

# **BIRMINGHAM CITY COUNCIL**

## **CABINET**

**TUESDAY, 12 OCTOBER 2021 AT 10:00 HOURS**  
**IN BMI MAIN HALL, 9 MARGARET STREET, BIRMINGHAM, B3 3BS**

## **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 meeting You Tube site ([www.youtube.com/channel/UCT2kT7ZRPFCXq6\\_5dnVnYlw](http://www.youtube.com/channel/UCT2kT7ZRPFCXq6_5dnVnYlw)) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

### **2 APOLOGIES**

To receive any apologies.

### **3 DECLARATIONS OF INTERESTS**

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

### **4 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.

<b><u>5 - 26</u></b>	5	<b><u>MTFP REFRESH</u></b>	This report is from Director of Council Management.
<b><u>27 - 64</u></b>	6	<b><u>SOCIAL VALUE AND BIRMINGHAM BUSINESS CHARTER FOR SOCIAL RESPONSIBILITY REVIEW</u></b>	Report of the Interim Assistant Director - Procurement
<b><u>65 - 186</u></b>	7	<b><u>BIRMINGHAM TRANSPORT PLAN</u></b>	Report of Acting Director Inclusive Growth
<b><u>187 - 264</u></b>	8	<b><u>EDUCATION AND SKILLS TRANSFORMATION FUNDING – REQUEST FOR 2 YEARS ONE-OFF FUNDING TO SUPPORT TRANSFORMATION ACTIVITY IN THE EDUCATION AND SKILLS DIRECTORATE</u></b>	Report of Interim Director for Education & Skills
<b><u>265 - 292</u></b>	9	<b><u>DOMESTIC ABUSE: PART 4 DOMESTIC ABUSE ACT 2021- NEW DUTY ON LOCAL AUTHORITY</u></b>	Report of Director for Adult Social Care
<b><u>293 - 302</u></b>	10	<b><u>CONTRACT EXTENSION REQUEST FOR THE COMMISSIONING OF BIRMINGHAM CARERS HUB</u></b>	Director of Adult Social Care
<b><u>303 - 458</u></b>	11	<b><u>APPROVAL OF ROUTE TO ZERO NEXT STAGE BUSINESS CASE</u></b>	Report of Acting Director Inclusive Growth
<b><u>459 - 490</u></b>	12	<b><u>FULL BUSINESS CASE- NEW BUILD DEPOT FOR THE RELOCATION OF MONTAGUE STREET AND REDFERN ROAD DEPOTS (ATLAS WORKS)</u></b>	Report of Managing Director City Operations
<b><u>491 - 504</u></b>	13	<b><u>SALE OF LAND AT LAWSON STREET, BIRMINGHAM B4 7AT</u></b>	Report of Acting Director, Inclusive Growth - Ian MacLeod
<b><u>505 - 546</u></b>	14	<b><u>BORDESLEY PARK (WHEELS SITE) DEVELOPMENT: STRATEGIC BUSINESS CASE UPDATE</u></b>	Report of Acting Director Inclusive Growth

**547 - 562**

15 **PLANNED PROCUREMENT ACTIVITIES (NOVEMBER 2021 – JANUARY 2022)**

Report of Assistant Director Development and Commercial

**563 - 568**

16 **APPOINTMENTS TO OUTSIDE BODIES**

Report of the Interim City Solicitor.

17 **OTHER URGENT BUSINESS**

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

## Report to Cabinet

12 October 2021



### Subject: Medium Term Financial Plan (MTFP) Update

**Report of:** Interim Director of Council Management

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

Councillor Tristan Chatfield, Cabinet Member Finance & Resources

**Relevant O & S Chair(s):** Councillor Mohammed Aikhlaq

**Report author:** Beverly Sullivan, Financial Planning

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: 009010/2021		
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 Council needs to ensure that it has an up to date and robust plan for how it will manage its finances and maintain financial viability across the medium term. This report is part of the process of doing so. It provides an update to Cabinet on the latest medium term financial plan (MTFP) forecast, along with budget development plans. The latest position is based on information available up to September 2021.
- 1.2 The last update on the MTFP, provided to Cabinet on 27 July 2021, identified that due to a combination of expenditure pressures and changes in resourcing

assumptions, the financial gap had increased from around £80m (at February 2021 budget setting) to around **£116m** for the period to 2025/26.

- 1.3 Since that time, officers have been considering options for closing the medium term financial gap, full details of which will be published in February 2022 as part of the budget report. A review of corporate budgets and service pressures have also been undertaken to ensure that the latest financial forecasts reflect commercial and market realities and service pressures following almost two quarters of financial monitoring. A review has also been undertaken of forecasts for the main funding streams, including grants from Central Government, business rates and council tax income.

## **2 Recommendations**

- 2.1 It is recommended that Cabinet should
- Note the updated MTFP projections at section 3 and the revised financial gap of £58.1m in 2022/23, rising to £125.7m by 2025/26.
  - Approve the Council's approach in closing the financial gap, which focuses on transformative change to the Council being delivered to improve outcomes for residents and lead to some associated cost reductions.
  - Approve the Council's approach to consultation, which will focus on resource prioritisation, for which the outcome will inform the final development of the budget which will be brought back to Cabinet in February 2022.
  - Review and note the budget risks and noting general reserves remain equivalent to 4.5% of the net budget to cover risks.

## **3 Background**

- 3.1 Financial planning is occurring in a dynamic environment and budget assumptions are regularly reviewed and updated to reflect the latest circumstances. The updates covered in this report recognise the financial uncertainty as a result of funding reforms delays, the ongoing impact of the Covid-19 pandemic and anticipated service demands and pressures.

