and review of each option is in Section G1

Option 1 - Recommended Option: complete the programme of repairs and refurbishment of the swimming pool and wet changing areas including provision of facilities for customers with disabilities; and install modern energy efficient plant. Estimated at £3.9m

Option 2 - Do Nothing: leave the pool closed and continue to run "dry" activities from other parts of the Wellbeing Centre, leaving the local community without access to swimming facilities. Some elements included in the pool refurbishment would be required in any event (removal of asbestos, replacement of plant). Estimated at £1m excluding on-going repairs and maintenance

Option 3 – Complete Renovation: carry out a full programme of renovation to the pool and pool side areas; install modern energy efficient plant; and undertake a full renovation of the rest of the Well being Centre, including the sports hall, gyms, and those areas occupied by the School and Youth Service; eg flooring, roof, windows, external façade, etc. Estimated at upwards of £8m

C2. Summary of Options Appraisal – Price/Quality Matrix

	Option score (out of 10)					Weight	Weighted Score				
Criteria	1	2	3				1	2	3		
1. Total capital cost	6	10	2			20%	1.2	2.0	0.4		
2. Full year revenue consequences	6	10	2			10%	0.6	1.0	0.2		
3. Benefits: Council priorities	8	0	8			20%	1.6	0	1.6		
4. Benefits: Service priorities (R&M)	8	0	9			20%	1.6	0	1.8		
5. Deliverability and risks	7	2	5			20%	1.4	0.4	1.0		
6. Other impacts (Utility Costs/CO2)	8	0	8			10%	0.8	0	0.8		
Total	53	22	34			100%	7.2	3.4	5.8		

Further details are given in the Options Appraisal Records attached at the end of this OBC.
C3. Option recommended, with reasons <i>Which option is recommended and the key reasons for this decision.</i>
The option recommended is Option 1 as this is the minimum required to enable the reinstatement of swimming provision in this locality.
C4. Risks and Issues of the preferred option An Outline Risks and Issues Register is attached at the end of this OBC, including risks during the development to Full Business Case stage. The main risk is that unexpected and unbudgeted costs will emerge once building work starts. This risk will be mitigated during the development phase which will include the completion of intrusive surveys and expert assessments eg asbestos reports to ascertain the true condition of the building; a valid pre-tender estimate reflecting market conditions; a robust specification for tenderers to bid against and robust contract management; and provision of a contingency cost for any unforeseen works during the construction phase.
C5. Other impacts of the preferred option <i>Describe other significant impacts, both positive and negative</i>
Overall, the project delivers positive benefits to the current and potential service users as set out in section B1 However, the work will involve temporary disruption to service provision and to the school's access to the "dry" facilities, and potential noise disturbance. This will be minimised in consultation with contractors and other services on site to, where possible, time work at less busy periods eg school holidays.
D. COMMERCIAL CASE <i>This considers whether realistic and commercial arrangements for the project can be made</i>
D1. Partnership, Joint venture and accountable body working <i>Describe how the project will be controlled, managed and delivered if using these arrangements</i>
Acivico Ltd will manage the project on behalf of the Council. Corporate Landlord will act as the Intelligent Client on behalf of the City Operations Directorate. The Wellbeing Service will manage and operate the facility on completion. The Council's Children and Families Directorate manages the Library and Youth Service so are a key consultee and they will also facilitate liaison with the School and Academy Trust, and the Library and Youth Service.
D2. Procurement implications: <i>What is the proposed procurement strategy and route? Which Framework, or OJEU?</i>
A further competition exercise will be undertaken using Lot 1 of Acivico Ltd's Constructing West Midlands Framework Agreement.

E. FINANCIAL CASE					
<i>This sets out the cost and affordability of the project</i>					
E1. Financial implications and funding					
Capital Expenditure:	Financial Year 23/24 £'m	Financial Year 24/25 £'m	Financial Year 25/26 £'m	Later Years £'m	Totals £'m
Oracle capital code: TBA					
Capital costs already incurred:					
Development costs to proceed to Full Business Case	0.450	-			0.450
Other costs to complete project Fees/Works/Contingencies	-	2.000	1.450		3.450
Total capital expenditure	0.450	2.000	1.450		3.900
Capital funding:					
Funded by Corporate PB	0.450	2.000	1.450		3.900
Total capital funding <i>Must fund all the costs</i>	0.450	2.000	1.450		3.900

Revenue Consequences	Financial Year 23/34 £m	Financial Year 24/25 £m	Financial Year 25/26 £m	Full Year/ On-going £m p.a.	Totals £'m
Oracle Code – TBA					
Development costs (revenue)					
Operating period expenditure: -Prudential Borrowing Charges (Corporate)		0.045	0.242	0.385	5.745
Income					
Savings					
Total rev. consequences					
Revenue Funding:					

Current Budgetary Provision					
Other revenue resources identified: <i>Corporate Funding assumed additional 15 year life to facility</i>					
Total revenue funding		0.045	0.242	0.385	5.745
E2. Evaluation and comment on financial implications:					
<p>The Wellbeing Service does not have a revenue budget to fund the prudential borrowing costs required to pay for the work to develop a Full Business Case and this will be funded from the corporate capital budget (prudential borrowing). Firm contract costs for the overall project will be developed as part of the Full Business Case and a further report to Cabinet will be prepared to seek approval to proceed with the project, funded by further corporate prudential borrowing. The estimated project sum includes provision for contingencies at industry standard rates and for inflation.</p>					
E3. Approach to optimism bias and provision of contingency					
<p>A contingency provision will be included in the final project costs in line with industry standards.</p>					
E4. Taxation					
<i>Describe any tax implications and how they will be managed, including VAT</i>					
<p>The Council will be able to recover the 20% VAT on payments to the contractor under the normal procedures.</p> <p>As this is a construction project, the requirements of HMRC's Construction Industry Tax Scheme will be included in the contract documentation to ensure the Council's compliance</p>					
F. PROJECT MANAGEMENT CASE					
<i>This considers how project delivery plans are robust and realistic</i>					
F1. Key Project Milestones			Planned Delivery Dates		
OBC approval			Cabinet July 2023		
Detailed Design			August 2023 to April 2024		
Full Business Case approval (including contract award)			July 2024		
Start on site			September 2024		
Date project operational / complete			August 2025		
Date of Post Implementation Review			November 2025		
F2. Achievability					

<i>Describe how the project can be delivered given the organisational skills and capacity available</i>
ACIVICO Ltd and the CWM framework contractors have all got extensive experience and knowledge of working on large successful refurbishment projects, similar to this proposal
F3. Dependencies on other projects or activities
Securing capital funding via corporately funded prudential borrowing Planning permission (plant room) Building Regulations Successful completion of the procurement process
F4. Products required to produce Full Business Case
<i>This should be a full list of the items required in order to produce a Full Business Case.</i>
<ul style="list-style-type: none"> • Financial plan including funding • Detailed design • Social Impact assessment • Environmental impact assessment • Tender details (occasionally tenders may be required during project development) • Consultation/Stakeholder analysis • Contract management plan • Surveys
F5. Estimated time to complete project development to FBC
<i>Give an estimate of how long it will take to complete the delivery of all the products stated above, and incorporate them into a Full Business Case.</i>
9 months from date of Cabinet approval to OBC (scheduled July 2023)
F6. Estimated cost to complete project development to FBC
<i>Provide details of the development costs shown in Section F1 above (capital and revenue). This should include an estimate of the costs of delivering all the products stated above, and incorporating them into a Full Business Case. The cost of internal resources, where these are charged to the project budget, should be included. A separate analysis may be attached.</i>
Fees and surveys to RIBA Stage 4 and pre-construction contractor costs (PCSA) £0.450m
F7. Funding of development costs
<i>Provide details of development costs funding shown in Section F1 above.</i>
The cost to develop the project to FBC is to be funded as proposed in section E2
F8. Officer support
Project Manager: Kulvinder Singh, Senior Projects Manager (Acivico) and Lesley Steele, Operational Programme Manager, Corporate Landlord
Project Accountant: Lisa Pendlebury, Corporate Finance
Project Sponsor: Chris Jordan, AD Neighbourhoods
F9. Project Management
<i>Describe how the project will be managed, including the responsible Project Board and who its members are</i>

The construction contract will be administered via Acivico Ltd and the client will be represented by the Client PM who will be responsible for ensuring the governance process and project methodology is adhered to.

It is envisaged that Corporate Landlord would act as Client PM and have overall responsibility for delivery within the agreed tolerances (cost, time, quality).

The Project Board will include representation from the Client (City Operations), Finance and Property Services.

G. SUPPORTING INFORMATION

(Please adapt or replace the formats as appropriate to the project)

G1. OBC OPTIONS APPRAISAL RECORDS (these are summarised in section C2)

The following sections are evidence of the different options that have been considered in arriving at the proposed solution. All options should be documented individually.

Option 1	Recommended Option: complete the programme of repairs and refurbishment of the swimming pool and wet changing areas including provision for customers with disabilities; and install modern energy efficient plant.
Information Considered	<p><i>What information was considered in evaluating the option – this must be the same for each option considered.</i></p> <ul style="list-style-type: none"> • Current condition of the facility • Capital and revenue funding e.g. affordability • Revenue operational/running costs • Location of alternative facilities • Opportunity to extend and improve service delivery offer to the local community • Views of customers, local community and elected representatives
Pros and Cons of Option	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> • Quickest and least expensive way of restoring swimming provision in the locality • Allows local schools who are currently not able to access the facility to meet a curriculum requirement for children to learn to swim • Removes risk of catastrophic impact of plant failure on adjoining Library and Secondary School, and associated health and safety concerns • Extends the life of the pool and associated facilities by 15 years • Reduced carbon emissions from more energy efficient plant • Supports the health and wellbeing of local residents • Supports the delivery of the Service Level Agreement with Public Health • Brings an existing asset back in to use <p><i>What are the Disadvantages/negative aspects of this option?</i></p>

	<ul style="list-style-type: none"> • Capital cost • Does not address the condition of the rest of the facility (Wellbeing Centre) • Investing in a building that will be vacated in due course • Disruption to service users and other services on site during works
People Consulted	<p><i>Who was consulted regarding development of key elements of this option</i></p> <p>Cabinet Member Health & Social Care Cabinet Member Children, Young People and Families Ward Councillors Bordesley Green & Small Heath Small Heath Leadership Academy/Star Academy Trust Service Users/Local Community (Survey 2018 and subsequent representations) Children & Families Directorate Strategic Director of City Operations</p>
Recommendation	Proceed or Abandon this Option
Principal Reason for Decision	<p><i>What are the key reasons for the recommendation regarding this option</i></p> <p>Most affordable and quickest route to bring the pool back in to community use</p>

Option 2	Do Nothing : leave the pool closed and continue to run “dry” activities from other parts of the Wellbeing Centre leaving the local community without access to swimming facilities
Information Considered	<p><i>What information was considered in evaluating the option – this must be the same for each option considered.</i></p> <ul style="list-style-type: none"> • Current condition of the facility • Capital and revenue funding e.g. affordability • Revenue operational/running costs • Location of alternative facilities • Opportunity to extend and improve service delivery offer to the local community • Views of customers, local community and elected representatives
Pros and Cons of Option	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> • No capital investment is required <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> • No health and wellbeing benefits for the local community who would continue to be deprived of the opportunity to access swimming provision. • Local schools would still have to transport children across the City for swimming lessons • Loss of income from paid for swimming sessions and lessons • No ability to deliver free-to-access (Be Active) swimming sessions impacting on City-wide attendance targets • Ageing plant liable to failure resulting in escalating R&M costs and significant risk of disruption to all the services located on site including the school
People Consulted	<i>Who was consulted regarding development of key elements of this</i>

	<p><i>option</i></p> <p>Cabinet Member Health & Social Care Cabinet Member Children, Young People and Families Ward Councillors Bordesley Green & Small Heath Small Heath Leadership Academy/Star Academy Trust Service Users/Local Community (Survey 2018 and subsequent representations) Children & Families Directorate Strategic Director of City Operations</p>
Recommendation	Proceed or Abandon this Option
Principal Reason for Decision	<p><i>What are the key reasons for the recommendation regarding this option</i></p> <p>To do nothing does not address the documented lack of swimming provision in the Central East of the City or the local demand for the pool to be brought back in to use, and carries risk of catastrophic plant failure impacting on all occupiers.</p>
Option 3	<p>Complete Renovation: carry out a full programme of renovation to the pool and pool side areas; install modern energy efficient plant; <u>and undertake a full renovation of the rest of the Well being Centre</u>, including the sports hall, gyms, and those areas occupied by the School and Youth Service; eg flooring, roof, windows, external façade, etc</p>
Information Considered	<p><i>What information was considered in evaluating the option – this must be the same for each option considered.</i></p> <ul style="list-style-type: none"> • Current condition of the facility • Capital and revenue funding e.g. affordability • Revenue operational/running costs • Location of alternative facilities • Opportunity to extend and improve service delivery offer to the local community • Views of customers, local community and elected representatives
Pros and Cons of Option	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> • Modernised and refurbished facility, providing better quality provision for all service users including school children • Reduced carbon emissions from energy efficient plant • Removes risk of catastrophic impact of plant failure on adjoining Library and Secondary School, and associated health and safety concerns • Extends the life of the building by 15 to 20 years • Offers local schools a facility to meet a curriculum requirement for children to learn to swim • Supports the health and wellbeing of local residents • Supports the delivery of the Service Level Agreement with Public Health • Brings an existing asset back in to use <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> • Significantly higher capital cost that would be difficult to justify given the age of the facility – a new build may offer better

	<p>value for money</p> <ul style="list-style-type: none"> • Significantly longer period of disruption whilst work carried out • Likely to be on-going repairs and maintenance issues • Further work and costs likely to merge the more extensive the project
People Consulted	<p><i>Who was consulted regarding development of key elements of this option</i></p> <p>Cabinet Member Health & Social Care Cabinet Member Children, Young People and Families Ward Councillors Bordesley Green & Small Heath Small Heath Leadership Academy/Star Academy Trust Service Users/Local Community (Survey 2018 and subsequent representations) Children & Families Directorate Strategic Director of City Operations</p>
Recommendation	Proceed or Abandon this Option
Principal Reason for Decision	<p><i>What are the key reasons for the recommendation regarding this option</i></p> <p>The long term ambition is to develop a new facility in the locality and this option likely does not represent value for money for what is effectively an interim solution to restore swimming provision in the meantime. However, the option will be reassessed as part of the business case for a new build.</p>

G2. OUTLINE RISKS AND ISSUES REGISTER			
<i>Risks should include Optimism Bias, and risks during the development to FBC</i>			
<i>Grading of severity and likelihood: High – Significant – Medium - Low</i>			
Risk or issue	Mitigation	Risk after mitigation:	
		Like-likelihood	Severity
1. Unforeseen additional works arise in course of refurbishment causing additional funding requirement	Comprehensive surveys will have been carried out. All known risks will be evaluated, and a contingency sum allocated to mitigate overall project risk. The risk register will be reviewed at intervals throughout the project.	Low	Low
2. Work not completed on time	Contractor will work to an agreed programme of scheduled activities that will be reviewed at each progress meeting. Slippage of activities will be highlighted at an early stage and activities rescheduled/adjusted to mitigate any delays	Medium	Medium
3. Public expectations are not deliverable	Communication will be ongoing throughout the life of the project to ensure expectations are kept real	Low	Low
4. Departure of key staff members	Work will be done on a team basis; regular project meetings will be held to ensure a spread of knowledge across key personnel	Low	Low
5. Disruption of works being undertaken on a	Mitigate by planning most disruptive works outside of school hours where	High	Medium

APPENDIX 1

site that is operational (leisure, school, library, youth service) and potential disruption of noise, dust, temporary loss of services etc	possible; forward planning and communication with all stakeholders		
6. Brexit/Inflation – impact on cost of materials and labour	Tenderers will be requested to include any implications in their tender response which will form part of the successful bidder's contract.	Medium	Medium

DRAFT

**Small Heath WBC Swimming Pool Refurbishment
Ward Councillors Consultation Responses**

Appendix 2

Stakeholder	Ward	Site (if report relates to multi sites)	Response to consultation
			Ward Councillors were consulted about the proposal at a meeting convened by the then Leader and Cabinet Member on 16.11.22 and were supportive of the proposal to bring the pool back into operation.
Councillor Raqeeb Aziz	Bordesley Green		I am supportive of the swimming baths being refurbished in the short term with the view to build a new leisure centre in the future (02.02.23)
Councillor Shabina Bano	Small Heath		No further comment
Councillor Saqib Khan	Small Heath		No further comment

APPENDIX 3

Project Title:	Small Heath WBC Swimming Pool Refurbishment			
Department: City Operations	Team: Neighbourhoods		Person Responsible for assessment: Lesley Poulton	
Date of assessment: 11.05.23		Is it a new or existing policy/strategy/decision/development proposal? New capital project – note this report is seeking approval to undertake the work to develop a Full Business Case which will include working up a more detailed E&SA in liaison with the Route to Zero team during the design stage of the project.		
Brief description of the proposal: To undertake the works required to recommission Small Heath Swimming Pool including relining the pool, replacing obsolete and inefficient and obsolete boilers and other plant, refurbishing wet changing facilities including making provision for customers with disabilities.				
Potential impacts of the policy/development decision/procedure/ on:	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?
Natural Resources - Impact on natural resources including water, soil, air	X			Air : contractors will be expected to consider air quality improvement by implementing dust control plans, green travel plans, and complying with EU Directive 97/68EC engine emissions standard for all non-road mobile machinery (NRMM). Water : where the scope of works includes for new sanitaryware we will endeavour to use where practicable push operation taps for wash hand basins and showers to reduce water usage and also fit low flush toilets.

				Paper (Wood Wastage) : electronic files and shared drives are being utilised by the project team to views/share information reducing paper wastage.
Energy use and CO ₂ emissions	X			<p>The project includes the installation of LED lighting which is more energy efficient than traditional types, reducing energy use and CO2 emissions.</p> <p>The new heating system will be much more efficient than the current obsolete equipment and the design brief will include that consideration is given to the feasibility and comparative costs of non-gas fuelled system such as air source heat pumps.</p>
Quality of environment	X			<p>The overall programme of works will extend the life of the building by 15 years meaning an existing asset can be used longer and will avoid the facility falling into further disrepair. The plant room serves the entire complex including the School, Youth Service and Library so even if a new leisure facility is built the existing building will still be in use going forward.</p> <p>The project provides for the safe removal and disposal of asbestos from the rood void removing a toxic substance from the environment.</p> <p>The design brief will include he installation of a “hyprolyser” system to disinfect the pool which uses natural salt as an alternative to traditional chlorine. This not only reduces pollution from manufacturing but avoids the use of a toxic</p>

				chemical which poses a risk to staff handling it, can make the pool environment uncomfortable for service users (exacerbating respiratory conditions, skin sensitivities etc), and has the potential to damage the environment on disposal.
Impact on biodiversity			X	No impact arising from restoring an existing facility
Use of sustainable products and equipment			X	Contractors will be expected to consider the environmental and wellbeing impact of material choices, and the way materials are sourced from raw material extraction all the way through the value chain. Measurement: Social Value Bank – Adoption of Responsible Procurement Framework and percentage of timber sourced from sustainable sources.
Minimising waste	X			The contractors will be required to have a Site Waste Management Plan, adopting circular economy principles ie prevention, reuse, recycling, recovery and disposal. All waste materials will be removed and transferred to the appropriate disposal site for recycling. Waste transfer notices will be submitted to the project management team
Council plan priority: a city that takes a leading role in tackling climate change	X			<p>The new heating system and the installation of LED lighting will reduce energy consumption and hence and hence CO2 emissions.</p> <p>The contractors will be expected to review their working practices to support the R20 agenda e.g. operatives to car share reducing carbon emissions or where practicable cycle or utilise public transport to site.</p>

Overall conclusion on the environmental and sustainability impacts of the proposal'	The project will have a minimal adverse impact on the environment and will result in reduced energy use and hence CO2 emissions, and will extend the life of an existing facility. The project team will engage with the Route to Zero team to support the development of the full E&SA going forward.
---	--

Title of proposed EIA *

Small Heath Swimming Pool Refurbishment

Please provide the title of your policy or service area.

Reference No

EQUA1136

Please do not amend. A reference number will automatically be applied once the form is saved.

EA is in support of *

Amended Service

Review Frequency *

Annually

Please select how regularly you plan to review the assessment.

Date of first review *

31/05/2024



Based on the review frequency, please enter the date when your first review will take place.

Directorate *

City Operations

Division

Neighbourhoods

Service Area

Wellbeing

Please add if applicable

Responsible Officer(s) *

[Lesley Poulton](#) x

This is the person responsible for completing, submitting and reviewing the assessment. If you get the message 'The user does not exist or is not unique'. Please enter the full email address.

Quality Control Officer(s) *

[Rehana Kosar](#) x

This is the person responsible for checking the quality of the assessment. If you get the message 'The user does not exist or is not unique'. Please enter their full email address.

Accountable Officer(s) *

[Chris Jordan](#) x

This is the person responsible for making the final decision on the EIA and the policy, plan, procedure etc. If you get the message 'The user does not exist or is not unique'. Please enter their full email address.

Purpose of proposal *

To recommission Small Heath Swimming Pool

Data sources

- ☒ Survey(s)
- ☒ Consultation Results
- ☐ Interviews
- ☐ relevant reports/strategies
- ☒ Statistical Database (please specify)
- ☐ relevant research
- ☐ Other (please specify)

What sources of data have been used to produce the screening of this policy/proposal? (Please tick all that apply)

Please include any other sources of data

IMD 2019 and Ward Profiles; Customer Research 2018

ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS

Protected characteristic: Age *

- ☒ Service Users / Stakeholders
- ☐ Employees
- ☐ Wider Community
- ☐ Not Applicable

Please select those directly impacted or affected.

Age details:

Prior to closure the Centre hosted swimming lessons for 29 local schools averaging 3,000 attendances a week and also offered free swimming to under 16's. To not re-open the pool would disproportionately impact younger residents.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristic: Disability *

- ☒ Service Users / Stakeholders
- ☐ Employees
- ☐ Wider Community
- ☐ Not Applicable

Please select those directly impacted or affected.

Disability details:

Prior to closure the Centre offered teaching sessions specifically for people with disabilities and if the pool is not re-opened this customer group will not have access to these facilities.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristic: Sex *

- ☒ Service Users / Stakeholders
- ☐ Employees
- ☐ Wider Community
- ☐ Not Applicable

Please select those directly impacted or affected.

Gender details:

Prior to closure the Centre offered women only and men only swimming sessions to respond to the demand from customers to respect cultural sensitivities around mixed bathing. If the pool is not reopened local residents will remain unable to access this provision.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristics: Gender Reassignment *

- ☐ Service Users / Stakeholders
- ☐ Employees
- ☐ Wider Community
- ☒ Not Applicable

Please select those directly impacted or affected.

Gender reassignment details:

No specific impacts have been identified.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristics: Marriage and Civil Partnership *

- ☐ Service Users/ Stakeholders
- ☐ Employees
- ☐ Wider Community
- ☒ Not Applicable

Please select those directly impacted or affected.

Marriage and civil partnership details:

No specific impacts have been identified.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated.

Protected characteristics: Pregnancy and Maternity *

- ☐ Service Users / Stakeholders
- ☐ Employees
- ☐ Wider Community
- ☒ Not Applicable

Please select those directly impacted or affected.

Pregnancy and maternity details:

No specific impacts have been identified.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristics: Race *

- ☒ Service Users / Stakeholders
- ☐ Employees
- ☐ Wider Community
- ☐ Not Applicable

Please select those directly impacted or affected.

Race details:

Most of the service users live within 1 mile of the Centre and reflect the demography of the locality with 90%+ being of BAME origin. Should the pool not be re-opened there will be a disproportionate adverse impact on the Black, Asian and Minority Ethnic communities.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristics: Religion or Beliefs *

- ☒ Service Users / Stakeholders
☐ Employees
☐ Wider Community
☐ Not Applicable

Please select those directly impacted or affected.

Religion or beliefs details:

The pool offered single sex swimming sessions to respond to faith sensitivities around mixed bathing.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristics: Sexual Orientation *

- ☒ Service Users / Stakeholders
☐ Employees
☐ Wider Community
☐ Not Applicable

Please select those directly impacted or affected.

Sexual orientation details:

Prior to closure the Centre hosted a swimming club catering specifically for the LGBTQ community. If the pool is not re-opened this client group will continue to be deprived of the opportunity to undertake physical activity in a safe social space.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Socio-economic impacts

The Centre is located in Bordesley Green Ward which has the second highest levels of deprivation in the City (IMD 2019) and sits in the highest 10% most deprived areas in the country. Residents suffer the poorest health outcomes with much lower than average life expectancy compared to the rest of Birmingham, associated with poverty and the ability to access opportunities to be physically active is an important component in tackling these entrenched health inequalities.

Please indicate any actions arising from completing this screening exercise.

None identified

Please indicate whether a full impact assessment is recommended

NO ▼

If yes, please continue to complete the remaining questions. If no, please go to the quality control section below.

What data has been collected to facilitate the assessment of this policy/proposal?

Ward Profiles (Census)
Public Health Ward Profiles
Customer profiling

What are the main findings from the analysis of the data?

Consultation analysis

Local residents and service users have made clear their support to re-open the pool through direct representations and via elected representatives, petitions, and on social media.

Who was consulted, what are the results of the consultation exercise?

Adverse impact on any people with protected characteristics.

None identified

Based on the analysis of the data does the policy/proposal have any adverse impact?

Could the policy/proposal be modified to reduce or eliminate any adverse impact?

N/A

Can the policy/proposal be modified to reduce or eliminate any adverse impact? on any particular group(s)?

How will the effect(s) of this policy/proposal on equality be monitored?

Data on customer demographics will be captured and analysed via the new Gladstone Leisure Management System and by customer feedback mechanisms.

What data is required in the future?

As above - customer demographics

Please describe the data needed to ensure effective monitoring of this policy/proposal?

Are there any adverse impacts on any particular group(s)

☐

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

Please give details on any initial assessment carried out. For a full assessment please complete the rest of the form. AS OF 29/11/2018 YOU ARE NO LONGER REQUIRED TO COMPLETE THIS BOX.

Consulted People or Groups

AS OF 29/11/2018 YOU ARE NO LONGER REQUIRED TO COMPLETE THIS BOX

Informed People or Groups

AS OF 29/11/2018 YOU ARE NO LONGER REQUIRED TO COMPLETE THIS BOX

Summary and evidence of findings from your EIA *

There will no adverse impact on people with protected characteristics if the pool is reopened and customers with protected characteristics relating to age, race, disability, gender, faith and sexual orientation will benefit from the reintroduction of specialised and targeted services. Further, local residents in an area of the city suffering the highest levels of deprivation and poorest health outcomes will directly benefit from the pool re-opening as they will be able to access the physical and mental health benefits of swimming lessons and regular swimming.

Please add any documents including any consultation or engagement findings. Attach any source data using the attachment button above. Please include how you will mitigate against any negative impacts.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

☐

Please tick this box and 'Save' the document once you have finished. Your

nominated Quality Control Officer will be notified to review the assessment and decide whether it can proceed for approval or reject it.

Quality Control Officer comments

No negative impact to those with protected characteristics identified but with many beneficial impacts. This EIA has been passed to the Accountable Officer for final approval.

Please untick 'Submit to quality control officer box' before saving.

Decision by Quality Control Officer

Proceed for final approval ▼

IMPORTANT: Quality Control Officer - Please untick the above box 'Submit to the Quality Control Officer for reviewing?' before providing your decision.

Submit draft to Accountable Officer?

☒


Quality Control Officers only - Please tick the box when you are happy for the assessment to be submitted for approval.

Decision by Accountable Officer

Approve ▼

IMPORTANT: Accountable Officer - Please untick the above box 'Submit draft to Accountable Officer' before providing your final decision.

Date approved / rejected by the Accountable Officer

22/05/2023 

Reasons for approval or rejection

Re-establishing swimming provision at this facility has a positive impact.

Please print and save a PDF copy for your records

☒

Version: 36.0

Created at 12/05/2023 02:57 PM by ☐ Lesley Poulton

Last modified at 22/05/2023 11:52 AM by Workflow on behalf of ☐ Chris Jordan

Save

Cancel

Birmingham City Council

Report to Cabinet

25th July 2023



Subject: Moseley Road Baths Full Business Case

Report of: Craig Cooper, Strategic Director of City Operations

Relevant Cabinet Member: Councillor Mariam Khan – Cabinet Member for Health & Social Care

Relevant O &S Chair(s): Councillor Mick Brown – Health & Social Care
Councillor Akhlaq Ahmed – Economy and Skills
Councillor Jack Deakin – Resources

Report author: Dave Wagg
Head of Sport & Physical Activity
Telephone No: 0121 464 0939
Email Address: dave.wagg@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Balsall Heath West		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011455/2023*		
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, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential : Not Applicable		

1 Executive Summary

- 1.1 Moseley Road Baths (MRB) in Balsall Heath is an internationally significant Grade II* listed Edwardian swimming pool and public baths. It is the oldest of only 5 Grade II* listed baths currently open for its original purpose. It is located within central Balsall Heath within the Sparkbrook Ward, a few miles south of Birmingham's city centre and a key pillar of Moseley Road.

- 1.2 MRB has been declared a building at-risk by Historic England and the World Monuments Fund have included it on their watch list. Among its significant heritage aspects features a set of 46 slipper baths and steam-heated drying racks, a magnificent Gala Pool and second-class pool. Significant investment has already been received to begin the journey to de-risking MRB and its neighbouring building Balsall Heath Library (BHL), of which it will be connected to, as part of phase 1 plans to adjoin the two buildings in physicality and operation.
- 1.3 Moseley Road Baths for many years was at risk of closure. MRB Charitable Incorporated Organisation (a community-led organisation that operates swimming plus a growing range of other activities at the Baths), the Friends of MRB, Historic England, National Trust and World Monuments Fund came together in 2016 to prevent its closure and plan for a sustainable future. Birmingham City Council has since led this coalition of partners in a plan to regenerate the building and provide a unique community initiative.
- 1.4 The full master plan for the scheme encompasses phase 1 (2022 – 2025) and phase 2 (2025-2029) with estimated whole project completion by May 2029, at an estimated cost of £32.7 million. The master plan includes both Moseley Road Baths and Balsall Heath Library including landscaping works to the rear and remodelling/access improvements to the front of the buildings.

Phase 1 - The works comprise of repairs to the roofs and rooflights, and external elevations, including the stained-glass windows and terracotta. Repairs will also be carried out to the reception and circulation areas adjacent to areas of new uses including reconstruction of counters. The library will be reordered with new opening through to the baths and introduction of a new mezzanine with accessible meeting spaces and will provide new areas of public use while maintaining the building's current function. The basement to the Baths would be overhauled, with sundry repairs to beams, which would also necessitate stripping out and renewal of mechanical and electrical (M&E) equipment in this area. The heating system to both buildings, including heating of Pool 2, will be replaced with a future-proofed system, to avoid the risks associated with frequent breakdowns currently experienced. There is a requirement to minimise the closure period of the facility during the construction works.

Phase 2 - Will bring the remaining areas of the buildings into economic use, refurbish the Gala Pool and Pool 2, complete the reservicing of the buildings, as well as introducing a new landscaping scheme to the rear of the baths and Moseley Road. These works will establish a long-term sustainable future for the buildings.

- 1.5 A number of key funders have so far supported the masterplan. Phase 1 secured funding has including £15.5 million from Government Levelling Up; £3 million to date from Birmingham City Council, £477,050 so far from NLHF, as well as funding from World Monument's Fund and Historic England.

- 1.6 The project team are now working to secure phase 2 funding to include a further £7 million from Birmingham City Council, in addition to £3 million already received for phase 1 works. The £15.5m LUF funding is dependent upon securing this additional BCC funding. If agreed in total, the Council will have committed £10 million, making it the second largest funder of the project contributing approximately 1/3 of the whole project cost. Further Phase 2 funding will see a round 2 bid to NLHF for £4.5 million, an award contingent on BCC adding the £7 million.

2 Recommendations

That Cabinet:

- 2.1 Approves the Full Business Case included at **Appendix 1** to this report, containing the following.
- 2.1.1 Approval to allocate and spend £7m of Council corporate Capital Resources to support the development.
 - 2.1.2 Delegates to the Strategic Director of City Operations, in conjunction with the Strategic Director of Council Management, authority to make bids for and accept subsequent offers of funding from any other organisations or funders that may be identified as appropriate contributors to the costs of the proposed works, subject to any funding conditions attached to the funding offers being acceptable.
- 2.2 Approves the submission of any planning applications necessary to facilitate the delivery of the proposals set out in this FBC.
- 2.3 Notes that the procurement strategy for the Works (comprising Phase 1 and 2) commenced using Constructing West Midlands 2 (CWM2) Framework Agreement due to the urgency to meet the external funding deadlines for Phase 1.
- 2.4 Notes that a Pre-Construction Services Agreement (PCSA) was entered into for the initial design stage to be completed for the estimated value of up to £50,000 and approved under Chief Officer delegated authority to enable the works to meet the fixed deadline of 31 March 2025 for the funding conditions to be met.
- 2.5 Delegates authority to the Strategic Director of City Operations in conjunction with the Assistant Director, Procurement, the Strategic Director of Council Management and the City Solicitor & Monitoring Officer (or their delegates) in consultation with the Cabinet Member for Finance and Resources to award a contract for the Works after completion of the PCSA stage. , subject to the value being within the approved budget.
- 2.6 Authorises the City Solicitor & Monitoring Officer (or delegate) to execute and complete all legal documentation necessary to implement the above recommendations.

3 Background

- 3.1 Moseley Road Pool is a Grade II* listed Building and the only Grade II* pool still in operation as a public pool in the UK. The Pool was opened in 1907 and is owned and was until 2018 operated by Birmingham City Council.
- 3.2 A report to Cabinet by the Corporate Director – Place in March 2018 received approval for the execution of a License to Operate with Moseley Road Baths Charitable Incorporated Organisation (CIO) to ensure the continuation of a community swimming offer at the baths. The License to Operate was agreed with Moseley Road Baths CIO (registered charity no. 1176432) in June 2018 and currently has a further three years to run.
- 3.3 Since 2018 a collation of partners led by Birmingham City Council and the CIO and including the National Trust, Historic England, World Monuments Fund and the Friends of Moseley Road Baths has worked on a masterplan to safeguard the building and provide a sustainable future for the Edwardian baths.
- 3.4 The transformation of Moseley Road Baths and Balsall Heath Library are at the heart of a £32.7m masterplan developed by a ground-breaking coalition of local, national and international organisations. Supporting Balsall Heath's recovery from the impacts of the pandemic and wider community-led development of the area, this 'coalition of the willing' has developed a long-term vision to restore and reimagine these two magnificent Grade II* buildings at the heart of the Balsall Heath community. The regeneration of the Baths and Library will unite and transform these historic masterpieces into a heritage led wellbeing, leisure and cultural destination run with and for local people, and open to the world.
- 3.5 The aims of the project are:
 - **Connect Moseley Road Baths and Balsall Heath Library** to boost the range of facilities for local people and visitors with these buildings as 'anchor institutions' at the heart of local life and activity.
 - Restore **swimming to the Gala Pool**, the principal space in the Baths, with the second pool (currently in use for swimming) being adapted as a **multi-use events space**.
 - Bring the **slipper baths** and **upper floors** of the Baths into use for fitness, well-being and activity.
 - Remodel Balsall Heath Library to create more space for reading, learning, digital access and activities.
 - Develop **new landscaped / green space** to the rear of the Baths.
 - Build the **capacity, resilience and sustainability** of the MRBCIO as the operators of the Baths and develop **close collaboration** and **new models of working** between the Baths and Library.
 - Create a **vibrant programme of activity** for local people and visitors to the area that is shaped by what local people want and need.
 - Strengthen and extend our **collaborative approach** working with people, organisations and partners across the city and beyond.

- Provide a **catalyst for wider regeneration** of the local area.

- 3.6 Following Cabinet approval in June 2021 a bid was submitted to national government's levelling up fund. Subsequently, as part of the government's Autumn Statement, Moseley Road Baths and Balsall Heath Library were awarded £15.5m *Levelling Up* funding to support the development.
- 3.7 The cabinet report of June 2021 and subsequent successful LUF bid supported the delivery of the entire development. This included a further request of previously identified corporate funding of £7m, subject to a Full Business Case, being approved.

4 Options considered and Recommended Proposal

- 4.1 The options considered were as follows:

Option 1 – *Do Minimum* - By not providing the additional funding the scheme would be significantly reduced and there would be a high risk of other funding sources being withdrawn thereby preventing the full refurbishment of the baths and link to Balsall Heath Library. This would also create reputational damage to the Council and all partner organisations. This option will not fulfil the commitment made as part of the LUF bid.

Option 2 – *Part Funding* - Part funding could be provided; however, the current scope of works would need to be reduced and further funding put at risk as National Lottery Heritage funding is dependent upon the Council's contribution. This option will not fulfil the Council's commitment made as part of the LUF bid.

Option 3 – *Full funding* - Provide required funding to complete full scheme as highlighted in LUF Cabinet Report – 8th June 2021 and subsequent LUF Tranche 1 bid.

- 4.2 Option 3 provides the greatest impact and benefit to the community as detailed in paragraph 3.5 and meets the conditions associated with the LUF and NHLF grants.

5 Consultation

- 5.1 The proposals being taken forward via this FBC have been designed to reflect the outcomes of extensive consultation with partner organisations and key stakeholders, who are supportive of the proposals.

6 Risk Management

- 6.1 The project has a risk register for the development and delivery of the project and its workstreams.
- 6.2 These have been considered and risk mitigation plans put in place to reduce the likelihood or impact of these occurring. Project risks and their mitigations are presented to, evaluated and monitored by the Project Board.

- 6.3 Risks associated with the implementation of the decisions are managed within the BCC Project Risks, Issues and Dependencies (RID) Management Protocol. This dynamic approach to RID management is embedded within project delivery and includes clear lines of escalation.
- 6.4 Key risks with mitigations are detailed in **Appendix 1**

7 Compliance Issues:

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

7.1.1 In delivering a full refurbishment and regeneration of Moseley Road Baths the following corporate objectives will be met:

- A Bold Prosperous Birmingham – Support inclusive economic growth, attract inward investment in infrastructure.
- A Bold Inclusive Birmingham – Empower the citizens, promote and champion diversity, civic pride and culture, support and enable all children and young people to thrive.
- A Bold Healthy Birmingham – Tackle health inequalities, encourage and enable physical activity and healthy living, improve outcomes for adults with disabilities and older people.

The Balsall Heath Neighbourhood Development Plan (2015-2031)

sets out the key development needs in Balsall Heath in terms of economic, social and environmental improvement, in order to achieve locally driven growth. The Moseley Road Baths and Balsall Heath Library project will provide a vital piece of social infrastructure which will bring together the different communities within Balsall Heath, supporting delivery of the policies set out in the plan.

Our Future City Plan, BCC (2021)

Balsall Heath features in Birmingham City Council's '*Our Future City Plan*' (2021). The area has been identified as a central renewal area with potential for significant change and reimagining to unlock new opportunities for mixed use redevelopment. The project will transform MRB into a heritage-led well-being, leisure and cultural destination that provides excellent value to local people in response to their needs and motivations.

- 7.1.2 Birmingham Business Charter for Social Responsibility (BBCSR)

Compliance with the BBC4SR and the payment of the Real Living Wage is a mandatory requirement that will form part of the conditions of the contract for the works. Tenderers will be required to submit an action plan with commitments to support the Sparkbrook & Balsall Heath East ward and surrounding areas, including projects advertised on www.matchmyproject.org, with their tender that will be evaluated in accordance with the procurement strategy set out in paragraph 7.4.5. The action plan of the successful tenderer will be managed and monitored during the contract period.