### **Government funding**

- 3.2 Government is faced with a very uncertain and difficult post COVID economic outlook. The Chancellor's budget and Spending Review on 27 October 2021 will provide an update to their plans for addressing the national borrowing position, post recovery support and an indication of the likely public spending implications. Details of Government's spending envelope for the financial years 2022/23 to 2024/25 were published on 7 September 2021, which confirmed that there will be a 3-year settlement for local government and that the NHS has been signalled as the priority area for investment. As such the current working assumption for the MTFP is that Government funding will be cash flat across the medium term.

- 3.3 The Government's spending plans for the each of the years 2022/23 to 2024/25 have increased by around £14bn annually largely funded by the 1.25% increase in National Insurance Contributions (later to be replaced by the Social Care & Health Levy in 2023) for both employers and employees and on share dividends. Public sector spend is anticipated to increase by 3.1% over the Spending Review period, which is an increase of 1% compared to previous announcements. However, the overall public sector expenditure is around £2bn lower than that being planned pre-Covid. The Birmingham City Council General Fund pay bill increase from National Insurance contributions is expected to be around £3.2m, however there is some indication within the Government's spending plans that there is provision to meet the public sector costs of these increases either partially or wholly. For the purposes of medium-term planning, it is currently assumed that Government will fund these costs. It should be noted though that there will also likely be indirect consequences with increased national insurance costs being passed on by our suppliers.
- 3.4 Additional social care grants will be received by local authorities over the period 2022/23 to 2024/25. Government has committed an extra £5.4bn nationally for the 3 years, which equates to an average of £1.8bn billion per year. The annual allocation is only around 7% of councils' £26.8bn expenditure on social care services in 2019/20. This means that there will be increased reliance on the social care precept and efficiencies as a means of funding the cost pressures within social care. This was confirmed in the Government's published plans to address the social care crisis, where it was indicated that any future cost pressures are set to be dealt with either through Council Tax or long-term cost cutting.
- 3.5 Government still retains the aspiration to introduce a revised system for local government funding in the form of the Fair Funding Review and Business Rates Retention review. It is unlikely that there is enough time this year to fully consult on any reform proposals and therefore no impacts are expected until 2023/24 at the earliest. The financial impacts of reforms currently built into the financial plans have therefore been slipped by one year and reflected in the numbers below, resulting in a **£13.3m** improvement in 2022/23 compared to the assumptions made at budget setting and when the report was last presented in July 2021.
- 3.6 Budget forecasts will be revisited in December 2021 once more details are known about Government funding through the Provisional Local Government Settlement.

### **Collection Fund- Council Tax and Business Rates**

- 3.7 The July 2021 MTFP update report indicated that there were in-year pressures on both Council Tax and Business Rates income post Covid. This trend has continued, with the position on Business Rates deteriorating further.

## **Business Rates**

- 3.8 The in-year forecast has deteriorated by **£9.6m** since Quarter 1. Generally, a surplus or deficit on the Collection Fund impacts on the following year's budget, which in this case will be 2022/23. This is mainly due to forecast increases in costs of Empty Property Relief of £3.9m and other reliefs of £0.6m (including Section 31 funding for those reliefs), Bad Debt Provision of £2.6m and Appeals Provision of £2.5m. This deterioration is partly offset by improvement in growth forecast of £1.8m.
- 3.9 The forecast assumes the use of **£2.6m** of the Business Rates Volatility Contingency Reserve to fund the increase in Appeals Provision that is forecast to be required. This would leave a reserve balance of £18.5m.
- 3.10 The Business Rates forecast is £1.4m worse than previously assumed for 2022/23 but is forecast to improve by £7.3m in 2023/24, rising to a £13.1m improvement in 2025/26. The worsening in 2022/23 is due to latest intelligence indicating that collection rates will be 1% worse than normal in that year. However, from 2022/23, there is a reduction in reliefs expected of £6.8m due to a scheme ending (which also reduces Business Rates Related Grant Income as shown below). The Council is expecting more growth from the Peddimore project than previously assumed and the CPI rate in September 2021 is expected to be 2.5% rather than 2.0% previously assumed increasing the yield from business rates.

## **Business Rates Related Grants**

- 3.11 Section 31 Grants are expected to be £2.9m lower in 2022/23, with similar reductions in future years. This is largely related to the reduction in reliefs to be granted of £6.8m mentioned above, offset by effects of growth forecasts, increases in other reliefs, and inflationary effects.

## **Council Tax**

- 3.12 The in-year forecast has improved by £2.3m since Quarter 1, which impacts on the 2022/23 budget. This is mainly due to improved growth forecast of £0.8m and expected use of £2.0m of the Council Tax Hardship Grant to support increased Council Tax Support costs, thus reducing the Council share of the Collection Fund deficit by £1.9m.
- 3.13 The Council Tax forecast from 2023/24 onwards is in the region of £1.6m better than previously assumed because we are now assuming that normal 0.8% growth will resume from 2022/23. This improvement is partly offset in 2022/23, as we assume that collection rates will continue to be 0.5% worse than normal before recovering from 2023/24.

## MTFP updates since July 2021

- 3.14 Medium term financial planning must make assumptions about the future demand profile and cost pressures on expenditure and on factors that affect income sources. These assumptions are reviewed constantly as better information becomes available.
- 3.15 The key movements since the MTFP position reported to Cabinet in July 2021 are shown in the table below. The projections continue to identify a significant budget shortfall across the medium term (**£125.7m**), which reflects the extent to which the costs of current service provision exceed the funding levels.

**Table 1: Changes to Medium Term Financial Plan**

	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m
<b>Financial gap as approved by Cabinet February 2021</b>	<b>(0.078)</b>	<b>76.329</b>	<b>80.521</b>	<b>97.412</b>
<b>July 2021 Updates:</b>				
Pay award assumed to be 1.5%	7.129	7.307	7.490	7.677
Waste service - cost of upgrading old infrastructure and loss of income due to changing market conditions	0.000	0.000	4.500	4.500
Ongoing pressure on Home to School Transport budgets	3.000	3.000	3.000	3.000
Strengthened PMO and CE delivery unit (April Cabinet decision)	1.458	1.458	1.458	1.458
COVID impact	2.505	2.416	2.416	2.416
Reduced expectation from the local tax support	5.369	5.369	0.000	0.000
Business Rates and Council tax forecast deficit (Quarter 1)	14.735	0.000	0.000	0.000
<b>Gap as at July 2021 MTFP update</b>	<b>34.118</b>	<b>95.879</b>	<b>99.385</b>	<b>116.463</b>
<b>Changes since July 2021</b>				
<b>Expenditure:</b>				
Service Pressures and Policy Choices	17.170	5.725	5.303	5.365
Pay & Price Inflation	12.873	7.618	13.663	14.621
1.25% NI increase	3.200	3.200	3.200	3.200
<b>Total Expenditure Movements</b>	<b>33.243</b>	<b>16.543</b>	<b>22.166</b>	<b>23.186</b>
<b>Resources:</b>				
Slippage - local government funding reform	(13.254)	(3.555)	(2.693)	1.765
Business Rates forecast	9.317	(7.296)	(11.046)	(13.148)
Appropriation from Business Rates Appeals Reserve to partially offset in year deficit	(2.572)	0.000	0.000	0.000
Council Tax forecast	(2.378)	(1.860)	(1.622)	(1.668)
Funding from Government for NI increase	(3.200)	(3.200)	(3.200)	(3.200)
Net change in Business Rates related grants	2.851	2.461	2.344	2.341
<b>Total Resources Movements</b>	<b>(9.236)</b>	<b>(13.450)</b>	<b>(16.217)</b>	<b>(13.910)</b>
<b>MTFP Gap as at October 2021</b>	<b>58.125</b>	<b>98.972</b>	<b>105.334</b>	<b>125.739</b>

- 3.16 Service pressures and Policy choices are anticipated to increase by **£17.2m** in 2022/23, before reducing to around £5.4m due to fall out of temporary funding. The key components are:
- **SENAR** – additional one-year funding of **£5.3m** required as a short-term measure in 2022/23. In May 2021, both Ofsted and the CQC undertook a review of Birmingham's progress against the 13 areas of significant weakness identified in the 2018 inspection. The review has highlighted that there is a need for investment from both the Higher Needs Block and General

Fund to address capacity issues within the system. Investment beyond the short term will be subject to a transformation plan for the service.

- **Travel Assist** – Further investment of **£6.8m** in 2022/23 as a short-term measure whilst the service develops a transformation strategy and undertakes detailed activity analysis. This is on top of the £3m ongoing investment reported in the July 2021 MTFP update report. The projected increase in costs arise from the costs of transport, including the new service provider, and the costs of the guides.
- **HR New Operating Model** – In September 2021, Cabinet agreed the business case to invest **£3.5m** into the Council Management Directorate budgets to create a new People Services team within the Human Resources services. The additional funding supports the vision of creating a best in class service, with a new operating model that focuses on business partnering, introduction of specialist reporting and more use of analytics and a distinction between strategic and operational issues. The latest assessment is that there could potentially be slippage in the recruitment process, which would lead to a requirement of around £0.9m less in 2022/23 than the recent Cabinet approval.
- Other service pressures of around £2.4m in 2022/23, falling to £1.9m by 2025/26 - These pressures include £0.4m one – off investment in Homelessness service and £0.2m one- off funding in 2022/23 for Route to zero. Ongoing funding has been provided as: £0.5m for extension of business support to reflect the new organisational structure, £0.5m for the non-delivery of the Transport workstream saving in 2021/22 and associated reserves repayments, and a further £0.3m shortfall in the centralised postage budgets due to increased prices, £0.3m MRP adjustment for 2020/21 slippage in Highways capital spend and other minor service pressures totalling £0.3m.

3.17 The above does not reflect any Children's social care pressures, winter pressures or pressures within the coroner's service; all areas that have been identified as at risk and for which detailed analysis is in progress. At Month 5, children's social care was projecting a £4.8m overspend, and it is quite likely that some of these pressures will be ongoing into future years. A budget sufficiency review is being undertaken by CIPFA for the Education and Skills Directorate, and the outcome of this review will be reflected in the next MTFP update to Cabinet.

3.18 A comprehensive review has also been undertaken of the inflationary assumptions included in the financial plan, including provisions being made for specific contracts. In setting the budget and MTFP in February 2021, it was assumed that income and general price uplift would be 2%, along with a pay freeze in 2021/22, followed by pay awards of 2.5% thereafter. The prevailing economic conditions has shown that it is unlikely that the level of price increases on income could be sustained in such challenging circumstances,

and for that reason the planning assumption is that inflation on income has been reduced to 1% in 2022/23. The General Fund impact of this change is a pressure of around £2.7m by 2025/26 when compared to previous financial projections. In light of the increased pay offer to the unions, it is also prudent at this stage to plan for the additional 0.25%, an increased pay bill of a further £1.1m by 2025/26. It is also anticipated that the cost of Adults packages of care will increase by 0.53% compared to previous assumptions, leading to increased costs of £7.5m across the medium term. The increased costs reflect the current market conditions and the need to ensure the financial viability of the care market. The major industry changes in the energy sector is also driving up the costs of both gas and electricity, to which the General Fund is exposed to the value of approximately £8.2m in 2022/23, with inflationary impacts the years after. Further net changes of £1.6m were modelled across the medium term, details of which are shown in Table 2 below. The revised assumptions mean that total inflationary pressures of £50.1m in 2022/23 rising to £146.9m have been built into the financial plans.