7.2 Legal Implications

- 7.2.1 Under Section 1 of the Localism Act 2011, the Council has the power to enter into the arrangements set out in this report, which are within the remit and limits of the general power of competence in Sections 2 and 4 of the Localism Act 2011 and S111 of the Local Government Act 1972, which contains the Council's subsidiary financial powers to spend borrow or lend money which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions.
- 7.2.2 Under Section 19 of the Local Government Act (Miscellaneous Provisions) 1976 the Council has the power to provide such recreational facilities as it thinks fit in its area and under Section 111 of the Local Government Act 1972 the Council may do anything which is incidental to the discharge of its functions

7.3 Financial Implications

- 7.3.1 The transformation of Moseley Road Baths and Balsall Heath Library are at the heart of a £32.7m masterplan. The report seeks approval of the Full Business Case and allocation of £7m corporate capital resource, which is included in the Council's Financial Plan 2023-2027.
- 7.3.2 In June 2021 Cabinet approved the report 'Levelling Up Fund – Tranche 1 Bids' which included Moseley Road Baths as one of the bids. Since then, the Levelling Up bid has been secured and partner funding has been agreed. The City Council contribution is £10m funded through corporate capital resources. Of this, £3m has previously been approved and approval of the additional £7m is with the report recommendations.
- 7.3.3 As per the Full Business Case, project costs have increased by £1.284m from £31.467m to £32.751m. The table below summarises the latest funding profile. The National Lottery Heritage Fund includes an allocation of £4.492m which is not guaranteed at this stage and is dependent on confirmation of the councils total funding contribution. If this was not secured the scope of the scheme would need to reduce. Further to this, additional funding of £1.8m is being discussed with partners to close the funding gap. If this is unsuccessful there is flexibility to reduce cost through value engineering at RIBA Stage 4 to deliver within available funding.

Moseley Road Baths & Balsall Heath Library	June 2021 Cabinet Report	Appendix 1 FBC	Change
	£m	£m	£m

Capital Expenditure	31.467		
CAPITAL FUNDING:			
Levelling Up	14.259	15.539	1.280
Birmingham City Council	10.425	10.000	(0.425)
National Lottery Heritage Fund	6.430	4.969	(1.461)
World Monuments Fund	0.130	0.120	(0.010)
Historic England	0.223	0.323	0.100
Coalition Partner Funding – to be confirmed	0.000	1.800	1.800
Total Capital Funding	31.467	32.751	1.284

7.4 Procurement Implications (if required)

7.4.1 The Council's primary procurement route for capital works of this nature is to use Acivico Ltd's Constructing West Midlands 2 Framework Agreement. This framework agreement is compliant with the Public Contracts Regulations 2015 (PCR15) and is suitable for use for a high profile heritage refurbishment project of this complexity. It should be noted the procurement process has commenced due to the urgency for works and ensure the funding conditions are met.

7.4.2 A two-stage procurement process is being undertaken:

- the first stage is competitive, with the successful tenderer being selected on the basis of their ability and understanding of the project for Phase 1 works, together with the pricing of those elements of the works which are normally under the control of the main contractor, e.g. preliminaries, overheads & profit, programme period, cost of rates for identifiable sections of work. This will be documented in a PCSA that will be approved in accordance with paragraph 2.5.
- During the second stage, the Council's design team develops and completes the design in conjunction with the successful tenderer. The successful tenderer undertakes a compliant procurement process for the various work packages that are reviewed by the Council's technical cost control advisor to ensure that prices are reflective of current market conditions, are within budget and deliver Best Value. Once the overall tender price is confirmed for the Phase 1 works, the Council will enter into the main works contract subject to authorisation as per recommendation 2.5.

7.4.3 To enable the works to be completed in the funding conditions, a PCSA was entered into for this stage. The programme for the works, although achievable, is tight and without these design services being completed would have put the project at significant risk of not meeting the overall deadline.

7.4.4 Due to the uncertain and unsecured funding position at this time for Phase 2, only Phase 1 works will be awarded initially. Phase 2 will be awarded to the same contractor in accordance with the tender documentation and its compliance with

the Public Contracts Regulation 2015, subject to the council securing the subsequent funding and consent of the funder for Phase 2 as well as being subject to the satisfactory performance of the contractor in Phase 1. Notwithstanding, any subsequent award of the Phase 2 works will be at the absolute discretion and subject to a further Cabinet Report of the Council

- 7.4.5 The evaluation criteria for the procurement process is quality 60%, social value 20% and price 20% as follows:

Quality (60% Weighting)

Criteria	Sub-weighting
Methodology and Delivery	40%
Programme Management	30%
Organisation and Resources	30%
Total	100%

Tenderers who score less than 60% of the quality threshold i.e. a score of 60 out of a maximum quality score of 100 (60 marks out of 100) will not proceed to the next stage of the evaluation.

Social Value (20%):

	Sub-Weighting	Sub-Criteria	Theme Sub-Weighting
Payment of the Living Wage			Pass / Fail
Qualitative	5%	Local Employment	30%
		Buy Local	10%
		Partners in Communities	25%
		Good Employer	15%
		Green and Sustainable	10%
		Ethical Procurement	10%
			TOTAL 100%
Quantitative	15%	BBC4SR Action plan	Total of financial proxies (£) score
			TOTAL 100%
Overall	20%		

Price (20%):

Phase 1 (80% Sub-Weighting)

- A. 25% for Contractor overheads & profit

- B. 50% Preliminaries Cost
- C. 25% for the PCSA (inclusive of Early Contract Involvement (ECI) fee and Design Fee RIBA stage 4)

Phase 2 (20% Sub-Weighting)

- A. 25% for Contractor overheads & profit
- B. 50% Preliminaries Cost
- C. 25% for the PCSA (inclusive of ECI fee and Design Fee RIBA stage 4)

7.5 Human Resources Implications (if required)

7.5.1 There are no Human Resources implications arising from this FBC.

7.5.2 Project delivery, procurement activity and the subsequent contract management of the works will be undertaken by Council staff and external support.

7.6 Public Sector Equality Duty

7.6.1 There are not considered to be any adverse impacts associated with the recommendations in this report, as the funding is not expected to have any material impact on the services already delivered.

7.6.2 The Equality Impact Assessment can be found at Appendix 4

8 Appendices

Appendix 1 -Full Business Case

Appendix 2 -Environment and Sustainability Assessments

Appendix 3 -Risk Assessment

Appendix 4 -Equality Impact Assessment

9 Background Documents

- Levelling Up Fund – Tranche 1 Bids Cabinet Report – 8th June 2021
- Levelling Up Fund Bid Application – June 202

APPENDIX

FULL BUSINESS CASE (FBC)

A. GENERAL INFORMATION

A1. General

Project Title (as per Voyager)	Moseley Road Baths		
Voyager code			
Portfolio /Committee		Directorate	City Operations Directorate
Approved by Project Sponsor	Chris Jordan – Assistant Director - Neighbourhoods	Approved by Finance Business Partner	Carl Tomlinson – Interim Finance Business Partner – City Operations

A2. Outline Business Case approval (Date and approving body)

There is no previous OBC in relation to Moseley Road Baths.

In reference to the Levelling Up Fund Cabinet Report of 8th June 2021, requests for further capital funding for Moseley Road Baths were approved to be undertaken through a Full Business Case in the event of a successful LUF bid.

The cabinet report gained approval for additional prudential borrowing of £7 million for the programme, to be sought subject to the Council's gateway approval process (this FBC and cabinet report), noting that £3 million was previously approved and funded from corporate resources.

A3. Project Description

Moseley Road Baths (MRB) in Balsall Heath is an internationally significant Grade II* listed Edwardian swimming pool and public baths. It is the oldest of only 5 Grade II* listed baths currently open for its original purpose. It is located within central Balsall Heath within the Sparkbrook Ward, a few miles south of Birmingham's city centre and a key pillar of the Balsall Heath High Street.

MRB has been declared a building at-risk by Historic England and the World Monuments Fund have included it on their Watch List. Among its significant heritage aspects features a set of 46 slipper baths and steam-heated drying racks, a magnificent Gala Pool and second-class pool. Significant investment has already been received to begin the journey to de-risking MRB and its neighbouring building Balsall Heath Library (BHL), of which it will be connected to, as part of phase one plans to adjoin the two buildings in physicality and operation.

A 'coalition of the willing', a group of likeminded people and organisations have come together since 2017 to work towards the long-term restoration and operational development of the baths, turning this historic space into a financially sustainable proposition. This partnership between Birmingham City Council (freeholder), Moseley Road Baths CIO (operator), Friends of Moseley Road Baths, National Trust, World Monuments Fund and Historic England has pathed a way for future success.

Further investment will enable the wider vision and masterplan to be realised - transforming Moseley Road Baths into a vibrant hub for culture, leisure, heritage and wellbeing with swimming at its centre. Its magnificent historic spaces and vibrant programmes will bring people together, addressing local needs around health, wellbeing and skills and providing pleasure and inspiration for visitors from near and far.

A fully realised project includes:

- Connecting MRB and BHL to boost the range of facilities for local people and visitors, with these buildings as ‘anchor institutions’ at the heart of local life.
- Transform swimming, creating an internationally celebrated heritage bathing experience that meets local needs – reintegrating swimming into the currently disused Gala Pool
- Converting pool 2 (currently used for swimming) into a programmable events and activity space.
- Coproduction of a wellbeing and heritage programme within and beyond the buildings with partners locally and across the city; e.g. tours, activities, events, creative installations/shows
- Bring the slipper baths and upper floors of MRB into use for fitness, well-being and activity.
- Remodel BHL to create more space for reading, learning, digital access and activities.
- Develop a new greenspace to the rear of MRB for local community use while protecting nature.
- Build the capacity, resilience and sustainability of MRBCIO and develop new models of working between MRB and BHL.
- Create a vibrant programme of activity for local people and visitors, shaped by what local people want and need.
- Extend our collaborative approach to working with people, organisations and partners across the city and beyond.
- Provide a catalyst for wider regeneration of the local area.

A4. Scope

The full master plan encompasses phase 1 (2022 – 2025) and phase 2 (2025 -2029) with estimated whole project completion by May 2029, at an anticipated cost of £32.7 million. The master plan includes both Moseley Road Baths and Balsall Heath Library including landscaping works to the rear and remodelling/access improvements to the front of the buildings.

A number of key funders have so far supported the masterplan. Phase 1 secured funding has included including £15.539 million from Government Levelling Up; £3 million to date from Birmingham City Council, £477,050 so far from NLHF, as well as funding from World Monument’s Fund and Historic England.

The project team are now working to secure phase 2 funding which is hoped will include a further £7 million from Birmingham City Council in addition to £3 million already received for phase 1 works. If agreed in total, the Council will have committed £10 million, making it the second largest funder of the project contributing approximately 1/3 of the whole project cost. Further Phase 2 funding will see a round 2 bid to NLHF for £4.5 million, an award contingent on BCC adding the £7 million. An anticipated £1.8 million shortfall in phase 2 will be secured through fundraising and philanthropy activity which will commence in 2023.

The following outlines the project scope for phases 1 & 2:

Capital Works

- Restoration of the two main spaces in the Baths, with swimming reintroduced into the Gala Pool and Pool 2 becoming an event space; this will involve:
 - o In the Gala Pool –conservation of the pool tank as well as the concrete balconies, terrazzo floors, timber cubicles and benches, and adjustments made to protect the historic structure from chlorine.
 - o In Pool 2 –replacement of the roof finish (internal and external), conservation of the cast iron frame, repair of glazed bricks and removal of modern interventions such as cubicles. Once drained, the pool will be covered with a timber floor.
- Conversion of the men’s second-class slipper baths for a café
- Conversion of the women’s slipper baths for use as wellbeing/therapy spaces.
- Restoration to Balsall Heath Library, including the introduction of a new mezzanine level with improved access.
- General conservation of the rich interior surfaces throughout both buildings such as timber boarded ceilings, cast iron structure, wrought iron metalwork, ironmongery, internal leaded lights, glazed brickwork, mahogany counters and terrazzo flooring.
- Reservicing of the building, including replacement of the boilers and pool plant.

- Landscaping works to the rear of the Baths.
- Cataloguing and conservation of Baths ephemera (including signage, photographs etc).

Community outreach

- Four major pilot activities funded by the National Lottery Heritage Fund (NLHF) include:
 - o *Balsall Heath Living Room*: celebrating the diversity of Balsall Heath.
 - o *Imaginarium*: a pop-up library and immersive space for creating heritage-based programmes for children, schools and families.
 - o *Digital Curators*: A cohort of trainees, student placements, volunteers and school children.
 - o Temporary refurbishment of a least one slipper bath, co-designed with local people to test and pilot ideas around wellbeing.
- Tours of MRB and BHL: working with new and existing volunteers and Friends of MRB.
- Developing cultural programmes to develop knowledge about local area, its heritage and history.
- Develop a Volunteering, Skills and Participation model with diverse opportunities to support activities and operations.
- Delivery of a wider Activity Plan (2024 – 2029) e.g. tours, activities, events, creative installations/shows.

A5. Scope exclusions

Not applicable

B. STRATEGIC CASE

This sets out the case for change and the project's fit to the Council Plan objectives

B1. Project objectives and outcomes

The case for change including the contribution to Council Plan objectives and outcomes

The diverse population of Balsall Heath faces many challenges and barriers to growth as the area has experienced high levels of deprivation over the past few decades.

- Balsall Heath is currently in the top 1% of deprived neighbourhoods nationally and Sparkbrook & Balsall Heath East is the most deprived ward in Birmingham.
- Statistics show local people experience health issues most often associated with high levels of deprivation, including cardiovascular disease, unhealthy lifestyles and drug/alcohol misuse. This is evidenced within Balsall Heath which has mortality rates higher than the Birmingham average, together with high rates of hospital admission.
- Life expectancy rates are much lower than the Birmingham and the UK average and a higher number of long-term limiting illnesses reported, with 20% of adults with a long-term illness and 8.7% of residents reporting bad or very bad health. When compared to the English average of 5.5%, there is clear health disparity in the neighbourhood.
- When consulted the needs identified by local people included improving mental health, access to 'nice' facilities, improved general health and community cohesion.
- Moseley Road Baths, at the physical heart of Balsall Heath can play an important role as a convenient and neutral space, staffed by people from within the community who have shared in the experiences.
- The fact that swimming numbers have remained high when the pool has been able to open, speaks volumes about how much people value the space and trust staff to keep them safe.
- The Moseley Road Baths scheme responds to this need to come together in a shared space, to imagine and build projects and initiatives which focus on our growth and development as a community.

Outcomes

- The scheme will see the creation of approximately 10 FTE during the project, and more than 12 new jobs in the expanded business.
- Employment opportunities will be targeted locally and construction apprenticeships, work

placements, traineeships and skills placements will be available, increasing employment rates in the area

- The young urban community will have access to alternative routes to learning, with support through the library around digital literacy and job applications and provide student placements, paid apprenticeships and trainee programmes that lead to new skills and formal qualifications.
- integrated services and facilities, with multiple ways to engage and join-in, all with the aim of improving health and wellbeing, encouraging social cohesion between communities.
- operational model that increases hours and range of services, co-locates facilities and provides safe, inclusive and inspiring spaces.

The Balsall Heath Neighbourhood Development Plan (2015-2031)

- sets out the key development needs in Balsall Heath in terms of economic, social and environmental improvement, in order to achieve locally driven growth. The Moseley Road Baths and Balsall Heath Library project will provide a vital piece of social infrastructure which will bring together the different communities within Balsall Heath, supporting delivery of the policies set out in the plan.

Conservation Plan in Balsall heath

- The project complements initiatives to designate a new *Conservation Area* in Balsall Heath and develop a Town Square zone and maximise investment across shared/communal spaces to improve the public realm.

Integrated Communities Strategy (Green Paper 2018)

- The scheme supports the *Integrated Communities Strategy* which includes policy proposals to 'mitigate residential segregation and support people to build strong and integrated communities' and 'increase economic opportunity' to achieve integration.

Our Future City Plan, BCC (2021)

- Balsall Heath features in Birmingham City Council's '*Our Future City Plan*' (2021). The area has been identified as a central renewal area with potential for significant change and reimagining to unlock new opportunities for mixed use redevelopment. The project will transform MRB into a heritage-led well-being, leisure and cultural destination that provides excellent value to local people in response to their needs and motivations.

B2. Project Deliverables

These are the outputs from the project eg a new building with xm2 of internal space, xm of new road, etc

- The project will restore >2600sqm to economic use
- Combined MRB and BHL buildings hosting multiple leisure offers
- Increased range of facilities for local people and visitors
- Restore swimming to the Gala Pool, the principal space in the Baths, with the second pool (currently in use for swimming) adapted as a multi-use events space.
- Bring the slipper baths and upper floors of the Baths into use for fitness, well-being and activity.
- Remodel Balsall Heath Library to create more space for reading, learning, digital access and activities.
- New community green space to the rear of the Baths with a focus on nature, health and wellbeing.
- Vibrant programme of activity for local people and visitors to the area that is shaped by what local people want and need.
- Strengthen and extend our collaborative approach working with people, organisations and partners across the city and beyond.

B3. Project Benefits

These are the social benefits and outcomes from the project, eg additional school places or economic benefits.

Measure	Impact
Number of jobs created – 10FTE during the project, and more than 12 new jobs in the expanded business.	Increased employment opportunities, supporting local economic growth, and upskilling of citizens, reducing unemployment
Number of hours of provision and services available	Increased provision and opportunities for the public to engage and join in, improving health & wellbeing and encouraging social cohesion between communities
Number of visitors / audience members to cultural venues	Increased opportunities for the local community to access a significant cultural heritage asset within the locality
Number of cultural events	Increased opportunities for the local community to access cultural events, improving the health and wellbeing of the local community
Total visitor spend at cultural venues	Increased economic benefit, income generation reinvested into the Baths and BHL
Number of heritage buildings renovated / restored	Local community feel invested in and greater sense of community pride
Number of dilapidated buildings improved	Local community feel invested in and greater sense of community pride
Number of volunteering opportunities supported	Upskilling of citizens and value in kind provided to the project, enhancing economic benefit

For major projects and programmes over £20m:

A Benefits Register is attached at G5 below

B4. Benefits Realisation Plan

Set out here how you will ensure the planned benefits will be delivered

B5. Stakeholders

A stakeholder analysis is set out at G4 below.

C. ECONOMIC CASE AND OPTIONS APPRAISAL

This sets out the options that have been considered to determine the best value for money in achieving the Council's priorities

C1. Summary of options reviewed at Outline Business Case

(including reasons for the preferred option which has been developed to FBC)

If options have been further developed since the OBC, provide the updated Price quality matrix and recommended option with reasons.

There is no OBC, the Levelling Up Bid provides an outline of reasons to fund the Moseley Road Baths and Balsall Heath Library project.

The Moseley Road Baths scheme is proposing to invest in the following:

- Transform swimming, creating an internationally celebrated heritage bathing experience that meets local needs.
- Open 6 redundant spaces with the Baths for café, leisure and wellbeing activities, converting one pool into a programmable venue; increasing footfall from 15k - 200k.
- Physically connect MRB and BHL Balsall Heath Library
- Remodelling of the interior space of the library
- Create a community garden and programmable / pop up green space behind the Baths as well as providing vital infrastructure to support the sustainability of the new facilities.
- Coproduce a wellbeing and heritage programme within and beyond the buildings with partners

locally and across the city; e.g. tours, activities, events, creative installations/shows.

- Undertake an interim/short term phase of defensive building repair and reservicing works to the Baths to safeguard the continuation of swimming during project development.

Economic Regeneration:

As a 'destination and dwell' scheme, the MRB scheme will help to support placemaking and rejuvenate urban centres. A public value assessment conducted for the scheme indicated that the project could deliver c£150m in additional economic benefit over 60 years through investment into the local economy from increased visitors to the area, revenue to local businesses and construction contracts. The project will continue feeding into city plans to designate a new Conservation Area centred on the Baths and develop a Town Square zone, maximising investment to improve the public realm.

Skills and jobs:

The scheme will see the creation of approximately 10 FTE during the project, and more than 12 new jobs in the expanded business. Employment opportunities will be targeted locally and construction apprenticeships, work placements, traineeships and skills placements will be available, increasing employment rates in the area. The young urban community will have access to alternative routes to learning, with support through the library around digital literacy and job applications and provide student placements, paid apprenticeships and trainee programmes that lead to new skills and formal qualifications. A range of volunteering opportunities will also be available with bespoke training to make it easy for people to get involved and build skills and confidence.

Our young urban community will have access to alternative routes to learning, with support through the library around digital literacy and job applications. We will work with partners such as South and City College, and the city's universities to provide student placements, paid apprenticeships and trainee programmes that lead to new skills and formal qualifications.

Community Cohesion:

The programme will provide integrated services and facilities, with multiple ways to engage and join-in, all with the aim of improving health and wellbeing, encouraging social cohesion between communities. Activities and social events in the Baths and Library will be curated so that different communities interact with each other, promoting cohesion and understanding. MRB will be social infrastructure at its most open and democratic, supporting belonging and sense of place, through an operational model that increases hours and range of services, co-locates facilities and provides safe, inclusive and inspiring spaces.

C2. Evaluation of key risks and issues

The full risks and issues register is included at the end of this FBC

Current Principal Risks	Mitigation
Phase II Funding – securing a further £4.5m from NLHF, £1.8m through fundraising and philanthropy activity.	NLHF's further commitment is contingent on BCC's further award of £7m. Fundraising consultant now appointed (January 2023), supported by the WMF & National Trust fundraising people specialist resources.
Funding deadline – phase one LUF funding extension required from March 2024 to March 2025 to deliver fully phase I capital programme.	Informally agreed by LUF, now awaiting formal written confirmation.
Current market conditions with inflation	QS regularly reviewing market conditions. Robust and realistic pre-tender estimates prepared. Robust project contingency in place.

Unknowns from opening up heritage building leading to increased capital costs.	Opening up samples have taken place across the building to reduce risks. Robust contingencies built into the capital budget.
Multi-stakeholders – conflict and resolution	Clear project governance structure in place and mechanisms to resolve internal project conflict.

C3. Other impacts of the preferred option

Describe other significant impacts, both positive and negative

This project provides the opportunity to secure and broaden the offer at the Baths and Library to deliver greater benefit for more people and reinvent the way we enable communities to be healthier and stronger in mind and body. Some specific opportunities are outlined below, also linked to the outcomes sought by NLHF:

Wider range of people will be involved in heritage

- MRB and BHL will develop cultural programmes, to focus on: families and older people – to share cross-generational experiences of Balsall Heath and MRB; learning for primary schools – using MRB archive and schools swim programme, curated materials from BHL and contemporary art installations to develop knowledge about local area, its heritage and history.
- Participation and coproduction that give voice to a powerful social history and background of civic activism in the local community; multi-language tours, oral histories, intergenerational learning, digital innovation, artistic responses.

People will have developed skills

- Providing skills development, addressing worklessness, low educational attainment and health in Balsall Heath; including apprenticeships, dynamic/flexible volunteering, innovative approaches to literacy and digital literacy, schools programming, participatory projects.
- *Digital Curators* programme: A cohort of trainees, student placements, volunteers and school children. Co-hosted by the Library, the project will work with Beatfrecks and facilitate technical support, research, writing and production skills, to coproduce briefs for a digital platform.
- Alongside the school swimming programme (an essential life skill), school children can learn outside the classroom, co-design projects in the community garden and through a creative learning programme based in the Library to learn about history, identity and community.

People will have greater wellbeing

- The project will improve physical (general health, better nutrition and cardiovascular health) and mental wellbeing through facility and activity provision, using the pool, community garden and library to provide a varied platform that stimulate body and mind.
- Welcoming, accessible and safe environments connecting people and offering activities targeted at local need - women only, disabled groups, socially isolated audiences, home school network, refugees – delivered with/through community partners.

The local area will be a better place to live, work or visit

- MRB and BHL will contribute to making Balsall Heath a more cohesive and resilient community and a more attractive place to visit by providing integrated facilities; potential for increased hours and the range of services; safe, inclusive and inspiring spaces; engagement across the community through partnerships; more events and activities in and around MRB/BHL.
- The project will coordinate with local initiatives to designate a new Conservation Area in Balsall

Heath and support development of a Town Square zone, collectively attracting investment into the area and supporting public realm and transport improvements.

- There will be more activity for young people – promoting a connection to place and pride in heritage and helping to reduce anti-social behaviour and vandalism.
- Inward investment into Balsall Heath - MRB/BHL will create a good environment to do business and attract talent, demonstrating further impact of the investment in Balsall Heath's 'heritage high street', resulting in a movement of the creative industries to the area, more business start-ups and entrepreneurs.

The local economy will be boosted

- Increasing footfall and spend in the local area – Balsall Heath as a destination of choice.
- Major capital investment has potential to generate c£40m construction GVA over 10 years, and a further £20m in GVA from visitors.
- Additional economic and public benefits of £93m over 10 years, delivering £4.00 of public benefit for every £1 spent.
- Creation of construction jobs and around a dozen new operational jobs post investment; plus construction apprenticeships and work experience placements. Employment opportunities will be targeted locally where possible.
- Securing over £13m funding plus invaluable partner expertise. The project and operation will invest back into local services / suppliers / contracts where possible.
- Developing a more confident and skilled workforce with greater employability through diverse, dynamic volunteering opportunities in all aspects of the business and public offer. MRB/BHL's activity will help grow local capability around entrepreneurship and business and offer programmes for literacy, numeracy, digital inclusion.

D. COMMERCIAL CASE

This considers whether realistic and commercial arrangements for the project can be made

D1. Partnership, Joint venture and accountable body working

Describe how the project will be controlled, managed and delivered if using these arrangements

The MRB & BHL project has a robust governance structure in place underpinned by the Project Execution Plan. Lines of accountability and responsibilities have been clearly drafted. This consists of:

MRB Project Board

A Project Board made up of Birmingham City Council (freeholder), Moseley Road Baths CIO (operator) and a National Trust representative has been established to oversee and account for both the capital and activity elements of this £32.7m project. This will ensure the integrated delivery of the whole project with the board meeting monthly for the duration of the whole project life cycle.

A Project Director, employed directly by the National Trust has been appointed by the project board to direct all of the day-to-day activity of all elements of the project. The Project Director is directly accountable to the project board and their salary is recharged in full to the project. The *Project Execution Plan* also sets out the function, length of time it will be in operation and how it will be managed and where it fits into the overall governance.

The Project Board consists of the following:

Members

- Sponsors: BCC Head of Sport & Physical Activity, Chair of MRBCIO
- Clients: MRB General Manager, MRB Trustee, BCC Senior Sports Manager

- National Trust representative: Senior Project Manager, Birmingham Conurbation
- BCC Senior Libraries Services Manager

Regular Invitees

- MRB & BHL Project Director

Ad hoc invitees

- Project Manager (Capital) – Mace
- Project Manager (Activity) – MRB (National Trust employee)*

Support

- Senior Project Coordinator (minute taker & National Trust employee)*

*all salaries are fully recharged to the project and both roles report to the Project Director.

MRB Steering Group

An advisory Steering Group has also been established that meets quarterly to provide advice, challenge and scrutiny to the development and delivery of the scheme. This body does not have executive authority. Membership of this group ensures representation from the six project coalition partners. They are:

- BCC (Head of Sport & Physical Activity & BCC Senior Sports Manager)
- MRBCIO Chair
- Chair of Friends of Moseley Road Baths
- Senior Project Manager, Birmingham Conurbation, National Trust
- Executive Director Britain, World Monument's Fund
- Partnerships Team Leader, Historic England

D2. Procurement implications and Contract Strategy:

What is the proposed procurement contract strategy and route? Which Framework, or OJEU? This should generally discharge the requirement to approve a Contract Strategy (with a recommendation in the report).

Construction

The procurement route for the works is to undertake a further competition exercise using Acivico Ltd's Constructing West Midlands 2 Framework Agreement.

Form of Contract

The project will use a JCT 2016 traditional form of contract to ensure the client retains control of the design throughout the design and construction phases given the sensitive nature of this heritage asset.

Professional Services

Contracts for the professional services to support the delivery of phase I of the project were awarded following the recommended procurement routes.

- Mace Ltd (Capital Project Management Services), September 2022 following a further competition exercise using the Crown Commercial Service Construction Professional Services Framework Agreement.
- Donald Insall Associates (Design Team Lead, architect, cost control, structural, mechanical and engineering services) (MEP, Structural engineer, QS etc), October 2022, through an open tender.
- National Trust (Project Director & Project Manager – Activity), September 2022, through the Coalition Partners Agreement and Consultancy Services Agreement for the MRB project.
- National Trust Senior Project Coordinator, January 2023, through the Coalition Partners Agreement and Consultancy Services Agreement for the MRB project.

D3. Staffing and TUPE implications:

As all MRB operational activity is operated on licence to MRB CIO there is no staffing or TUPE implications in the FBC.

E. FINANCIAL CASE*This sets out the cost and affordability of the project***E1. Financial implications and funding****Moseley Road Baths Project Spend Profile**

	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
Phase One Works				
Capital Works (inc fees & capital contingency)	790,235	5,531,646	9,482,822	15,804,703
Project delivery costs (staffing et al)	26,353	263,525	237,173	527,051
Non-capital contingency	2,635	26,353	23,717	52,705
Total	819,223	5,821,524	9,743,712	16,384,458
Phase Two Development Works				
Capital	168,382	224,509	56,127	449,019
Activity	184,694	246,258	61,565	492,517
Governance	134,041	178,772	44,680	357,443
Non-capital contingency	21,108	84,434	63,325	168,867
Total	508,225	733,923	225,698	1,467,846
Phase Two Works				
Capital	114,455	572,273	10,758,740	11,445,468
Activity	27,210	326,525	952,365	1,306,100
Governance	76,286	305,146	966,294	1,347,726
Non-capital contingency	8,846	106,153	309,613	424,612
Total	226,798	1,310,097	12,987,012	14,523,906
Additional Costs/Client contingencies				
Client contingency, Land acquisition, project continuity	125,000	100,000	150,000	375,000
Total	125,000	100,000	150,000	375,000
GRAND TOTAL				32,751,210

The key assumptions underpinning these costs are set out below:

- All costs exclude VAT
- Phase one costs are based on 2023 price levels with further allowances made for tender price and build cost inflation
- The site is readily accessible to the contractor. Both the Baths and the library will incur defined closure periods between 6 months for the Baths and 12 months for the library as part of phase one works. A secondary partial closure period for the Baths may be incurred during phase two (2025-2029). Closures will be for the most limited time possible and well communicated to stakeholders and users.
- All works will be carried out in normal working hours.
- Sufficient time has been allowed for completion of the design using a two-stage tender process.

Capital Funding

Birmingham City Council's capital cost share of this £32.5m project, is met with £10m prudential borrowing chargeable to the project. £3m has already been assigned, with a further £7m now requested.

Remaining capital funding has been received from £15,539,000 Levelling Up (LUF), 120k World Monument's Fund and £323k from Historic England. £477,050 has been received from the National Lottery Heritage Fund for phase two development costs.

Further phase two funding will be sought from the National Lottery Heritage Fund and through philanthropic funding activity during 2023-2024, alongside BCC funding as noted above.

	Total £'000
Phase One & Two Development Funders	
Levelling Up	15,539,000
Birmingham City Council	1,393,713
National Lottery Heritage Fund	477,050
World Monuments Fund	120,000
Historic England	323,000
Total	17,852,763
	Total £'000
Phase Two Funders (tbc)	
Birmingham City Council	8,606,287
National Lottery Heritage Fund	4,492,160
Fundraising	1,800,000
Total	14,898,447
GRAND TOTAL (all phases)	32,751,210

E2. Evaluation and comment on financial implications:

It is identified that £7 million is requested through prudential borrowing to fulfil the Council's commitment of £10 million to the overall masterplan.

The grant of £477,050 from NLHF has enabled the scheme to carry out a development phase, which will enable to project to apply to NLHF for an additional £4.5 million of grant funding for phase 2. This is not guaranteed and if unsuccessful then the scheme could significantly reduce and will put additional pressure on the project to fill the funding gap. A consultant fundraiser has been appointed in 2023 to work alongside National Trust and World Monument Fund teams to raise an additional £1.8m to the project, further capital required for phase 2.

E3. Approach to optimism bias and provision of contingency

The project has applied a robust contingency of 20% allowance for all capital works, and 12.5% on all other aspects of the project.

The QS is monitoring the impact of high levels of market inflation and the project will be engineered

as necessary to meet budget requirements. A competitive procurement process has been undertaken to ensure costs are reflective of current market conditions.

E4. Taxation

Describe any tax implications and how they will be managed, including VAT

There are no anticipated VAT implications attached to the life cycle of this project.

F. PROJECT MANAGEMENT CASE

This considers how project delivery plans are robust and realistic

F1. Key Project Milestones

The summary Project Plan and milestones is attached at G1 below

Planned Delivery Dates

Planned start date for delivery of Phase 1 of the project

Date 2023

RIBA Stage 3 – both phases (Detailed Design)

1 June 2023

RIBA Stage 4 – both phases (Technical Design)

22 September 2023

Approval to Award Contract to enter into PCSA

July 2023

PCSA Period

July – September 2023

Contract Award for Works– phase 1 only

July 2023

Contractor mobilisation

25 September 2023

NLHF Development Phase funding to be spent

31 March 2024

NLHF Delivery Phase Application Submission (for £4.5m)

30 June 2024

Practical completion

**31 March 2025 (Phase I);
phase II (2029)**

LUF grant to be spent

31 March 2025

NLHF grant to be spent

31 March 2029 (tbc)

Date Project operational

2029

F2. Achievability

Describe how the project can be delivered given the organisational skills and capacity available

The project will follow a clear governance process, including tiered accountability, defined roles and responsibilities, and gateway review / decision making points:

Senior governance

The Moseley Road Baths scheme will be managed at senior level by a Partnership Project Board comprised of partners from BCC, the CIO and National Trust as well as receiving advisory support from a Project Steering Board which will be chaired by the Project Sponsor from either Birmingham City Council or the MRB CIO, as agreed (see section D1 for details).

Development and delivery of the project will be overseen and coordinated via a Project Team, led by a Project Director. This role will be crucial in integrating the capital development with operational activity/delivery, as well as leading workstreams to build the business plan, develop the funding strategy, establish long term legal/governance arrangements and evaluate impact. Delivery of the project will be done via workstreams. The Project Director/ Manager's responsibilities will include:

Agree the project goals, objectives and deliverables with the Sponsor;

- Agree how the project will be run and manage the process in order to deliver the project brief;
- Form and manage the project team;

- Manage stakeholders and set up the appropriate governance bodies for the project;
- Liaise regularly with the Sponsor and Client and advise the Sponsor and Client when the Project is diverging from the agreed scope;
- Identify critical risks and issues which require the direct influence of the Sponsor and/or Client to resolve;
- Monitor the project resources including third parties, specialists, volunteers etc where involved;
- Ensure compliance to legal requirements and partner organisation rules.

The Project Team will comprise a multi-disciplinary, cross-organisation group of skilled staff. It may include staff and volunteers from partner organisations as well as external consultants/contractors. This collaboration provides valuable expertise to the project, plays an assurance role and gives access to a wide range of supporters and stakeholders.

Meetings will be held on a monthly basis to ensure timely and adequate decision-making to steer and progress work, or to address significant issues, risks or opportunities.

F3. Dependencies on other projects or activities

There are no other dependencies or activities associated with other projects at this site.

F4. Officer support

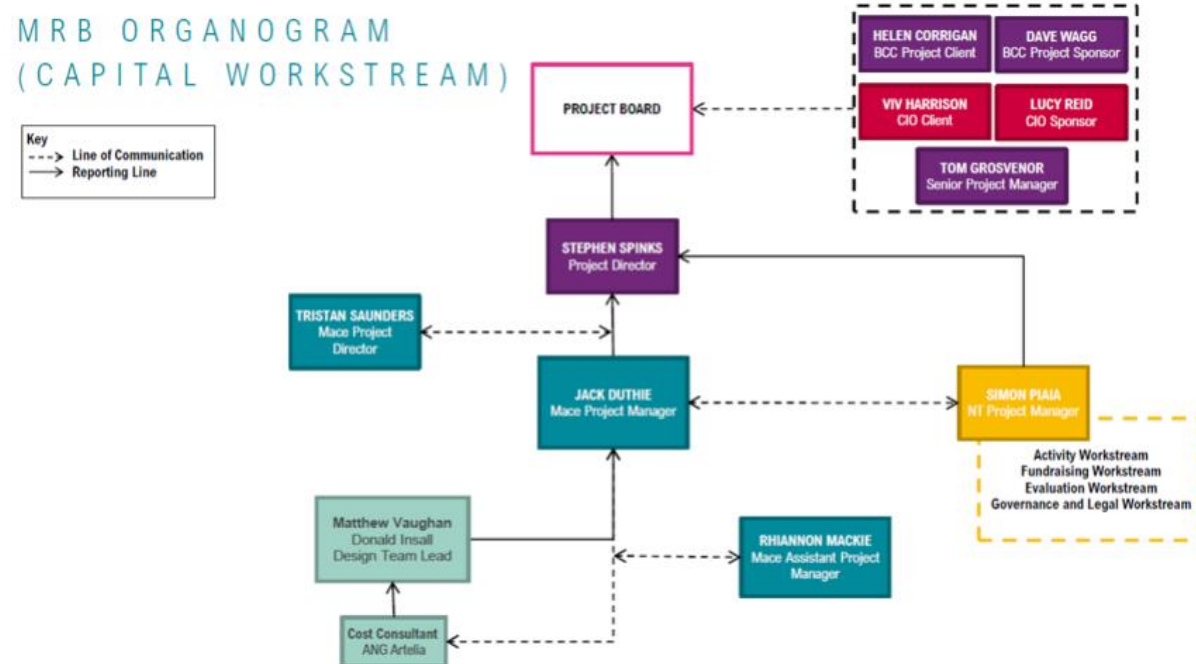
Project Director: Stephen Spinks, MRB

Project Accountant: Fazal Khan

Project Sponsor: Dave Wagg Head of Sport & Physical Activity, Lucy Reid MRBCIO Chair

F5. Project Management

Describe how the project will be managed, including the responsible Project Board and who its members are



G. SUPPORTING INFORMATION

(Please adapt or replace the formats as appropriate to the project)

G1. PROJECT PLAN

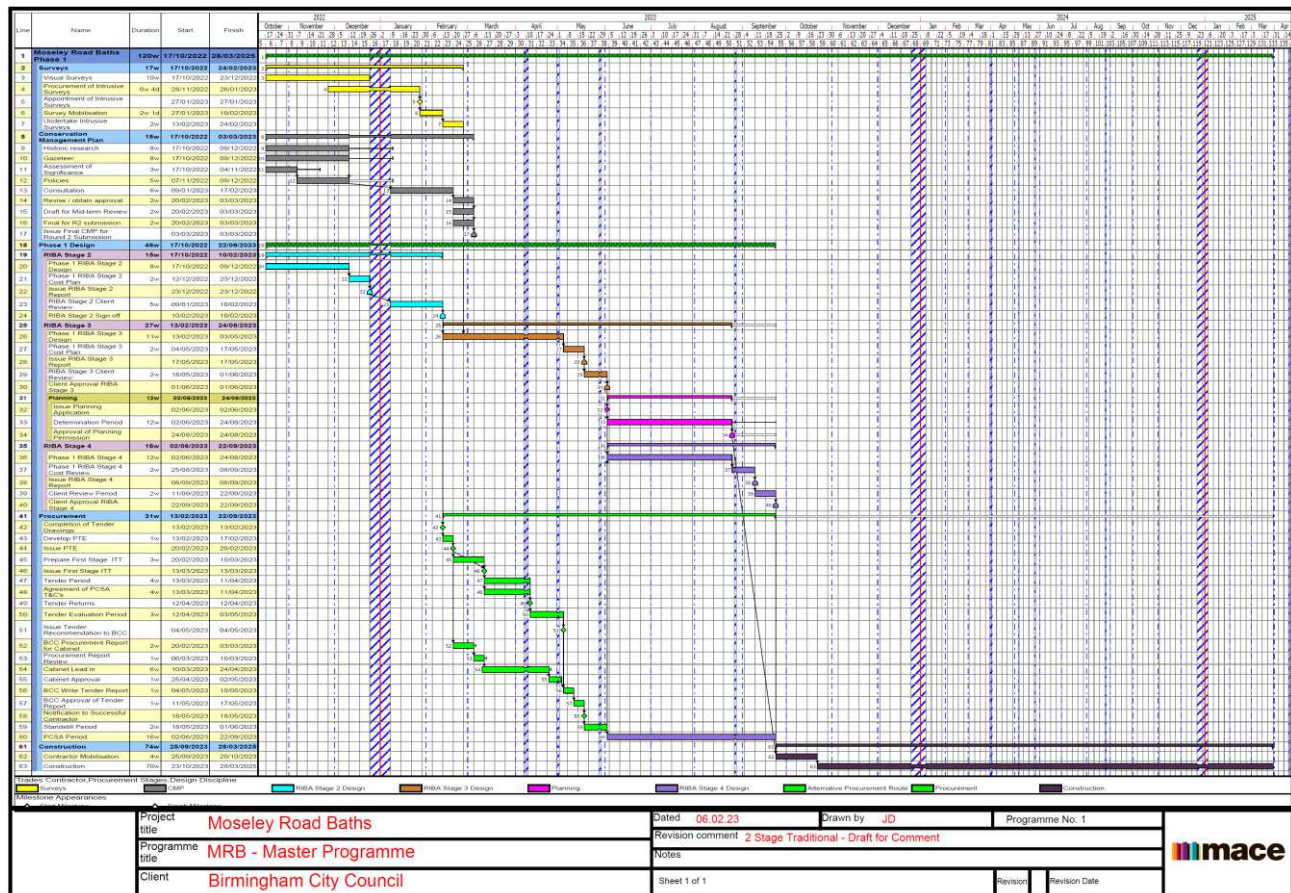
Detailed Project Plan supporting the key milestones in section F1 above

The comprehensive project programme is attached as a copy and a PDF below which currently covers the period up to the end of phase one. Phase 2 will be worked up during 2024.