**Table 2: Changes in inflation**

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
<b>Inflation provision - February 2021</b>	<b>30.070</b>	<b>59.355</b>	<b>90.005</b>	<b>124.558</b>
<b>July 2021 MTFP Update - Pay offer of 1.5%</b>	<b>7.129</b>	<b>7.307</b>	<b>7.490</b>	<b>7.677</b>
<b>Changes:</b>				
Packages of care increased from 4.6% to 5.13%	1.591	3.363	5.330	7.505
Income inflation reduced to 1% from 2%	2.533	2.591	2.645	2.701
2021/22 pay offer - Further increase of 0.25% to 1.75%	0.985	1.010	1.035	1.061
Additional energy inflation due to market restructure	8.354	0.331	1.517	1.711
Waste contracts	(0.316)	(0.640)	(0.973)	(1.316)
General Inflation changes- due to budget movements	(0.410)	0.733	3.792	2.561
Other Specific Inflation changes	0.135	0.230	0.317	0.396
<b>Total changes since July report</b>	<b>12.873</b>	<b>7.618</b>	<b>13.663</b>	<b>14.621</b>
<b>Revised Inflation Provision - October 2021</b>	<b>50.072</b>	<b>74.280</b>	<b>111.158</b>	<b>146.856</b>

## Route to Zero

- 3.19 The Council is committed to tackling climate change and has made climate change one of its six main priorities. The action plan is conditional on the establishment of a R20 team. The establishment of the Team which will consist of 10 staff headed by the Assistant Director – Route to Net Zero Carbon, becomes a secondary recommendation.

- 3.20 The full-year staffing costs of the team are £0.7m with an additional £0.3m in direct non-staffing costs to be incurred over the first 3 financial years after the team begins work. A 20% on-cost has been included in the total team costings to take account of central support charges the team will attract.
- 3.21 The team will be funded by a variety of sources including existing budgets, the BCC Delivery Plan Capacity Build Fund, external grant funding and a one-off revenue contribution. The one-off revenue contribution has been included in the MTFP forecast above. The profile of the sources of funding will change over the first three financial years but will stabilise from 2024/25 onwards. The external funding has not yet been identified and until this is secured, it represents a risk to delivery of the team's stated outcomes.

### **Capital Updates**

- 3.22 Council's Capital programme was also approved as part of the budget setting process in February 2021 with planned investment of over £1.7bn in the four years to 2024/25.
- 3.23 The capital programme is large and complex and driven particularly by the Council Plan. Covid-19 has impacted the capital programme in 2020/21 resulting in significant slippage of schemes into future years, changes to a number of schemes and additional costs. These changes are continuing to occur as we recover from Covid-19 and the programme will be kept under close review and reported to cabinet as part of the financial monitoring in 2021/22. The quarter 1 report presented to Cabinet in July 2021 forecast capital expenditure in 2021/22 of £745.3m against the revised capital budget of £734m. The net overspend of £11.3m is mainly due to the increased works identified for the HRA Improvement Programme and will be funded by additional contributions from the HRA, hence nil impact on the General Fund and the revenue assumptions in the MTFP. The quarter 2 position is under review and will be reported at Cabinet in November 2021.
- 3.24 The Council has committed to developing a 25-year Capital Programme which will be presented in February 2022 as part of the budget and will continue to invest in priorities such as Council owned assets, including buildings and roads, and facilitating the growth in the Birmingham economy through major projects and supporting businesses in the city when it is considered financially viable to do so.
- 3.25 The Capital Strategy priorities for new projects and programmes will focus on the Council Plan driven expenditure, statutory requirements and proposals that support revenue savings, income or service transformation. Supporting the Capital Strategy are the Property Strategy and the Commercialisation Strategy.
- 3.26 The Council will manage its borrowing in accordance with CIPFA's Prudential Code and has a prudent policy for debt repayment set out in its Minimum



Revenue Provision policy. Future council borrowing from the Public Works Loans Board will need to comply with new lending terms that prevent local authorities from using its loans to buy investment assets for yield.

### **Work done to close the revenue financial gap**

- 3.27 Officers have been working on a strategy over the past few months to address the financial gap. This strategy has been focused on identifying opportunities for transformative change within the Council and delivering cashable cost reductions/ additional income generation.
- 3.28 The strategy has focused on three broad workstreams, namely:
- Council: Delivering new ways of working, with a fit for purpose council
  - People: Shifting our focus from crisis to prevention
  - Place: Increasing the pace and scale of growth
- 3.29 Ambitious transformative proposals are being formulated at pace within these workstreams. Significant effort is going into identifying a sufficient amount of options for the Council to address the financial gap and put it on a sustainable financial footing for the medium term.
- 3.30 The resulting proposals will be subject to rigorous assessment and due diligence before being presented to Cabinet in February as part of the Financial Plan 2022 -2026.

### **Budget engagement**

- 3.31 The Council usually consults with residents in the Autumn to solicit views on budget proposals prior to finalisation of the budget in February. As part of our ongoing financial improvement, it is proposed that the Council seeks to engage residents on the distribution of resources to seek to identify their priorities for expenditure.
- 3.32 To encourage greater engagement, it is proposed that this is done via the use of a Budget Tool digital application, like that used by other local authorities such as Newcastle. The Budget Tool will work on a range of devices, from laptops to mobile phones, which will mean that a wider cross-section of the residents may engage. Users of the Budget Tool will be able to prioritise the budget spend by using a sliding scale.
- 3.33 The aims of the engagement will be to:
- understand residents' priorities to feed into budget development
  - increase residents' understanding of the difficult choices that must be made in allocating resources across service areas
  - deepen and broaden democratic participation

- 3.34 The engagement is expected to run from mid-October to the end of December 2021. A communication plan, including the use of traditional and social media, is being devised to promote budget consultation and use of the Budget Tool.
- 3.35 The outcome of the engagement with the public will inform the finalisation of the budget in February 2022.
- 3.36 Statutory consultation with business rates payers will also take place in late January 2022.

## Next Steps

- 3.37 Whilst the strategy as set out in this report is viable given latest intelligence, there remains significant uncertainty in respect of public spending levels and the level of funding for local government. Therefore, the strategy 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 are maintained.
- 3.38 The timetable for the remainder of the budget planning process is as follows:

**Table 3: Budget Timeline**

Activities	Date
Public engagement on resource prioritisation	Mid/late October – December 2021
Spending Review and Budget	27 October 2021
Provisional Local Government Settlement	Mid December 2021 (TBC)
Cabinet consideration of the 2022/23 budget and Financial Plan	8 February 2022
Cabinet – setting of council tax and business rate tax base	18 January 2022
Scrutiny of budget development proposals	21 January 2022
Consultation with business rate payers	Late January 2022
Final Local Government Settlement	January/February 2022 (TBC)
Council approval of budget and setting of Council tax	22 February 2022

## 4 Options considered and Recommended Proposal

- 4.1 This update is part of the rolling budget process in order to inform on the changing financial position and key risks. Frequent and regular refreshes of the financial assumptions in the Medium Term Financial Plan are undertaken

to take account of the dynamic environment in which local government operates.

## **5 Consultation**

- 5.1 Relevant Members and senior officers, including the Monitoring Officer, have been briefed about the contents of this report.
- 5.2 The Council will undertake public engagement on the prioritisation of Council funding across services as outlined above. The outcome will inform the final budget proposals which will be brought for approval in February 2022.

## **6 Risk Management**

- 6.1 There are risks that continue to influence the MTFP, some of which were set out in the July 2021 update report. An updated assessment of the risks is shown in Appendix 1 of this report. Risks will continue to be monitored and mitigated where possible during the budget development period. A further update to the risk schedule will be included in the Financial Plan for approval in February 2022.
- 6.2 General reserves are held as part of the risk mitigation strategy. The Chief Finance Officer has determined that the appropriate level of balances should be 4.5% of the Council's net General Fund budget. The current level of the General Fund Reserve at £38.4m exceeds the 4.5% level currently calculated at £37.3m. In addition, the Council holds a Financial Resilience Reserve budgeted to be £114.5m at 31 March 2022. The Council is currently projecting an overspend for the current year, which may impact on the level of the Financial Resilience Reserve. The expectation though is that budget will be brought back into balance by March 2022 and therefore such funding would not be required. The reserves position will continue to be monitored through the monthly monitoring processes.

## **7 Compliance Issues:**

- 7.1 **How are the recommended decisions consistent with the City Council's priorities, plans and strategies?**
  - 7.1.1 The setting of a robust and balanced Medium Term Financial Strategy will enable the Council to provide and deliver services within its overall corporate and financial planning framework. The Medium Terms Financial Plan underpins the delivery of the Council's priorities as laid out in the Council Plan and support the delivery of its plans and strategies.
- 7.2 **Legal Implications**
  - 7.2.1 A local authority is required under the Local Government Finance Act 1992 to produce a balanced budget.

### **7.3 Financial Implications**

- 7.3.1 The detailed financial implications have been covered throughout the report. The financial gap, across the medium term, has increased from £116m as reported in July 2021 to £126m. Work has begun on identifying robust proposals for closing this gap.

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

- 7.4.1 There are no procurement issues arising directly from the contents of this report.

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

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

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

- 7.6.1 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.

## **8 Background Documents**

- 8.1 Medium Term Financial Plan Update, 27 July 2021
- 8.2 Financial Plan 2021 – 2025, approved by Council on 23 February 2021

## Appendix 1 – Budget Risks

Risk	Mitigation	Existing Reserve/ Provision  £m	Residual Risk	Maximum Impact over Medium Term Financial Plan £m	Likelihood	Probability weighted medium term potential impact £m
There is a risk of loss of planned Business Rates and associated income from properties not paying the appropriate level of business rates	The Council has employed a company to identify business rates income not being recorded	18	Company actively identifying companies not recorded on the list and therefore not in current baseline. However pandemic had caused a backlog to accrue at VAO delaying growth to baseline.	40	2%	1
There is a risk of Valuation Office valuation changes to specific categories of buildings reducing BCC's business rates income in year, future years and potentially retrospective.	Mainly such changes are out of the Council's control. Mitigation is around being alert to live national issues and lobbying when relevant. Any significant sector impact you see a strong lobby for government to fund the impact.	18	Risk will always remain in the current system. Anything of significant scale would effect the whole of local government and would be highly likely to require government support. Currently government has delayed any change for the near future.	40	2%	1
Business Rates Appeals being greater than current assumptions of c4%.	Provision has been made for a prudent level of successful appeals based on historic experience Additional provision as a result of COVID into business rates 21/22 base. Additionally earmarked reserve held to mitigate further impact	18	Covid impact on appeals could be underestimated. But reserve there to cover.	17	0%	0