230206_MRB

Programme_2-Stage



G2. SUMMARY OF RISKS AND ISSUES REGISTER

Risks should include Optimism Bias, and risks during the development to FBC
Grading of severity and likelihood: High – Significant – Medium - Low

A comprehensive project risk register outlining both development, delivery and post project completion risks and associated mitigation is contained in the attachment below. Please click attachment to open.



G3. EXTERNAL FUNDING AND OTHER FINANCIAL DETAILS

Description of external funding arrangements and conditions, and other financial details supporting the financial implications in section E1 above (if appropriate)

Proposed funding:

Birmingham City Council (BCC) - £7m through prudential borrowing, bringing the total BCC capital investment to £10m.

National Lottery Heritage Fund (NLHF) – currently in receipt of 477k development funding. A 2024 summer Round 2 submission will aim to secure a further **£4.5m** towards phase 2 capital and revenue costs.

Other – **£1.8m** to be secured through philanthropic fundraising. A dedicated fundraising consultant has been appointed and is being supported pro bono by fundraising teams at the National Trust and World Monuments Fund. A full fundraising strategy will be produced in the coming months for 2023-2024 delivery.

G4. STAKEHOLDER ANALYSIS

<i>Stakeholder</i>	<i>Role and significance</i>	<i>how stakeholder relationships will be managed</i>
Birmingham City Council	Freeholder and coalition member	Project Board – sponsor and client roles.
MRB CIO (operator)	Charitable operator via Licence to Operate, and coalition member	Project Board – sponsor and client roles
Friends of Moseley Road Baths	Active friends' group since 2003 and committed to saving the baths	Quarterly Steering Group (Advisory body)
National Trust	Coalition member – offers up project management service roles and specialist advice.	Project Board and Quarterly Steering Group roles. Staff roles (paid through project funding) provided by the NT – Project Director; Project Manager (Activity), Senior Project Coordinator.
World Monuments Fund	Coalition member – offers fundraising support and grant funding.	Quarterly Steering Group meetings and fundraising activity, the latter overseen by the PM (Activity).
Historic England	Coalition member – offers grant funding, advice and expertise	Quarterly Steering Group meetings. Relationships through the Design Team (Donald Insall)

The above table highlights the principal project stakeholders only.

Ongoing stakeholder analysis is underway, with the appointment of a dedicated *Partnerships & Programming Officer*, a role funded by the National Lottery Heritage Fund as part of phase one works. A comprehensive stakeholder list is held by the project team and regularly reviewed.

G5. BENEFITS REGISTER

For major projects and programmes over £20m, this sets out in more detail the planned benefits. Benefits should be monetised where it is proportionate and possible to do so, to support the calculation of a BCR and NPSV (please adapt this template as appropriate)

Measure	Annual value	Start date	Impact
(a) Monetised benefits:	£		
Redevelopment of Pool 2 will create commercial opportunities through third party events, conference, and weddings	Tbc	2028	Raise profile of baths and provide dedicated facilities. New income stream for the MRBCIO to work towards long term financial sustainability.
Installation of a dedicated café will support the commercial income of the Baths.	Tbc	2025	Raise profile of baths and provide dedicated facilities. New income stream for the MRBCIO to work towards long term financial sustainability.
Total visitor spend at cultural venues increases.	Tbc	2025	As the offer is set out, users will support through commercial spend the long term financial sustainability of the MRBCIO.
(b) Other quantified benefits:			
Number of jobs created – 10FTE during the project, and more than 12 new jobs in the expanded business.			Increased employment opportunities, supporting local economic growth, and upskilling of citizens, reducing unemployment
Number of hours of provision and services available likely to increase with extended opening hours			Will provide increased access opportunity to health, wellbeing and leisure facilities as well as safe spaces during times of economic hardship eg. heated space.
Number of visitors / audience members to cultural venues increases			Raises profile of the offer and draws in more diverse audiences from across the city and the country. Aim to drive repeat visitor business to build on and further develop sustainable visitor model.
2 heritage buildings renovated / restored (>2600m2)			The project will deliver a comprehensive redevelopment of the Baths and Balsall Heath Library, which in turn should see the baths removed from HE Heritage Risk Register and the WMF Watch List
1 dilapidated building improved			The project will deliver a comprehensive redevelopment of the Baths, areas of which are currently dilapidated and inaccessible, which in turn should see the baths removed from HE Heritage Risk Register and the WMF Watch List
Number of volunteering opportunities supported			Increased dedicated volunteer teams recruited from locality will create opportunity to increase skills, knowledge and experience. Volunteers to be flexed across the baths and library where appropriate.
(c) Non-quantified benefits:	n/a		
An increased sense of civic pride among the Balsall Heath community and beyond in newly refreshed, safe and welcoming facilities that focus on health,			Greater sense of ownership over the space which will increase participation and care for the buildings' futures.

wellbeing and leisure.			
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Other Attachments <i>provide as appropriate</i>	
None provided	

APPENDIX 2

Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/ decision/development proposal is likely to have on the environment. This assessment must be completed for CLT and Cabinet reports where appropriate. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete.

To complete the assessment, you should consider whether the proposal will have a positive or a negative impact on each of the key themes by placing a (√) for positive, (x) for negative and (?) for unclear impact, and (N/A) for non-applicable impact. Further guidance on the completion of the template is available on page 3 below.

Project Title:	Moseley Road Baths Redevelopment (FBC)			
Directorate: City Operations	Team: Sport Service		Person Responsible for assessment: Dave Wagg	
Date of assessment: 31/05/23	Is it a new or existing proposal? New			
Brief description of the proposal: <ul style="list-style-type: none"> Moseley Road Baths (MRB) in Balsall Heath is an internationally significant Grade II* listed Edwardian swimming pool and public baths. It is the oldest of only 5 Grade II* listed baths currently open for its original purpose. It is located within central Balsall Heath within the Sparkbrook Ward, a few miles south of Birmingham's city centre and a key pillar of Moseley Road. The full master plan for the scheme encompasses phase 1 (2022 – 2025) and phase 2 (2025-2029) with estimated whole project completion by May 2029, at an estimated cost of £32.7 million. The master plan includes both Moseley Road Baths and Balsall Heath Library including landscaping works to the rear and remodelling/access improvements to the front of the buildings. 				
Potential impacts of the policy/development/ decision on:	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?
Natural Resources - including water, soil, air	Yes			Plant to be replaced using most efficient resources. – Generally, the scheme does not include wholesale replacement of the floor construction. Two main areas

				<p>where structural alterations utilise timber are noted below. Due to the engineering tolerances required it is not suitable to use recycled timber, it would be constructed in sustainably source timber.</p> <ol style="list-style-type: none"> 1) The mezzanine floor in the library. This is consists of a lightweight steel and timber floor supported on exposed glulam columns, concealed steel columns and the existing masonry walls. 2) Installation of the timber floor over Pool 2, these works form part of Phase 2. The proposed pool infill structure comprises timber construction supported on a lightweight steel frame. The steel frame affords flexibility to accommodate plant within the pool void <p>Solar Panels - Yes, this has been explored. There are no objections on heritage grounds, but the areas where it can usefully be employed are so limited, it would not provide sufficient power nor be particularly efficient to justify the capital cost.</p> <p>Window improvements are detailed within the scope. This includes repairs of broken glazing, servicing of hinges and ironmongery, replacements of gaskets and resealing around the frames. This will improve the performance of the existing windows. Secondary glazing will be installed where possible however due to a number of windows having arched heads / oval in shape there are limitation as to where this can be installed.</p> <p>Waste Strategy - This strategy will be finalised by the selected contractor. The contractors who have returned tenders all have sustainability strategies that commits to diverting a minimum of 95% of waste from landfill. They would be expected to provide their waste management strategy ahead of appointment and evidence of their actual figures throughout construction.</p> <p>Standard specification is to install LED lighting throughout.</p>
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				All timber will be FSC certified. The contractor would have to provide evidence of their supply chain and delivery tickets.
Energy use and CO ₂ emissions	Yes			Reduced energy use due to efficiency of building improved. Current heating system replaced with an ASHP (Considering thermal storage) – Yes, ASHP will replace the existing heating system. Low pressure hot water from the ASHP will be collected within a thermal store and act as a low loss header within the boiler room that will feed a series of separate pumped heating circuits which will distribute LPHW around the building
Quality of environment	Yes			Environment positively enhanced including green space at rear of building
Impact on local green and open spaces and biodiversity	Yes			Very positive. Derelict area to rear to be repurposed into community garden and biodiverse area. The landscape works form part of Phase 2. The commitment to ensure 25% tree canopy can be reviewed during the Phase 2 RIBA Stage 4 design.
Use of sustainable products and equipment	Yes			Grade 11* listed building. Requires heritage and conservation consent. Historic England and National Trust are partners and funders.
Minimising waste	Yes			Redundant materials Strategy (recycled – Circular Economy, avoiding landfill at all costs). – This strategy will be finalised by the selected contractor. The contractors who have returned tenders all have sustainability strategies that commits to diverting a minimum of 95% of waste from landfill. They would be expected to provide their waste management strategy ahead of appointment and evidence of their actual figures throughout construction.

Council plan priority: a city that takes a leading role in tackling climate change	Yes			Bringing a building back into operation rather than disposal. Repurposing it and making it more efficient and environmentally sustainable.
Overall conclusion on the environmental and sustainability impacts of the proposal	<p>Very positive. A fully realised project includes:</p> <ul style="list-style-type: none"> - Connecting MRB and BHL to boost the range of facilities for local people and visitors, with these buildings as 'anchor institutions' at the heart of local life. - Transform swimming, creating an internationally celebrated heritage bathing experience that meets local needs – reintegrating swimming into the currently disused Gala Pool - Converting pool 2 (currently used for swimming) into a programmable events and activity space. - Coproduction of a wellbeing and heritage programme within and beyond the buildings with partners locally and across the city; e.g. tours, activities, events, creative installations/shows - Bring the slipper baths and upper floors of MRB into use for fitness, well-being and activity. - Remodel BHL to create more space for reading, learning, digital access and activities. - Develop a new greenspace to the rear of MRB for local community use while protecting nature. - Build the capacity, resilience and sustainability of MRBCIO and develop new models of working between MRB and BHL. - Create a vibrant programme of activity for local people and visitors, shaped by what local people want and need. - Extend our collaborative approach to working with people, organisations and partners across the city and beyond. - Provide a catalyst for wider regeneration of the local area. 			

Guidance for completing the template

Theme	Example
Natural Resources - Impact on natural resources including water, soil, air.	<p>Does the decision increase water use?</p> <p>Does the decision have an impact on air quality?</p> <p>Does the decision discourage the use of the most polluting vehicles (private and public) and promote sustainable modes of transport or working from home to reduce air pollution?</p> <p>Does the decision impact on soil?</p> <p>For example, development will typically use water for carrying out various operations and, once complete, water will be needed to service the development. Providing water to development and treating affluent water requires energy and contributes to climate change. Some of the activities including construction or disposal of waste may lead to soil pollution. The decisions may lead to more journeys thereby deteriorating air quality and thus contribution to climate change and greenhouse gases.</p>
Energy use and CO ₂ emissions.	<p>Will the decision have an impact on energy use?</p> <p>Will the decision impact on carbon emissions?</p> <p>Most day-to-day activities use energy. The main environmental impact of producing and using energy such as electricity, gas, and fuel (unless it is from a renewable source) is the emission of carbon dioxide.</p>
Quality of environment.	<p>Does the decision impact on the overall quality of the built environment?</p> <p>Decisions may have an impact on the overall setting, character and distinctiveness in the area. For example, if development involves ground digging and excavations etc. it may have an impact on the local archaeology.</p>
Impact on local green and open spaces and biodiversity	<p>The proposal may lead to localised impacts on the local green and open spaces which may have an impact on local biodiversity, trees and other vegetation in the area.</p> <p>Will the proposal lead to loss (or creation) of green and blue infrastructure?</p> <p>For example, selling an open space may reduce access to open space within an area and lead to a loss of biodiversity. However, creating a new open space would have positive effects.</p>
Use of environmentally sustainable products, equipment and packaging'	<p>Will the decision present opportunities to incorporate the use of environmentally sustainable products (such as compostable bags, paper straws etc.), recycled materials (i.e. Forest Stewardship Council (FSC) Timber/wood), non-polluting vehicles, avoid the use of single use plastics and packaging.</p>
Minimising waste	<p>Will the decision minimise waste creation and the maximise recycling during the construction and operation</p>

	of the development/programme/project? Will the decision provide opportunities to improve recycling? For example, if the proposal involves the demolition of a building or a structure, could some of the construction materials be reused in the new development or recycled back into the construction industry for use on another project?
Council plan priority: a city that takes a leading role in tackling climate change and deliver Route to Zero.	How does the proposal or decision contribute to tackling and showing leadership in tackling climate change and deliver Route to Zero aspirations?

If you require further assistance with completing this template, please contact: ESAGuidance@birmingham.gov.uk

MRB Diving In Risk Log - DEVELOPMENT PHASE

Risk ID	Description	Owner	Cause	Impact	Category	Overall Impact Score (dropdown score 1 = Low Impact)	Overall Likelihood Score (dropdown score 1 = Unlikely)	Score	Rating	Risk Response (actions)	Manageability of the Risk	Summary of Management Action Plan	Risk Closed	Closed date	Status	Change since last report?	Impact	Likelihood	Score	Rating
DEV1	Building, plant and / or boiler failure jeopardises operation	Project Sponsors	Plant is beyond economic lifespan. Recurrent issues which are difficult to address Difficult to find a solution without potentially abortive costs (due to long term changes to building)	Long term closure of swimming or CIO Loss of visitors and income Impact on project momentum and potential future viability Momentum and support lost Project slows/stops	Physical	5	4	20	Major	Reduce	Satisfactory	> Responsive maintenance and repair > Review options for replacement in line with long term plan. Potential to implement in Phase 1 > Contingency set aside by BCC to address boiler / plant failure > Continued investment in urgent buildling repair and maintenance, including Historic England funding for major/priority repairs and BCC revenue support for compliance and maintenance. >phasing of capital works to prioritise (where possible) major risks to the operation					5	3	15	High
DEV2	Inflation rate has increased / is increasing significantly	Construction PM	Economic climate Huge fluctuation in the market that is difficult to predict	Affordability of capital works / scope of project	Financial	4	4	16	High	Reduce	Satisfactory	Risk is out of our control but we can manage the impact > Inflation built into project costs (advice sought) > Monitor situation with support from QS > Review affordability and scope - VE may be required > Explore opportunities around procurement (e.g. early purchase of materials)			No Target		4	4	16	High
DEV3	Impact of material and labour shortages on costs	Construction PM	Brexit, UK/European/Global labour market Strong construction market (big projects buying-up supplies)	Cost increase Programme extension Risk to availability of good contractors	Competitive	4	4	16	High	Reduce	Satisfactory	> Monitor situation > Adjust/explore procurement strategy to mitigate issues > Build in sufficient contigency and inflation into costs. > Potential need to value engineer scheme as required > Look at phasing opportunities to avoid peaks in issues			No Target		4	4	16	High
DEV4	Unable to bridge the funding gap	Project Sponsors	Availability of funding - competition and funder priorities. Gap is too high or increases. Timescale to raise funds. Perception that funding not needed/urgent (due to recent invesment being secured)	Shortfall on project cost or need to curtail project which may impact on benefits/outcomes. Confidence of decision-makers in relation to project delivery.	Financial	5	3	15	High	Reduce	Satisfactory	>Confirmation of Levelling Up provides significant boost to project, helping de-risk investment > BCC to try and secure remaining £7m earmarked capital > Procuring professional support to plan and deliver a targeted fundraising plan to bridge the remianing (smaller) gap. >Looking at range of potential funders; grants, individuals, LEP, WM Combined Authority. >Working closely with the CIO to showcase the benefit and impact of funding and build a compelling case for support. >Work with fundraising consultants to provide training for project and CIO to build an entrepreneurial culture across the team. >if necessary, reduce the scope/cost of the project avoiding significant impact on outcomes			No Target		4	3	12	Medium
DEV5	Long term impact of Covid on business plan / potential growth	CIO	Successive lockdowns/ restrictions/ covid safety measures (e.g. social distancing) limiting activity, numbers and access. Item 16 Pace of economic and social recovery.	Opportunities to diversify income have been curtailed/delayed by pandemic. Potential increase in operating deficit which may need working capital subsidy (reducing level of project capital funding available)	Economic	4	4	16	High	Reduce	Satisfactory	>Continuing to be responsive to (probably) long term situation and changes. >Reviewing business plan and opportunities for funding and income generation for the short to medium term, as well as planning for longer term particularly focusing on aligning Baths activity to supporting covid/post-covid recovery priorities. >Seek working capital to support deficit if necessary			No Target		3	3	9	Medium
DEV6	Design/planning process indicates major operational disruption from construction, with major consequences for the business plan	Project Sponsors	Complexity of phasing. Extent of work required to the building limits scope for phasing.	Longer periods of closure to complete works - loss of visitors and income. Higher operating deficit which may need working capital subsidy (reducing level of project capital funding available)	Financial	5	3	15	High	Reduce	Satisfactory	>Construction strategy thought about early in the design process. >Buildability and constructability advice. >Close coordination between design work and business planning. >Seek working capital to support deficit if necessary					3	3	9	Medium
DEV7	Detailed design and development stage investigations uncover issues around reinstating water to the Gala Pool - works prohibitive or over-complex/intrusive etc	Construction PM	Unforeseen defects/issues Predicted impact to reinstating water	Cost increase Review of design approach Change plans (maintain swimming in Pool 2) loss of time / cost to recalibrate project	Physical	5	3	15	High	Reduce	Satisfactory	>Input already received from consultants during feasibility stage >Prioritise further surveys/investigations to address risk, building on knowledge and assessments already undertaken. >Maintain flexibility in approach to use of space - responsive to change. >Keep stakeholders informed and engaged in addressing issues.			No Target		3	2	6	Medium
DEV8	BCC processes compromise delivery and/or affect partner/funder confidence	BCC Client	Heavy administrative requirements Lengthy processes Lack of resource	Loss of time risk to funding or support	Professional	4	4	16	High	Reduce	Satisfactory	Prioritisation of project within BCC - active engagement with key departments to allocate resource and ensure work is given priority. Clarity around processes and requirements - built into project planning to avoid unnecessary delays. Effective escalation and issue resolution process through BCC Sponsor and Client.			No Target		4	3	12	Medium
DEV9	Delays or constraints to development stage due to ongoing pandemic impact / restrictions	Project Director	Increased number of people going off sick with Covid Further government restrictions (e.g. closure of Baths, liimtatons on travel, social distancing) Constraints to project staff due to impact of restrictions, personal circumstances, etc Pressure on project resource due to ongoing focus on dealing with Covid impact Delayed impact on people and organisations starting to become apparent	limit ability to undertake design, recruitment, activity/consultation etc Limits to learning and testing business plan Ways of working affected	Project Management	5	3	15	High	Reduce	Satisfactory	>Continue to adopt alternative ways of engagement (e.g. digital consultation, video conferencing) >Consult NLHF / other funders about mitigation measures, extensions of time etc >Explore innovations with consultants to keep working going where possible - e.g. use of technology to facilitate design (3D modelling, aerial / other imaging etc) > Restrictions easing and general move towards recovery			No Target		4	3	12	Medium
DEV10	Impact of Phase 1 capital works on Activity pilots, development work and operation	Public Programme Development Manager / Construction PM	Capital works limiting access to spaces	Constraints / disruptions to activity People less willing/able to attend activity Evaluation/analysis of activity may not give accurate picture	Other	4	4	16	High	Reduce	Satisfactory	> Careful coordination of programming and construction works, focusing on business continuity and ways to minimise disruption > exploring ways to use the capital works to engage > Robust / clear comms around disruption > Exploring spaces /alternative places to host activity whilst still badging as MRB, including Library and other local partner spaces (helping create strong coherence between Moseley Road partners)			No Target		3	3	9	Medium

DEV11	Scope of work for phase 1 not completed pushing up costs at Phase 2	Construction PM	Price escalation (labour shortages and materials costs) - so buying less for money Cost Plan is high level - scope / issues/ design may change through subsequent RIBA stages Requirements from funders/partners for conservation standards	Scope of work at phase 2 reduces (and potentially outcomes/benefits) Additional funding may be needed Requirement to defer work	Financial	4	4	16	High	Reduce	Satisfactory	> Comprehensive/integrated approach to project design, planning and management to ensure a full view of cost, programme and risk/opportunities are considered and managed. > Proactive cost management working with specialist CPM and QS. Collaboration with Design Team to reduce risk of scope or design creep and to identify opportunities to maximise investment. > Early surveys and investigations to identify any likely building issues > Potential for early contractor input			No Target		4	3	12	Medium		
DEV12	Suitable space to deliver activity pilots	Public Programme Development Manager	Phase 1 capital works constraining space Balancing wellbeing programme and income generation with pilot activity Lack of available space offsite	Ambition / impact / benefit of pilots reduced Alternative consultation and engagement opportunities need to be found Increased work needed to deliver activity plans	Project Management	4	3	12	Medium	Reduce	Satisfactory	> Flexibility within plan > Forward planning of MRB programme and team > Connections with other spaces nearby > Creative design of pilots					3	2	6	Medium		
DEV13	Failure to recruit and retain suitable volunteers	Public Programme Development Manager	Lack of public support Opportunities do not appeal to local audience Covid restrictions / impact making people less willing / able to volunteer	Inability to complete core tasks, limiting opportunities to deliver public benefit	Project Management	4	3	12	Medium	Reduce	Satisfactory	> Recruitment of project staff with confidence and capability in volunteer recruitment management (backfilling CIO role who already has shown skill in this area) > Upskilling of current CIO staff through training >Working with partners to design volunteering opportunities which are relevant to local community >High quality volunteer role descriptions with range of opportunities and flexibility >Experimenting with new methods of advertising and recruiting volunteers >supplement elements of volunteer roles with paid roles if necessary/possible					3	2	6	Medium		
DEV14	Delays to or issues with delivering pilots	Public Programme Development Manager	Late procurement/recruitment design/production / overall programme takes longer higher costs than anticipated poor response to ideas / lack of engagement	shorter testing period lack of feedback from pilot to inform activity plan poor value for money	Project Management	4	3	12	Medium	Reduce	Satisfactory	>Start planning / recruitment/procurement process early - ensure project and activity team are on top of programme and monitor progress. Respond early to emerging issues/risks >recruit experienced and professional team to lead the work and with expertise to respond to issues proactively and effectively >Sufficient capacity built into team to deliver proposals - review if required >develop with local people and partners to ensure relevance and positioning to respond to local interests and need					3	2	6	Medium		
DEV15	Breakdown of relationships with activity partners	Partnerships and Participation Manager	Relationships lost in transition of project staff Clash of vision/purpose personality clashes	Inability to deliver aspects of pilot programme, lack of connection to local communities	Stakeholder	4	2	8	Medium	Reduce	Satisfactory	> Genuine enthusiasm already exists between MRB and proposed partners. In some cases they have wanted to work together for a while. >Recruitment of project team with high quality experience in partnership working > Good communication between project team and current MRB staff > High-quality hand over between relationship holders >partnerships developed on shared vision and values - clarity up front about purpose and what partners hope to achieve from working together. Building trust and relationships >Planning to keep partners informed and engaged >explore alternative partners if absolutely necessary					3	1	3	Low		
DEV16	Failure to procure suitable consultants / suppliers / contractors rapidly, or of the right calibre (all workstreams)	BCC Client and Project Director	Slow processes / bad planning Lack of interest in opportunity Competitive market Issues raised as part of the process (e.g. challenge by a bidder as part of OJEU process) Lack of skills available (good contractors all busy) Contract price set too low	Lower quality team, lack of choice Requirement to readvertise - loss of time, cost Delays to starting planning / delivery of areas of work Poor performance	People	5	2	10	Medium	Reduce	Satisfactory	>Early planning to ensure procurement processes are lined up and key people are prepared/ ready to support. >Good quality briefs, with thinking done up front (pre NLHF bid) about what needed from professionals and basis for assessing suitability (should also improve the quality of submissions). >And contract price proportionate to work required and benchmarked to ensure competitive. >Ensure compliance with procurement rules and regulations. >Ensure well planned and inclusive procurement process, with targeted advertising and promotion. >Use of partner networks to extend reach where appropriate. >Ensure assessment panel is of the correct calibre to identify and appoint high quality bidders - involving relevant partners and appropriate expertise.					5	1	5	Medium		
DEV17	Breakdown of relationship between BCC and CIO	Project Sponsors	Issues / problems arising Disagreements around goals / vision / outcomes, or resolving specific project decisions Conflicting motivations Poor performance Change in key personnel / personality clashes	Project culture is affected Inability to reach consensus / make decisions Delays Breakdown of project	Stakeholder	5	2	10	Medium	Reduce	Satisfactory	> Relationship has been building over 3 years and there is a strong level of trust and transparency, huge confidence in CIO as operator and mutual determination to deliver the vision. Thepartners have worked together to plan this project and acknowledge potential risks / contentious issues. >Deliberate/conscious focus on relationship building at all levels of the project - led from the top! >Key roles and responsibilities formalised in collaboration agreement. >Proactive management of issues and conflict >Support from wider coalition to manage challenges and relationships >Maintaining a culture of openness and honesty. Fostering a spirit of partnership and collaboration with a focus on outcomes. >Addressing contentious areas of work sensitively but directly - prioritising areas where there may be debate/disagreement.			No Target				5	1	5	Medium
DEV18	Failure to recruit new Project roles rapidly, or of the right calibre	Clients and Project Director	Role profiles not clear / too restrictive / too demanding Contract period too short to appeal / provide stability or pay pitched too low Promotion too limited or in the wrong places Lack of quality applicants available or lack of skills Delays within partner organisation to initiating / managing process	Lower quality candidates, lack of choice Requirement to readvertise - loss of time, cost Delays to starting planning / delivery of areas of work Poor performance	People	5	2	10	Medium	Reduce	Satisfactory	>Draft role profiles prepared and bench-marked against similar roles in BCC, CIO and the National Trust, with salaries that reflect the skills, knowledge and experience needed. >Early planning to make sure recruitment can begin as soon as possible with market relatively strong . >Clear role profiles and strong proposition to appeal to the right people. Also careful consideration of the length of post to increase appeal. >Ensure well planned and inclusive recruitment process, with targeted advertising and other promotion. Potential for recruitment events to encourage good applicants/applications (particularly local applicants) and break down barriers to applying. Use of partner networks to extend promotion. >Ensure interview panel is of the correct calibre to appoint high quality candidates - involving relevant partners. Maintain thorough performance leadership process once in post, to monitor delivery and take action to respond to any failure of performance as appropriate			No Target		5	1	5	Medium		

DEV19	Poor integration between project and operational staff and volunteers	Project Director / CIO Client	Time and resource pressures Tensions around level of pay Willingness to engage	Lack of coordination of activity Poor visitor experience Limited learning and capacity building Delays and barriers to project delivery low morale	People	5	2	10	Medium	Reduce	Satisfactory	>Conversations / planning underway to address risk and prepare for project >Leadership from CIO and Project Management Team to encourage and support good working relationships >targeted and careful recruitment of the new team; plus strong focus on induction, training and management for all staff and volunteers working on the project >Project and operational teams co-located including investment in co-working space at the Moseley School of Art >Conscious investment in team building, briefing and consultation sessions about the project, good communication throughout			No Target		5	1	5	Medium
DEV20	Cost of restoration becomes prohibitive at Detailed Design stage - original costs estimates insufficient and budget is exceeded	Construction PM	Expectations / requirements around the level of restoration increase. Scope creep. Unforeseen issues uncovered by surveys etc.	Requirement to reduce scope/scale of plans. Loss of time and cost to revise designs.	Financial	4	3	12	Medium	Reduce	Satisfactory	>Design work at feasibility stage undertaken to a high standard, going beyond RIBA stage 1 to mitigate some elements of design and business risks; e.g. phasing of work, conservation approach, cost planning. A capital works risk register has also been developed to support contingency planning. >Clear design brief, including Conservation Approach created at Feasibility stage to inform the level /standard of restoration expected during design development. This will need continued coordination with Historic England in particular. >Procurement of experienced professionals (Construction PM, Designers, Cost consultants) - and careful management to ensure they work together to identify/resolve issues early. Proactive approach to risk management. >Prioritising surveys according to risk Heritage advice from / consultation with coalition partners (particularly Historic England and National Trust) >Proactive consultation with decision makers (including HE and planners) >Design contingency included in cost plan to address likely increase			No Target		3	2	6	Medium
DEV21	Impact of coronavirus on partners	Project Manager	Resources limited or diverted to address impact of Covid19 / focus on recovery. Loss of some partners	Unable to achieve value / aspirations of working with specific partners Lose access to target audiences Additional time / resource to build new partnerships	Stakeholder	3	3	9	Medium	Reduce	Satisfactory	>Remain responsive to changing situation and flexible to working differently / with new partners >Identify / align work that may help partner recovery.			No Target		2	2	4	Low
DEV22	Loss of key personnel	Project Sponsors	Career development, family/personal circumstances, retirement etc.	Loss of continuity, experience, knowledge.	People	3	3	9	Medium	Reduce	Satisfactory	>Build and maintain a good project team spirit, with excellent communication and joint working between key BCC staff, CIO, coalition and external consultants. >Clear project documentation, reporting, records of project work and tracking information that can be easily understood by all the team and picked up by new personnel as required. >Develop and maintain well-functioning project steering group and project board, to maintain project momentum. >Partner commitments to providing support / formalising any essential personnel requirements in agreements etc.			No Target		2	2	4	Low
DEV23	Lack of political or senior officer support within BCC for progressing with the Delivery Phase	Project Sponsors	Political change/elections Change in priorities / pressure on Council resources	Loss of funding Loss of support for project Loss of confidence across stakeholders	Political	5	2	10	Medium	Reduce	Satisfactory	>Coalition have engaged with BCC Leader and Cabinet members and key directorates throughout project development to date - support is high >Formalising relationships / commitments to the project within BCC. >Maintain engagement with and support from Leader and Cabinet members - particularly through support / influence from Coalition partners >Demonstrate public benefit of project to Balsall Heath and Birmingham. >Maintain local support. >Increase stakeholder support for project and potential investment. >Successful fundraising			No Target		4	1	4	Low
DEV24	Loss of / reduction to BCC capital funding	BCC	Political change/elections Change in priorities / pressure on Council resources	Insufficient funding available to deliver the project Loss of match funding Review of project delivery and outcomes	Financial	5	2	10	Medium	Reduce	Satisfactory	>Formalising relationships / commitments to the project within BCC. >Maintain engagement with and support from Leader and Cabinet members - particularly through support / influence from Coalition partners >Demonstrate public benefit of project to Balsall Heath and Birmingham. >Maintain local support. >Increase stakeholder support for project and potential investment. >Successful fundraising to match BCC investment >if necessary, rescope the project					4	1	4	Low
DEV25	Resistance around integration of the library	Project Director	Public objections Lack of resource to implement change High / disruptive level of complexity or issues to resolve	Reduction in ambition and potential benefit Focus needed on resolving issues/stakeholder management	Stakeholder	4	3	12	Medium	Reduce	Satisfactory	>Continue to build support within Balsall Heath and BCC. >Early engagement with Library users and integration of their ideas into the design process. >Testing activity to understand what works, learn, and demonstrate potential.			No Target		3	2	6	Medium
DEV26	Decline in support from the local community and / or negative feedback from local people	CIO Client	Perceived departure from local priorities Issues around pilot work Poor / negative communication or PR Lack of engagement with range of local audiences New team members don't engage/engage badly	Disengagement by local people Loss of partners Bad publicity Drop in support for / users of MRB Loss of stakeholder support	Stakeholder	5	2	10	Medium	Reduce	Satisfactory	>Baths remain focused on serving local people and building their programme around local need. >Activity planning focused on amplifying this goal building on success to date, and involving local people in co-creation. >Recruitment and management of new team members (ideally including members of local community) will seek to ensure a good understanding of collaborative working and community engagement. >Increased capacity through the project to communicate what's happening and involve local people. >Relationships built through the project <i>and</i> coalition with local media - good communication planning to delivery great stories and content. >Give specific focus efforts on regaining community support			No Target		4	1	4	Low
DEV27	Information not being shared between client and consultants	Project Manager / Project Director	Poor communication / relationships. Lack of clarity around requirements	Lack of coordination Key requirements and information is missed	Communications	4	2	8	Medium	Reduce	Satisfactory	>Good project management practice and structure during the Development Phase will ensure good communication between the clients (BCC/ CIO) and the appointed project management team and any consultants employed (especially those involved in developing the capital building proposals to RIBA Stage 3) >clear understanding by team and consultants of roles and responsibilities >clear briefs and documentation for clarity on information available			No Target		4	1	4	Low

DEV28	Poor service delivery by procured consultants and contractors	Project Manager / Project Director	Poor quality consultants Breakdown in relationships Lack of (or unsuitable) performance measures Poor direction / briefing / management	Requirement to readvertise - loss of time, cost	Contractual	4	2	8	Medium	Reduce	Satisfactory	> Preparation of clear briefs prior to all procurement, including specifications, terms and conditions, performance measure, timescales, request for references, etc. >Expression of Interests will be requested for particularly skilled or challenging work, to draw out competent consultants before tendering/ quotation process takes place. > Once consultants etc. appointed ensure good client : contractor management and direction, including performance management. >Escalate any serious concerns to BCC procurement team and/or Sponsors / Clients, plus relationship manager for consultant >Break clauses in contracts			No Target		4	1	4	Low
DEV29	Breakdown of coalition partnership	Project Sponsors	Lack of necessary leadership Organisational priorities change Loss of key people	Loss of benefits of collaboration (detailed separately) Loss of expertise to the project	Stakeholder	4	2	8	Medium	Reduce	Satisfactory	>Commitments set out in Coalition MOU >Key representatives maintain / build advocacy and organisational support within their respective organisations. >Partnership building sessions held throughout the project >Individuals building a culture of support and collaboration >Responsiveness to issues / conflict / challenge as well as opportunities			No Target		4	1	4	Low
DEV30	Additional resource gets diverted into dealing with operational / building issues	CIO Client	Ongoing issues with building / plant taking up lots of staff/vol time Imperative to keep swimming going	CIO project reps/leads distracted from project and/or extra pressure to do both CIO input not as available as needed. Potential delays / things missed. Increased pressure on wider team	Project Management	3	3	9	Medium	Reduce	Satisfactory	>Good working relationships between Project Management Team and CIO to identify and manage key 'pinch points'. >Monitor situation and plan accordingly >Pull in support from wider team and partners to alleviate pressure >Agree priorities for CIO input and deadlines					3	2	6	Medium
DEV31	Disagreement amongst partners about priorities / proposals / alterations to the building	Project Sponsors	Different partner perspectives / expectations / requirements Lack of clarity around plans and decisions	Need for compromise Relationships affected Delays Withdrawal of partner support	Stakeholder	4	2	8	Medium	Reduce	Satisfactory	>Development of propopsals has been done collaboratively and openly. Decisions have been documented and any areas for further discussion identified. >Proposals include philosophy of approach to building adaptation and conservation as a priority >Ongoing collaborative development and consultation, in partcular working with Historic England colleagues around costs/balance of conservation and reuse.			No Target		4	1	4	Low
DEV32	Managing transition from NT to BCC (and CIO)	NT/BCC/CIO	Covid necessitated change in direction - also relatively short space of time to address change. Getting the right BCC resources in place and teams ready to deliver Capacity within all three organisations to plan and manage handover	Readiness of BCC (and CIO) for Development Phase Delays to project start up (inc procurement etc) Lack of time to deliver / quality of delivery	Project Management	4	3	12	Medium	Reduce	Satisfactory	>BCC have significant experience in managing multi-million pound capital projects and have longstanding experience of managing the Baths prior to this project. Also lots of good work in place to set the project up for success already. >Transition plan in place between NT and BCC to boost capacity in short term to support transition > Strong support within BCC (priority project) to deliver the project and key stakeholders working to secure capacity and structure to support project. >Project planning and preparation ongoing during NLHF decision making period to ensure groundwork in place. > Phase 1 works (funded by Levelling Up) will mean that a significant part of the transition will have happened / be underway prior to NLHF development phase.			No Target		4	1	4	Low
DEV33	Audience 'clash' within pilot spaces	Public Programme Development Manager	Bringing together several audience groups within one space	Poorer experience Benefit from consultation/engagement reduced Reputational damage	Stakeholder	3	2	6	Medium	Reduce	Satisfactory	> Proactive planning and management of programme and invigilation > Staff and volunteer training around managing different audiences > Design of spaces enables engagement with different groups			No Target		2	2	4	Low
DEV34	Planning permission not secured	Construction PM	Poor application Objections from stakeholders Unacceptable proposals / level of impact	Time and cost to resolve issues Reputational damage Loss of confidence in and support for the project	Legal	4	1	4	Low	Reduce	Satisfactory	>Project has already engaged early with the planning team within BCC and the Conservation Officer and Historic England are involved in the development of plans; this will be ongoing. >Project has also been shaped by local people and there has been ongoing consultation - again this will continue to build support for formal plans. >High standard of planning application. >Reapply asap			No Target		3	1	3	Low
DEV35	Failure to connect MRB with wider Balsall Heath redevelopment	Project Director	Lack of engagement Lack of coordination with other initiatives Lack of resource	Disjointed design Loss of impact and benefit Loss of support / missed opportunities for funding, influence, impact	Other	3	1	3	Low	Reduce	Satisfactory	>Engagement embeded in the coalition and project. >Clear areas where initiatives can work together (e.g. public realm improvements) >Oversight from Steering Group			No Target		2	1	2	Low