Risk	Mitigation	Existing Reserve/ Provision  £m	Residual Risk	Maximum Impact over Medium Term Financial Plan £m	Likelihood	Probability weighted medium term potential impact  £m
Economic Downturn – loss of 10% of business rates	Growth assumptions in the budget have been reduced to reflect COVID impact. Additionally £20m earmarked reserve held to mitigate impacts on forecasts	18	There remains considerable uncertainty over the impact of covid on the local economy and resultant business rates taxbase.	164	10%	16
Council Tax growth forecasts are optimistic	Council Tax growth forecasts are based on the Council's approved housing forecasts and plan. Growth has been lowered to reflect the impact of COVID.		The ongoing COVID impact could be understated	21	10%	2
Council Tax collection falls below budgeted levels producing a deficit on the Collection Fund and impact on the following years budget.	The 21/22 budget included an reduction in collection from 97.1% to 96.6%, 0.5% reduction		There remains uncertainty around collection through 2021/22 and 2022/23.	8	20%	2
Council Tax Support caseload could be underestimated	The service revised the esimated of the caseload upwards for 21/22 budget. Plus with the announcement of further hardship moneies in 21/22 this provides further cover. Current position is we are likely to have £2m residual hardship fund to cover this risk.		Nil	0	0%	0

Risk	Mitigation	Existing Reserve/ Provision  £m	Residual Risk	Maximum Impact over Medium Term Financial Plan £m	Likelihood	Probability weighted medium term potential impact £m
Outcome of the Government Spending Review and Relevant Needs and Resources Review	The outcome of each may not be in line with the current financial planning assumptions of neutral in real terms. There is potential for both improvements and reductions in resource forecasts.		Risk for has been pushed out beyond 22/23 based on government announcements during 2021	51	2%	1
Inflation increases at a greater rate than planned.	Generally provided for 2% inflation increase within the budget			10	10%	1
	Pay award agreed is higher than budgeted for.					
	Contracts that run at a higher rate than the general assumption have been provided for separately in MTFP					
There is a risk that short-term and long-term interest rates rise above budgeted forecast	The Council has taken a more prudent view than commentators over the medium term.		There remains a risk that COVID/Brexit provide a more significant impact than our prudent forecast however this is receding as the year progresses	16	2%	0

Risk	Mitigation	Existing Reserve/ Provision  £m	Residual Risk	Maximum Impact over Medium Term Financial Plan £m	Likelihood	Probability weighted medium term potential impact £m
There is a risk that the new PWLB lending rules exclude BCC from accessing PWLB borrowing and BCC will have to borrow from the market at a higher rate	Capital programme investments are reviewed to ensure they are not primarily for yield. The Financial Plan 2021-2025 set out clearly a policy of not investing primarily for yield.		Nil	0		0
There is a risk that invested treasury monies are unable to be returned eg Icelandic Banks/BCCI	Adoption of up to date treasury management practices, regular monitoring and advice from external advisors		Very low risk	40	2%	1
There is a risk of capital commitments being entered into with revenue implications that are not reflected in the Budget.	All capital commitments must go through existing Council governance processes. Due diligence strengthened during 2021.		These decisions could be agreed	9	20%	2
There is a risk in not achieving budgeted capital grants or capital receipts to fund commitment capital schemes which results in increased prudential borrowing.	Property are required to provide a schedule of disposals and regular updates on progress. There is bigger target to achieve for disposals in 2021/22.		Disposals may still be not achieved either at all or when expected	28	40%	11



Risk	Mitigation	Existing Reserve/ Provision  £m	Residual Risk	Maximum Impact over Medium Term Financial Plan £m	Likelihood	Probability weighted medium term potential impact  £m
There is a risk that the Capital programme overspends in anyone year and additional prudential borrowing is required in the short term	Regular capital monitoring is undertaken, robust budget setting and robust business cases supported by good project delivery.		Due to a history of slippage this risk has a low likelihood.	10	5%	0
There is a risk of a Cyber attack that severely disrupts operations or holds the Council to ransom	Investment and resources put into dealing with the cyber threat		The risk remains and other councils have suffered attacks and financial consequences.	40	20%	8
Delivering the savings programme	A fundamental review of all savings proposals has been undertaken and any that were deemed not to be deliverable have been written out.			15	20%	3
There is a risk of demand pressures in Adult Social Care causing an overspend	Annual demography is built into the budget plus additional social care market inflation. Monthly budget monitoring would identify at an early stage any overspend and mitigations would be expected		There is a residual risk of an Adults overspend not being contained in one year, although in recent years the service has underspent and delivered its savings target. The ongoing impact of Covid on the service is still unknown.	80	10%	8

Risk	Mitigation	Existing Reserve/ Provision  £m	Residual Risk	Maximum Impact over Medium Term Financial Plan £m	Likelihood	Probability weighted medium term potential impact  £m
There is a risk of demand pressures in Children's Social Care causing an overspend in the contract payments to BCT	Annual demography is built into the budget plus additional baseline budget sufficiency sum reflected in 21/22 budget refresh. . Monthly budget monitoring would identify at an early stage any overspend and mitigations would be expected		There is a residual risk of a BCT contractual overspend not being contained in one year,	24	20%	5
There is a risk of service failure leading to increased investment to turn around and ongoing pressure on the MTFP	Existing financial and performance monitoring processes should highlight concerns. Delivery Plan reserve provides one-off transformation resources if required. Regular updating of MTFP forecasts allows any resulting budget pressures to be highlighted.	60	There will always remain a risk of service failure as the recent SEND service experience demonstrates.	66	10%	7
There is a risk based on recent history of Neighbourhoods not spending within its annual budget	£17m was added to the directorate baseline in 20/21. Additional budget has been added in 2021/22 following a budget sufficiency review. Monthly budget monitoring would identify any overpend and mitigation would be expected.		Given its history of overspending there remains a residual risk in this particular directorate.	40	20%	8