MRB Diving In Risk Log - DELIVERY PHASE

Need help with Risks & Issues? Hover your mouse over this cell.																		
----- Current risk rating -----																		
Residual (Target) Risk Rating																		
Risk ID	Description	Owner	Cause	Impact	Category	Overall Impact Score (dropdown score 1 = Low Impact)	Overall Likelihood Score (dropdown score 1 = Unlikely)	Score	Rating	Risk Response (actions)	Manageability of the Risk	>	Status	Change since last report?	Impact	Likelihood	Score	Rating
DEL1	Procurement of construction works returns price in excess of budget	Project Director / Construction PM	Market inflation Contractor availability or lack of competition in the market Increased scope and/or specification during design process Level of risk within specification Original budget was insufficient Brexit - increasing costs and availability of materials, suppliers, etc	Requirement to reduce scope or compromise specification (value engineering) Potential loss of benefit Inability to bring parts of building into full use Failure to secure approvals to proceed Requirement to retender (time and money)	Financial	5	4	20	Major	Reduce	Satisfactory	>Revise, refine and consolidate capital costs during the preparation of the Stage 2 bid, whilst other specialist consultants / surveys will have informed cost estimates such as services and specialist conservation, resulting in a high level of confidence in cost estimates. >scrutiny and expertise from coalition partners around both the Capital and Activity Plan costs. >value engineering may be required, seeking opportunities that do not impact on outcomes - to be carefully coordinated with business planning work > Contingency and inflation have been built into the project costs. >Potential to seek through further external fund raising. A review of BCC capital contribution may be possible subject to business case.			4	4	16	High
DEL1.5	Procurement of construction works returns price by more than 40% or over a value of £500k of agreed budget,requiring a second BCC Cabinet paper, extending procurement timeline of 28 to 35 weeks minimum.	Project Board/Project Director	Market inflation Contractor availability or lack of competition in the market Increased scope and/or specification during design process Level of risk within specification Original budget was insufficient Brexit - increasing costs and availability of materials, suppliers, etc	Requirement to reduce scope or compromise specification (value engineering). Potential loss of benefit Inability to bring parts of building into full use Failure to secure approvals to proceed Requirement to retender (time and money) which may result in underspend of capital LUF funding despite 12 month extension. Carries reputational risk for BCC and the	Financial	5	4	20	Major			> QS to ensure detailed and profiled tender specification documents that actively reflect the market at the time the ITT's are issued. >twin track BCC procurement process where possible within the local authority constitution with BCC Directorial signoff to reduce the timeline where permissible.>scrutiny and expertise from coalition partners around both the Capital and Activity Plan costs. >value engineering may be required, seeking opportunities that do not impact on outcomes - to be carefully coordinated with business planning work > Contingency and inflation have been built into the project costs. >Potential to seek through further external fund raising. A review of BCC capital contribution may be possible subject to business case.						
DEL2	NLHF (stage 2) funding not obtained for Delivery Phase or other match funding fails	Project Director	Competition for funding Readiness of project or change to potential outcomes/benefits Availability of funding and funder priorities. Gap is too high or increases. Quality of application	Shortfall on project cost or need to curtail project which may impact on benefits/outcomes. Delays to rescoping the project resulting in potential loss/underspend of LUF funding despite 12 month funding extension Less flexibility to rephase work (as phase 1 will be complete) Loss of momentum Increased costs to deliver (due to delays)	Financial	5	3	15	High	Reduce		>Development of the Diving In project is a major priority for BCC and the CIO - significant time, energy and resource will be invested in the Development Phase to produce the strongest project possible and provide assurance around delivery of outcomes. >Specialist fundraising (and other) support will be engaged during the Development and Delivery Phases to raise funding and integrate fundraising within the business planning process >If NLHF funding was not secured, it is highly likely that the Delivery Phase would be delayed significantly until further external match-funding could be secured (or other new Council resources were forthcoming) or to rescope the project within available resource. > Some urgent works being completed in Phase 1, mitigating some risks to the building >Should a source of significant match funding secured during the Development Phase not materialise for some reason, BCC would explore alternative options, working with Fundraising Consultants to explore options	No Target		5	3	15	High
DEL3	Impact of material and labour shortages on costs	Construction PM	Brexit, UK/European/Global labour market Strong construction market (big projects buying-up supplies)	Cost increase Programme extension Risk to availability of good contractors	Competitive	4	4	16	High	Reduce	Satisfactory	> Monitor situation > Adjust/explore procurement strategy to mitigate issues > Build in sufficient contingency and inflation into costs. > Potential need to value engineer scheme as required > Look at phasing opportunities to avoid peaks in issues	No Target		4	4	16	High
DEL4	Inflation rate has increased / is increasing significantly	Construction PM	Economic climate Huge fluctuation in the market that is difficult to predict	Affordability of capital works / scope of project	Financial	4	4	16	High	Reduce	Satisfactory	Risk is out of our control but we can manage the impact > Inflation built into project costs (advice sought) > Monitor situation with support from QS > Review affordability and scope - VE may be required > Explore opportunities around procurement (e.g. early purchase of materials)	No Target		4	4	16	High
DEL5	Building works overrun, leaving very little time (currently just 1 year) for get in and programmes to mature	Construction PM	Issues encountered on site Underestimation of programme Level of change to works / specification	Increased cost of keeping the project going Shorter period of project support in initial handover and operational phase Difficulty achieving business plan targets Pressure on CIO team and business Less time to train staff and volunteers	Financial	4	4	16	High	Reduce	Satisfactory	>Detailed planning/modelling of construction strategy, programming and phasing of works to minimise disruption to the operation >Business continuity and risk planning to address potential delays; e.g. recruiting new staff, increasing off site >Book space off site to run training etc to enable some elements of operational readiness to continue in parallel >Robust communication throughout to ameliorate period of uncertainty and help manage changes to programme	No Target		3	3	9	Medium
DEL6	With swimming pool potentially out of action for a while, there is little time to create an holistic feeling programme/proposition	Activity leads	Construction work will require closure of swimming for a period to undertake servicing/ other works	Loss of income and business Disjointed programme during delivery phase Additional work for staff to manage operation whilst keeping business / building open	Service	4	4	16	High	Reduce	Satisfactory	>Phasing of capital work is looking at how to keep parts of the building open throughout the construction phase. Potential benefit of reinstating swimming in the Gala Pool, is minimising the closure as enabling work can be done whilst Pool 2 open. >Maintaining support through an off site programme >Digital engagement providing online presence and ways to keep in touch with people >Closer working with the library and other partners to maintain level of programme delivery in partnership with their teams and through their spaces	No Target		3	3	9	Medium

DEL7	A decline in the economy or change to local demand or economic environment impacts the business plan	Project Sponsors	Longevity of project will see the local / national / global economy and context change over the course of the project Ongoing development of Birmingham and Balsall Heath - potential for new businesses or change in peoples' interests and habits	Drop in support and visitors <i>OR</i> potentially greater demand for local leisure, wellbeing and skills-based provision Greater competition amongst local businesses Difficulty achieving business plan targets (or potential over-demand putting pressure on the team) Stretched resources - lack of capacity for partnership or engagement. <i>OR</i> potential for even greater level of collaboration	Economic	5	3	15	High	Reduce	Satisfactory	> this presents risks and opportunities for MRB: the nature of the business and strong local support may increase demand for the facilities at the Baths and Library (in particular where smaller / similar provision disappears) >Responsiveness to changing context will be crucial - a role for BCC Senior Officers/Councillors and CIO Trustees, plus wider national and international support from Coalition partners. >Maintaining political support for the Baths and ongoing integration of the Baths/Balsall Heath in BCC strategic planning (like the current review of Birmingham's Big City Plan which will incorporate Balsall Heath as a priority area) >Review viability of uses as necessary, and adjust as appropriate in liaison with HLF project monitor.	No Target		5	2	10	Medium
DEL8	Disruption to operation from construction works; e.g. noise, dust, vibrations	Construction PM / CIO	Noise, dust, vibrations etc from construction	Visitor experience compromised Potential closures depending on extent loss of customers	Project Management	3	5	15	High	Reduce	Satisfactory	>Early and consistent coordination between CPM/ contractor team and Operation to plan works happening alongside operational activity. >Mitigation measures where possible (e.g. sealing work areas, noise dampening etc) >Proactive comms with audiences (potentially seeking engagement opportunities to talk about works)			3	4	12	Medium
DEL9	Operation affected by shutdowns/ testing etc required by construction team	Construction PM	Technical / H&S requirements for installations, commissioning and testing in conflict with day to day operational needs / H&S	Periods of closure, potentially short notice	Project Management	3	5	15	High	Reduce	Satisfactory	>Early and consistent coordination between CPM/ contractor team and Operation to plan works happening alongside operational activity. >Scheduling of works - where possible - during quieter times/overnight etc >Proactive comms with audiences (potentially seeking engagement opportunities to talk about works)			3	4	12	Medium
DEL10	As construction proceeds, <i>major</i> unexpected building issues and associated additional costs arise	Construction PM	Hidden issues that only come to light during opening-up work or restoration works Delays	Cost to address issues Use of contingency Potential need to value engineer (depending on level of cost) - possible impact on outcomes or compromises to scope/quality	Project Management	4	4	16	High	Reduce	Satisfactory	>Detailed design investigations/surveys should help minimise unexpected finds (though won't eliminate). Balance of level of risk with potential intrusive / destructive investigations. >Use of technology / innovation to help with investigations (e.g. thermal imaging) >Build an appropriate amount into of contingency into the Delivery phase budget. >proactive approach to managing budget and risk across whole delivery team >Discuss and where possible, resolve within Project Steering Group, escalating to Project Board as necessary. Where necessary, liaise with NLHF / other funders project monitor to agree and sign off way forward	No Target		4	3	12	Medium
DEL11	Building, plant and / or boiler failure jeopardises operation	Project Sponsors	Plant is beyond economic lifespan. Recurrent issues which are difficult to address Difficult to find a solution without potentially abortive costs (due to long term changes to building)	Long term closure of swimming or CIO Loss of visitors and income Impact on project momentum and potential future viability Momentum and support lost Project slows/stops	Physical	3	4	12	Medium	Reduce	Satisfactory	> Responsive maintenance and repair > Review option to bring forward reservicing works in delivery phase > Contingency set aside by BCC to address boiler / plant failure > Some urgent works to building addressed in Phase 1 > Subject to timing, length of closure may be reduced due to phase 2 works being programmed			3	3	9	Medium
DEL12	Failure to reach agreement around formal tenure of the building	Project Sponsors	Assignment of liabilities and associated implications and risks for respective partners Breakdown in communicationsand/or collaborative working	Uncertain future for building, plans and partners Impact on partnership	Legal	5	2	10	Medium	Reduce	Satisfactory	>Early conversations have already been happening, with partners understanding the issues/areas for discussion and agreement to tackle these collaboratively. This will be an area of priority for governance work during the development phase in order to get the fundamentla principles and agreements in place. >open, collaborative approach >detailed exploration of options, pros and cons, with time to manage/mitigate risks >Support from Coalition partners	No Target		4	1	4	Low
DEL13	Insufficient parking to accommodate increased visitors, particularly for specific uses (e.g. wedding and events)	Project Sponsors	Constraints of urban environment and space available Potential for 'residents only' parking zones	Low take up of events Low visitor numbers	Physical	3	4	12	Medium	Reduce	Satisfactory	>retain focus of core offer on local people and repeat visits (gala pool swimming) >Development of area behind the Baths to provide (limited) parking for event attendees, logistical/production support for activity and for disabled users >Explore opportunity around the train station in Balsall Heath - BCC continue to pursue - and transport network >Project team to work with other BCC teams around sustainable transport solutions	No Target		3	3	9	Medium
DEL14	Capacity of CIO to run whole building / full offer	CIO	Lack of internal capacity and capability to take on bigger offer Unsuitable structure / governance	Difficulty achieving business plan targets Pressure on CIO team and business Impact on service provision for local people	Other	5	2	10	Medium	Reduce	Satisfactory	>Major project focus and priority is building capacity and resilience within the CIO; developing the offer and roles; diversifying income; training and development for the team; governance development; exploring tenure options; and providing partner and coalition support for the Baths. >Programme of governance development work focused on capacity and capability building >some groundwork being done via NLCF project to help support income diversification >Determination and focus from the CIO towards this goal and full engagement with the Diving In project	No Target		4	1	4	Low
DEL15	Building works overrun affecting swimming, causing longer period of closure	Project Sponsors	Issues encountered on site or in reinstating pool Underestimation of programme Level of change to works / specification	Loss of income and business / customers Additional operating overhead and cost of keeping project running	Financial	3	4	12	Medium	Reduce	Satisfactory	>May depend on period of closure, but CIO have good management plans/procedures in place for closure. Key focus will be on getting works completed and engaging with audiences - trailing 'exciting new offer coming soon' message. >Strong comms plan / action to keep people interested / engaged and updated. >Detailed planning/modelling of construction strategy, programming and phasing of works to minimise disruption to the operation >Business continuity and risk planning to address potential delays; e.g. recruiting new staff, increasing off site >Phasing of capital work is looking at how to keep parts of the building open throughout the construction phase. Potential benefit of reinstating swimming in the Gala Pool, is minimising the closure as enabling work can be done whilst Pool 2 open. >Maintaining support through an off site programme >Digital engagement providing online presence and ways to keep in touch with people >Closer working with the library and other partners to maintain level of programme delivery in partnership with their teams and through their spaces	No Target		3	3	9	Medium

DEL16	Legal negotiations delay programme (leases, licenses, building contract, etc)	Project Director / Manager	Disagreement between parties Negotiations not started early enough Complexity of issues / agreements Staff / consultant capacity	Project delays (e.g. starting construction) Associated cost of delay Negative impact on relationships	Legal	4	3	12	Medium	Reduce	Satisfactory	>Early negotiations >Use of standard precedents where possible (e.g. building contracts that are familiar to the contractor) and setting out expectations in the tender process for transparency >Early agreement about principles and expectations re contracts/leases/licenses - conversations have been underway from feasibility stage >Review of programme to look at opportunities to mitigate delay, make up lost time			3	2	6	Medium
DEL17	Insufficient (skilled) swim staff / volunteers for enhanced swim programme	CIO	Lack of available expertise Competition from other pools (including pay)	Limitations to swim programme Vulnerability to staff / volunteer absense	People	4	2	8	Medium	Reduce	Satisfactory	>Early planning of staff and volunteer requirement >Early and targeted recruitment, induction and training	No Target		4	1	4	Low
DEL18	Full VAT recovery is not achieved	Finance lead	Elements of work or activity ineligible for VAT recovery	Additional project cost	Financial	4	2	8	Medium	Reduce	Satisfactory	>VAT recovery should be achievable with BCC as project lead / client for the capital works BUT needs to be confirmed - to be kept as a priority >Careful consideration will be given to tenure and governance arrangements with the CIO to avoid VAT issues for the organisation.	No Target		4	2	8	Medium
DEL19	Outcomes (particularly in relation to activity) may only be visible in the long term	Project Sponsors	Impact of delivery phase is too hard to evidence or is misunderstood Focus on construction and project delivery Normal lag in benefit realisation happening after project delivery	Evidencing impact for stakeholders and funders will take longer Nervousness from stakeholders, funders etc about benefit of investment	Other	3	3	9	Medium	Reduce	Satisfactory	>Project evaluation should evidence how change is happening throughout the project and any direct benefits from project delivery (e.g. construction apprentices, public engagement and profile, volunteering, heritage impact, links to wider Balsall Heath work etc) >Ongoing public value analysis to track potential benefits of business plan as this becomes more detailed and robust. >Tracking impact of digital engagement	No Target		2	2	4	Low
DEL20	Failure to secure (sufficient or quality) delivery partners or subtenants to support the public offer; e.g. café operator, fitness instructors.	CIO	Lack of early engagement Availability of suitable local businesses or partners Level of risk for small businesses / organisations	Delay to getting full offer up and running - opportunity cost Impact on business plan targets	Financial	4	3	12	Medium	Reduce	Satisfactory	>continuing a consultative approach (as per early stages of the project), engaging with local businesses and stakeholders about working together. >exploring models for delivering uses and potential people to work with through activity testing and business plan development >Capital works allow for reasonable level of fit out to reduce financial outlay expected from tenants/small businesses >early planning and promotion of opportunities, working with specialist agents as required >build on profile of the project to increase appeal	No Target		3	1	3	Low
DEL21	Poor contractor performance	Construction PM	Lack of skills/experience on complex heritage projects Bad site / project / commercial management by the contractor issues with drawings and specifications Lack of collaboration	Delays to works Poor workmanship Excessive focus on contract	Project Management	4	3	12	Medium	Reduce	Satisfactory	>robust procurement materials and process, careful assessment and investment in setting up and managing contractor relationships. Consideration of procurement strategy / type of contract that suits the project approach and team culture. >references from other clients >'vetting' of key members of the team to ensure good fit, expertise and approach >investment of time and focus on technical design stage to ensure specifications and tender information is robust >performance indicators for contract management (potentially to include collaboration) >review opportunities to terminate contract	No Target		4	1	4	Low
DEL22	Breakdown of relationship between BCC and CIO	Project Sponsors	Issues / problems arising Disagreements around goals / vision / outcomes, or resolving specific project decisions Conflicting motivations Poor performance Change in key personnel / personality clashes	Project culture is affected Inability to reach consensus / make decisions Delays Breakdown of project	Stakeholder	5	2	10	Medium	Reduce	Satisfactory	> Relationship has been building over 3 years and there is a strong level of trust and transparency, huge confidence in CIO as operator and mutual determination to deliver the vision. Thepartners have worked together to plan this project and acknowledge potential risks / contentious issues. The partnership is likely to mature over the course of the project. >Deliberate/conscious focus on relationship building at all levels of the project - led from the top! >Key roles and responsibilities formalised in collaboration agreement. >Proactive management of issues and conflict >Support from wider coalition to manage challanges and relationships >Maintaining a culture of openness and honesty. Fostering a spirit of partnership and collaboration with a focus on outcomes. >Addressing contentious areas of work sensitively but directly - prioritising areas where there may be debate/disagreement.	No Target		5	1	5	Medium
DEL23	Loss of key personnel	Project Sponsors	Career development, family/personal circumstances, retirement etc.	Loss of continuity, experience, knowlegde.	People	3	3	9	Medium	Reduce	Satisfactory	>Build and maintain a good project team spirit, with excellent communication and joint working between key BCC staff , CIO, coalition and external consultants. >Clear project documentation, reporting, records of project work and tracking information that can be easily understood by all the team and picked up by new personnel as required. >Develop and maintain well-functioning project steering group and project board, to maintain project momentum. >Partner commitments to providing support / formalising any essential personnel requirements in agreements etc	No Target		2	2	4	Low
DEL24	Loss of interest from local community, partners, operational staff and volunteers and other stakeholders	Project Director / Activity leads	Length of project development, leading to loss of momentum Lack of 'buy in' to plans - feeling that proposals haven't taken on board local need/interest or involved local perspectives.	Drop in support Negative word of mouth and PR Lack of engagement in activity Drop in visitor numbers	Stakeholder	4	1	4	Low	Reduce	Satisfactory	> Build on the additional momentum and the networks developed during the Development Phase to ensure good quality engagement and involvement throughout the Delivery Phase. > Develop high quality Activity Plan (in the Development Phase) to give focus and ensure that this provides a varied programme of activities and engagement that will attract a good level of participation from existing and new audiences, including volunteers. >As Activity Plan is rolled out, review regularly and adjust programme as necessary. >Develop detailed Communications Plan prior to Delivery Phase initiation and review regularly throughout > Manage pace of communication and consultation plus expectations around timeframes > Seek local advocates/ambassadors to create dialogue between audiences and the project >Focus efforts on rebuilding support	No Target		3	1	3	Low
DEL25	Damage to the Listed Building as a result of works	Construction PM	Condition of building Poor workmanship / not following method statements Poor design / planning	Loss of fabric Intervention by Conservation Officer or HE Additional cost	Project Management	4	1	4	Low	Reduce	Satisfactory	>Ensure quality of design, specification, RAMS >Procurement of suitably experienced contractor >Insurance of works in place	No Target		3	1	3	Low

MRB Diving In Risk Log - POST COMPLETION

Risk ID	Description	Owner	Cause	Impact	Category	Overall Impact Score (dropdown score 1 = Low Impact)	Overall Likelihood Score (dropdown score 1 = Unlikely)	Score	Rating	Risk Response (actions)	Manageability of the Risk	Summary of Management Action Plan	Risk Closed	Closed date	Status	Change since last report?	Impact	Likelihood	Score	Rating
BAU1	Slow growth of business	Project Sponsors / CIO lead	Economic decline Change in local demand / increase in competition Operational readiness	Slower / unable to reach sustainable state - lower profit / financial surplus may necessitate subsidy if available Supporting operational requirements (people, building maintenance etc) becomes more difficult, potentially prohibitive	Financial	5	3	15	High	Reduce	Satisfactory	> New components of the business will be tested throughout the development and delivery phases, with some uses (e.g. mini cafe) being established following Phase 1 investment. > Building design will allow for a level of flexibility so that operation can be resilient to changes in market / demand (learning from Ally Pally) as well as focusing design on priority outcomes and business requirements. > Delivery of activity and business plan will be closely monitoring so that the team are responsive to change and demand. > Project will continue to develop activity <i>with</i> the community to ensure they feel ownership and involvement in the project and it remains relevant. Responsiveness to changing climate; activity will be responsive to community need. > Development of a robust, multi-pronged business case with some capacity for adaptation / back up; e.g. mixture of operating models (in-house, out-sourced, profit-share, commission etc) as well as ongoing fundraising and public sector commissioning opportunities. > Ongoing support from partners - may need negotiation where additional subsidy required			No Target		4	2	8	Medium
BAU2	Failure to meet benefit targets set for the project	Project Sponsors	Optimism bias in setting targets Slow growth Lack of demand Systems not in place to ensure benefits delivered (e.g. local recruitment / procurement)	Loss of benefit Loss of confidence in this and other projects Inability to secure future funding Project funders unhappy / withdraw support	Other	5	3	15	High	Reduce	Satisfactory	> Benefit scoping done with experienced consultants with provision for monitoring progress throughout project > Active learning and evaluation built into commission to Evaluator to capture issues and learn as we go > Benefits/outcomes driving delivery - Systems put in place to ensure that benefits are delivered locally, nationally, internationally > Phased approach should allow us to test/check benefit delivery whilst project in progress and adjust where necessary > Community-led approach should help ensure high level of public benefit > Economic and public benefit also part of BCC's procurement and other policies			No Target		4	2	8	Medium
BAU3	Difficulties integrating the Baths and Library operations effectively	Project Sponsors	Competing priorities Staff not working closely together Lack of joined-up planning	Visitor experience compromised Failure to take advantage of opportunities to share resource / maximise opportunities Loss of revenue	Stakeholder	4	3	12	Medium	Reduce	Satisfactory	> Strong enthusiasm from the Baths and Library teams for working together and already happening at an operational level. > Ways of working embedded early in the project and cultivated/tested through the development phase > Governance and market research work to explore potential operating models, with input from partners and funders around areas of good practice > Physical connection of building (also quite early in the project) will enable teams to test and develop operational management.			No Target		4	2	8	Medium
BAU4	Maintenance liability greater than anticipated	General Manager	Any residual works (not completed during project) make running costs high Wear and tear on building from building in full use underestimated	Profit/financial surplus lower than anticipated Longer period needed to become sustainable Greater call on contractors	Financial	4	3	12	Medium	Reduce	Satisfactory	> Management and Maintenance plan in place (plus quinquennial surveys) will help plan how ongoing needs of building and business are met. These will be developed with specialist consultants plus access to benchmarking data from partners like NT and HE plus Historic Pools network. > Sensitivity analysis to be built into business modelling			No Target		4	2	8	Medium
BAU5	Lack of support from local community	Chair/CEO of CIO	Change happening too slowly or goes too far. Not enough change / benefit for local people. Perceived gentrification Project loses touch with local interests/needs	Disconnect between Baths/Library and core purpose Local people don't use the facilities Business suffers	Stakeholder	4	3	12	Medium	Reduce	Satisfactory	> Project will continue to develop activity with the community to ensure they feel ownership and involvement in the project and it remains relevant. Responsiveness to changing climate; activity will be responsive to community need. > Processes (e.g. procurement, recruitment etc) will ensure that development is led and benefit it targeted locally			No Target		4	1	4	Low
BAU6	Capability of operational team	Chair/CEO of CIO	Failure to recruit/train suitable and sufficient staff to operate the new business Change in business greater than anticipated - people not ready	Pressure on staff and volunteers Poor visitor experience Building / operation not looked after properly	People	4	3	12	Medium	Reduce	Satisfactory	> Succession planning; governance work focusing on skills needs/gaps for the CIO. > Development of team during the course of the project. > Targeted and timely recruitment in response to a carefully developed business plan. > Early planning and sound HR policies for support and recruitment. > Mentoring and support from partners to develop team.			No Target		4	2	8	Medium
BAU7	Breakdown or withdrawal of partnership between BCC and CIO	Project Sponsors	Insurmountable differences / differing priorities Change of key people / loss of key relationships	Poor leadership Operation unable to function effectively Unable to deliver business plan	Stakeholder	5	2	10	Medium	Reduce	Satisfactory	> Key roles and responsibilities formalised in collaboration agreement and subsequent legal agreements (leases, partnership etc). Effective escalation and arbitration processes. > Proactive management of issues and conflict grounded in longstanding relationship and positive partnership development throughout the project. > Back up plan in case partners unable to continue or to enable operation to continue functioning			No Target		4	1	4	Low

BAU8	Loss of key personnel make close-out and benefits realisation difficult	Project Sponsors	Project fatigue! People moving on to other projects. Funding for posts runs out	Loss of skills and knowledge Teething issues or residual problems with building or business are slow to resolve Loss of morale at key moment Final evaluation and project completion inadequate	People	3	3	9	Medium	Reduce	Satisfactory	> Project delivery plan to ensure sufficient capacity retained - programme, costs, etc > PM, Client and Sponsors to maintain motivation and support - good leadership > Learning, evaluation and benefits captured throughout the project (reducing loss of 'project memory' at end)			No Target		2	2	4	Low
BAU9	Defects on capital works or post-occupation issues impact on operational readiness and opening	Project Sponsors	Poor workmanship, unforeseen building issues post-commissioning Poor handover or quality of operating manuals	Functioning of building is comprised (or damage to new systems) Delays to opening Additional costs to rectify Dispute with contractors / consultants	Physical	4	3	12	Medium	Reduce	Satisfactory	> Good design > Procurement of experienced, high quality contractor > Contractual terms in place to clarify roles and responsibilities and help with management of any disputes > Good communication between client and contractor teams - strong operational involvement throughout > Clear provision contractually and in delivery programme for full and detailed handover, thinking about best ways to capture advice/guidance (e.g. written manuals, training, videos etc)			No Target		3	2	6	Medium
BAU10	Demand exceeds expectation	CIO	Excitement from stakeholders and audiences Successful press/PR	Operation / staff/ vols stretched Poor experience by visitors Building unable to cope	Other	4	3	12	Medium	Reduce	Satisfactory	> Careful planning and modelling of offer (including learning from others), with mechanisms in place to manage demand (particularly in the opening year) > Targeted Press/PR plan > Incremental building of support over the course of the project, also allowing us to anticipate demand. > Support and training for staff and volunteers > Proactive management by the partners if required (e.g. mobilising extra support)			No Target		3	2	6	Medium
BAU11	Lack of publicity / comms	Project Sponsors	Poor planning - time / story / getting to right contacts Key moments for project lost due to 'bigger' news elsewhere Lack of interest from media (e.g. if they have covered the story before)	Low visitor numbers / Slow business growth Partners and funders unhappy	Communications	4	2	8	Medium	Reduce	Satisfactory	> Comms planning is a core part of project delivery - specific capacity / funding included to ensure good planning and delivery. Potential capacity for external support/advice from PR agency to leverage opps > Relationships built with media throughout the project, providing fun and exciting PR-able moments > Comms officer part of project team working closely with workstream leads to maximise stories and opportunities > Coalition comms network in place to provide support from partners around local / national / international profile			No Target		4	1	4	Low
BAU12	Inability to recruit suitable / enough volunteers	General Manager	Roles not attractive or promoted badly Limited audience for roles sought Demand from other organisations Loss of interest in Baths External factors (e.g. health, economic etc) that curtail willingness to volunteer	Programme and business suffer - limitations to range and scope of activities on offer Higher wage costs to address issue Loss of benefits (e.g. skills development)	People	4	3	12	Medium	Reduce	Satisfactory	> Volunteering is a core part of the operation already and there are well thought out plans for developing opportunities > Ongoing recruitment throughout the project and concerted push nearer to opening > Ongoing engagement with local people and organisations as well as voluntary service specialists around opportunities > continual learning and improvement around roles and focus on benefits for volunteers > Ensuring healthy balance between paid and voluntary roles, and encouraging pathways to employment			No Target				6	Medium
	Poor handover	Project Director	Lack of planning Handover not embedded in project development Lack of clarity around success criteria Lack of coordination between PD and Client	Operational/BAU team not prepared for accepting outputs and change Lack of clarity around how to operate building and activity Longer term requirements (e.g. fulfilling funder monitoring conditions) not met Failure to delivery business plan effectively	Project Management	4	3	12	Medium	Reduce	Satisfactory	> Handover integrated into project set up and management - managed as a process over the lifecycle (rather than a point in time) > Strong relationship between Project Director, Client and Sponsor to ensure requirements and outcomes are clear and lead delivery > Detailed planning for handover forms part of the Delivery Stage implementation plan (project management plan) and is fully resourced through the business case > Clear handover requirements are written up and shared in-person during completion and handover stage including any ongoing duties (e.g. monitoring) for the operation > Contractual obligations for consultants and contractors			No Target		4	2	8	Medium
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MRB Diving In: CAPITAL RISK REGISTER

Risk ID	Category	Description	Time Risk (H/M/L)	Cost Risk (H/M/L)	Risk Status	Probability of Occurrence (%)	Risk Management Response	ANG /Artelia Group Comment / plus PM comments	By Whom	When	Last Review	Contingency Cost	Factored Amount	Programme Risk
1.00	Site	The site comprises Moseley Road Baths with potential for works within Balsall Heath Library				-	-		-	-	-	-	-	-
1.01	Site	Current service distribution routes are not recorded.	L	L	L	10.00%	Survey and investigation to be undertaken within MRB and Library the building.	part of surveys and investigations allowance included in Total Project Costs	BS Engineers	Stage 0/ 1	Feb-21	£ -	£ -	
1.02	Site	It is proposed that the land to the rear of MRB owned by BCC be used for site compound. This has yet to be fully agreed BCC. Access roads to the proposed site compound offers restricted access for deliveries. Ownership and rights of access along this road are to be confirmed.	L	L	L	20.00%	Confirmation with BCC concerning usage of land. Highways Authority confirm rights of access along road. Restricted access factored into design and clearly communicated to tendering contractors.	preliminaries costs in OOC based on this space being available	Client	Stage 1	Feb-21	£ 30,000.00	£ 6,000.00	
1.03	Site	Ground Conditions - bearing capacity and depth of proposed foundations for any extension.	L	L	L	10.00%	Carry out intrusive investigations note - for some parts this may only be feasible after demolition of existing buildings. Ground investigations complete. Bearing capacities as expected.	normal foundations (strip footings) have been allowed for in OOC	Stru Eng.	Stage 2/3	Feb-21	£ 30,000.00	£ 3,000.00	
1.04	Site	Deleterious materials within the ground, and services.	L	M	M	30.00%	Carry out intrusive investigations note - for some parts this may only be feasible after demolition of existing buildings. To include materials identified within the structure.	part of surveys and investigations allowance included in Total Project Costs.	Stru Eng.	Stage 2/3	Feb-21	£ -	£ -	
1.05	Site	Below ground services.	L	L	L	20.00%	Carry out intrusive investigations note - for some parts this may only be feasible after demolition of existing buildings.	part of surveys and investigations allowance included in Total Project Costs.	Stru Eng. / Serv Eng.	Stage 2/3	Feb-21	£ -	£ -	
1.06	Site	Unrecorded below ground cellars and ducts.	L	L	L	10.00%	Carry out intrusive investigations note - for some parts this may only be feasible after demolition of existing buildings.	part of surveys and investigations allowance included in Total Project Costs.	Stru Eng.	Stage 2/3	Feb-21	£ -	£ -	
1.07	Site	Drainage capacities, condition and invert.	L	L	L	10.00%	Carry out surveys and investigations to determine the existing drainage locations, depth, sizes, capacities and discharge points.	part of surveys and investigations allowance included in Total Project Costs.	Stru Eng. / Serv Eng.	Stage 2/4	Feb-21	£ -	£ -	
1.08	Site	Conditions of existing structure unknown, specifically conditions of reinforcement to balcony and wrought iron trusses to roof..	L	M	M	30.00%	Carry out intrusive investigations. Intrusive surveys with regards to the Gala pool balcony and roof have been undertaken. Surveys to other areas potentially required.	part of surveys and investigations allowance included in Total Project Costs.	Stru Eng.	Stage 2/4	Feb-21	£ 10,000.00	£ 3,000.00	
1.09	Site	Asbestos.	L	M	M	50.00%	Carry out intrusive investigations and asbestos register to be issued. Management surveys are available and costs are currently based upon this information. Risk associated with additional asbestos not currently identified. Full intrusive surveys have not been completed. Reduced risk of further asbestos being identified.	part of surveys and investigations allowance included in Total Project Costs. Allowance for removal included in OOC (£50K) - also see items 8.01 and 15.10 below	PM	Stage 2/4	Feb-21	£ -	£ -	
1.10	Site	Exposure of unforeseen structural issues during works.	M	M	M	75.00%	Carry out investigations to minimise areas of uncertain structures.	allowance for additional structural works has been allowed in OOC. There is also a 5% design developmentn risk and 15% contingency allowance	Stru Eng.	Stage 2/4	Feb-21	£ 50,000.00	£ 37,500.00	
1.11	Site	Extent of structural variations to MRB due to development of building.	L	L	L	10.00%	To be clarified during design development stage.	part of 5%design delopment and 15% contingency risk allowances	PM / Client	Stage 2/4	Feb-21	£ -	£ -	
1.12	Site	Extent of structural refurbishment to MRB and Library to be included with structural variations within this building.	L	L	L	10.00%	Develop strategy with Client.	allowance for additional structural works has been allowed in OOC. There is also a 5% design developmentn risk and 15% contingency allowance	PM / Client	Stage 2/4	Feb-21	£ -	£ -	
1.14	Site	Number and size of proposed service penetrations.	L	L	L	10.00%	To be considered within the advanced phases of the project.	forms part of bwic services allowance within OOC	Ser Eng.	Stage 2/4	Feb-21	£ -	£ -	
1.15	Site	Proposed fire strategy and increased compartment size not acceptable to approving authorities.	L	L	L	20.00%	Early discussions with the Building Regulations / Approved inspector and Fire engineer. Risk mitigated to be based upon current advice and strategy.	no specific allowance in OOC for fire officer requirements (part of 5% design development risk/15% contingency risk allowances?)	Archi/Bui Cont.	Stage 2	Feb-21	£ 50,000.00	£ 10,000.00	

Risk ID	Category	Description	Time Risk (H/M/L)	Cost Risk (H/M/L)	Risk Status	Probability of Occurrence (%)	Risk Management Response	ANG /Artelia Group Comment / plus PM comments	By Whom	When	Last Review	Contingency Cost	Factored Amount	Programme Risk
1.16	Site	Confirmation that area being considered has not previously flooded.	L	L	L	5.00%	Early discussions with BCC and Severn Trent Water. Drainage capacity to be considered.	No indication from BCC that flooding has been a problem in the past. No specific allowance included in OOC	Stru Eng.	Stage 2	Feb-21	£ -	£ -	
1.20	Site	Phased delivery of the project has potential to hinder delivery business operation and contractors works programme	L	M	L	40.00%	Construction programme linked with business case, appropriate sequence of working to be agreed with client prior to tender		PM/Client/Design Team	Stage 2-3	Feb-21	£ -	£ -	
1.21	Site	Building condition such that interim repairs may be required prior to the project works commencing.	L	M	L	30.00%	Utilise building condition survey to develop interim programme of works and factor these within cost plan/	allowance included by JD in Total Project Costs	Arch/PM/Cost M	Stage 1	Feb-21	£ -	£ -	
122	Site	Historic England undertake repairs to the caretakers flat prior to capital works.	L	L	L	75.00%	Make provision within the cost plan for the repair works and review at subsequent stage. Likely to have a positive impact on costs.	ANG Artelia Group have included their own estimate of cost in the OOC, not the cost stated in the contingency cost column	Arch/PM/Cost M	Stage 3	Feb-21	£ -	£ -	
123	Site	Histroic England undertake repairs to flat roofs and rooflights	L	L	L	30.00%	Make provision within the cost plan for the repair works and review at subsequent stage. Likely to have a positive impact on costs.	ANG Artelia Group have included their own estimate of cost in the OOC, not the cost stated in the contingency cost column	Arch/PM/Cost M	Stage 3	Feb-21	£ -	£ -	
124	Site	Structural movement has been identified by Mann Williams and Historic England are proposing to carry out these repairs within the next three years. The grant funding for these works has yet to be agreed.	L	L	L	20.00%	Make provision within the cost plan for the repair works and review at subsequent stage. Likely to have a positive impact on costs.	ANG Artelia Group have included their own estimate of cost in the OOC, not the cost stated in the contingency cost column	Arch/PM	Stage 2-3	Feb-21	£0	£ -	
125	Site	Adaptations for accessibility conflict with significance of listed building	L	M	L	25.00%	Brief sympathetic to approved inspector	new entrance ramp has been allowed for in the OOC	Arch/Client	Stage 1 - 2	Feb-21		£ -	
2.00	Briefing		-	-	-	-	-		-	-	-	-		-
2.01	Briefing	Procurement	M	L	M	40.00%	A schedule of matters requested but not fully covered is being prepared for review. Provision to be made in the cost plan however the amount allowed may not be sufficient.		Client/PM	Stage 2	Feb-21	£ 50,000.00	£ 20,000.00	
2.02	Briefing	Operational model between CIO and BCC Library services to be agreed.	M	L	M	30.00%	Upon decision of which Option to progress, further consultation to be held with BCC	Steering Group agreement that greater degree of library remodelling will need to be funded separately.	Client/PM	Stage 2	Feb-21	£ -	£ -	
3.00	Stat Consent		-	-	-	-	-		-	-	-	-	-	-
3.01	Stat Consent	The building is Grade II* listed and therefore an application for listed building consent will be required to undertake the work.	M	L	M	40.00%	Early consultation with HE & Local Authorities conservation officer. Appointment of conservation specialist design team.	Donald Insalls have sought input from HE and Conservation Officer and cost plan includes allwance for level of conservation agreed.	Arch	Stage 0	Feb-21	£ -	£ -	
3.02	Stat Consent	The listed status will influence material choice, design and cost.	L	L	L	20.00%	Early consultation to allow agreed conservation philosophy, design development and informing the cost plan. Conditions discharge.	OOC based on using suitable materials	Arch	Stage 1/2	Feb-21	£ -	£ -	
3.03	Stat Consent	Part L Compliance, Clients environmental standards.	L	L	L	10.00%	Requirement to be established through consultation and strategy to be established. Improvements to be limited to insulation of the roof void only following discussion with Building Services engineer. Strategy of applying L2B agreed with Building Control.	allowance for insulation to pitched roofs and new and existing flat roofs included in OOC.	Serv Eng. / Arch	Stage 2	Feb-21	£ -	£ -	
3.04	Stat Consent	BREEAM requirements of Local Authority during planning process.	L	L	L	10.00%	Requirements to be determined through early consultation. Strategy of compliance to be developed. Agreed in principle with LPA	BREEAM compliance has not been allowed for in the OOC	Serv Eng. / Arch	Stage 1	Feb-21	£ 214,000.00	£ 21,400.00	
3.05	Stat Consent	The listed status is likely to constrain the external distribution of services.	L	L	L	20.00%	Limitation of equipment requiring flues. Distribute ductwork within roof voids.	OOC includes an allowance for bwic services installations. New sevices allowed based on m2 budget cost provided by Max Fordham	Serv Eng.	Stage 1	Feb-21	£ -	£ -	
3.06	Stat Consent	Building Regulation Approval.	L	L	L	20.00%	Early appointment of BC consultant	BC consultant included in allowance for professional fees within Total Project Cost	Assent/Design team	Stage 1	Feb-21	£ -	£ -	

BREEAM typically adds between 1% and 3% to capital cost, but can be expected to be recovered within a 2-5 year period. Say 2% of capital cost (£10,704,719 x say 2% = £214K)

Risk ID	Category	Description	Time Risk (H/M/L)	Cost Risk (H/M/L)	Risk Status	Probability of Occurrence (%)	Risk Management Response	ANG /Artelia Group Comment / plus PM comments	By Whom	When	Last Review	Contingency Cost	Factored Amount	Programme Risk
3.07	Stat Consent	Planning/Listed Building consent - conservation and grant funded scheme potentially may extend programme.				0.00%	Close liaison with NHLF, Local Authority. Planning consultant appointed to manage the process. Risk however remains and could effect the delivery phase.		Arch	Stage 2/ 3	Feb-21			
4.00	Occupation		-	-	-	-	-		-	-	-	-	-	-
4.01	Occupation	The refurbishment will affect all areas of the building and cause significant disruption.	L	M	L	30.00%	Fully develop phasing plan, identify and mitigate risks / disruption. Option to fully close the facility to be reviewed, in cost benefit analysis		Client	Stage 3/4	Feb-21	£ -	£ -	
4.03	Occupation	Noise and disruption affecting retain facilities.				0.00%	Create buffer zones, sequence works accordingly. Consider closure of facility to undertake refurbishment.	part of percentage-based preliminaries allowance in OOC	Client/PM	Stage 2	Feb-21	£ -	£ -	
4.04	Occupation	Period of decant effect upon the Client				0.00%	Consider programme alternatives. Work with the Client closely.	allowance for decant costs included by JD in Total Project Costs	Client/PM	Stage 2	Feb-21	£ -	£ -	
4.05	Occupation	Business continuity and the effect upon the remainder of the site. Swimming operation, library services.				0.00%	Consider and review throughout the project. Ensure Client is fully aware of the implications in connection with works. Ensure that the requirements are translated into employers requirements and are considered during the contractor selection process.	Allowance made in business plan for closure	Client/PM/ Design Team	Stage 2 onwards	Feb-21	£ -	£ -	
4.06	Occupation	Down time due to dismantling and reinstallation of specialist equipment, particularly large elements.				0.00%	Ensure the Client is aware.		PM/Client	Stage 2-3	Feb-21	£ -	£ -	
5.00	Financial		-	-	-	-	-		-	-	-	-	-	-
5.01	Financial	Budget adequacy in light of: design development and developing client requirements.	L	M	M	30.00%	The cost plan will be developed by the QS as the design develops. Close liaison between the design team and QS is critical.	there are a 5% design development risk and 15% contingency risk allowances within the Total project Costs	Cost M/Design team	Stage 1	Feb-21	£ -	£ -	
5.02	Financial	Operational Costs. The development of a cost plan covering Operational Costs is reliant upon a clear strategy being developed. Very broad estimates to date only have been developed.	L	M	M	20.00%	Develop firm operational model as a high priority.	JD has included allowances in the Total Project Cost for operations costs	Client.	Stage 1	Feb-21	£ -	£ -	
5.03	Financial	Discovery of elements requiring further attention or repair.	L	M	M	75.00%	Undertake intrusive investigations as part of an enabling works package to allow the cost plan to be fully informed at an earlier stage. Consider intrusive investigations to a limited degree at an earlier stage. Make adequate provision by way of contingency. allowed elsewhere.	no allowance in OOC for enabling works (stated as a specific exclusion). However, there are allowances in the OOC for additional repairs, plus the 5% design development risk and the 15% contingency risk allowances	Arch/PM/Cost M	Stage 3/4	Feb-21	£ 50,000.00	£ 37,500.00	
5.04	Financial	Market buoyancy.	L	L	L	20.00%	Monitor tendering trends and provide within contingency.	inflation allowance included in Total Project costs	TTCM	Stage 1	Feb-21	£ -	£ -	
5.05	Financial	Cost of materials	L	M	M	20.00%	Cost advice from specialist. Monitor impact of Brexit.		TTCM & PM	Stage 3	Feb-21	£ -	£ -	
5.06	Financial	Market conditions. Effect of change in procurement regulations creating requirement for open tender conditions.	L	L	L	10.00%	Procurement strategy developed to mitigate risk as far as possible. Early dialogue with some contractors. Risk mitigation strategy.		Client /PM/Cost M	Stages 2-5	Feb-21	£ -	£ -	
5.07	Financial	Upgrade to works in Gala Pool for swimming use					Cost allowedanced made within associated option for upgrading finishes etc in Gala Pool space. Further discussion with HE if this is the chosen option.		Cost M/Design team	Stage 1	Feb-21	£ -	£ -	

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6.00	Design		-	-	-	-	-		-	-	-	-	-	-
6.01	Design	Design departure from the original concept during design development.	M	M	M	25.00%	Regular design review and close client and PM involvement. Strategic group established as a reference point. Covered elsewhere.	part of 5% design development risk/15% contingency risk allowances?	Client/PM /Eng	Stage 0	Feb-21	£ -	£ -	
6.02	Design	Scope "creep" as a result of client change.	M	M	M	25.00%	Agree stage sign off and implement change control procedure from an agreed design freeze position. Covered elsewhere.	part of 5% design development risk/15% contingency risk allowances?	PM	Stage 3	Feb-21	£ -	£ -	
6.03	Design	Increased scope or standard of conservation repairs; areas identified inc doors/joinery, brick repairs, terracotta floor, flat roofs, metal windows	L	H	H	25.00%			PM	Stage 3	Feb-21	£ 560,724.00	£ 140,181.00	
6.04	Design	Change of use of certain spaces may present challenges with regards to the ventilation strategy. Risk of not achieving planning consent for required alterations.	L	L	L	15.00%	Upon agreement of proposed design further develop detailed services design. Provision made for appropriate design mitigation measures within cost plan.	allowances for services in OOC based on budget costs/m2 provided by Max Fordham. Separate allowances have been included for bwic. There is also the 5% design development risk/15% contingency risk allowances.	Arch/ Ser Eng.	Stage 2-4	Feb-21	£ 50,000.00	£ 7,500.00	
6.05	Design	Maintenance access to be considered.	L	L	L	0.00%	Consider during all design team meetings. Discuss with PD. Strategy to be developed as part of the Stage 3 report.	forms part of bwic services allowance in OOC	Design team	Stage 1	Feb-21	£ -	£ -	
6.06	Design	Accuracy of the current plans to be confirmed and therefore room sizes may change from those currently presented.				0.00%	Review following detailed survey. Full detailed survey complete and model provided.		BBA	Stage 1	Feb-21	£ -	£ -	
6.07	Design	Design development associated with the potential shared entrance with the Library.	L	L	L	0.00%	Review costs.	part of 5% design development risk/15% contingency risk allowances?	Cost M/Design team	Stage 2-3	Feb-21	£ -	£ -	
6.08	Design	Acoustics - sound reverberation, break out of sound internally and externally.	L	M	M	20.00%	Potential for acoustic shielding of plant and internal reverberation issues. Acoustic investigations required.	there is no allowance in the OOC for acoustic requirements	Design Team/ Acoustic consultant	Stage 3-4	Feb-21	£ 50,000.00	£ 10,000.00	
6.09	Design	Insufficient WC allowance for visitor day / future simultaneous uses.	L	M	M	20.00%	Calculate in accordance with British Standard BS 6465	allowance included in OOC for new wc spaces based on a cost per m2. To be reviewed when design developed	Design Team	Stage 2	Feb-21	£ 50,000.00	£ 10,000.00	
6.10	Design	Insufficient allowance for changing place	L	M	L	20.00%	Calculate structural requirement and design standard		Design Team	Stage 3	Feb-21	£ 50,000.00	£ 10,000.00	
6.11	Design	Vehicular parking / access to site is not compliant / sufficient space for setting down car users.	L	L	L	0.00%	Consultation with BCC regarding usage of land to rear for disabled parking.	allowance for work to parcel of land to rear of site included in OOC, based on DIA sketch included in Options Appraisal	Design Team	Stage 2	Feb-21	£ -	£ -	
6.12	Design	Practicalities of use, flow rates, temperatures etc. are all considerations at this time. however no known issues of meeting regulations at this time.				0.00%	Consider as part of future plant design	allowances for services in OOC based on budget costs/m2 provided by Max Fordham. There is also the 5% design development risk/15% contingency risk allowances.	Design Team	Stage 3	Feb-21	£ -	£ -	
6.13	Design	Pool size questioned whether proportion is suitable for business requirements	L	L	L	0.00%	Each pool size considered in options appraisal. Accept that it is not viable to expand the pool size.		Design Team	Stage 2	Feb-21	£ -	£ -	
6.14	Design	Pool 2 viability of cubicles due to insufficient width to the pool edge (legal risk associated with reuse)	L	L	L	0.00%	Obtain building control advise, obtain specialist risk advise.	allowance included in OOC for new male and female changing facilities (option 2)	Design Team	Stage 3	Feb-21	£ -	£ -	
6.15	Design	Sufficient cubicle provision with insufficient allowance for changing areas and other facilities	L	L	L	0.00%	Follow method in sport England	allowance included in OOC for re-using existing cubicles in gala swimming (option 1), but new cubicles in option 2	Design Team	Stage 3	Feb-21	£ -	£ -	
6.16	Design	Isolated stair core from one another, wasted circulation / lost opportunity for escape in multiple directions	L	L	L	0.00%	Explore opportunities to connect		Design Team	Stage 3	Feb-21	£ -	£ -	

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6.17	Design	Landscape presents lost opportunity to use space	L	L	L	0.00%	Explore opportunities for use as proposition develops	allowance for work to parcel of land to rear of site included in OOC, based on DIA sketch included in Options Appraisal	Design Team	Stage 3	Feb-21	£ -	£ -	
7.00	Programme		-	-	-	-	-		-	-	-	-	-	-
7.01	Programme	Effect of the phased strategy which may extend the programme.	M	M	M	50.00%	Prioritise the development of the phasing strategy. Provide regular programme feedback in relation to the effect on the programme.	preliminaries costs have been calculated as a percentage of the estimated construction cost (20% allowed)	Client / PM	Stage 2-3	Feb-21	£ -	£ -	
7.02	Programme	The construction period is untested.	L	L	L	10.00%	Undertake early discussion with contractors etc.	preliminaries costs have been calculated as a percentage of the estimated construction cost (20% allowed)	PM/Cost M	Stage 2	Feb-21	£ -	£ -	
7.05	Programme	Lead in period for materials	M	L	L	10.00%	Undertake review of design and associated lead in times for materials during next phase. Build in buffer within programme to accommodate.		Design Team	Stage 2/3	Feb-21	£ -	£ -	
7.06	Programme	Agreement and sign off of associated lease agreements and licenses.	M	L	M	40.00%	Legal team to undertake early negotiations to draft agreements in principal, prior to Stage 3 design.		Client	Stage 2	Feb-21	£ -	£ -	
8.00	Environmental					-	-		-	-	-	-	-	-
8.01	Environmental	Asbestos is known to be present within the building as identified within the asbestos management survey.	L	M	M	40.00%	Undertake further intrusive investigations to determine the full extent. Carry out abatement phase utilising a licensed contractor as part of the enabling works phase.	part of surveys and investigations allowance included in Total Project Costs. Allowance for removal incuded in OOC (£50K) - also see items 1.09 above and 15.10 below	PM	Stage 3-4	Feb-21	£ -	£ -	
8.02	Environmental	Previous works to Gala pool found high level of pigeon guano which require a programme of decontamination. Further decontamination of other areas to be refurbished may be required.	L	L	L	20.00%	Factor into design and programme.	allowances included in OOC	Arch/PM	Stage 3-4	Feb-21	£ -	£ -	
8.03	Environmental	Ecology - nesting birds. Risk of wildlife / impact on construction programme	L	L	L	15.00%	Consider appointment of ecological consultant and undertake survey and apply mitigation measures.	consultant cost included in professional fees allowance in Total Project Costs. There is no allowance in the OOC for mitigation measures (stated as a specific exclusion)	Arch/PM	Stage 2	Feb-21			
8.04	Environmental	Aggressive pool environment, potentially corrosive is appropriate treatments are not allowed for	L	L	L	10.00%	Structural engineer to provide method of protection	allowances included in OOC	Arch/Stru	Stage 2 -3	Feb-21			
9.00	Fire		-	-	-	-	-		-	-	-	-	-	-
9.01	Fire	Requirement for smoke ventilation. Requirement for generator supported power supply.	L	L	L	10.00%	Mechanical smoke vent to be determined	allowance for services in OOC based on cost/m2 budget costs provided by Max Fordham. There are also the 5% design development risk/15% contingency risk allowances.	Fire Eng.	Stage 1	Feb-21	£ -	£ -	
9.02	Fire	Top floor occupancy and evacuation.	L	L	L	20.00%	Strategy to be developed with Fire Eng. Fire engineer to report current progress.	no allowance in OOC for works to second floor. 2nd floor currently not being brought into regular use.	Arch/Fire Eng.	Stage 1	Feb-21	£ -	£ -	
9.03	Fire	Strategy for the evacuation of disabled people.	L	L	L	15.00%	Strategy to be developed with the Client. Provision made within the design.	part of 5% design development risk/15% contingency risk allowances?	Arch/Fire Eng.	Stage 1	Feb-21	£ -	£ -	
9.04	Fire	Listed nature of building may affect ability to upgrade existing windows/ doors/ walls/ floors.	L	L	L	10.00%	Strategy to be developed and agreed with Building Control, Arch, Fire Eng. Historic England and Planners.	Repair strategy as stated in DIA Options Appraisal	Arch/Fire Eng./Client	Stage 1	Feb-21	£ -	£ -	
9.06	Fire	Fire tender access. Long hose lengths (in excess of 50m) and thus fire engineering burden	L	L	L	10.00%	Fire engineer to assess		Client/PM/Fire Eng./ Serv Eng					

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9.07	Fire	Alarm and detection systems. Non-compliant / unacceptable risk in event of fire	L	L	L	20.00%	Design has been prepared by fire engineer	allowance for services in OOC based on cost/m2 budget costs provided by Max Fordham. There are also the 5% design development risk/15% contingency risk allowances.	Fire Eng.					
9.08	Fire	Use of building in intermediate stages of development. Unacceptable risk when certain escape routes unavailable during construction.	L	L	L	20.00%	Fire engineer to assess	no specific allowance in OOC for fire officer requirements (part of 5% design development risk/15% contingency risk allowances?). Liaison required with Activity Workstrem and operation.	Fire Eng.			£ 10,000.00	£ 2,000.00	
9.09	water	Heavy requirement on water supply to refill pool	L	M	M	100.00%	Early discussion with Severn Trent					£ 10,000.00	£ 10,000.00	
9.10	water	Drainage of second pool - pressure on drainage system or requirements for disposal	L	M	M	100.00%	Early discussion with Severn Trent					£ 5,000.00	£ 5,000.00	
10.00	Energy Efficiency		-	-	-	-	-		-	-	-	-	-	-
10.01	Energy Efficiency	The opportunities to economically improve the fabric so as to limit the carbon foot print are limited.	L	L	L	10.00%	Basic restoration will improve environmental performance. Client / funder to identify the requirements. Standards may be lesser because this is a refurbishment of an older listed building. To be modelled and reviewed considering options.	insulation has been allowed to the pitched roofs and new and existing flat roofs.Secondary glazing has been allowed to the existing windows. New windows to be double glazed.Air source heat pumps and photovoltaics have also been allowed for	Client/Ser Eng.	Stage 1	Feb-21	£ -	£ -	
10.02	Energy Efficiency	Assumptions that electrical heating will be more economic in future than current gas heating	L	L	L	10.00%	Analysis and models made on most up to date information available	Heat Pump included in costs	Client/Ser Eng.	Stage 1	Feb-21			
10.03	Energy Efficiency	Scope for insulation of fabric, conflict with significance of listed building	L	L	L	10.00%	Super insulate locations where this is practicable, e.g. slate roofs. Ongoing coordination with HE and Conservation Officer	insulation has been allowed to the pitched roofs and new and existing flat roofs.	Arch/Ser Eng.	Stage 2	Feb-21			
10.04	Energy Efficiency	Scope for air tightness, conflict with significance of listed building	L	L	L	20.00%	Accept air tightness impracticable to improve, mitigate elsewhere.	no allowance in OOC for air leakage testing	Arch/Ser Eng.	Stage 2	Feb-21	£ 10,000.00	£ 2,000.00	
11.00	Services		-	-	-	-	-		-	-	-	-	-	-
11.01	Services	Existing heating system is life expired and in risk of failure. Replacement parts for the existing boiler may not be available.	L	M	M	40.00%	Cost interim repair / replacement of boiler system. Investigate possible replacement of system prior to capital works stream or prioritisation of servicing works.	Maintenance Allowance in BCC maintenance budget (separate from project) in line with Max Fordham assessment. Separate contingency held for major failure	Client	Stage 2/3	Feb-21	£ -	£ -	
11.02	Services	Existing steam heating system runs at 200 degrees and 10 bar pressure through uninsulated steel pipework. Potential H&S risk.	L	M	M	25.00%	CIO to carry out operational risk assessment and mitigate immediate risk prior to capital works. Heating system replaced with low surface temp system.	allowance for services in OOC based on cost/m2 budget costs provided by Max Fordham. There are also the 5% design development risk/15% contingency risk allowances	Client	Stage 2/3	Feb-21	£ -	£ -	
11.03	Services	Pool water treatment plant is in poor condition, with the automated sampling equipment inoperable.	L	M	M	40.00%	CIO to undertake repair / replacement of system prior to capital works.	£220K included in OOC for new pool water treatment plant based on budget estimate provided by Max Fordham	Eng	Stage 2/3	Feb-21	£ -	£ -	
11.04	Services	Pool sand filters are from the 1920's and beyond there anticipated design life.	L	M	M	40.00%	No immediate sign of system failure. Provision made for replacement of filtration system within capital work stream.	£220K included in OOC for new pool water treatment plant based on budget estimate provided by Max Fordham	Eng	Stage 2/3	Feb-21	£ -	£ -	
11.05	Services	Electrical services are a mix of ages, with a large proportion of system on ground floor no longer supported by manufacturer.	L	L	L	20.00%	Provision made within the capital works for the full replacement of the system.	allowance for services in OOC based on cost/m2 budget costs provided by Max Fordham. There are also the 5% design development risk/15% contingency risk allowances	Arch / Eng	Stage 2/3	Feb-21	£ -	£ -	

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11.06	Services	BCC aspiration to become carbon neutral by 2030 know as city route to zero (R20)	L	L	L	10.00%	Consideration within building services design to achieve R20 aspirations.	air source heat pump and photovoltaics allowed for in OOC	Arch / Eng	Stage 2/3	Feb-21	£ -	£ -	
11.07	Services	Risk of lead pipework	L	M	M	40.00%	Detailed investigation within enabling works package. Provide contingency as a discovery item. All services to be renewed	OOO allows for new services inside the building. Max Fordham have raised the possibility of incoming water supply pipes being lead. No allowance in OOC for dealing with any external lead pipework	Ser Eng./Cost M	Stage 2/3	Feb-21	£ -	£ -	
11.08	Services	Gas service	L	L	L	10.00%	Detailed investigation within enabling works package. Provide contingency as a discovery item. Mitigated through investigation	no allowance in OOC for work to incoming gas supply	Ser Eng./Cost M	Stage 2/3	Feb-21	£ 30,000.00	£ 3,000.00	
11.10	Services	The extent and condition of existing below ground services is not known	L	L	L	20.00%	Carry out intrusive investigations note - for some parts this may only be feasible after demolition of existing buildings. Included elsewhere	part of surveys and investigations allowance in Total Project Costs. No allowance in OOC for work to existing gas and water below ground services (£100K included for new incoming electric supply) - part of5% design development risk/15% contingency risk allowances?	Ser Eng.	Stage 2	Feb-21	£ 30,000.00	£ 6,000.00	
11.11	Services	The extent of existing building service installations which either feed or are fed from MRB to the Library is not known	L	L	L	20.00%	Initial surveys indicate connection between two buildings and design based on assumption of this connection to be retained. Further internal intrusive surveys will be necessary where connectivity into the existing building services is required.	services costs are based on cost/m2 provided by Max Fordham and assume linked services to the Baths and Library	Ser Eng.	Stage 2	Feb-21	£ -	£ -	
11.12	Services	The extent of distribution of existing building services installations within buildings affected by the MRB project is not known	L	L	L	15.00%	Internal surveys (including intrusive surveys) will be necessary to establish the locations and routes of existing services, such as pipes and cables, and to check if any services pass through the existing building and refurbishment areas which serve adjacent buildings. As above	services costs are based on cost/m2 provided by Max Fordham and allow for completely new services (but no works allowed to second floor)	Ser Eng.	Stage 2	Feb-21	£ -	£ -	
11.13	Services	The extent and locations builders work and structural openings though existing walls/partitions/floors/etc. is not known.	L	L	L	15.00%	Survey of existing building will be required to establish the provision of holes, including intrusive survey work.	allowances have been included in the OOC for bwic services	Ser Eng.	Stage 2	Feb-21	£ -	£ -	
11.14	Services	Capacity of utility connections and respective building loads are not known.	L	L	L	15.00%	Determine building loads and establish available capacity of utility connections. Mitigated through survey.	a new incoming electric supply has been included in the OOC (£100K), plus a £20K allowance for upgrading the incoming data supply. No allowances have been included for work to the existing incoming gas and water supplies	Ser Eng.	stage 2-3	Feb-21	£ -	£ -	
11.15	Services	Alterations and works on the electrical infrastructure may need a power shutdowns to enable power supplies to be transferred. This will incur disruption to the buildings operations.	M	M	L	15.00%	Shutdowns to be co-ordinated with the CIO, with an understanding of the Clients constraints for shutdowns. Early and consistent coordination with operational team re construction programme.		Ser Eng.	stage 2-3	Feb-21	£ -	£ -	
11.16	Services	Spaces and rooms within areas of MRB which are to be kept in operation. It may therefore may be necessary to modify and alter existing electrical installations and systems or provide new installations depending on the extent of the works.	L	L	L	15.00%	Make provision for tracing all circuits and make provision for temporary supplies to affected areas.	allowances have been included in the OOC for temporary supplies between phases	Arch/Ser Eng.	stage 1-2	Feb-21	£ -	£ -	
11.17	Services	Alteration to existing external foul/combined drainage downpipes. The condition/capacity of the existing structure is not known.	L	L	L	15.00%	Further survey of existing structure will be required. Drainage strategy to be developed within design team and agreed with Client.	allowance has been included in the OOC for works to the existing below ground drainage	Arch/Ser Eng.	stage 2	Feb-21	£ -	£ -	
11.18	Services	Maintenance access for future plant locations	L	L	L	10.00%	Consider during the design process. Strategy to be developed by design team. Refer also to H/S risk assessment.	an allowance has been included in the OOC for the new plant and filtration room, based on a cost/m2, to include maintenance access	Ser Eng.	stage 2	Feb-21	£ -	£ -	
11.19	Services	Maintenance access for future plant locations - There is a risk of difficulties with access for maintenance and future replacement of plant located at rooftop level.	L	L	L	20.00%	Factor into design process. Ref H&S	as last item	Ser Eng.	stage 2	Feb-21	£ -	£ -	

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11.20	Services	Noise from rooftop plant locations - Location of plant at roof level can increase noise issues and particular attenuation measures may be required. These may have cost / space / aesthetic implications.	L	L	L	10.00%	Early appoint of acoustic consultant and consideration during planing design	as last item	Arch/Ser Eng.	stage 2	Feb-21	£ -	£ -	
11.21	Services	Lighting to Pool Areas - Lighting at high level within the pool space will present maintenance difficulties. Careful consideration of lighting techniques will be required to ensure that adequate provision for maintenance is achieved.	L	L	L	25.00%	Factor into design process. Ref H&S	allowance for services in OOC based on cost/m2 budget costs provided by Max Fordham. There are also the 5% design development risk/15% contingency risk allowances	Ser Eng.	stage 2	Feb-21	£ 20,000.00	£ 5,000.00	
11.22	Services	Size and location of plant room space - It is not clear what level of plant room space is required, however a clear heating and ventilation strategy has yet to be developed. This presents a risk that additional plant space may need to be identified.	L	L	L	20.00%	Design to factor anticipated floor space requirement for plant. Continually review during each design phase.	an allowance has been included in the OOC for the new plant and filtration room, based on a cost/m2, to include maintenance access	Arch/Ser Eng.	stage 1	Feb-21	£ -	£ -	
11.23	Services	Impact upon spaces of services distribution - Space for distribution of new services, particularly ventilation, within existing buildings which have fixed dimensional parameters may impact upon space planning and usability of spaces.	L	L	L	20.00%	Careful design and modelling to be undertaking during detailed design		Ser Eng.	stage 2	Feb-21	£ -	£ -	
11.24	Services	Utilities services connections - The existing roadway of Alcester Road is known to be heavily congested with services and any additional services in this area or modifications to the roadway may prove difficult or expensive.	M	M	L	30.00%	Undertake full condition survey of existing building services. Allow for robust design in early stages of project.	a new incoming electric supply has been included in the OOC (£100K), plus a £20K allowance for upgrading the incoming data supply. No allowances have been included for work to the existing incoming gas and water supplies	Ser Eng.	stage 2	Feb-21	£ -	£ -	
11.25	Services	Compatibility of existing steam fed heating system and potential upgrade.	L	L	L	10.00%	Undertake full condition survey of existing system. Early design decision on compatibility or potential replacement. Currently plan is to replace system	new services installation allowed for in OOC based on cost/m2 budget costs provided by Max Fordham. There are also the 5% design development risk/15% contingency risk allowances	Ser Eng.	stage 1	Feb-21	£ -	£ -	
11.26	Services	A full drainage survey of the building has not been undertaken and its current condition is unknown.	L	L	L	20.00%	Provision made within the capital works costs for repairs. Full survey to be undertaken at next RIBA stage.	allowance for surveys and investigations included in Total Project Costs. Allowance included in OOC for work to existing below ground drainage system. See also 11.36 below	Ser Eng.	stage 2	Feb-21	£ -	£ -	
11.27	Services	Clarification of space requirements for new plant, insufficient space allowed for new plant	L	L	L	10.00%	Stage 1 design undertaken by M&E consultants	new plant and filtration spaces allowed for in OOC as per DIA Options Appraisal, based on cost/m2 and input from Max Fordham	Arch/Serv Eng	Stage 1 -2	Feb-21	£ -	£ -	
11.28	Services	Clarification of space requirements for new plant if library incorporated, insufficient space allowed for plant	L	L	L	10.00%	Stage 1 design undertaken by M&E consultants	as last item. No separate plant space allowed for Library	Arch/Serv Eng	Stage 1 -2	Feb-21	£ -	£ -	
11.29	Services	Suitability for basement for air handling plant, insufficient space allowed for plant	L	L	L	10.00%	Stage 1 design undertaken by M&E consultants	new plant and filtration spaces allowed for in OOC as per DIA Options Appraisal, based on cost/m2	Arch/Serv Eng	Stage 1 -2	Feb-21	£ -	£ -	
11.30	Services	Condition of pool tank "run-arounds" unknown, could not inspect, associated costs not clarified	L	L	L	20.00%	Open up by contractor and inspect	£220K included in OOC for new pool water treatment plant based on budget estimate provided by Max Fordham	Serv Eng/Struc	Stage 2	Feb-21	£ -	£ -	
11.31	Services	Significance of historic plant and capacity to change, consent to remove may not be achievable if found to be significant	L	L	L	10.00%	Architect to assess significance. Retention not currently required		Arch	Stage 2	Feb-21	£ -	£ -	
11.32	Services	Clean air zone, gas fired plant may not be viable	L	L	L	10.00%	M&E Consultant to investigate	air source heat pump allowed for in OOC	Eng	Satge 3	Feb-21	£ -	£ -	
11.33	Services	Backward compatibility of new plant to existing systems, dual plant strategy may not be viable.	L	M	M	50.00%	M&E Consultant to investigate	new plant allowed for based on cost/m2 provided by Max Fordham. Allowance made for building closure in business plan	Eng	Stage 3	Feb-21	£ -	£ -	

assumed included in 11.08 and 11.10 above

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11.34	Services	Practicality of removing old plant which is extremely large and may be costly to deconstruct on site	L	L	L	20.00%	Buildability advise beneficial	allowance in OOC based on budget cost provided by Max Fordham. Tanks at second floor level left in-situ	Arch / Eng	Stage 3	Feb-21	£ -	£ -	
11.35	Services	Suitability of old runs for new plant presents unknown risk of associated builders work and appearance of new system	L	L	L	20.00%	M&E Consultant to investigate		Arch / Eng	Stage 3	Feb-21	£ -	£ -	
11.36	Services	Condition of above and below ground drainage unknown.	L	L	L	30.00%	Commission fully drainage survey of existing systems	new above ground drainage has been allowed for in the OOC. New below ground drainage has been allowed to the new toilets, kitchen, café etc. An allowance has been included for work to the existing drainage	Arch / Eng	Stage 3	Feb-21	£ -	£ -	
11.37	Services	Roof drainage (particularly flat roofs) historically pool and present greater risk with climate change	L	L	L	20.00%	Consider redesign of existing systems at next stage	an allowance has been included in the OOC for work to the existing flat roofs and rainwater goods	Arch / Eng	Stage 3	Feb-21	£ -	£ -	
12.00	Structure													
12.01	Structure	Pool 2 has isolate pockets of rust and continuing corrosion, if appropriate treatment is not allowed for.	L	M	M	40.00%	Structural engineer to provide method	allowance included in OOC	Eng	Stage 2	Feb-21	£ -	£ -	
12.02	Structure	Condition of pool 2 and Gala Pool structures. Cost of remediation / risk of future failure.	M	M	M	50.00%	Core surveys of the pool structure required	allowances included in OOC. Work undertaken to Gala Pool trusses (including base of trusses where corrosion present) during restoration work	Eng / Cost M	Stage 2	Feb-21	£ -	£ -	
12.03	Structure	Balcony repair, edge channels need treatment, concrete repair required regardless of use	L	L	L	25.00%	Structural engineer to provide method	allowance included in OOC based on previous estimates	Arch / Eng	Stage 2	Feb-21	£ -	£ -	
12.04	Structure	Excessive cost of balcony repair impacts viability of the proposal	L	M	M	50.00%	Challenge earlier proposal, considering impact on significance	allowance included in OOC based on previous estimates	Eng / Cost M	Stage 2	Feb-21	£ 100,000.00	£ 50,000.00	
12.05	Structure	Strategy of repair to flat roofs, impact of rainwater drainage, and cost	L	L	L	20.00%	Consider at a later stage which options are most viable	allowances in OOC based on overlaying existing asphalt roofs with Derbigum, as DIA Options Appraisal	Arch / Eng	Stage 2 / 3	Feb-21	£ -	£ -	
13.00	Execution		-	-	-	-	-		-	-	-	-	-	-
13.01	Execution	Limited access to site including narrow entrance from Edward Rd. Limited space available to the rear of building. Location of crane, lay down spaces and material storage to be resolved.	L	M	L	20.00%	Consideration in phasing of working and design.	preliminaries costs have been calculated as a percentage of the estimated construction cost (20% allowed)	Client/Arch/PM	Stage 2	Feb-21	£ 50,000.00	£ 10,000.00	
13.02	Execution	Reliance on specialist conservation buildings contractors to perform. Potential to delay subsequent phases.	M	M	M	30.00%	Early dialogue and develop a preferred supplier following appropriate diligence exercise.	CPM procurement strategy required	PM/Cost M	Stage 3-4	Feb-21	£ -	£ -	
14.00	Interface		-	-	-	-	-		-	-	-	-	-	-
14.01	Interface	Other projects occurring on the site or adjacent.	L	L	L	10.00%	Close liaison with Client, BCC. Establish communication strategy.	No other capital works will be undertaken. Close coordination will be required re BAU activity / delivery of project activity work	Client/PM	Stage 3-4	Feb-21	£ -	£ -	
14.02	Interface	Maintenance activities ongoing during the delivery phase	L	L	L	10.00%	Close liaison with Client and BCC		Client	Stage 3-4	Feb-21	£ -	£ -	
14.03	Interface	Potential additional service connections	L	M	L	20.00%	Diversion will be required within the enabling works package to maintain business continuity.	no allowance in OOC for diversion of existing services (stated as a specific exclusion)	Ser E/PM/Client	Stage 3-4	Feb-21	£ 50,000.00	£ 10,000.00	

Risk ID	Category	Description	Time Risk (H/M/L)	Cost Risk (H/M/L)	Risk Status	Probability of Occurrence (%)	Risk Management Response	ANG /Artelia Group Comment / plus PM comments	By Whom	When	Last Review	Contingency Cost	Factored Amount	Programme Risk
15.00	Health & Safety		-	-	-	-	-		-	-	-	-	-	-
15.01	Health & Safety	MRB personnel will not be able to use the rear courtyard egress or fire egress. There will be no access for Fire and Emergency vehicles from the rear. There will be no Client deliveries from the rear of the building.	L	M	L	15.00%	Access for emergency vehicles will be managed by the Principal Contractor for the construction works as part of the Construction Health and Safety Plan.	preliminaries costs have been calculated as a percentage of the estimated construction cost (20% allowed)	Client / PM	Stage 3-4	Feb-21	£ -	£ -	
15.02	Health & Safety	Maintained access for plant at rear elevation.	L	L	L	15.00%	Consider during all design team meetings		Client/PM	Stage 3-4	Feb-21	£ -	£ -	
15.03	Health & Safety	Vibration, noise and dust from construction work, some of which must take place close to or on the existing walls (foundations, window amendments, removal of flues etc.)	L	L	L	10.00%	Discussions with the Client must make clear the unavoidable issues which will affect their staff and visitors. Whilst vibration, noise and dust can be controlled to some degree by the construction methodology the enclosed site and the scope of works will result in disturbance to occupants and activities. Impact on alarm systems needs to be managed (e.g. dust triggering fire alarms). Existing windows and openings can be dust sheeted and protected from physical damage (though this will result in loss of natural light and ventilation).	preliminaries costs have been calculated as a percentage of the estimated construction cost (20% allowed)	Client/PM	Stage 3-4	Feb-21	£ -	£ -	
15.04	Health & Safety	Any services running under or across the rear courtyard space may require isolation and relocation. This will include IT cabling, drainage and power.	L	L	L	20.00%	At some point there may be a need to temporarily close the access road, early consultation with Highways Authority. It may be possible to negotiate some amendments to the local vehicle traffic arrangements at this early stage of the project.	no allowance in OOC for diversion of existing services (stated as a specific exclusion)	Client/PM	Stage 3-4	Feb-21	£ -	£ -	
15.05	Health & Safety	Site entry limitations – Demolition of buildings to the rear of the pool - Access road is narrow and is used by pedestrian. This road also affords access to Gurdwara Guru Ramdas Singh Sabha yard area	L	L	L	20.00%	Which ever option is chosen, it will be critical to the project that the car park to the rear be given over to the contractor, as a site compound, given the limited amount of space in and around the building.	preliminaries costs in OOC based on this space being available	PM	stage 2 - 3	Feb-21	£ -	£ -	
15.06	Health & Safety	Pedestrian travel along the access road to the rear and along Alcester Rd. These will be disrupted, as these are the only entrances into the site. It is likely that the Moseley Road Bath side of Alcester Road will be partial footpath closure to facilitate the works to the facade and roof.	L	L	L	25.00%	Given the need to undertake works to the façade and the limited space for a contractors compound, this is an unavoidable constraint that must be agreed with the highways department.	no allowance in OOC for footpath closures (stated as a specific exclusion)	Client/PM	stage 2	Feb-21	£ 20,000.00	£ 5,000.00	
15.07	Health & Safety	Underground services, ducts and structures – The courtyard is to be surveyed in detail, but this will not reveal nor identify underground services or obstructions. Current records, where available, are unlikely to reveal the full history of the site.	L	L	L	15.00%	Detailed site survey to be completed.	part of surveys and investigations allowance included in Total Project Costs.	Ser Eng.	stage 2	Feb-21	£ -	£ -	
15.08	Health & Safety	The design will create and maintain a good deal of internal services and glazing, the glazed roof and existing high-level windows in particular are key features of the scheme. These will require some degree of high level maintenance and cleaning.	L	L	L	25.00%	To eliminate future work at height, all maintainable equipment should be set within easy range of simple MEWP equipment. This should include items such as up-lighting, detectors and any motorised equipment. To promote MEWP access the base flooring should be level, with sufficiently robust floor ducting to carry proposed wheel loading. Permanent fixed features such as fixed furniture should be eliminated or sited away from MEWP transit routes. It will be possible to incorporate some degree of self-cleaning and access for future maintenance into the design as the concept develops. Design team will develop a maintenance and cleaning strategy. Further consideration is required for access to the gutter and protection from falls.	regarding last sentence of column K, an allowance has been included for a mansafe roof access system	Ser Eng.	stage 2	Feb-21	£ 30,000.00	£ 7,500.00	

assume included in 14.03 above

Risk ID	Category	Description	Time Risk (H/M/L)	Cost Risk (H/M/L)	Risk Status	Probability of Occurrence (%)	Risk Management Response	ANG /Artelia Group Comment / plus PM comments	By Whom	When	Last Review	Contingency Cost	Factored Amount	Programme Risk
15.09	Health & Safety	A Contractor Compound will be required for workforce welfare and materials storage. The nature of the site works prevents such space being found within the courtyard, unless sufficient facilities can be created by decanting. In any event a materials set-down area will be needed, preferably close to the site entrance.	L	L	L	20.00%	Use car park to rear (as in recent similar projects) as a site compound. Consider use of areas of the existing building to provide welfare and site office accommodation. This will reduce some pressure on adjacent spaces.	preliminaries costs are based on this space being available. Preliminaries costs have been calculated as a percentage of the estimated construction cost (20% allowed)	Client/PM	stage 2	Feb-21	£ -	£ -	
15.11	Health & Safety	Work within confined spaces, basement, roof voids etc.	L	L	L	10.00%	Remove as many risks from the area as possible. Appoint specialist to advise. During the abatement phase it is assumed that additional points of access will be formed.		PM	Stage 2	Feb-21	£ -	£ -	
15.12	Health & Safety	Maintenance access for lighting and smoke detection	L	L	L	15.00%	Lighting not to be installed above 10M and scissor lift to be utilised for access. Smoke detection at high level to be considered further.		Ser Eng.	Stage 2	Feb-21	£ -	£ -	
15.14	Health & Safety	Replacement of glazing, may require work at high level and the manoeuvring of large steelwork elements.	L	L	L	20.00%	Specialist contractors have been consulted who suggest the employment of a high level scaffold as a safe high level working plat form.	scaffolding allowed for in OOC	Arch/PM	Stage 2	Feb-21	£ -	£ -	
15.15	Health & Safety	The effect of high level construction on further construction activities.	L	L	L	15.00%	The contractor will need to consider carefully the sequence of work activities such as the slate roof replacements.		PM	Stage 2	Feb-21	£ -	£ -	
15.16	Health & Safety	Maintenance access / risk of falling, particularly through roof lanterns	L	L	L	30.00%	Assess pre-planning and introduce improvements		Arch/PD	Stage 2	Feb-21	£ -	£ -	
16.00	Post Occupation		-	-	-	-	-		-	-	-	-	-	-
16.01	Post Occupation	Burden of environmental compliance on future design. Impact of short term spending decisions on future design.	L	L	L	15.00%	Ensure design team briefed, obtain high level sign off of strategies. Close coordination with CIO re operational requirements and pragmatic approach to long term maintenance requirements.		Client / PM	Stage 7	Feb-21	£ -	£ -	
16.02	Post Occupation	Preparation space for café insufficient to meet catering needs	L	L	L	20.00%	Develop robust business case. Obtain specialist catering advice.	Catering advice has been sought at feasibility phase through external consultant and from NT advisor to provide initial assurance of concept proposals. Further advice to be sought as design develops, potentially calling on partner expertise, and ensuring close coordination with business planning.	Client / PM	Stage 7	Feb-21	£ -	£ -	
16.03	Post Occupation	Preparation of space for events is insufficient to be accommodated by catering provision	L	L	L	20.00%	Develop robust business case. Obtain specialist catering advice.	as above	Client / PM	Stage 7	Feb-21	£ -	£ -	

Factored Total £ 431,581.00

APPENDIX 4

Moseley Road Baths FBC

Reference No	EQUA356
EA is in support of	New Policy
Review Frequency	Annually
Date of first review	31/08/2020
Directorate	Neighbourhoods
Division	Neighbourhoods
Service Area	Sport
Responsible Officer(s)	Dave Wagg
Quality Control Officer(s)	Rehana Kosar
Accountable Officer(s)	Chris Jordan
Purpose of proposal	Operation of Pool has been transferred to Moseley Pool CIO. The Council is still responsible for Maintenance costs. Costs were paid in year 1 of the 3 year agreement. Cabinet Report now asking for approval of payments for years 2 and 3.
Data sources	
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	0
Protected characteristic: Age	Not

	Applicable
Age details:	None
Protected characteristic: Disability	Not Applicable
Disability details:	None
Protected characteristic: Sex	Not Applicable
Gender details:	None
Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	None
Protected characteristics: Marriage and Civil Partnership	Not Applicable
Marriage and civil partnership details:	None
Protected characteristics: Pregnancy and Maternity	Not Applicable
Pregnancy and maternity details:	None
Protected characteristics: Race	Not Applicable
Race details:	None
Protected characteristics: Religion or Beliefs	Not Applicable
Religion or beliefs details:	None
Protected characteristics: Sexual Orientation	Not Applicable
Sexual orientation details:	None
Socio-economic impacts	
Please indicate any actions arising from completing this screening exercise.	None
Please indicate whether a full impact assessment is recommended	NO

What data has been collected to facilitate the assessment of this policy/proposal?	None
Consultation analysis	None required
Adverse impact on any people with protected characteristics.	None
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	No
How will the effect(s) of this policy/proposal on equality be monitored?	Through Relationship Manager and feedback at Steering and Coordination Group meetings
What data is required in the future?	None
Are there any adverse impacts on any particular group(s)	No
If yes, please explain your reasons for going ahead.	N/A
Initial equality impact assessment of your proposal	No negative impact, this policy will have an overall positive impact on the service and service users.
Consulted People or Groups	Coalition
Informed People or Groups	
Summary and evidence of findings from your EIA	This policy will have an overall positive impact on the service and service users.
QUALITY CONTORL SECTION	
Submit to the Quality Control Officer for reviewing?	No
Quality Control Officer comments	I have reviewed this

Decision by Quality Control Officer	EIA and am happy for this to proceed for Final Approval.
Submit draft to Accountable Officer?	Proceed for final approval
Decision by Accountable Officer	Yes
Date approved / rejected by the Accountable Officer	Approve
Reasons for approval or rejection	09/09/2019
Please print and save a PDF copy for your records	no adverse impacts
	Yes

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Birmingham City Council

Report to Cabinet

25th July 2023



Subject: SUBSTANCE MISUSE COMMISSIONING PROPOSALS

Report of: Dr Justin Varney
Director for Public Health

Relevant Cabinet Member: Cllr Mariam Khan - Health and Social

Relevant O &S Chair(s): Cllr Mick Brown - Health and Social Care

Report author: Karl Beese – Commissioning Manager, Adults Public Health Services
Email: Karl.Beese@birmingham.gov.uk

Chris Baggott - Public Health Service Lead
Email: chris.baggott@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: 011635/2023		
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, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		

1 Executive Summary

- 1.1 The report is seeking approval to extend the current Substance Misuse contracts with Change, Grow, Live and Aquarius for a period of 12 months.
- 1.2 The report also includes a revised substance misuse commissioning timeline that ensures continued service delivery.