Risk	Mitigation	Existing Reserve/ Provision  £m	Residual Risk	Maximum Impact over Medium Term Financial Plan £m	Likelihood	Probability weighted medium term potential impact  £m
There is a risk of Inclusive Growth not delivering its income levels budgeted for	The MTFP Refresh and Financial Plan write out a number of unachievable savings targets. Monthly budget monitoring would identify any overspend and mitigation would be expected.		However in the current environment income levels could remain difficult to achieve	20	10%	2
There is a risk that Clean Air Zone income and external Route to Zero funding does not fund the level of expenditure planned.	Regular monitoring of income and exploring opportunities for new external funding.		This is a new initiative and external funding and income levels are difficult to predict at this point in time.	8	10%	1
There is a risk that the Highways PFI alternative arrangement will cost significantly more than the current budget provision	The service are intending to reprocure within existing external funding	200	However there remains a residual risk that the Council could be required to provide additional funding	50	50%	25
Increased Pension Contributions required	The Council agreed a three-year payment plan with the pension fund to repay the pension deficit, beginning 2020/21. Any movements would be incremental from the current agreed recovery plan.			20	25%	5

Risk	Mitigation	Existing Reserve/ Provision  £m	Residual Risk	Maximum Impact over Medium Term Financial Plan £m	Likelihood	Probability weighted medium term potential impact  £m
Impact of COVID 19 - potential additional cost implications	Weekly cost forecasting, government funding surplus carried forward to 21/22 with 5th tranche of grant built into 21/22 budget. Where allowable costs are charged against specific grant funding	17.5	Costs exceed the remaining funding and fall on the councils overall budget.	10	10%	1
Impact of Brexit – potential loss of grant income	There remains uncertainty over the governments replacement of European Grant funding .			9	40%	4
Industrial disputes	Continuing discussions through ACAS			6	25%	2
Exceeding the 5% VAT Partial Exemption limit	Appropriate taxation advice is taken before each decision is taken			40	5%	2
There is a risk that BCC will have to loan BIA up to £5.7m in January 2022 at the earliest and that this needs to be fully impaired	Ongoing monitoring of the financial position of BIA		At present this remains a risk however the likelihood is low.	6	2%	0
Commonwealth Games:	Planned total spend of £40m within the revenue budget (2018/19 & 2022/23)			11	40%	4

Risk	Mitigation	Existing Reserve/ Provision  £m	Residual Risk	Maximum Impact over Medium Term Financial Plan £m	Likelihood	Probability weighted medium term potential impact  £m
· costs increasing	Discussions with Government to cap the Council's contribution at the level of the Bid.					
· partner contributions not being received	Ongoing discussions with partners.					
Major Contract disputes	Ensure contracts are operated in accordance with the agreed Terms and Conditions. Earmarked reserves in place to mitigate impacts.			0	Very Low	0
Successful Equal Pay disputes	Provision has been set aside for outstanding Equal Pay claims.	270		0	Very Low	0
	Proactive management of claims and widespread awareness of Equal Pay issues taken into account in decision making					
	Account for costs when payments made rather than when claim lodged so unlikely to be any further costs in 2020/21.					

<b>Total Risk</b>	<b>123</b>
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Risk	Mitigation	Existing Reserve/ Provision	Residual Risk	Maximum Impact over Medium Term Financial Plan	Likelihood	Probability weighted medium term potential impact
		£m		£m		£m
					70% deflator to reflect not all risks will happen at same time	36.9
					General Fund Reserve	38.4
					Financial Resilience Reserve balance at 31 March 2022	114.5

# Birmingham City Council

## Report to Cabinet

Date 12 October 2021



**Subject:** Social Value Policy and Birmingham Business Charter for Social Responsibility Update

**Report of:** Assistant Director – Procurement (Interim)

**Relevant Cabinet Member:** Councillor Tristan Chatfield – Finance and Resources

**Relevant O &S Chair(s):** Councillor Mohammed Aikhlaq, Resources

**Report author:** Rokneddin Shariat, Policy and Governance Manager,  
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Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference:009320/2021		
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 Social Value Policy (SVP) and Birmingham Business Charter for Social Responsibility (BBC4SR) were launched in September 2013 and have been updated twice since the launch. This report details the next update to the policies and corresponding processes to enable the Council to maximise the delivery of social value outcomes for Birmingham citizens.
- 1.2 This report includes proposals and updates on:
- incorporation of a new measure to commit to Net Zero Carbon by 2030
  - the declaration of the Council's support for the UK Steel Charter
  - adoption of Fair Tax Foundation's Councils for Fair Tax Declaration
  - incorporation of Social Value consideration into the planning process
  - raising the default minimum Social Value weighting to 20%
  - the introduction of the "Match My Project" portal as an additional route for suppliers to engage with and support community projects
  - revision of financial thresholds at which the BBC4SR becomes a requirement
  - removal of the Innovation theme
  - Social Value achievements.

## **2 Recommendations**

That Cabinet:

- 2.1 Approves the revised Social Value Policy and BBC4SR as attached at Appendix 1 and Appendix 2
- 2.2 Approves the Fair Tax Foundation's Councils for Fair Tax Declaration
- 2.3 Delegates authority to Cabinet Member for Finance and Resources and Director of Inclusive Growth to become a signatory to the UK Steel Charter.
- 2.4 Notes that a task and finish group will review the potential for the application of Social Value into the planning process and report findings and recommendations to Cabinet.
- 2.5 Notes the social value achievements to date.

## **3 Background**

- 3.1 The Council has a statutory duty in accordance with the Public Services (Social Value) Act 2012 ("Act") in regard to economic, social and environmental well-being in connection with public services contracts.