2 Recommendations

2.1 That Cabinet:

- 2.1.1 Approves the extension to the Substance Misuse contract with Change, Grow, Live for Adult Substance Misuse Treatment Service for a maximum period of 12 months (1st April 2024 to 31st March 2025).
- 2.1.2 Approves the extension to the Substance Misuse contract with Aquarius Action Projects (part of Richmond Fellowship Group) for the Young People's Substance Misuse Treatment Service for a maximum period of 12 months (1st April 2024 to 31st March 2025).
- 2.1.3 Delegates the approval of the Commissioning/Procurement Strategy and Contract Award for the future service provision for both Adult and Young People's Misuse Treatment Services post 31st March 2025 to the Cabinet Member for Health and Social Care.
- 2.1.4 Delegates authority to allocate the additional funding received as part of the Supplemental Substance Misuse Treatment and Recovery (SSMTR) Grant from the Office for Health Improvement and Disparities (OHID) to existing providers from 1st April 2023 to 31st March 2025 and any new yet to be announced OHID Grant Funding to the Cabinet Member for Health and Social Care. For information, the fully signed Memorandum of Understanding (MOU) confirming the funding allocation for 2023/24 and acceptance of Birmingham's Delivery Plan was received on 5th May 2023.
- 2.1.5 Authorises the City Solicitor (or their delegate) to conclude and enter into all legal documents to give effect to the above.

3 Background

- 3.1 The responsibility for commissioning Substance Misuse Services transferred to the Local Authority on the 1st April 2013. The provision of Substance Misuse Services is a condition of the Public Health Grant that is received into the Council. Under the Health and Social Care Act 2012 (HSC), local authorities have the duty to reduce health inequalities and improve the health of their local population by ensuring that there are public health services aimed at reducing drug and alcohol misuse and have regard to the need to improve the take up of, and outcomes from, its drug and alcohol misuse treatment services.
- 3.2 Currently the adult substance misuse treatment service is delivered by Change, Grow, Live (CGL) under a contract which commenced on 1st March 2015 and expires on the 31st March 2024 to support people in treatment across five locality hubs in Birmingham. The key commissioning intentions of the contract are:
 - Think Family; support families during the recovery process and reducing associated harms caused to children
 - A Single System with CGL as the Lead Provider
 - Focus on Recovery Outcomes

CGL work in a multi-agency partnership approach across the city to achieve treatment completion rates at or above the core city averages. Services provided through partnership include specific service elements focused on mental health, prison release, employment, criminal justice, blood-borne viruses, domestic abuse, acute sector, child protection and homelessness.

- 3.3 The Young People's service is delivered by Aquarius Action Projects (part of the Richmond Fellowship Group) under a contract which commenced on 1st October 2019 and expires on the 31st March 2024, supporting young people by providing a range of interventions to address their drug and alcohol use. The key commissioning intentions of the contract are to minimise the misuse of drugs, alcohol and tobacco & Reduce risk/vulnerabilities in a holistic approach. There are strong partnership arrangements to address criminal and sexual exploitation, homelessness, mental health, parental substance misuse and county lines. Aquarius staff are trained in Hidden Harm, Adverse Childhood Experiences and Contextual Safeguarding to ensure best practice to protect vulnerable children and young people.
- 3.4 The current substance misuse service contracts with Change, Grow, Live (Adults) and Aquarius (Young People) both expire on 31st March 2024.
- 3.5 Both contracts continue to perform successfully against required outputs and outcomes.
- 3.6 Nationally and locally, there is a significant amount of strategic direction required to confidently develop future Birmingham substance misuse services that can meet current and future priorities, these include:
- The Dame Carol Black review (parts one and two were published February 2020 and July 2021 respectively); Part two made 32 recommendations for change across various national and local government departments and other organisations to improve the effectiveness of drug prevention and treatment services.
 - The publication in August 2022 of Commissioning Quality Standard: alcohol and drug services. This is guidance for local authorities to support in commissioning effective alcohol and drug treatment and recovery services.
 - From Harm to Hope: a 10-year drugs plan to cut crime and save lives for England (published December 2021) in response to the Dame Carol Black review. A main strand of which is the importance of developing local partnership working, including the Office of the Police and Crime Commissioner (OPCC), Criminal Justice (Police, Prisons, Probation) and the Integrated Care System (ICS).
 - Locally, the Triple Zero City Strategy, Needs Assessment and Needs Assessment Executive Summary were approved by BCC Cabinet on 21st March 2023.
- 3.7 In order to support the abovementioned strategic direction, in addition to the ring-fenced Public Health Grant, Birmingham are in receipt of a Supplemental Substance Misuse Treatment and Recovery (SSMTR) Grant from OHID. The purpose of the

grant is to facilitate improvements in the quality and capacity (as detailed in From Harm to Hope) of drug and alcohol treatment from 2022/23 to 2024/25. Birmingham's additional funding was £3,018,940 in 2022/23, £4,946,496 (£3.5M to CGL & £920k to Aquarius) in 2023/24 and £9,547,838 (indicative and to be confirmed, with at least £3.5M to CGL and £920k to Aquarius) in 2024/25 – approx. £17.5M in total. At this juncture OHID have not advised on the continuation of the SSMTR Grant post 31st March 2025.

- 3.8 As part of the SSMTR Grant, Birmingham City Council have a Memorandum of Understanding (MOU) with OHID which formalises the working relationship between both parties and the expectations from OHID in relation to the Grant payment. Delivery planning is already underway for how the indicative amount of £9,547,838 for 2024/25 will be best utilised and allocated, with CGL and Aquarius likely to be in receipt of at least £3.5M and £920k respectively. Funding for Aquarius and CGL is likely to increase in 2024/25 and the grant funding will also be utilised in order to increase workforce capacity within the Public Health Addictions and Commissioning Teams. As part of Delivery planning Public Health and Commissioners will assess other different initiatives to increase treatment capacity and could be delivered by other providers outside of CGL and Aquarius. There is an expectation from OHID that the Birmingham Delivery Plan is approved in Q4 2023/24.
- 3.9 Contract procurement midway through a 3-year government grant programme worth £17.5M is high risk to BCC both reputationally and financially. If both Substance Misuse Contracts are not extended by 1-year up until 31st March 2025 and the contracts are procured with a potential new service provider/s on 1st April 2024, BCC could not onboard a new provider/s and maintain the required levels of pace, acceleration and change in order to achieve the SSMTR Delivery Plan for 2024/25 and increase treatment capacity by at least 20% which puts £4.6M of additional SSMTR OHID grant funding for 2024/25 at risk which in turn would mean reduced opportunities to support citizens and achieve the ambitions set out in the Council's Triple Zero Strategy to reduce the impacts of drug and alcohol addiction.
- 3.10 Breach of Conditions and Recovery of Grant are detailed within the MOU and OHID are very clear that they may reduce, suspend, or withhold grant payments or require the repayment of the whole or any part of the grant monies paid if the recipient (BCC) fails to deliver the project in line with the proposal outlined within the Delivery Plan. To ensure that the procurement of both contracts does not put SSMTR grant funding for 2024/25 at risk, a 1-year extension of the existing Adults and Young People's Substance Misuse contracts will enable the Council to be confident of SSMTR Grant Delivery up to March 2025 with no financial risk as well as enabling both contracts to be procured in order for new contracts to be in place on 1st April 2025. The contract extensions will also allow BCC to include any future Grant Funding from OHID post 31st March 2025 to be factored into contract procurement which is detailed in the indicative implementation plan (Point 7.4.9).

4 Options considered and Recommended Proposal

- 4.1 Do Nothing – do not extend the current services, this would lead to a failure to provide services which are a condition of the Public Health Grant. This is not recommended.
- 4.2 Deliver the service in-house – this option is not viable as the Council does not have the capacity, resources or clinical knowledge and experience to deliver substance misuse services. This is not recommended.
- 4.3 Commission the market to deliver the outcomes within this financial year – as detailed in 3.8 – 3.10 and based upon the indicative implementation plan for the commissioning and procurement of both contracts (Point 7.4.9), if both contracts are procured with a potential new service provider/s on 1st April 2024, BCC could not onboard a new provider/s and maintain the required levels of pace, acceleration and change in order to achieve the SSMTR Delivery Plan for 2024/25. This is not recommended.
- 4.4 Extend both services for a period of 12 months (1st April 2024 to 31st March 2025) and procure in 2024/25 by the most appropriate route that best meets the needs of our most vulnerable citizens and delivers the best value for money.

The 2 routes that will be evaluated are:

- Open Procurement
- or
- Utilising the new NHS Provider Selection Regime (PSR)

The PSR is yet to be launched and we expect more clarity on timeframes for implementation from Government to be published shortly.

It will replace current Procurement Regulations for services that are in scope: Health Services as defined in section 1(1) of the National Health Service Act 2006 (Substance Misuse services are within scope)

Directly provided to individuals

Arranged by certain select organisations – these include Local and Combined Authorities

An Open Procurement will allow the indicative implementation plan (Point 7.4.9) for the commissioning and procurement to be enacted. This is the recommended proposal.

5 Consultation

- 5.1 The Public Health Senior Management Team (PHSMT) and the Drug & Alcohol Improvement Support Team (Office for Health Improvement and Disparities - Department of Health and Social Care) have been briefed on the contents of this report and are supportive of the recommendations within this report.

6 Risk Management

- 6.1 The policy has been developed through a robust project management programme that includes the management and identification of risks that are tracked as part of the project delivery.
- 6.2 To minimise the risk of possible challenge from the market a Voluntary Ante Ex-Transparency Notice (VEAT) would be issued to the market to inform them of the decision and proposed timeline for the future commissioning/procurement.

7 Compliance Issues:

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

7.1.1 The proposals contribute to strategic priorities and outcomes in the BCC Corporate Plan 2022 to 2026:

- A Prosperous Birmingham: The Drug and Alcohol Individual Placement Support (IPS) Programme delivered by CGL provides targeted help to people receiving substance support and who want to gain employment.
- An Inclusive Birmingham: Some people experience multiple and complex needs, with drug and/or alcohol addiction co-occurring with a range of health inequalities such as mental ill health, homelessness and rough sleeping and contact with the criminal justice system. Young people receive targeted help as early as possible to support them with issues associated with their own substance misuse or substance misuse of those that they live with. The service helps to empower young people and teaches them coping strategies to keep themselves safe and reduce risky behaviours.
- A Safe Birmingham: Both services contribute to multi-agency safeguarding partnerships and have a clear focus upon preventing and tackling homelessness.
- A Healthy Birmingham: Both services contribute towards tackling health inequalities and supporting mental health, the substance misuse workforce in Birmingham are able to address the trauma and mental health problems which can underpin a lot of drug addiction.

7.2 Legal Implications

7.2.1 The Health and Social Care Act 2012 and associated regulations transferred the responsibility for public health from the NHS to local authorities from April 2013. Drugs and alcohol services are not mandatory public health services as defined by the relevant legislation (Health and Social Care Act, 2012), but are in the relevant circular describing appropriate public health services (LAC(DH) (2013)3). Several key indicators in the Public Health Outcome

Framework relate to these areas and it is likely that they will be assessed in terms of performance.

7.2.2 The Children Act 1989 requires the Council to safeguard and promote the welfare of children within their area. The Act also requires the Council to facilitate the provision by others of services, and to make such arrangements as it sees fit for any person to act on their behalf in the provision of any such service.

7.2.3 The Health and Social Care Act 2012 and associated regulations transferred the responsibility for public health from the NHS to local authorities from April 2013. Drugs and alcohol services are not mandatory public health services, but the local authority has the power to provide community-based services to those with alcohol and drugs misuse problems who meet the eligibility criteria for those services.

7.3 Financial Implications

7.3.1 The cost of the 1-year proposed extension to the two (2) Substance Misuse Contracts will be funded through the ring-fenced Public Health Grant that is received by the Council. There is no additional funding required from the Council to support the extensions of the contracts.

7.3.2 Young People's Substance Misuse contract – service provided by Aquarius Action Projects, the cost of the extension period of 12 months is £649,445. This value is for delivery of the core contract funded by the Public Health ring-fenced Grant and does not include the additional OHID SSMTR Grant funding of £920k confirmed for 2023/24 and £920k indicative for 2024/25.

7.3.3 Adults Substance Misuse contract – service provided by Change, Grow, Live (CGL), the cost of the extension period of 12 months is £15,591,144. This value is for delivery of the core contract funded by the Public Health ring-fenced Grant and does not include the additional OHID SSMTR Grant funding of £3.5M confirmed for 2023/24 and £3.5M indicative for 2024/25.

7.3.4 For information, State Aid and the subsequent obligations does not apply to the SSMTR Grant.

7.4 Procurement Implications

7.4.1 There is no remaining delegated provision to extend the current contracts, as the original extension has been utilised.

7.4.2 Regulation 72. (1) of the Public Contract Regulations provides that "Contracts and framework agreements may be modified without a new procurement procedure...in any of the following cases...(b) for additional works, services or supplies by the original contractor that have become necessary and were not included in the initial procurement, where a change of contractor... (ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority, provided that any increase in price does not exceed 50% of the value of the original contract." The value of the original contract

includes any options to extend that were provided for at the point of advertising the original contract.

- 7.4.3 In accordance with the Council's new Procurement and Contract Governance Rules, the Waiver Procedure guidelines have been followed. This has enabled the recommendation for the extension of this contract to be brought to Cabinet. The Waiver Form is included at Appendix 4.
- 7.4.4 The Adult Substance Misuse contract was for a maximum 7 years (5 years plus an option to extend for a further 2 years) and commenced with CGL on 1st March 2015, expiring on the 28th February 2020. The option to extend for 2 years was taken up under delegated approval and then the contract was further extended for 2 years (1 year +1 year) via Cabinet approval. The original 7-year contract value was £111,012,657 and the contract value of this extension combined with previous (1 year + 1 year) contract extensions does not exceed the 50% threshold detailed under 7.4.2.
- 7.4.5 The Young People's Substance Misuse contract was for a maximum of 4 years (2 years with an option to extend fir a further 2 years) commenced with Aquarius Action Projects on 1st October 2019 and expired on 30th September 2021. Following this, only 18 months of the 2-year option to extend was taken up under delegated approval, and then a further 1 year extension via Cabinet approval. The original 4-year contract value was £2,692,000 and the contract value of this extension combined with the previous contract extension does not exceed the 50% threshold detailed under 7.4.2.
- 7.4.6 Therefore, this circumstance complies with Regulation 72(1)(b)(ii) as set out above, the costs of the extension as detailed in this report do not exceed the 50% tolerance. As set out in points 3.8 – 3.10 above, there is a significant amount of risk in relation to the SSMTR Grant.
- 7.4.7 In addition, a Voluntary Ante Ex-Transparency Notice (VEAT) will be issued to the market to inform them of the decision and proposed timeline for the future commissioning/procurement.
- 7.4.8 In parallel with the proposal to extend current contract arrangements for a further 12 months to the 31st March 2025, consideration has been given to ensuring continuity of delivery of current services.
- 7.4.9 An indicative implementation plan for the commissioning and procurement of both substance misuse services is detailed below to demonstrate that this can be completed in the proposed contract extension period:

Activity	Proposed Dates
Procurement Strategy approved via Delegated Authority	September 2023
Service Specification developed with citizens and experts by experience	Oct 2023 - Jan 2024
ITT and specification development	March – May 2024

Tender published to the market	June - July 2024
Evaluation Period	August 2024
Contract Award approved/awarded	October 2024
Mobilisation period	October - March 2024
Contracts Start	1 st April 2025

7.4.10 The procurement proposal in order for new contracts to be in place by 1st April 2025 is via the open tender route to market or by utilising the new Provider Selection Regime (PSR) detailed under 4.4.

7.4.11 It is proposed that contract award for both Adults and Young People's substance misuse services be delegated to the Cabinet Member for Health and Social Care and the Director of Public Health to enable procurement to be achieved within the advised timeline above.

7.4.12 The contracts will continue to be managed by the Public Health Commissioning Team within the Adult Social Care Directorate. As part of ongoing contract management both providers will be required to update their Social Value Action Plan to include new targets for their plan for a further year of service delivery.

7.5 Human Resources Implications

7.5.1 None

7.6 Public Sector Equality Duty

7.6.1 See **Appendix 2** Equality Impact Assessment (EQUA899)

7.6.2 The requirements of Standing Order No. 9 in respect of the Council's Equal Opportunities Policy are incorporated in the contract for those services proposed to be extended.

7.6.3 The requirements of the Equality Act 2010 are specifically included in the contract to ensure compliance with the Act.

7.7 Environmental and Sustainability Implications

7.7.1 Attached as Appendix 8.3.

8 Appendices

8.1 **Appendix 1** – Cabinet Report - Substance Misuse Commissioning Proposals 28th June 2022

8.2 **Appendix 2** - Equality Impact Assessment (EQUA899)

8.3 **Appendix 3** – Environment and Sustainability Assessment

8.4 **Appendix 4** – Tender Waiver

9. Background Documents

The following publicly available documents have been used or referred to in the drafting of this report:

- 9.1 Dame Carol Black's independent report - Review of drugs: phase one report, 2020
<https://www.gov.uk/government/publications/review-of-drugs-phase-one-report>
- 9.2 Dame Carol Black's independent report - Review of drugs: phase two report, 2021
<https://www.gov.uk/government/publications/review-of-drugs-phase-two-report>
- 9.3 From harm to hope: A 10-year drugs plan to cut crime and save lives, 2022
<https://www.gov.uk/government/publications/from-harm-to-hope-a-10-year-drugs-plan-to-cut-crime-and-save-lives>
- 9.4 Triple Zero Drug and Alcohol Strategy
[Triple Zero City Strategy | Birmingham City Council](#)

Birmingham City Council

Report to Cabinet

28th June 2022



Subject: **SUBSTANCE MISUSE COMMISSIONING PROPOSALS**

Report of: **Dr Justin Varney**
Director for Public Health

Relevant Cabinet Member: **Cllr Mariam Khan - Health and Social**
Cllr Yvonne Mosquito - Finance and Resources
Cllr Karen McCarthy - Children, Young People and Families

Relevant O & S Chair(s): **Cllr Mick Brown - Health and Social Care**
Cllr Akhlaq Ahmed - Resources
Cllr Kerry Jenkins - Education and Children's Social Care

Report author: **Chris Baggott**
Email: chris.baggott@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: 010231/2022		
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, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		

1 Executive Summary

- 1.1 The report is seeking approval to extend the current Substance Misuse contracts with Change, Grow, Live and Aquarius for a maximum period of 12 months.
- 1.2 The report outlines the proposed substance misuse commissioning timeline that ensures continued service delivery.

2 Recommendations

2.1 That Cabinet; -

- 2.1.1 Approves the extension to the Substance Misuse contract with Change, Grow, Live for a maximum period of 12 months (1st April 2023 to 31st March 2024).
- 2.1.2 Approves the extension to the Substance Misuse contract with Aquarius Action Projects (The Richmond Fellowship Group) for a maximum period of 12 months (1st April 2023 to 31st March 2024).
- 2.1.3 Delegates the approval of the Commissioning and Procurement Strategy for the future service provision to the Cabinet Members for Health and Social Care and Finance and Resources.
- 2.1.4 Authorises the Interim City Solicitor (or their delegate) to conclude and enter into all legal documents to give effect to the above.

3 Background

- 3.1 The responsibility for commissioning Substance Misuse Services transferred to the Local Authority on the 1st April 2013. The provision of Substance Misuse Services is a condition of the Public Health Grant that is received into the Council. Under the HSC Act 2012, local authorities have the duty to reduce health inequalities and improve the health of their local population by ensuring that there are public health services aimed at reducing drug and alcohol misuse and have regard to the need to improve the take up of, and outcomes from, its drug and alcohol misuse treatment services.
- 3.2 Currently the adult substance misuse treatment service is delivered by Change, Grow, Live (CGL) under a contract which commenced on 1st March 2015 and expires on the 31st March 2023 to support people in treatment across five locality hubs in Birmingham. CGL work in a multi-agency partnership approach across the city to achieve treatment completion rates at or above the core city averages. Services provided through partnership include specific service elements focused on mental health, prison release, employment, criminal justice, blood-borne viruses, domestic abuse, acute sector, child protection and homelessness.
- 3.3 The children and young people's service is delivered by Aquarius Action Projects (The Richmond Fellowship Group) under a contract which commenced on 1st October 2019 and expires on the 31st March 2023, supporting young people by providing a range of interventions to address their drug and alcohol use. There are strong partnership arrangements to address criminal and sexual exploitation, homelessness, mental health, parental substance misuse and county lines. Aquarius staff are trained in Hidden Harm, Adverse Childhood Experiences and Contextual Safeguarding to ensure best practice to protect vulnerable children and young people.

- 3.4 Both contracts continue to perform successfully against required outputs and outcomes.
- 3.5 Nationally and locally, there is a significant amount of pending strategic direction that is required to confidently develop future Birmingham substance misuse services that can meet current and future priorities, these include:
- The Dame Carol Black review (parts one and two were published February 2020 and July 2021 respectively); Part two made 32 recommendations for change across various national and local government departments and other organisations to improve the effectiveness of drug prevention and treatment services. Some national recommendation responses are still awaited and will impact on local delivery requirements.
 - The publication of new National Quality Standards is anticipated in the Summer of 2022.
 - A national drugs strategy for England was recently published in response to the Dame Carol Black review. A main strand of which is the importance of developing local partnership working. This is in its infancy in Birmingham. Key partners include the Office of the Police and Crime Commissioner and the local Clinical Commissioning Groups (soon to be Integrated Care System - ICS).
 - Locally, there has been consultation on a draft drug and alcohol strategy – “Triple Zero”. The final version of the strategy is expected to be presented to Cabinet in Summer 2022. This will include a new substance misuse needs assessment.
- 3.6 Taking account of the aspects of the strategy, policy and guidance detailed above it is proposed that there is further time required for the publication of those relevant documents to ensure that services meet the future requirements.
- 3.7 The current substance misuse service contracts with Change, Grow, Live (Adults) and Aquarius (Children and Young People) both currently expire on the 31st March 2023.
- 3.8 In order to ensure that services continue to be delivered during the development of the new service models and that changes in local and national policy are understood, an extension of these two current contracts would enable the Council to be in a better position to go to market in 2023.

4 Options considered and Recommended Proposal

- 4.1 Do Nothing – do not extend the current services or procure, this would lead to a failure to provide services which are a condition of the Public Health Grant. This is not recommended.
- 4.2 Commission the market to deliver the outcomes within this financial year – with the national developments and outcomes expected, this could lead to the Council having procured a service that does not align with the national standards and

outcomes. Alternatively, it would be a short contract term which is not financially viable for the Council or provider creating further instability in service provision.

- 4.3 Extend the current services and procure in 2023 – extend the current service contracts to enable the national documents and developments to be published which allows sufficient time for a robust commissioning and procurement process to be completed. This would also allow stability with consideration being given for a longer-term contract. This is the recommended proposal.
- 4.4 It is proposed to extend the Children and Young People's service alongside the adult service so that a whole life-course approach can be procured and delivered, and the transition between services is efficiently delivered. This will also ensure that both adult and children and young people services will be more effectively aligned to best meet the needs of Birmingham's population.

5 Consultation

- 5.1 The contents of this report were discussed at the Public Health Senior Management Team (PHSMT) on the 12 April 2022. The PHSMT are supportive of the recommendations within this report.

6 Risk Management

- 6.1 The policy has been developed through a robust project management programme that includes the management and identification of risks that are tracked as part of the project delivery.
- 6.2 To minimise the risk of possible challenge from the market a Voluntary Ante Ex-Transparency Notice (VEAT) would be issued to the market to inform them of the decision and proposed timeline for the future commissioning/procurement.

7 Compliance Issues:

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

- 7.1.1 Birmingham, an entrepreneurial city to learn, work and invest in - In 2017 the adult substance treatment service joined 6 other national local authorities to trial the Government's Drug and Alcohol Individual Placement Support (IPS) Programme, to test the effectiveness of providing targeted help to people receiving substance support and who want to gain employment. The IPS model has been endorsed by Dame Carol Black as a key aspect for fit for purpose treatment models, it has received year on year extended funding and has been fully integrated into the Birmingham treatment offer.
- 7.1.2 Birmingham is an aspirational city to grow up in - Children and young people receive targeted help as early as possible to support them with issues associated with their own substance misuse or substance misuse of those that they live with. The service helps to empower young people and teaches them coping strategies to keep themselves safe and reduce risky behaviours.

- 7.1.3 Birmingham is a fulfilling city to age well in - Evidence shows that it is in older age groups where drug use rates have risen the most and alcohol misuse behaviours are most prevalent.

7.2 Legal Implications

- 7.2.1 The Health and Social Care Act 2012 and associated regulations transferred the responsibility for public health from the NHS to local authorities from April 2013. Drugs and alcohol services are not mandatory public health services as defined by the relevant legislation (Health and Social Care Act, 2012), but are in the relevant circular describing appropriate public health services (LAC(DH)(2013)3). Several key indicators in the Public Health Outcome Framework relate to these areas and it is likely that they will be assessed in terms of performance.
- 7.2.2 The Children Act 1989 requires the Council to safeguard and promote the welfare of children within their area. The Act also requires the Council to facilitate the provision by others of services, and to make such arrangements as it sees fit for any person to act on their behalf in the provision of any such service.
- 7.2.3 The Health and Social Care Act 2012 and associated regulations transferred the responsibility for public health from the NHS to local authorities from April 2013. Drugs and alcohol services are not mandatory public health services, but the local authority has the power to provide community-based services to those with alcohol and drugs misuse problems who meet the eligibility criteria for those services.

7.3 Financial Implications

- 7.3.1 The cost of the proposed extensions to the two (2) Substance Misuse Contracts will be funded through the Public Health Grant that is received by the Council. There is no additional funding required from the Council to support the extensions of the contracts.
- 7.3.2 Children's Substance Misuse – this service is currently provided by Aquarius Action Projects (The Richmond Fellowship Group), the proposal for the extension for the period of 12 months. The overall value of the 12-month extension would therefore be £673,000, which is the same as the current financial year, as the contract is no inflation.
- 7.3.3 Adults Substance Misuse – this service is currently provided by Change, Grow, Live (CGL), the proposal for the extension for the period of 12 months. The overall value of the 12-month extension would therefore be £14,696,149, which is the same as the current financial year, as the contract is no inflation.

7.4 Procurement Implications

- 7.4.1 There is no further delegated provision to extend the current contracts, as the original extensions have already been utilised.

- 7.4.1.1. Adult Substance Misuse contract commenced with CGL 1st March 2015 and expired on the 28th February 2020 and the two subsequent extensions have brought the contract end date to 31st March 2023
- 7.4.1.2. The Children and Young People Substance Misuse contract commenced with Aquarius Action Projects (The Richmond Fellowship) on 1st October 2019 and expired on 30th September 2021 and the subsequent extension has brought the contract end date to 31st March 2023
- 7.4.2 Regulation 72. (1) of the Public Contract Regulations provides that “Contracts and framework agreements may be modified without a new procurement procedure...in any of the following cases...(b) for additional works, services or supplies by the original contractor that have become necessary and were not included in the initial procurement, where a change of contractor... (ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority, provided that any increase in price does not exceed 50% of the value of the original contract.”
- 7.4.3 This circumstance complies with Regulation 72(1)(b)(ii) as set out in 7.4.2, the costs of the extension as detailed in the private report do not exceed the 50% tolerance. As set out in paras 3.5 and 3.6 above, there is a significant amount of uncertainty surrounding strategic direction for substance misuse services and to go to market in advance of this being resolved would present the Council with a real potential that services would be procured that do not align with the national standards and outcomes.
- 7.4.4 In addition, a Voluntary Ante Ex-Transparency Notice (VEAT) would be issued to the market to inform them of the decision and proposed timeline for the future commissioning/procurement.
- 7.4.5 In parallel with the proposal to extend current contract arrangements for a further 12 months to the 31 March 2024, consideration has been given to ensuring continuity of delivery of current services.
- 7.4.6 The indicative implementation plan for the commissioning and procurement is detailed below to demonstrate that this can be completed in the proposed extension period:

Activity	Proposed Dates
Stakeholder partnership response to the national drugs strategy	Spring 2022
National Quality Standards Published	Summer 2022
Triple Zero local drug and alcohol strategy approved	Summer 2022
Co-production with citizens	January 2023 onwards
Market engagement to develop specification	March 2023
Commissioning Strategy approved	April 2023
Procurement Strategy approved via Cabinet	July 2023
ITT and specification signed off	August 2023
Tender published to the market	September 2023

Evaluation Period	October 2023
Contract Award approved/awarded	December 2023
Mobilisation period	January-March 2024
Contract Start	1 st April 2024

7.4.7 The proposal for the procurement is via the open tender route to market. The proposed split for price, quality and social value is based on ensuring that the quality and provision provided would be able to meet the needs of our most vulnerable citizens whilst still maintaining value for money, therefore the split of 50% Quality, 30% Price and 20% Social Value.

7.4.8 It is proposed that the approval of the Procurement Strategy be delegated to the Cabinet Members for Health and Social Care and for Finance and Resources and the Director of Public Health to enable the procurement of a new integrated model to be achieved within the advised timeline above.

7.4.9 The contracts will continue to be managed by the Public Health Commissioning Team within the Adult Social Care Directorate. As part of the ongoing contract management the provider will be required to update their Social Value Action Plan to include new targets for their plan for a further year of service delivery.

7.4.10 Recent Social Value Action Plan updates include:

- Apprenticeships for those with lived experience in provider owned social enterprise
- Roll out of NVQs and accredited qualifications
- Volunteering opportunities
- Engagement with Commonwealth Games
- Partnerships with colleges and training providers, third sector and community organisations
- 85% of staff employed live in Birmingham
- Wide range of green environmental initiatives
- Membership with Social Value UK
- Increased investment with local businesses for supplies and services
- Full compliance with Living Wage and enhanced employment practice
- Disability confident certified employers.

7.4.11 Early indicators for the extension period, if approved, include:

- Training for partners
- Develop peer mentoring programmes
- Increase targets around waste management, recycling, reduction in carbon footprint, reduced travel,

- Registration with Find it in Birmingham,
- Additional fundraising for roles to enhance contract delivery.

7.5 Human Resources Implications

7.5.1 None

7.6 Public Sector Equality Duty

7.6.1 See **Appendix 2** Equality Impact Assessment (EQUA899)

7.6.2 The requirements of Standing Order No. 9 in respect of the Council's Equal Opportunities Policy are incorporated in the contract for those services proposed to be extended.

7.6.3 The requirements of the Equality Act 2010 are specifically included in the contract to ensure compliance with the Act.

8 Appendices

8.1 Appendix 1 - Equality Impact Assessment (EQUA899)

9. Background Documents

The following publicly available documents have been used or referred to in the drafting of this report:

- 9.1 Dame Carol Black's independent report - Review of drugs: phase one report, 2020
- 9.2 Dame Carol Black's independent report - Review of drugs: phase two report, 2021
- 9.3 From harm to hope: A 10-year drugs plan to cut crime and save lives, 2022
- 9.4 Draft Triple Zero Drug and Alcohol Strategy and consultation documents, 2021 ([Triple Zero City Strategy | Birmingham City Council](#))

Title of proposed EIA	12 month extension to Adult's and Children and Young People's Substance Misuse Treatment Services
Reference No	EQUA899
EA is in support of	Amended Service
Review Frequency	Annually
Date of first review	01/06/2024
Directorate	Strategy Equality and Partnerships
Division	Public Health
Service Area	Health Protection
Responsible Officer(s)	<input type="checkbox"/> Karl Beese
Quality Control Officer(s)	<input type="checkbox"/> Chris Baggott
Accountable Officer(s)	<input type="checkbox"/> Marion Gibbon
Purpose of proposal	Extension to current contract arrangements for 12 months (April 2024-March 2025) to support robust procuremnet of new contracts.
Data sources	relevant reports/strategies; Statistical Database (please specify)
Please include any other sources of data	contract management reports
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders
Age details:	The extension will be applied to both adults and CYP current contract specifcations so there is not any anticipated adverse impact on service users because of their age. There will not be any disruption to services/service users over the contract period.
Protected characteristic: Disability	Service Users / Stakeholders
Disability details:	Both contracted providers operate an inclusive service that is able to repsond positively to request and referrals for support if clients have additional needs because of a disability. The extension will be applied to both adults and CYP current contract specifcations so there is not any anticipated adverse impact on service users because of their

20/06/2023, 15:07	Assessments - 12 month extension to Adult's and Children...
	<p>disability. There will not be any disruption to services/service users over the contract period.</p>
Protected characteristic: Sex	Service Users / Stakeholders
Gender details:	<p>Both contracted providers operate an inclusive service that is able to respond positively to request and referrals for support regardless of sex and gender identity. The extension will be applied to both adults and CYP current contract specifications so there is not any anticipated adverse impact on service users because of their sex and gender identity. There will not be any disruption to services/service users over the contract period.</p>
Protected characteristics: Gender Reassignment	Service Users / Stakeholders
Gender reassignment details:	<p>Both contracted providers operate an inclusive service that is able to respond positively to request and referrals for support from individuals who are at any stage of gender reassignment journey. The extension will be applied to both adults and CYP current contract specifications so there is not any anticipated adverse impact on service users because of their gender reassignment. There will not be any disruption to services/service users over the contract period.</p>
Protected characteristics: Marriage and Civil Partnership	Service Users/ Stakeholders
Marriage and civil partnership details:	<p>Both contracted providers operate an inclusive service that is able to respond positively to request and referrals for support regardless of marital or civil partnership status. The extension will be applied to both adults and CYP current contract specifications so there is not any anticipated adverse impact on service users because of their marital or civil partnership status. There will not be any disruption to services/service users over the contract period.</p>

Pregnancy and maternity details:

Both contracted providers operate an inclusive service that is able to respond positively to request and referrals for support and continuity of care for individuals who pregnant or new mothers. The extension will be applied to both adults and CYP current contract specifications so there is not any anticipated adverse impact on service users because of pregnancy or maternity status. There will not be any disruption to services/service users over the contract period.

Protected characteristics: Race

Race details:

Service Users / Stakeholders

Both contracted providers operate an inclusive service that is able to respond positively to request and referrals for support for clients from all races and ethnicities. consideration is given to meet language and different cultural needs. The extension will be applied to both adults and CYP current contract specifications so there is not any anticipated adverse impact on service users because of their race and ethnicity. There will not be any disruption to services/service users over the contract period.

Protected characteristics: Religion or Beliefs

Religion or beliefs details:

Service Users / Stakeholders

Both contracted providers operate an inclusive service that is able to respond positively to request and referrals for support regardless of religion and/or beliefs. The extension will be applied to both adults and CYP current contract specifications so there is not any anticipated adverse impact on service users because of their religion and beliefs. There will not be any disruption to services/service users over the contract period.

Protected characteristics: Sexual Orientation

Sexual orientation details:

Service Users / Stakeholders

Both contracted providers operate an inclusive service that is able to respond positively to request and referrals for

support regardless of a clients sexual orientation. The extension will be applied to both adults and CYP current contract specifications so there is not any anticipated adverse impact on service users because of their sexual orientation. There will not be any disruption to services/service users over the contract period.

Socio-economic impacts

Deprivation and poverty have been linked to problematic drug use and higher prevalence of substance abuse, with those at the "margins" of society most at risk (e.g. in care, in the criminal justice system, in mental health services and homeless people). The residential location of current service users in drug treatment shows significant variation across the City which reflects a possible association with deprivation and poverty.

Both contracted providers operate an inclusive service that is able to respond positively to request and referrals for support regardless of their socio-economic status. The extension will be applied to both adults and CYP current contract specifications so there is not any anticipated adverse impact on service users because of their status. There will not be any disruption to services/service users over the contract period.

Please indicate any actions arising from completing this screening exercise.

The extension will be applied to existing arrangements in terms of eligible client groups and the service models and required outputs and outcomes so it is not anticipated that there will be any actions required to address adverse impact.

Please indicate whether a full impact assessment is recommended

NO

What data has been collected to facilitate the assessment of this policy/proposal?

Consultation analysis

Adverse impact on any people with protected characteristics.

Could the policy/proposal be modified to reduce or eliminate any adverse impact?

How will the effect(s) of this policy/proposal on equality be monitored?

What data is required in the future?

Are there any adverse impacts on any particular group(s)

No

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

The proposal to extend the two current contracts is not expected to have an impact of the delivery of services to eligible clients because of their protected characteristics or socio-economic status. the services are universal in terms of access.

QUALITY CONTROL SECTION

Submit to the Quality Control Officer for reviewing?

Yes

Quality Control Officer comments

Extension to existing fully inclusive service - no changes or concerns with impact on protected characteristics

Decision by Quality Control Officer

Proceed for final approval

Submit draft to Accountable Officer?

Yes

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

20/06/2023

Reasons for approval or rejection

I am happy that the justification given does not impact on the delivery of services. These services are very important and universal in nature. If no extension was undertaken there would be risks to a continuation of the services

Please print and save a PDF copy for your records

Yes

Content Type: Item

Version: 74.0

Created at 25/04/2022 09:56 AM by ☐ John Freeman

Last modified at 20/06/2023 03:05 PM by Workflow on behalf of ☐ Marion Gibbon

Close

Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/decision/development proposal is likely to have on the environment. To complete the assessment, you should consider whether that policy/development/proposal will have a positive or a negative impact on each of the key themes by selecting whether the impact of the proposal is positive, negative or has no specific impact on the themes. Please only tick one of these, by deciding what the overall impact is. The assessment must be completed for all Cabinet reports. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete.

Project Title: Contract Extension: Adults & Young People's Substance Misuse Services				
Department: Public Health	Team: Adults		Person Responsible for assessment: Karl Beese	
Date of assessment: 01/06/2023		Is it a new or existing proposal?: New		
Brief description of the proposal: Request for cabinet to approve under a 1-year contract extension (for the period 1 st April 2024 – 31 st March 2025) to the Adults & Young People's Substance Misuse Services				
Potential impacts of the policy/development decision/procedure/ on:	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?
Natural Resources- Impact on natural resources including water, soil, air			x	
Energy use and CO ₂ emissions	x			The services includes access to locality-based delivery hubs as well as GPs delivering Shared Care and Pharmacies delivering Supervised Consumption & Needle Exchange, which reduces the need for people to travel excessive distances.
Impact on local green and open spaces and biodiversity			x	
Use of sustainable products		x		Substance misuse services by their nature generate clinical


and equipment				<p>waste, e.g., syringes, testing equipment. There is also packaging that keeps equipment sterile and the use of PPE. Many of these products are plastic based and therefore not currently sustainably manufactured. Products and packaging must also be disposed of frequently. These products will also need to be transported to the clinical sites and require regular delivery.</p> <p>As these are existing services, we do not anticipate an increased impact. Waste management services are already in place. Products and equipment are sourced via service provider supply chains with the appropriate governance arrangements.</p>
Minimising waste		x		<p>Clinical waste, packaging and PPE disposal required. As this is an existing service, we do not anticipate an increased impact. Clinical waste management services are already in place.</p>
Council plan priority: a city that takes a leading role in tackling climate change	x			<p>Locality based services reduce the need for residents to travel across the City</p>
Overall conclusion on the environmental and sustainability impacts of the proposal	<p>Substance misuse services are offered in communities across Birmingham as well as via GP practices and pharmacies. Whilst clinical services will require the use of sterile and disposable equipment and generate clinical waste, this will not be exacerbated by the contract extension.</p> <p>Governance and monitoring sits within our existing service contract.</p>			


If you require assistance in completing this assessment, then please contact: ESAGuidance@birmingham.gov.uk

APPENDIX 4 – WAIVER FORM

PROJECT / CONTRACT TITLE	ADULTS & YOUNG PEOPLE'S SUBSTANCE MISUSE CONTRACTS	
PROJECT / CONTRACT REFERENCE NUMBER	C0146 – Adults Substance Misuse Treatment and Recovery Service PO574 – Young People's Substance Misuse Treatment Service	
DESCRIPTION OF CONTRACT (GOODS / SERVICES PROVIDED)	Substance Misuse Treatment Services	
SUPPLIER (where relevant)	Adults Substance Misuse Service – Change, Grow Live (CGL) Young People's Substance Misuse Service – Aquarius Action Projects	
CONTRACT PERIOD	12 month extension period from 1 st April 2024 to 31 st April 2025	
VALUE (£/p)	Adults: £15,591,144 Young People: £649,445	
FUNDING SOURCE	Ring-fenced Public Health Grant	
DIRECTORATE	Partnerships Insight and Prevention	
SERVICE AREA	Adults	
SERVICE LEAD	Chris Baggott	
DIRECTOR/ ASSISTANT DIRECTOR	Justin Varney	
HEAD OF SERVICE	Mary Orhewere	
Please indicate the justification for a Waiver to the Procurement and Contract Rules		
i. Efficiency / expediency in relation to process: Following the Rules in whole or part would not add value to the intended outcomes and would significantly impact the delivery of the Council Plan and priority outcomes. A Waiver would not compromise transparency and accountability.	X	
ii. Increased cost / loss of income: Following the Rules in whole or part would likely result in increased costs or loss of opportunity.		
iii. Time constraints beyond the control of the Council: Following the Rules in whole or part would create unreasonable time pressures to deliver outcomes required. In such cases this must not be through poor planning		

or lack of action by the Council to have created the time constraint.	
iv. Avoidance of reputational damage: Failure to act promptly would have a serious, damaging and long-term impact on the reputation of the Council, that from a time perspective the Council cannot afford to be mitigated through a formal tendering process.	
v. Request for noting for transparency as a formal Breach of the Rules: Noting outcome of formal Breach investigation and seeking to note in line with Waiver Approval procedure.	
Please provide details on reasons for applying for a Waiver	
<p>There is no remaining delegated provision to extend the current contracts, as the original extension has been utilised.</p> <p>The Adults & Young People's Substance Misuse contracts funded by the ring-fenced Public Health Grant delivered by Change, Grow, Live (CGL) and Aquarius Action Projects respectively, currently end on 31st March 2024. In addition to the ring-fenced Public Health Grant, Birmingham are in receipt of a Supplemental Substance Misuse Treatment and Recovery (SSMTR) Grant from OHID. The grant is a 3 year programme from 2022/23 to 2024/25 to facilitate improvements in the quality and capacity detailed in the 10 year Govt Plan: From Harm to Hope; a 10-year drugs plan to cut crime and save lives. Birmingham's additional funding was £3,018,940 in 2022/23, £4,946,496 in 2023/24 and £9,547,838 (indicative and to be confirmed) in 2024/25.</p> <p>Delivery against the SSMTR Grant in 2022/23 and 2023/24 has been built on the existing contracted providers, CGL and Aquarius, and contracting alternative providers before the final year of delivery would significantly destabilise what is significant activity growth and this would threaten the final year of funding which is dependent on delivery outputs.</p> <p>Delivery planning is already underway for how the indicative amount of £9,547,838 for 2024/25 will be utilised and builds upon the existing 2022/23 & 2023/24 Delivery Plans with an expectation from OHID that the Birmingham Delivery Plan for 2024/25 will be approved in Q4 2023/24. At this juncture OHID have not advised on the continuation of the SSMTR Grant post 31st March 2025, however this will need to be taken into account in the commissioning intentions post-2025 and at this stage there is uncertainty.</p> <p>In order to ensure that the procurement of both contracts does not put SSMTR grant funding for 2024/25 at risk, a 1-year extension of the existing Adults and Young People's Substance Misuse contracts will enable the Council to be confident of SSMTR Grant Delivery up to March 2025 with no financial risk.</p>	
Which part(s) of the Procurement and Contract Governance Rules are being sought to be waived?	
Contract Extensions and Modifications clause 4.36	

What implications, risk(s) or consequences would apply if a Waiver is not approved?			
Contract procurement midway through a 3-year government grant programme worth £17.5M is high risk to BCC both reputationally and financially. If both Substance Misuse Contracts are not extended by 1-year up until 31st March 2025 and the contracts are procured with a potential new service provider/s on 1st April 2024, BCC could not onboard a new provider/s and maintain the required levels of pace, acceleration and change in order to achieve the Delivery Plan for 2024/25 and increase treatment capacity by at least 20% and puts £4.6M of additional SSMTR OHID grant funding for 2024/25 at risk which in turn would mean reduced opportunities to support citizens and achieve the ambitions set out in the Council's Triple Zero strategy to reduce the impacts of drug and alcohol addiction.			
What longer terms plans are in place to ensure compliant contractual arrangements will be established prior to the end of the contract awarded under Waiver?			
Extending the current service contracts for Adults and Young People's Substance Misuse Treatment will enable the Council to be confident of OHID SSMTR Grant Delivery up to March 2025 with no financial risk as well as enabling both contracts to be procured in order for new contracts to be in place on 1st April 2025. The contract extensions will also allow BCC to include any future Grant Funding from OHID post 31st March 2025 to be factored into contract procurement.			
Other Comments			
DECLARATIONS			
I (the undersigned) declare that I have no conflicts of interest which would otherwise prevent my signature to this Waiver.			
Directorate Service Lead		Date	05/06/23
Corporate Procurement Comments			
Waiver form appended to Cabinet report for Cabinet approval			
Name / Title Mike Smith Head of People Category		Date	05/06/23

AUTHORISATIONS			
	DIRECTORATE SIGN OFF	CORPORATE SIGN OFF	Date
Over £5,000 up to £100,000	Assistant Director or Head of Service (in line with the Scheme of Delegations)	Relevant Head of Category (Corporate Procurement Service)	
Comment (if required)		Waiver form appended to Cabinet report for Cabinet approval	
Name / Title			
Over £100,000 to £200,000	Assistant Director	Assistant Director (Procurement)	
Comment (if required)			
Name / Title			
Over £200,000 to £500k (revenue) or to £1million (capital)**	Director	Section 151 Officer in conjunction with Cabinet Member (Finance)	
Comment (if required)			
Name / Title	Dr Justin Varney		06/06/2023

** Above these levels and/ or Key Decision and/ or where deemed required by the Cabinet Member formal sign off is required at Cabinet.

Birmingham City Council

Report to Cabinet



Subject: 0-19 HEALTHY CHILD PROGRAMME CONTRACTS

Report of: Dr Justin Varney, Director of Public Health
Sue Harrison, Director of Children and Families

Relevant Cabinet Member: Cllr Mariam Khan, Health and Social Care

Relevant O &S Chair: Cllr Mick Brown, Health and Adult Social Care

Report authors: Marion Gibbon – Assistant Director of Public Health
Children and Young People

Helen Price – Director Strategy, Commissioning and
Transformation Children and Families

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: 011131/2023		
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, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential: N/A		

1 Executive Summary

- 1.1 This report sets out a rationale and seeks approval for extending the contracts for Early Years Health & Wellbeing, the 5-19 contract and the identified vision screening contracts. The existing cumulative contract value is £247,929,407 and the additional amount for the extension is £92,936,055.
- 1.2 Both the 0-5 Early Years Health & Wellbeing and 5-19 contracts have been extended until 31st August 2024 and this report seeks to extend for a further 30 months until 28th February 2027. It is also necessary to extend two vision screening contracts to align and have the same end date.
- 1.3 This commission ensures that the Council's statutory duties in relation to the Public Health responsibilities under the Health and Social Care Act 2012 are continued, as a nationally mandated service the 'Healthy Child Programme' for all children and young people aged 0-19 (25)) is delivered in the City.
- 1.4 This is because of a series of factors including:
- CQC (Care Quality Commission) inspection feedback on 5-19yrs service transformation
 - Improvement journey for 0-5yrs service progress
 - Transformation of youth services Family Hubs future plans & Early Intervention and Prevention development
 - Soft market exploration feedback
 - The establishment of an integrated commissioning unit between BCC (Birmingham City Council) and the ICB.
- 1.5 The purpose of this report is to seek approval to extend the existing 0-5 Early Years Health & Wellbeing contract which supplies health visiting and children's centre services across the city, the 5-19 School Health Support Service contract and the vision screening contract. These contracts, supply the 0-19 (25) Healthy Child Programme.
- 1.6 The rationale for this is to enable a strategic approach to a significant system transformation, to better support our babies, children, young people and their families by aligning all inter-linked contracts and allow for the Family Hubs Programme to become part of the ongoing commissioning of services. This will

enable an integrated approach to commissioning the services and allow for long-term sustainability.

- 1.7 The 0-5 Early Years Health & Wellbeing and 5-19 contracts already have been extended until 31st August 2024 and this report seeks the permission to extend for a further 30 months until 28th February 2027. Two vision screening contracts also need to be extended to the same end date.

2 Recommendations

That Cabinet

2.1 Approves the extension of the Early Years Health & Wellbeing, the 5-19 contract and the identified vision screening contracts to no later than the 28th February 2027 as detailed in the table in paragraph 9.3. To delegate responsibility to the Director of Public Health, the Director of Children and Families and Cabinet Members to take forward the contractual processes for the extension, due to satisfactory performance and availability of funding.

2.2 Authorises the City Solicitor (or their delegate) to execute any documents to give effect to the above recommendations.

3. Background

- 3.1 The Healthy Child Programme (HCP) is a universal programme mandated under the Health and Social Care Act (2012) available to all children to lay the foundations of a healthy life. The HCP is subject to a National Specification with a large element of the delivery that includes 5 health reviews, beginning pre-birth, and the delivery of the National Child Measurement Programme (NCMP) all of which are mandated by law. The provision of the HCP is through two parallel contracts: the 0-19 (25) Healthy Child Programme and School Health Support Services.
- 3.2 The following BCC (Birmingham City Council) contracts are within the Commissioning of 0-19 Services:
- a. Early Years Health and Well Being

b. 5-19 School Health Support Service which includes the National Child Measurement Programme

c. Vision Screening

3.3 From a Local Authority contracting perspective there have been significant changes made to the Central Government Commissioning Guidance provided to Local Authorities for these services. The new service specification for these services will be undertaken in line with guidance and a more robust performance framework is being developed.

3.4 A 0-19 Commissioning Project Board was established in July 2021 to support the 0-19 Healthy Child Programme recommission process in terms of clear ownership and governance and to decide what services could and should look like in the future. The Board consists of representation from Public Health, Early Years, Birmingham Children's Trust, Birmingham and Solihull (BSol) Integrated Care Board, Strategic Commissioning and Procurement and meets monthly to oversee and support the research, analysis, shaping and planning of the programme.

3.5 The future 0-19 Service is working to the principle of co-design, the 0-19 (25 SEND) offer, is engaging with children and their families. This ensures that the Children's Partnership plan and principles are reflected the 0-19 commissioning and procurement journey and in our ongoing relationships with the providers for these services.

3.6 The development of the Family Hub model and implementation of the Best Start for Life (BSfL) programme in Birmingham are also in strategic alignment with the partnership plan. These developments are hardwired into the future model and delivery of the HCP. By building on the core offer through 25 Birmingham Children's Centres and through the Birmingham Family Hubs as they evolve, the offer will be extended to include more holistic support for parents and all children, regardless of age. All services are in scope, including Children's Centres.

3.7 The 0-19 offer will work to enhance and evolve partnerships with Early Years Settings to bring consistency and join up for 2 –3-year-old development reviews which take place in both Education and Health at a similar age.

The 0-19 service will consider the findings of the Birmingham Youth Services Review and build on its findings so that where a School Nurse or Health Visitor

may show a need young people can be signposted to Youth Centres to gain easier access to services and activities in their community. An example of this may be Sexual Health Services provided at youth centres which a School Nurse may identify as a need in school age young adults; or where a Health Visitor may find a need for younger parents who also fit within the Youth Services demographic themselves.

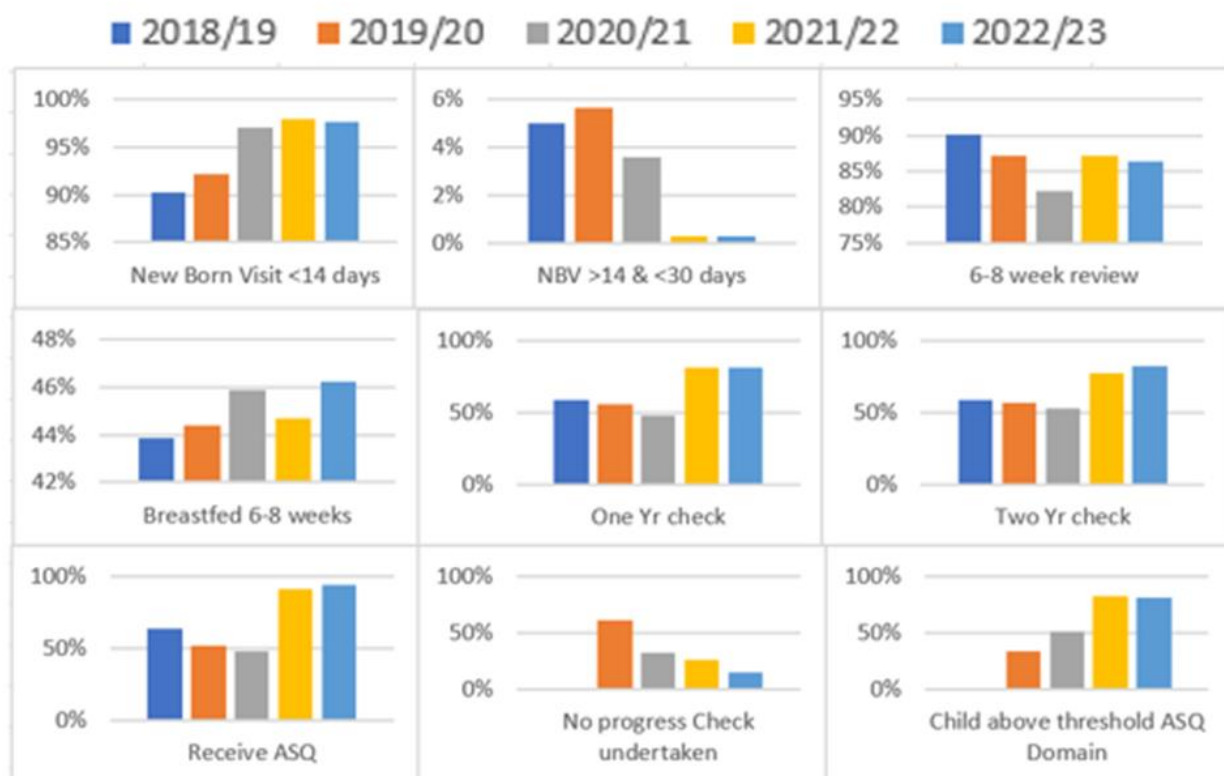
- 3.8 Previous commissioning of these services have not always been successful. In 2018 Commissioners released an ITT (Invitation to Tender) for the 5 to 19 services, it attracted no bids. In the 2019 Commissioning of the service Birmingham Community Health Care NHS Trust was successful but did not attract a wide range of bidders. Overall funding of the 5- 19 service decreased by 52% in 2018/19.

4. Rationale for extension

- 4.1 The current provider Birmingham Community NHS Foundation Trust (BCHT) has been working to improve the service since 2018. The Healthy Child Programme is a universal programme available to all children to lay the foundations of a healthy life. Universal and targeted public health services provided by health visiting and school nursing teams are crucial to improving the health and wellbeing of all children and young people. The Healthy Child Programme aims to bring together health, education, and other key partners to deliver an effective programme for prevention and support.
- 4.2 The 0-19 Commissioning Project Board was established in July 2021 to support the 0-19 (25) Healthy Child Programme recommission process in terms of clear ownership and governance and to determine what services could and should look like in the future. The Board consists of representation from Public Health, Early Years, Birmingham Children's Trust, BCHT, BSoL Integrated Care Board, Strategic Commissioning and Procurement and meets monthly to oversee and support the research, analysis, shaping and planning of the programme. The Board supports the proposal to extend this contract to enable a coterminous date with the School Health Support Services contract and this has been logged as a key decision in the project workbook.

4.3 A key output of the initial planning phase of the recommission project is the production of a report which draws together a full analysis of the current circumstances including a detailed focus on the current service provision, as well as resources, needs, the market, 'what works well' and legislation and guidance. Whilst the COVID-19 pandemic significantly affected the delivery model along with a national Health Visitor shortage, resulting in initially mixed performance of Birmingham Community Healthcare NHS Foundation Trust (BCHT) current trends show a continued and significant improvement since 2020/21. The dashboard below illustrates the upturn in achievement of the 26 set targets and improvements have been monitored and evidenced via the monthly quality subgroup meetings and quarterly contract reviews. Indicators that are not performing are discussed with the provider. The two indicators that are underperforming relate to breastfeeding at 6-8 weeks and new-born bloodspot documentation check at the 6–8-week developmental check. Both topics are being addressed at the monthly quality subgroup to further analyse the statistics, understand the issues, and drive improvement.

Birmingham Forward Steps KPI Review



- 4.4 The KPIs (key performance indicators) reflect a recent statistical improvement trajectory and support the requirement of any extension to be based on satisfactory performance.
- 4.5 Initial informal feedback from the recent inspection by CQC of school nursing has been positive and reflects the strong partnership working between commissioner and provider and the observed improvement reflected above.
- 4.6 Over 850 people have been involved so far via creative engagement sessions from communities across the city or via questionnaire responses to gather feedback on the current 0-19 services. Further consultations are planned, and this data will feed into the recommission and help shape the future services.
- 4.7 The extension will enable the consolidation of improvements in service provision and afford the Council and its partners time to consider and evaluate the implications of bringing together these services with the other existing 0-19 contracts such as the School Health Support Services contract, as well as Early Intervention and Prevention services, Early Help arrangements and the creation of a Family Hubs model for Birmingham that will be sustained through the Healthy Child Programme.
- 4.8 Despite the improvement achieved the service faces significant challenges which mirror the national context. These include workforce challenges and increasing demand. Addressing these will require significant transformation. The following existing work could help to drive the changes needed:
- 4.8.1 Currently the integrated service (with children's centres) offers a different skill mixed service for younger children (under 5s). A new model of even more integrated service provision through the family hubs programme with a focus on 0 to 12 has begun. This learning (over the next 2 years until April 2025) would offer a robust basis for our commission and will alter service delivery. It will significantly change the early years offer. A 30 month extension will allow for any learning and changes to be incorporated into any new contract.
- 4.8.2 School nursing, especially the offer to young people nationally is challenging, locally this is also true. Services have not kept pace with changing need and apart from immunisations and NCMP, deliver a narrow-focussed service to a small number of young people. The public health investment in supporting the review of the youth service offers a significant opportunity to rethink how public

health outcomes and inequalities are supported through a more nuanced and multi-disciplinary public health offer. The council has enabled a coalition of VCS (Voluntary and Community Sector) and NHS providers to come together locally to bid for additional funds to test this approach to wrap around secondary, special schools and GPs in a locality area. If bids are successful within the next 2 years, it could offer a nationally leading model for the future.

- 4.9 The possible establishment of a children's integrated commissioning unit with the ICB (Integrated Care Board) hosted within children's commissioning in the council, to focus on community services offers a significant opportunity to more closely align and jointly commission services for children, young people and families. The unit will not be established before September 2023 and will need some time to establish a new way of working. This approach will offer a different more integrated commissioning context which will allow for joint investment and development. Allowing the children's integrated commissioning unit to become established and operational prior to a retender of 0 to 19 services, would be preferable.
- 4.10 The recent Care Quality Commission inspection – an improvement notice was issued in 2020. Informal feedback from the recent visit has been positive, it is likely that continued improvement in the school nursing service will be needed with an emphasis on a more integrated model.

5. Recommended Proposal

- 5.1 To approve the extension of the Early Years Health & Wellbeing contract to the 28th February 2027 alongside the 5-19 contract and two vision screening contracts, based on satisfactory performance, budget availability which extends the contract extension period previously approved by Cabinet in March 2023. The rationale is provided within section 4.

6. Risk Management

- 6.1 The most significant risk is the national shortage of skilled Specialist Community Public Health Nurses (SCPHN qualified) which includes Health Visitors and School Nurses, is still a significant ongoing risk to quality of delivery and is not expected to be addressed in the short-term. Solutions will need to be found which may be

different for different groups. The transformation planned will need to include developing a skill mixing, multi-disciplinary approach and ways of working with high intensity, complex and vulnerable families.

7. Compliance Issues:

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

- 7.1 The Change for Children and Young People 2023-2028 plan was ratified at Council Cabinet in March 2023, and adopted as Council Policy in April 2023. The ambition and outcomes within the plan have been aligned with the Be Bold Corporate Plan 2022-2026, with initial focus on the strategic outcomes: prosperous, healthy and inclusive. Birmingham's five-year partnership strategies for SEND and Inclusion are also in alignment with the Change for Children and Young People 2023-2028 plan.

8. Legal Implications

- 8.1 The Council is enabled, by Section 111 of the Local Government Act 1972, to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The Council therefore has a general power to enter contracts for the discharge of any of its functions.
- 8.2 The Childcare Act 2006 places a requirement on local authorities and their partners work to improve the wellbeing of young children in their area and reduce inequalities.
- 8.3 The Health & Social Care Act 2012 requires that the Council fulfils its statutory duties in relation to Public Health provision of the 'Healthy Child Programme' as required due to 0-19 (25) services being nationally mandated.

9. Financial Implications

- 9.1 A key challenge in managing the existing Contracts for 0-19 has been to the absence of critical core (Health Visiting and School Nursing) and sub-contracted (Children's Centres) finance data from the lead provider.

- 9.2 A requirement of the future 0-19 Commission through the contract extension will be to include an Open Book accounting process that will allow BCC and the current provider to openly evaluate costs (including those in the sub-contracted services), cost pressures and share decisions inside future contractual agreements.
- 9.3 The following tables show the values of the current contract arrangements and the proposed contract extensions. The Present Contract figures below represent the spend under those contracts up until Aug 2024 for which approval has already been obtained. This report requests extensions for a 30-month period from Aug 2024.

Table 1: Total Contract values and values of extensions

Service	Contract Value	Extension Value
0-5 Early Years Health and Wellbeing Birmingham Community Healthcare Trust	233,333,333	85,265,891
5-19 School Health Support Service Birmingham Community Healthcare Trust	14,200,000	7,228,511
Vision Screening Sandwell and West Birmingham NHS Trust University Hospital Birmingham	396,074	441,653
Total	247,929,407	92,936,055

- 9.4 Any pressures arising and further implications for pricing changes for these services will be contained within the Public Health ring-fenced Grant based on a five-year rolling budget which considers limited growth and the impact of NHS staff salary settlement for NHS contracted staff.
- 9.5 The inclusion of the Family Hubs in future commissioning will require additional resources and this will be dependent on the Government position on their future.
- 9.6 The extension will not exceed 50% of the overall contract value.

10. Human Resource implications

- 10.1 There are no human resource implications associated with the options in this report that impact on Birmingham City Council staff.

11. Procurement Implications

- 11.1 Both the 0-5 Early years health & wellbeing contract and the 5-19 School health contracts with Birmingham Community Hospital Trust will be extended via regulation 72 of the Public contract regulations 2015. Regulation 72 of the Public Contract Regulations provides for the modification of contracts without a new procurement procedure. Regulation 72 1 b) covers circumstances "...where a change of contractor (i) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, or (ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority". Given the rationale set out in section 4 above, the Council is clearly not in a position to specify services and go to market at this current time, and to do so would risk the Council procuring an inappropriate service that does not reflect future demand or align to significant developments; thus causing the Council and its citizens "significant inconvenience and substantial duplication of cost." Extending the contracts allows for the consolidation of the improvements already made and for the significant transformation required to address policy changes and contextual changes to take place. Additionally, the modification is within 50% of the original contract value, which is also a requirement of Regulation 72.
- 11.2 The vision screening contracts with Sandwell and West Birmingham NHS Trust & University Hospital Birmingham will be extended under the light touch regime of the public contract regulations 2015 as the extension values will be well within the Light touch regime thresholds, and there is provision within the contracts for further extension.
- 11.3 The Vision screening contract with Birmingham Community Hospital Trust is above the threshold for the light touch regime, and therefore cannot be extended above 50% of the original contract value. A separate procurement strategy for this contract will be formulated in accordance with the Councils contract governance arrangements, which will ensure this contract is co-terminus with all other 0-19 contracts contained within this report.

- 11.4 In accordance with the Council's Procurement and Contract Governance Rules, the Waiver Procedure guidelines have been followed. This has enabled the recommendation for the extension of these contracts to be brought to Cabinet. The Waiver Form is included at Appendix 4.
- 11.5 A PIN (Prior Information Notice) was issued as part of the previous Cabinet decision. This received 5 responses, only one provider had proven experience of delivering (in partnership) the range of services to be tendered. This was the incumbent NHS provider. One other provider had experience of delivering the health visiting and school nursing services in their current form.
- 11.6 When the PIN/pre-market engagement work was carried out, we were working to a different timeline in regard to co-design and the work being done on Family Hubs, and the imperative to tender these services has now been overtaken by the re-design of the service, the Family Hubs 0-19 model and work being done via the Integrated Care Board.

At a time when the Council is looking to save money and avoid unnecessary costs, we feel it is important to allow the required time for the bedding in of the family hubs project, which will impact significantly on the design of 0-19 services going forwards, and to re-evaluate the service-delivery options in the light of this. The Council will publish a VEAT notice notifying the market of our intention to extend these contracts, which will further help mitigate the risk of challenge.

12. Public Sector Equality Duty

An Equality Impact Assessment has been carried out to identify the impact of the proposed changes. These were submitted as part of the March Cabinet report. Details of the Equality Assessment can be found in **Appendix 1**. As the proposals will affect all users of commissioned public health services, the assessment has not found any groups that will be adversely affected. The proposals are designed to improve the outcomes, quality of services and continuity of service for all children and families, regardless of their protected characteristics.

13. Environmental and Sustainability Implications

- 13.1 All successful providers must be familiar with the Council's aims for a Sustainable Birmingham and ensure that in its performance of the Service, it uses working methods, equipment, materials and consumables which minimise environmental impact.
- 13.2 Providers will also have to tell the Council about the steps they are taking in relation to Environmental and Sustainability implications of their services through their Social Value action plans.
- 13.3. An Environment and Sustainability Assessment was completed for prior cabinet report agreed in March 2023 (attached as **Appendix 2**)

14. Appendices

- 14.1 Appendix 1 - Equality Assessment (Part of March 2023 cabinet submission)
- 14.2 Appendix 2 - Environment and Sustainability Assessment (Part of March 2023 cabinet submission)
- 14.3 Appendix 3 - Completed Waiver Form

15. Background Documents

- 15.1 March 2023 Cabinet report

Title of proposed EIA	Early Years Health and Wellbeing Service
Reference No	EQUA911
EA is in support of	Amended Service
Review Frequency	Annually
Date of first review	31/05/2023
Directorate	Education and Skills
Division	Commissioning
Service Area	Commissioning
Responsible Officer(s)	<input type="checkbox"/> Catherine Moore
Quality Control Officer(s)	<input type="checkbox"/> Brianne Thomas
Accountable Officer(s)	<input type="checkbox"/> Nigel Harvey-Whitten
Purpose of proposal	EIA of the Early Years Health & Wellbeing contract extension
Data sources	Other (please specify)
Please include any other sources of data	Contract Award for Early Years Health & Wellbeing Service 18 th April 2017
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users/ Stakeholders
Age details:	<p>The Early Years Health & Wellbeing Service is one of two contracts the Council has in place to deliver the Healthy Child Programme.</p> <p>The Healthy Child Programme is a universal programme available to all children aged 0-19 (25) to lay the foundations of a healthy life. The foundations for virtually every aspect of human development including physical, intellectual and emotional are established in early childhood.</p> <p>Universal and targeted public health services provided by health visiting and school nursing teams are crucial to improving the health and wellbeing of all children and young people. The Council has a number of statutory duties in relation to the provision of services to children and families which are delivered as part of this Early Years</p>

In 2019 Birmingham had a younger population compared to the rest of the country, a higher than average birth rate and the largest population of children aged 0-5 years of any local authority in England.

The Early Years Health & Wellbeing Service will have a positive impact on children aged 0-5 and their families across the city.

Early Years Services support families from the point that a child is conceived until they start school. High quality Early Years Services have been shown to be extremely important in helping children to develop well and learn the skills they need to be ready for school.

Improving the health and wellbeing of children by promoting early intervention to secure healthy lifestyles and behaviours goes beyond the 0-5 years into older childhood and into adult life, therefore having a positive longer-term impact on the wider community.

The Early Years Health & Wellbeing contract will also positively impact parents, carers and families as the services offered aid the development of the skills, confidence, support networks and resilience needed to parent well and achieve financial independence and stability for families.

Protected characteristic: Disability

Disability details:

Service Users/ Stakeholders

As above re. Age.

The Healthy Child Programme is universal in reach. It is available to all children and young people with special educational needs and disabilities up to the age of 25.

It includes targeted help and support as appropriate, for example to provide holistic support for families of children with special educational needs and disability.

It assists with early identification of children who have, or are likely to have, special educational needs and /or disability. It ensures that the needs of children with disabilities are proactively assessed and met. The Early Years Health and Wellbeing contract therefore positively impacts children and young people with disabilities and special needs and their families.

Protected characteristic: Sex

Service Users/ Stakeholders

Gender details:

As above re. Age.

The Early Years Health and Wellbeing contract is focussed on the 0-5 years age group and applies to all children irrespective of gender therefore having a positive impact on this characteristic.

Protected characteristics: Gender Reassignment

Service Users/ Stakeholders

Gender reassignment details:

As above re. Age.

The Early Years Health and Wellbeing contract is focussed on the 0-5 years age group and is universally available to all children irrespective of gender identity or reassignment. During this timeframe the concept of gender identity is developing, so this protected characteristic is of low relevance to this age group.

Protected characteristics: Marriage and Civil Partnership

Not Applicable

Marriage and civil partnership details:

Protected characteristics: Pregnancy and Maternity

Service Users/ Stakeholders

Pregnancy and maternity details:

As above re. Age.

The Early Years Health and Wellbeing Services support families from the point that a child is conceived until they start school.

A healthy pregnancy sets up the unborn baby for a healthy life and the physical and mental wellbeing of the mother directly impacts the baby's healthy development.

The services therefore cover unborn children, pregnancy and maternal health and will have a positive impact on this group in terms of Health Visitor services, screening, immunisation, health and development reviews, as well as signposting for any additional services as required.

Protected characteristics: Race

Service Users/ Stakeholders

Race details:

As above re. Age.

The population of children and young people in Birmingham are more ethnically diverse than the older population of the city and diversity increases with every cohort of children born. As the Early Years Health and Wellbeing contract applies to all children irrespective of race and ethnicity, the services are therefore inclusive and have a positive impact on this characteristic.

Protected characteristics: Religion or Beliefs

Service Users/ Stakeholders

Religion or beliefs details:

As above re. Age.

The Early Years Health and Wellbeing contract applies universally to all children irrespective of religion, the services are therefore inclusive and have a positive impact on this characteristic.

Protected characteristics: Sexual Orientation

Not Applicable

Sexual orientation details:

Socio-economic impacts

It is widely regarded that the first 1001 days from conception to age 2 is critical for prevention and early intervention to address the wide spectrum of issues that can impact on the resilience, mental, physical and economic outcomes on individuals later in life.

Evidence shows that those who suffer multiple adverse childhood events achieve less educationally, earn less, and are less healthy, making it more likely that the cycle of harm is

perpetuated, in the following generation.

The Early Years Health and Wellbeing services therefore help to improve population health and reduce inequalities by providing families with a universal early intervention and preventative service which provides all families with a programme of screening, immunisation, health and development reviews.

Please indicate any actions arising from completing this screening exercise.

Please indicate whether a full impact assessment is recommended

NO

What data has been collected to facilitate the assessment of this policy/proposal?

Consultation analysis

Adverse impact on any people with protected characteristics.

Could the policy/proposal be modified to reduce or eliminate any adverse impact?

How will the effect(s) of this policy/proposal on equality be monitored?

What data is required in the future?

Are there any adverse impacts on any particular group(s)

No

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

The contract has no adverse or negative impacts on citizens with protected characteristics as it universally seeks to improve the health and wellbeing of all children aged 0-5 across the city.

The performance metrics will be continually monitored throughout the contract extension period via the contract management process. The extension is based on a background of improving performance by the incumbent provider and will facilitate a full review of the 0-19(25) Healthy Child Programme contracts including potential consolidation or redistribution for the future recommission.

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Submit to the Quality Control Officer for reviewing?	No
Quality Control Officer comments	
Decision by Quality Control Officer	Proceed for final approval
Submit draft to Accountable Officer?	No
Decision by Accountable Officer	Approve
Date approved/ rejected by the Accountable Officer	05/07/2022
Reasons for approval or rejection	
Please print and save a PDF copy for your records	Yes

Appendix 2 Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/ decision/development proposal is likely to have on the environment. This assessment must be completed for CLT and Cabinet reports where appropriate. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete.

To complete the assessment, you should consider whether the proposal will have a positive or a negative impact on each of the key themes by placing a (✓) for positive, (x) for negative and (?) for unclear impact, and (N/A) for non-applicable impact. Further guidance on the completion of the template is available on page 3 below.

Project Title:	0-19 Healthy Child Programme	
Directorate: Children and Families	Team: Commissioning Team	Person Responsible for assessment: Catherine Moore Commissioning Manager
Date of assessment: 29.03.2022	Is it a new or existing proposal? Existing	
Brief description of the proposal: <p>The Healthy Child Programme is a universal programme available to all children to lay the foundations of a healthy life. Universal and targeted public health services provided by health visiting and school nursing teams are crucial to improving the health and wellbeing of all children and young people.</p> <p>The Healthy Child Programme aims to bring together health, education and other key partners to deliver an effective programme for prevention and support.</p> <p>This report is to seek approval to utilise the existing extensions within the two contracts which together deliver the 0-19(25) Healthy Child Programme across Birmingham. The two contracts cover the Early Years Health & Wellbeing services valued at £33.5M pa and the School Health Support services valued at £2.7M. The extensions would facilitate a coterminous end date which may be beneficial for future delivery options and affords the Council and its partners time to consider and evaluate the implications of bringing together these services with Early Intervention and Prevention services, Early Help arrangements and ultimately the creation of a Family Hubs model for Birmingham.</p>		

Potential impacts of the policy/development/ decision on:	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?
Natural Resources - including water, soil, air			√	
Energy use and CO ₂ emissions	√			The Healthy Child Programme services are largely delivered via home visits, at children's centres and at schools, therefore are localised and do not encourage mass travel by all citizens to access the services. There has also been an increase in uptake of online/telephone appointments with Health Visitors due to COVID-19 and where this is the preferred method of communication and contact going forward by some families, this will continue to be offered, reducing the need for travel on an ongoing basis.
Quality of environment			√	
Impact on local green and open spaces and biodiversity			√	
Use of sustainable products and equipment			√	
Minimising waste			√	
Council plan priority: a city that takes a leading role in tackling climate change			√	
Overall conclusion on the environmental and sustainability impacts of the proposal	<p>Overall, the Healthy Child Programme is intended to deliver positive health and wellbeing outcomes for children, young people and their families across the city.</p> <p>The report is focussed on the extension of two existing contracts and there is little impact on the themes above at this stage. This will however be revisited as part of any future commissioning work.</p>			

Guidance for completing the template

Theme	Example
Natural Resources - Impact on natural resources including water, soil, air.	<p>Does the decision increase water use?</p> <p>Does the decision have an impact on air quality?</p> <p>Does the decision discourage the use of the most polluting vehicles (private and public) and promote sustainable modes of transport or working from home to reduce air pollution?</p> <p>Does the decision impact on soil?</p> <p>For example, development will typically use water for carrying out various operations and, once complete, water will be needed to service the development. Providing water to development and treating affluent water requires energy and contributes to climate change. Some of the activities including construction or disposal of waste may lead to soil pollution. The decisions may lead to more journeys thereby deteriorating air quality and thus contribution to climate change and greenhouse gases.</p>
Energy use and CO ₂ emissions.	<p>Will the decision have an impact on energy use?</p> <p>Will the decision impact on carbon emissions?</p> <p>Most day-to-day activities use energy. The main environmental impact of producing and using energy such as electricity, gas, and fuel (unless it is from a renewable source) is the emission of carbon dioxide.</p>
Quality of environment.	<p>Does the decision impact on the overall quality of the built environment?</p> <p>Decisions may have an impact on the overall setting, character and distinctiveness in the area. For example, if development involves ground digging and excavations etc. it may have an impact on the local archaeology.</p>
Impact on local green and open spaces and biodiversity	<p>The proposal may lead to localised impacts on the local green and open spaces which may have an impact on local biodiversity, trees and other vegetation in the area.</p> <p>Will the proposal lead to loss (or creation) of green and blue infrastructure?</p> <p>For example, selling an open space may reduce access to open space within an area and lead to a loss of biodiversity. However, creating a new open space would have positive effects.</p>
Use of environmentally sustainable products, equipment and packaging	<p>Will the decision present opportunities to incorporate the use of environmentally sustainable products (such as compostable bags, paper straws etc.), recycled materials (i.e. Forest Stewardship Council (FSC) Timber/wood), non-polluting vehicles, avoid the use of single use plastics and packaging.</p>

Minimising waste	<p>Will the decision minimise waste creation and the maximise recycling during the construction and operation of the development/programme/project?</p> <p>Will the decision provide opportunities to improve recycling?</p> <p>For example, if the proposal involves the demolition of a building or a structure, could some of the construction materials be reused in the new development or recycled back into the construction industry for use on another project?</p>
Council plan priority: a city that takes a leading role in tackling climate change and deliver Route to Zero.	<p>How does the proposal or decision contribute to tackling and showing leadership in tackling climate change and deliver Route to Zero aspirations?</p>

If you require further assistance with completing this template, please contact: ESAGuidance@birmingham.gov.uk

WAIVER FORM

PROJECT / CONTRACT TITLE	0-19 Healthy Child Programme contracts
PROJECT / CONTRACT REFERENCE NUMBER	
DESCRIPTION OF CONTRACT (GOODS / SERVICES PROVIDED)	The Healthy Child Programme (HCP) is a universal programme mandated under the Health and Social Care Act (2012) available to all children to lay the foundations of a healthy life. The HCP is subject to a National Specification with a large element of the delivery that includes 5 health reviews, beginning pre-birth, and the delivery of the National Child Measurement Programme (NCMP) all of which are mandated by law. The provision of the HCP is through two parallel contracts: the 0-19 (25) Healthy Child Programme and School Health Support Services. In addition, the contract also contains Early Years and Well Bring 0-5 Children' Centres contract
SUPPLIER (where relevant)	<p>Birmingham Community NHS Foundation Trust (BCHT) who provides both the Early Years Health and Well Being and 5-19 School Health Support Service.</p> <p>Sandwell and West Birmingham NHS Trust and University Hospital Birmingham provides Vision Screening.</p>
CONTRACT PERIOD	30 Months (September 2024 to February 2027)
VALUE (£/p)	No more than 50 % of the present contract value (please note Appendix One)
FUNDING SOURCE	Public Health grant
DIRECTORATE	Strategy Equality and Partnership
SERVICE AREA	Public Health

SERVICE LEAD	Joann Bradley
DIRECTOR/ ASSISTANT DIRECTOR	Dr Marion Gibbon
HEAD OF SERVICE	
Please indicate the justification for a Waiver to the Procurement and Contract Rules	
i. Efficiency / expediency in relation to process: Following the Rules in whole or part would not add value to the intended outcomes and would significantly impact the delivery of the Council Plan and priority outcomes. A Waiver would not compromise transparency and accountability.	√
ii. Increased cost / loss of income: Following the Rules in whole or part would likely result in increased costs or loss of opportunity.	
iii. Time constraints beyond the control of the Council: Following the Rules in whole or part would create unreasonable time pressures to deliver outcomes required. In such cases this must not be through poor planning or lack of action by the Council to have created the time constraint.	
iv. Avoidance of reputational damage: Failure to act promptly would have a serious, damaging and long-term impact on the reputation of the Council, that from a time perspective the Council cannot afford to be mitigated through a formal tendering process.	
v. Request for noting for transparency as a formal Breach of the Rules: Noting outcome of formal Breach investigation and seeking to note in line with Waiver Approval procedure.	

<p>Please provide details on reasons for applying for a Waiver</p> <p>Permission is sought to extend the contracts for the following reasons:</p> <p>To enable a strategic approach to a significant system transformation, to better support our babies, children, young people and their families by aligning all inter-linked contracts and allow for the Family Hubs Programme to become part of the ongoing commissioning of services. This will enable an integrated approach to commissioning the services and allow for long-term sustainability.</p> <p>In addition, the extension will allow for consolidation of improvements in service provision and afford the Council and its partners time to consider and evaluate the implications of bringing together these services in light of the following:</p> <ul style="list-style-type: none"> • CQC (Care Quality Commission) inspection feedback on 5-19yrs service transformation • Improvement journey for 0-5yrs service progress • Transformation of youth services Family Hubs future plans & Early Intervention and Prevention development • Soft market exploration feedback • The establishment of an integrated commissioning unit between BCC (Birmingham City Council) and the ICB.
<p>If related to a breach please state circumstances around why this occurred</p>
<p>N/A</p>
<p>Which part(s) of the Procurement and Contract Governance Rules are being sought to be waived?</p>
<p>For the 0-5 Early years health & wellbeing contract, and the 5-19 School services contract we are seeking approval to extend the current contracts under application of regulation 72 under the public contract regulations. We do not meet the criteria in the councils governance rules set out in 4.36 (i) as the contracts have no further existing provision for extension, so we are seeking to waiver this requirement</p> <p>The vision screening contracts with Sandwell and West Birmingham NHS Trust & University Hospital Birmingham will be extended under the light touch regime of the public contract regulations 2015 as the extension values will be well within the Light touch regime thresholds, and there is provision within the contracts for further extension.</p>

As all these contracts together form the provision of the 0-19 services and need to be co-terminus, we have therefore included all contracts within this Waiver document. This then allows the total value of the required contract extensions to be approved.
What implications, risk(s) or consequences would apply if a Waiver is not approved?
<p>The ability to respond to a changing policy environment will be lost and could limit the future performance of the services.</p> <p>The same service model would be re- commissioned, which would be a lost opportunity to introduce a new model of delivery that could potentially improve the outcomes for children and young people and could mean efficiency savings to the council in the longer term.</p>
What longer terms plans are in place to ensure compliant contractual arrangements will be established prior to the end of the contract awarded under Waiver?
<p>The extra 30 months will allow officers to consider the following:</p> <ul style="list-style-type: none"> • Re-alignment of contracts within this programme, and the wider environs for example the Family Hubs Programme which will end in 2025 officers need to determine what impact the latter programme will have will on determining the future of 0 to 19 services. Children Centres. • The formation of the Integrated Commission Unit between the Children's Directorate of BCC and the ICB. • The transformation of the youth service will provide an option to have synergy between other contracts in the 0-19 programme and has the potential to enable a different delivery mechanism. This will ensure that the services have the reach, impact and outcomes that is needed to improve the lives of children and young people in Birmingham • Too often we commission services that tackle a problem/s, having a different commissioning model that has early intervention and prevention as its ethos, the hope is that we are investing less downstream. • As the council develops youth commissioners the young people of Birmingham will have the opportunity to have an input into what is commissioned. • Open book accounting reflections will be explored during this period to inform the new contract post September 2027. • Inflationary pressures and significant challenges such as workforce pressures could further limit a very limited provider market.
Other Comments


DECLARATIONS

I (the undersigned) declare that I have no conflicts of interest which would otherwise prevent my signature to this Waiver.

Directorate Service Lead**Date****Corporate Procurement Comments**

Given the value of this waiver (see Appendix One below), this needs to form part of a report to Cabinet

Name / Title**Date**

AUTHORISATIONS			
Over £5,000 up to £100,000	Comment (if required)	Signature	Date
Assistant Director or Head of Service (in line with the Scheme of Delegations)			
Relevant Head of Category (Corporate Procurement Service)	To be appended to a full Cabinet report given the values involved		11/1/2023

Over £100,000 to £200,000	Comment (if required)	Signature	Date
Assistant Director (Directorate)			
Assistant Director (Procurement)			

Over £200,000 to £500k (revenue) or to £1million (capital)**	Comment (if required)	Signature	Date
Director (Directorate)			
Directorate Cabinet Member(s)			
Assistant Director (Procurement)			
Strategic Director of Council Management			
Cabinet Member – Finance and Resources			

** Above these levels and/ or Key Decision and/ or where deemed required by the Cabinet Member formal sign off is required at Cabinet.

Please ensure that a copy of the signed form is circulated to DPR@birmingham.gov.uk for recording and reporting

Appendix One

Table 1: Total Contract values and values of extensions

Service	Contract Value	Extension Value
0-5 Early Years Health and Wellbeing	233,333,333	83,749,999.70
School Nursing	14,200,000	7,100,000
Vision Screening	396,074	360,780
Total	247,929,407	91,210,779.70

Birmingham City Council

Report to Cabinet

Date: 25th July 2023



Subject: KEY DECISION PLANNED PROCUREMENT ACTIVITIES (AUGUST 2023 – OCTOBER 2023)

Report of: ASSISTANT DIRECTOR – PROCUREMENT

Relevant Cabinet Member: Councillor Brigid Jones, Cabinet Member for Finance and Resources

Relevant O &S Chair(s): Councillor Jack Deakin, Chair of Finance and Resources OSC

Report author: Steve Sandercock, Assistant Director, Procurement
Email Address: steve.sandercock@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: 011448/2023		
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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential :		
3. Information relating to the financial or business affairs of any particular person (including the council)		

1 Executive Summary

- 1.1 This report provides details of the planned procurement activity for the period August 2023 – October 2023 which are key decisions. Planned procurement activities reported previously are not repeated in this report.
- 1.2 The report enables Cabinet to identify whether any reports for procurement activities should be brought to this meeting for specific executive decision,

otherwise they will be dealt with under Chief Officer delegations up to the value of £10m, unless TUPE applies to current Council staff.

2 Recommendations

- 2.1 To approve the planned procurement activities as set out in Appendix 1 and approve Chief Officer delegations, set out in the Constitution, for the subsequent decisions around procurement strategy and contract awards.

3 Background

- 3.1 The report approved by Council Business Management Committee on 16 February 2016 set out the case for introducing this process.
- 3.2 At the 12th July 2022 meeting of Council changes to procurement governance were agreed which gives Chief Officers the delegated authority to approve procurement contracts up to the value of £10m for key decisions over the life of the contract. Where it is likely that the award of a contract will result in staff employed by the Council transferring to the successful contract under TUPE, the contract award decision has to be made by Cabinet.
- 3.3 In line with the Procurement and Contract Governance Rules that form part of the Council's Constitution, this report acts as the process to consult with and take soundings from Cabinet Members and the Resources Overview & Scrutiny Committee.
- 3.4 This report sets out the planned procurement activity over the next few months where the contract value is between the procurement threshold £177,897.50 (excluding VAT) and £10m (excluding VAT) for key decisions. This will give members visibility of all procurement activity within these thresholds and the opportunity to identify whether any procurement reports should be brought to Cabinet for approval even though they are below the £10m delegation threshold.
- 3.5 It should be noted that the procurement threshold has changed from £189,330 to £177,897.50 (excluding VAT) and applies from 1st January 2022 for a period of 2 years.
- 3.6 Individual procurements may be referred to Cabinet for an executive decision at the request of Cabinet, a Cabinet Member or the Chair of Resources Overview & Scrutiny Committee where there are sensitivities or requirements that necessitate a decision being made by Cabinet.
- 3.7 Procurements below £10m contract value that are not listed on this or subsequent monthly reports can only be delegated to Chief Officers if specific approval is sought from Cabinet. Procurements above £10m contract value will still require an individual report to Cabinet in order for the award decision to be delegated to Chief Officers if appropriate.
- 3.8 A briefing note with details for each item to be procured is listed in Appendix 2. The financial information for each item is detailed in Appendix 3 – Exempt Information.

4 Options considered and Recommended Proposal

4.1 The options considered are:

- To identify specific individual procurements as listed in appendix 1 for further consideration, along with clear reason(s) for such additional consideration, to Cabinet around the procurement strategy and contract award.
- To approve the planned procurement activities for all the projects listed in appendix 1 and approve Chief Officer delegations as set out in the Constitution, for the subsequent decisions around procurement strategy and contract awards.– this is the recommended option.

5 Consultation / Engagement

- 5.1 This report to Cabinet is copied to Cabinet Members, Cabinet Support Officers and to Resources Overview & Scrutiny Committee and therefore is the process for consulting with relevant cabinet and scrutiny members. At the point of submitting this report Cabinet Members/ Resources Overview & Scrutiny Committee Chair have not indicated that any of the planned procurement activity needs to be brought back to Cabinet for executive decision.

6 Risk Management

- 6.1 Members should note that in respect of any procurement projects which are sought to be referred back to Cabinet for further considerations these may impact on timescales around the delivery of those projects.
- 6.2 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports.

7 Compliance Issues:

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

- 7.1.1 Details of how the contracts listed in Appendix 1 and Appendix 2 support relevant Council policies, plans or strategies, will be set out in the individual reports.

7.2 Legal Implications

- 7.2.1 Members are reminded that as a Local Authority the Council has specific duties under public sector procurement, specifically the Public Contract Regulations 2015.
- 7.2.2 Specific details of any implications related to public sector procurement Regulations are set out- in the individual reports appended to this report.

7.3 Financial Implications

- 7.3.1 Specific details of how decisions will be carried out within existing finances and resources will be set out in the individual reports.

- 7.3.2 Any cashable savings generated as a result of the procurement exercises are detailed in Appendix 2 to the delivery of procurement related savings and be removed from Directorate where identified in addition to the existing service area savings target as set out in the Medium-Term Financial Plan (MTFP) in line with the principles to treatment of identified savings against third party contracts as agreed by CLT on 24th January 2022.

7.4 Procurement Implications (if required)

- 7.4.1 As noted under the Legal Implications the Council has a duty to ensure that public sector procurement activity is in line with public sector legislation, specifically the Public Contracts Regulations 2015.
- 7.4.2 For each of the individual projects the specific procurement implications associated to the legislation are set out and detailed in the appendices.

7.5 Human Resources Implications (if required)

- 7.5.1 None.

7.6 Public Sector Equality Duty

- 7.6.1 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports which should also give consideration to application of Equality Impact Assessments in line with Council Policy

8 Background Documents

- 8.1 List of Appendices accompanying this Report (if any):
- 1. Appendix 1 - Planned Procurement Activity August 2023 – October 2023
 - 2. Appendix 2 – Background Briefing Paper
 - 3. Appendix 3 – Exempt Information
 - 4. Appendix 4 – Notification of Minor Amendments

APPENDIX 1 – PLANNED PROCUREMENT ACTIVITIES (AUGUST 2023 – OCTOBER 2023)

No.	Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources Plus	Finance Officer	Contact Name	Planned CO Decision Date
1	Strategy / Award	IT Service Management Solution	TBC	Provision of a cloud hosted IT Service Management (ITSM) platform with Software Asset Management (SAM) and workflow capability in order to support the delivery of: - IT Operations Management - Incident Problem & Change Management - Release management - Wider IT Business processes such as starters, leavers and movers (SLAM)	3 years with an option to extend for a further 2 plus 1 year	Digital and Customer Services	Digital, Culture, Heritage and Tourism	Lee Bickerton	Phil Giann / Jake Smith	21/08/2023
2	Strategy / Award	SAP Hosted Live Archive	TBC	Provision of a hosted platform/ service to live archive SAP Finance and HR (along with associated satellite components) to allow the decommissioning of the final elements of the council's legacy data centre server estate, while still allowing minor historic updates to the existing data.	3 years with an option to extend for a further 2 plus 1 year	Digital and Customer Services	Digital, Culture, Heritage and Tourism	Lee Bickerton	Chris Holt / Jake Smith	21/08/2023
3	Amendment - Approval to Tender Strategy	Framework Agreement for Valuation Advice for the Right to Buy Scheme	TBC	To provide advice on the value of housing properties to support the Right to Buy scheme to enable tenants of the Council to be able to buy their home and produce the Housing Stock Valuation to inform the Councils accounts on an annual basis.	4 years	Place, Prosperity & Sustainability	Housing and Homelessness	Azhar Rafiq	Allyson Marke-Wilson / Charlie Short	21/08/2023
4	Strategy / Award	Block Repository - IT Solution	TBC	Following the 2017 Grenfell tower fire, Central Government identified the need for better accessibility of fire safety information for larger residential buildings. Following consultation, they are implementing a new set of requirements for major landlords to keep certain set of information on all buildings they manage. This information, or parts thereof, need to be accessible to various groups including the fire department, residents, and BCC teams. To facilitate this requirement, a functional IT solution must be in full operation by the end of October 2023.	3 years with the option to extend for a further two 12 months extensions	City Housing	Digital, Culture, Heritage & Tourism	Andrew Healey	Jamie Harrison / Jake Smith	21/08/2023

APPENDIX 2

BRIEFING NOTE ON PLANNED PROCUREMENT ACTIVITIES **CABINET – 25th July 2023**

Title of Contract	IT Service Management Solution
Contact Officers	Director / Assistant Director: Cheryl Doran, Assistant Director & CIO Digital and Technology Services Client Officers: Phil Giann, Head of Technology Practice - Customer Experience Procurement Officer : Jake Smith, IT Category Manager
Relevant Portfolio	Councillor Saima Suleman - Digital, Culture, Heritage and Tourism
Briefly describe the service required	Provision of a cloud hosted IT Service Management (ITSM) platform with Software Asset Management (SAM) and workflow capability in order to support the delivery of: <ul style="list-style-type: none"> - IT Operations Management - Incident Problem & Change Management - Release management - Wider IT Business processes such as starters, leavers and movers (SLAM)
What is the proposed procurement route?	The route to market a further competition via a compliant regional or national framework agreement.
What are the existing arrangements? Is there an existing contract? If so, when does that expire?	The council currently utilise Service Now as the platform for ITSM functionality and are entering into the final year of the existing contract, which is due to expire in June 2024.
Will any savings be generated?	Yes – savings are forecast
Has the In-House Preferred Test been carried out?	Yes – this service cannot be delivered in-house as this is a third-party technology / software solution that the Council cannot deliver.
How will this service assist the council's commitments to Route to Zero?	None identified.
How do these activities assist the Council with Everybody's Battle; Everybody's Business (EBEB)?	There are no direct Everybody's Battle; Everybody's Business implications.
Is the council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty to provide this service. However, the infrastructure that this service provides supports wider operational delivery of statutory service and their underpinning IT infrastructure.
What budget is the funding from for this service?	The funding for this service comes from two sources. <ol style="list-style-type: none"> 1) The ongoing revenue for the services forms part of the DTS 3rd Party budget with the new contract / system forecast to fall within the current cost profile 2) Implementation costs will be subject to a further cabinet paper and capital bid prior to contract award
Proposed start date and duration of the new contract	The proposed start date is 1 st October 2023 for a period of 3 years with the option to extend for a further 2 + 1 year extensions.

Title of Contract	SAP Hosted Live Archive
Contact Officers	Director / Assistant Director: Cheryl Doran, Assistant Director & CIO Digital and Technology Services Client Officers: Chris Holt, Technical Operations Manager Procurement Officer : Jake Smith, IT Category Manager
Relevant Portfolio	Councillor Saima Suleman - Digital, Culture, Heritage and Tourism
Briefly describe the service required	Provision of a hosted platform/ service to live archive SAP Finance and HR (along with associated satellite components) to allow the decommissioning of the final elements of the council's legacy data centre server estate, while still allowing minor historic updates to the existing data.
What is the proposed procurement route?	The route to market a further competition via a compliant regional or national framework agreement.
What are the existing arrangements? Is there an existing contract? If so, when does that expire?	There is currently a hardware support contract for the on premise servers that expires in October 2023. The servers also form part of the Council's two main data centres. The contract for the overall data centres runs to July 2025 with the option for two +1 extension, however the opportunity exists to reduce the current costs of these two contracts through this work.
Will any savings be generated?	Yes – savings already forecast for the cessation of the support contract and reduction in data centre hosting and power charges.
Has the In-House Preferred Test been carried out?	Yes – this service cannot be delivered in-house as the Council does not have the technical capability nor infrastructure to develop the required platform.
How will this service assist the council's commitments to Route to Zero?	In line with the work conducted to date under the Application Platform Modernisation platform moving from over 72 racks of old, power inefficient server equipment in 3 data centres to 8 racks of modern, power efficient hardware in 2 data centres, substantial CO2 reductions have already been made. This work will further reduce CO2 emissions through the decommissioning of the councils last power inefficient legacy data centre servers.
How do these activities assist the Council with Everybody's Battle; Everybody's Business (EBEB)?	Not applicable as this relates to underlying technical infrastructure.
Is the council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty to provide this service. However, the infrastructure that this service provides supports wider operational delivery of statutory services.
What budget is the funding from for this service?	The funding for this service comes from two sources. 1) The implementation costs of the new service are funded from the Oracle Programme 2) The ongoing revenue for the services will be from the DTS 3 rd Party budget and funded through savings from the existing hardware support and data centre contracts.
Proposed start date and duration of the new contract	The proposed start date is August 2023 for a period of 3 years with the option to extend for a further 2 + 1-year extensions.

APPENDIX 4 - Notification of Minor Amendments

This PPAR item has no changes from previously agreed by Cabinet in April 2023. The highlighted changes made to the original are referenced to the exempt report.

Title of Contract	Framework Agreement for Valuation Advice for the Right to Buy Scheme and Housing Stock Valuation for Accounting Purposes
Contact Officers	Director / Assistant Director: Kathryn James, Assistant Director, Investment and Valuation Client Officer: Allyson Marke-Wilson, Valuations and Acquisitions Manager Procurement Officer: To be allocated
Relevant Portfolio	Councillor Jayne Francis - Cabinet Member for Housing and Homelessness
Briefly describe the service required	To provide advice on the value of housing properties to support the Right to Buy scheme to enable tenants of the Council to be able to buy their home and produce the Housing Stock Valuation to inform the Councils accounts on an annual basis.
What is the proposed procurement route?	A procurement process will be undertaken and advertised in Find a Tender, Contracts Finder and www.finditinbirmingham.com .
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There is a current contract in place with Sure Property Group Limited that expires on 26 th April 2024 for the Right to Buy Valuations and a separate contract again with Sure Property Group Limited that expires in December 2025.
Will any savings be generated?	There may be potential savings achieved by amalgamating the 2 contracts from the 1 st April 2024 as a result of this commission.
Has the In-House Preferred Test been carried out?	Yes, and the test demonstrated this is not suitable to be carried out in-house as there are not the skills, capability or resources within the Council for this service.
How will this service assist with the Council's commitments to Route to Zero?	Any specification will require the Council's commitments to Route to Zero to be considered, in particular to a reduction in zero emissions for transport.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	Both the Property Strategy and the Investment Strategy are designed to be fully inclusive towards the community that the City serve and with the aim of improving people's lives and the fabric of their local area.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is a statutory duty on the Council to produce its accounts on an annual basis that the Housing Stock Valuation will support. The service supports the statutory duty of the Housing Act 1985 and subsequent amendments that allows the Council to sell its housing to its tenants.
What budget is the funding from for this service?	The service is funded from the Property Services, Revenue Budget that is then recharged back to the Housing Revenue Account.
Proposed start date and duration of the new contract	The proposed start is 1 st April 2024 for a duration of 4 years.

This appendix provides the rationale for minor amendments to PPAR previously agreed by Cabinet on 27th June 2023 which highlights the changes made to the original and revised PPAR items below for reference.

Title of Contract	Block Repository - IT Solution
Contact Officers	Director / Assistant Director: Paul Langford, Interim Strategic Director City Housing Client Officer: Jamie Harrison, Senior Service Manager Procurement Officer: Jake Smith, Interim IT Category Manager
Relevant Portfolio	Councillor Jayne Francis - Cabinet Member for Housing & Homelessness Councillor Saima Suleman - Cabinet Member for Digital, Culture, Heritage & Tourism
Briefly describe the service required	Following the 2017 Grenfell tower fire, Central Government identified the need for better accessibility of fire safety information for larger residential buildings. Following consultation, they are implementing a new set of requirements for major landlords to keep certain set of information on all buildings they manage. This information, or parts thereof, need to be accessible to various groups including the fire department, residents, and BCC teams. To facilitate this requirement, a functional IT solution must be in full operation by the end of October 2023.
What is the proposed procurement route?	The proposed route to market will be undertaken by a further competition via a compliant, collaborative framework agreement. Following a further competition exercise, the award will be placed with the preferred bidder via the Eastern Shires Purchasing Organisation; ESPO Document Management Solutions (390_22) Lot 3 – Total Document Management Solutions framework agreement.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a new requirement to deliver on actions required by major landlords, following the Grenfell Tower Inquiry.
Will any savings be generated?	No cashable savings will be generated by this project.
Has the In-House Preferred Test been carried out?	BCC technical teams have investigated solutions by incumbent suppliers with a view to adapting existing services. The conclusion was that without significant development investment, it would not be possible to do so. DTS Technical Design Authority is fully aware of this project and Mark Brazier has been appointed to represent the TDA.
How will this service assist with the Council's commitments to Route to Zero?	The contract renewals will be actioned in accordance with BCCs commitments to Route to Zero. A key specification requirement is the ability to scan, transfer and store physical documents as digital assets.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The required activities support tackling inequalities as per BCCs Equality Strategy and Action Plan documented here. The activities as a result of the system's implementation will ensure that residents of Birmingham's tower blocks have access to the information they need.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty to provide this service. However, the service is required to satisfy recommended actions from the Grenfell Tower Inquiry Phase 1. A link is provided here: Progress against the Grenfell Tower Inquiry Phase 1 Recommendations, September 2021 (accessible version) - GOV.UK (www.gov.uk) A majority of these relate to access to information about the construction of and materials used within existing buildings. This information is to be accessed by various parties including BCC, the Fire Service and the public. Access will be required by law, and the control, versioning and maintenance of these digital assets requires a sophisticated IT solution.
What budget is the funding from for this service?	The product is to be funded by the Directorate for Housing Strategy & Enabling.
Proposed start date and duration of the new contract	The proposed start date is 1 st October 2023 for a period of 3 years with the option to extend for a further two 12 months extensions.

Title of Contract	Block Repository - IT Solution
Contact Officers	Director / Assistant Director: Paul Langford, Interim Strategic Director City Housing Client Officer: Jamie Harrison, Senior Service Manager Procurement Officer: Jake Smith, Interim IT Category Manager
Relevant Portfolio	Councillor Jayne Francis - Cabinet Member for Housing & Homelessness Councillor Saima Suleman - Cabinet Member for Digital, Culture, Heritage & Tourism
Briefly describe the service required	Following the 2017 Grenfell tower fire, Central Government identified the need for better accessibility of fire safety information for larger residential buildings. Following consultation, they are implementing a new set of requirements for major landlords to keep certain set of information on all buildings they manage. This information, or parts thereof, need to be accessible to various groups including the fire department, residents, and BCC teams. To facilitate this requirement, a functional IT solution must be in full operation by the end of October 2023.
What is the proposed procurement route?	The proposed route to market will be undertaken by a further competition via a compliant regional or national framework agreement.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a new requirement to deliver on actions required by major landlords, following the Grenfell Tower Inquiry.
Will any savings be generated?	No cashable savings will be generated by this project.
Has the In-House Preferred Test been carried out?	BCC technical teams have investigated solutions by incumbent suppliers with a view to adapting existing services. The conclusion was that without significant development investment, it would not be possible to do so. DTS Technical Design Authority(DTA) is fully aware of this project and Mark Brazier has been appointed to represent the TDA.
How will this service assist with the Council's commitments to Route to Zero?	The contract renewals will be actioned in accordance with BCCs commitments to Route to Zero. A key specification requirement is the ability to scan, transfer and store physical documents as digital assets.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The required activities support tackling inequalities as per BCCs Equality Strategy and Action Plan documented here. The activities as a result of the system's implementation will ensure that residents of Birmingham's tower blocks have access to the information they need.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty to provide this service. However, the service is required to satisfy recommended actions from the Grenfell Tower Inquiry Phase 1. A link is provided here: Progress against the Grenfell Tower Inquiry Phase 1 Recommendations, September 2021 (accessible version) - GOV.UK (www.gov.uk) A majority of these relate to access to information about the construction of and materials used within existing buildings. This information is to be accessed by various parties including BCC, the Fire Service and the public. Access will be required by law, and the control, versioning and maintenance of these digital assets requires a sophisticated IT solution.
What budget is the funding from for this service?	The product is to be funded by the Directorate for Housing Strategy & Enabling.
Proposed start date and duration of the new contract	The proposed start date is 1 st October 2023 for a period of 3 years with the option to extend for a further two 12 months extensions.

Birmingham City Council

Report to Cabinet

Date: 25th July 2023



Subject: NON-KEY DECISION PLANNED PROCUREMENT ACTIVITIES (AUGUST 2023 – OCTOBER 2023)

Report of: ASSISTANT DIRECTOR – PROCUREMENT

Relevant Cabinet Member: Councillor Brigid Jones, Cabinet Member for Finance and Resources

Relevant O &S Chair(s): Councillor Jack Deakin, Chair of Finance and Resources OSC

Report author: Steve Sandercock, Assistant Director, Procurement
Email Address: steve.sandercock@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 type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, add Forward Plan Reference:		
Is the decision eligible for call-in?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential : 3. Information relating to the financial or business affairs of any particular person (including the council)		

1 Executive Summary

- 1.1 This report provides details of the planned procurement activity for the period August 2023 – October 2023 which are not key decisions. Planned procurement activities reported previously are not repeated in this report.
- 1.2 The report enables Cabinet to identify whether any reports for procurement activities should be brought to this meeting for specific executive decision,

otherwise they will be dealt with under Chief Officer delegations up to the value of £500,000, unless TUPE applies to current Council staff.

2 Recommendations

- 2.1 To note the planned procurement activities as set out in Appendix 1 and Chief Officer delegations, set out in the Constitution, for the subsequent decisions around procurement strategy and contract awards.

3 Background

- 3.1 The report approved by Council Business Management Committee on 16 February 2016 set out the case for introducing this process.
- 3.2 At the 12th July 2022 meeting of Council changes to procurement governance were agreed which gives Chief Officers the delegated authority to approve procurement contracts up to the value of £500,000 for non-key decisions over the life of the contract. Where it is likely that the award of a contract will result in staff employed by the Council transferring to the successful contract under TUPE, the contract award decision has to be made by Cabinet.
- 3.3 In line with the Procurement and Contract Governance Rules that form part of the Council's Constitution, this report acts as the process to consult with and take soundings from Cabinet Members and the Resources Overview & Scrutiny Committee.
- 3.4 This report sets out the planned procurement activity over the next few months where the contract value is between the procurement threshold £177,897.50 (excluding VAT) and £500,000 (excluding VAT) for non-key decisions. This will give members visibility of all procurement activity within these thresholds and the opportunity to identify whether any procurement reports should be brought to Cabinet for approval even though they are below the £10m delegation threshold.
- 3.5 It should be noted that the procurement threshold has changed from £189,330 to £177,897.50 (excluding VAT) and applies from 1st January 2022 for a period of 2 years.
- 3.6 Individual procurements may be referred to Cabinet for an executive decision at the request of Cabinet, a Cabinet Member or the Chair of Resources Overview & Scrutiny Committee where there are sensitivities or requirements that necessitate a decision being made by Cabinet.
- 3.7 Procurements below £500,000 contract value that are not listed on this or subsequent monthly reports can only be delegated to Chief Officers if specific approval is sought from Cabinet. Procurements above £10m contract value will still require an individual report to Cabinet in order for the award decision to be delegated to Chief Officers if appropriate.
- 3.8 A briefing note with details for each item to be procured is listed in Appendix 2. The financial information for each item is detailed in Appendix 3 – Exempt Information.

4 Options considered and Recommended Proposal

4.1 The options considered are:

- To identify specific individual procurements as listed in appendix 1 for further consideration, along with clear reason(s) for such additional consideration, to Cabinet around the procurement strategy and contract award.
- To note the planned procurement activities for all the projects listed in appendix 1 and the Chief Officer delegations as set out in the Constitution, for the subsequent decisions around procurement strategy and contract awards.– this is the recommended option.

5 Consultation / Engagement

- 5.1 This report to Cabinet is copied to Cabinet Members, Cabinet Support Officers and to Resources Overview & Scrutiny Committee and therefore is the process for consulting with relevant cabinet and scrutiny members. At the point of submitting this report Cabinet Members/ Resources Overview & Scrutiny Committee Chair have not indicated that any of the planned procurement activity needs to be brought back to Cabinet for executive decision.

6 Risk Management

- 6.1 Members should note that in respect of any procurement projects which are sought to be referred back to Cabinet for further considerations these may impact on timescales around the delivery of those projects.
- 6.2 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports.

7 Compliance Issues:

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

- 7.1.1 Details of how the contracts listed in Appendix 1 and Appendix 2 support relevant Council policies, plans or strategies, will be set out in the individual reports.

7.2 Legal Implications

- 7.2.1 Members are reminded that as a Local Authority the Council has specific duties under public sector procurement, specifically the Public Contract Regulations 2015.
- 7.2.2 Specific details of any implications related to public sector procurement Regulations are set out- in the individual reports appended to this report.

7.3 Financial Implications

- 7.3.1 Specific details of how decisions will be carried out within existing finances and resources will be set out in the individual reports.
- 7.3.2 Any cashable savings generated as a result of the procurement exercises are detailed in Appendix 2 to the delivery of procurement related savings and be removed from Directorate where identified in addition to the existing service area savings target as set out in the Medium Term Financial Plan (MTFP) in line with the principles to treatment of identified savings against third party contracts as agreed by CLT on 24th January 2022.

7.4 Procurement Implications (if required)

- 7.4.1 As noted under the Legal Implications the Council has a duty to ensure that public sector procurement activity is in line with public sector legislation, specifically the Public Contracts Regulations 2015.
- 7.4.2 For each of the individual projects the specific procurement implications associated to the legislation are set out and detailed in the appendices

7.5 Human Resources Implications (if required)

- 7.5.1 None.

7.6 Public Sector Equality Duty

- 7.6.1 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports which should also give consideration to application of Equality Impact Assessments in line with Council Policy

8 Background Documents

- 8.1 List of Appendices accompanying this Report (if any):
- 1. Appendix 1 - Planned Procurement Activity August 2023 – October 2023
 - 2. Appendix 2 – Background Briefing Paper
 - 3. Appendix 3 – Exempt Information

APPENDIX 1 – PLANNED PROCUREMENT ACTIVITIES (AUGUST 2023 – OCTOBER 2023)

No.	Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources Plus	Finance Officer	Contact Name	Planned CO Decision Date
1	Approval to Tender Strategy	Demolition of the Former Oscott Manor School	TBC	To demolish the former Oscott Manor School which consists of various buildings of traditional construction and prefabricated buildings down to concrete slab level only, with the removal of all materials from site including the termination of utility services to the site.	4 months	Children and Families	Children Young People and Families	Clare Sandland	Emma Bourne / Charlie Short	21/08/2023

APPENDIX 2

BRIEFING NOTE ON PLANNED PROCUREMENT ACTIVITIES **CABINET – 25th July 2023**

Title of Contract	Demolition of the Former Oscott Manor School
Contact Officers	Strategic Director: Sue Harrison, Children & Families Client Officer: Emma Bourne, Acting Property Manager Procurement Officer: Charlie Short, Procurement Manager
Relevant Portfolio	Councillor Karen McCarthy - Children Young People and Families
Briefly describe the service required	To demolish the former Oscott Manor School which consists of various buildings of traditional construction and prefabricated buildings down to concrete slab level only, with the removal of all materials from site including the termination of utility services to the site.
What is the proposed procurement route?	An open procurement process will be advertised Contracts Finder and www.finditinbirmingham.com
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a one-off requirement.
Will any savings be generated?	No savings will be generated from this procurement process for a one-off works project.
Has the In-House Preferred Test been carried out?	Yes, and the test demonstrated this is not suitable to be carried out in-house for works the Council does not have the capability to undertake.
How will this service assist with the Council's commitments to Route to Zero?	The works will be undertaken using the most up-to-date sustainable materials including using online platforms and minimising paper usage. Completion of the service will also assist in reducing CO2 emissions by stopping the arson attacks which are regularly taking place.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	There is no direct impact on Everybody's Battle, Everybody's Business from the award of this contract.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty for this service. However, the demolition supports the statutory duty, by virtue of section 542(2) of the Education Act 1996, in respect of schools that it maintains, to secure that the school premises conform to the prescribed standards. This includes a duty to ensure that maintained school buildings are maintained to a standard such that, so far as is reasonably practicable, the health, safety and welfare of pupils are ensured. Unless the building is demolished, there is a risk of litigation under the Occupiers Liability Act 1984 as the legislation imposes a duty on occupiers to take reasonable care for the safety of trespassers in respect of any risk of their suffering injury by reason of any danger due to the state of the premises or to things done or omitted to be done on them.
What budget is the funding from for this service?	The works will be funded from the from the Schools Condition Allocation.
Proposed start date and duration of the new contract	The proposed start date is September 2023 for a duration of 4 months.