- 3.2 The Council launched its SVP and BBC4SR in 2013 along with the Birmingham Living Wage Policy (LWP). These extended our consideration of Social Value to goods, works and grants. The SVP and BBC4SR were last reviewed in December 2018. The LWP was revised in March 2017. No further revisions are proposed to the LWP at this stage. These combined policies are how the Council seeks to secure social value as required by the Act. Details of current policies and related guidance can be found on [www.birmingham.gov.uk/bbc4sr](http://www.birmingham.gov.uk/bbc4sr)
- 3.3 A report was presented to Cabinet on 20 April 2021 which contained the progress to date and achievements. There will be an annual report to Cabinet in June each year commencing 2022 outlining progress, achievements and development plans.

#### **4. Details of proposals**

##### **4.1. Further information on the status of each proposal:**

- 4.1.1. The Council has committed to take a leading role in tackling climate change. The Green & Sustainable theme within the BBC4SR contains a number of measures that are related to carbon reduction but not a Carbon neutral commitment. The proposal outlined in this report is that the Council incorporates a new standard measure within our set of TOMs (Themes, Outcomes, Measures) that contractors will be encouraged to commit to. The measure from the National TOMs (NT44 - Programme to achieve net zero by 2030) will be added to the BBC4SR action plan to enable bidders and contractors to make this commitment to supplement contract specification if no core requirement has already been included to address climate change. This measure applies to the contractor's business as a whole and therefore, cannot be mandated by the contract's terms and conditions. However, it does promote good practice and signals the Council's ambition.
- 4.1.2. The Council has started the process of signing up to the UK Steel Charter and will reflect the necessary amendments in the policies and procurement documents. This report asks for the authority to complete the process of signing up to the UK Steel Charter.
- 4.1.3. The UK Steel Charter guidance contained in appendix 3 clearly demonstrates the environmental and employment / economic benefits of becoming a signatory to the Charter. The West Midlands is the third highest region affected by steel industry related jobs. Page 12 of the appendix details the areas that the Steel Charter signatories can contribute to the campaign.
- 4.1.4. The Council currently utilises the Constructing West Midlands Framework Agreement which is managed by ACIVICO for the procurement of construction contracts. ACIVICO is a UK Steel Charter

signatory.

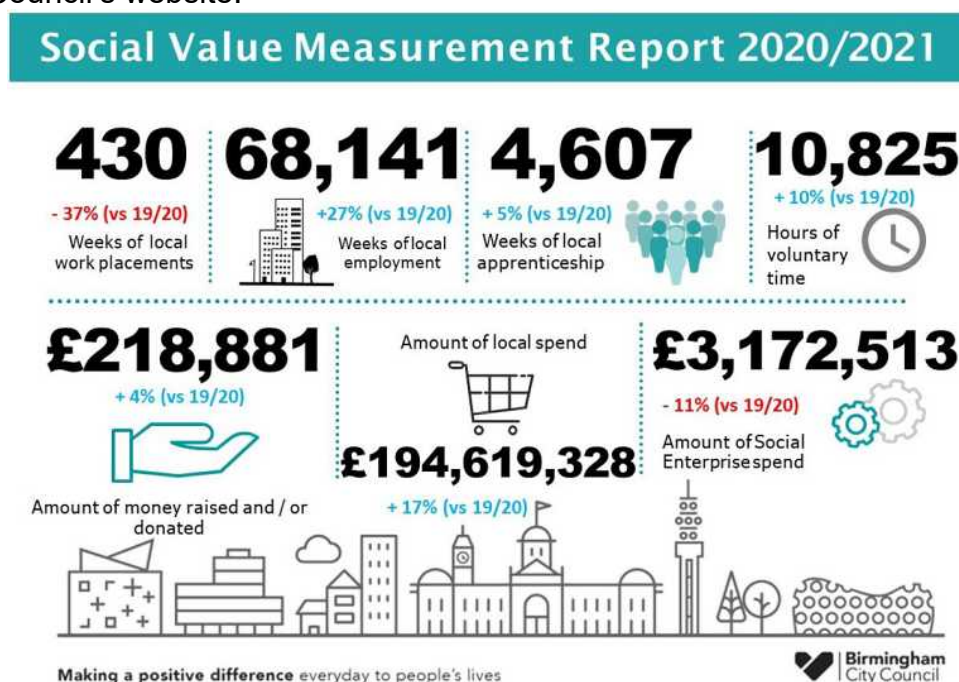
- 4.1.5. The Council has been engaging with the Fair Tax Foundation since June 2021 with the intention of formally adopting the Councils for Fair Tax Declaration. The Council has now satisfied the Foundation's requirements and will now implement the requirements through the BBC4SR. The declaration and pledge is contained in appendix 4.
- 4.1.6. The default minimum percentage for social value weighting in tender evaluation will be raised from 10% to 20% of the overall assessment criteria. This will be included in the Procurement Strategy report and any lower weighting (minimum 10%) that may be proposed, in exceptional circumstances, must be clearly justified in the social value rationale document and will require approval by Cabinet Member for Finance and Resources. Guidance will be provided for commissioners and procurers on justification for when weighting may be higher or lower than 20%.
- 4.1.7. A task and finish group will be established to investigate the potential for incorporating social value outcomes in the planning process. The task and finish group will produce a recommendation which will be subject to Cabinet approval. The Council already has a process for including jobs and skills outcomes which can be expanded to include other social value measures. The processes used by Islington Council and Coventry Council have been examined and both will feed into the task and finish group's consideration of good practice.
- 4.1.8. The Council has launched the Match My Project portal. Community organisations that service Birmingham residents can post a project with which they need support. This support can be in the form of voluntary time, resources or funding. Businesses can offer support to complete these projects and their commitment is recorded and the project outcomes reported by both parties on the portal on completion. The use of this portal will greatly assist contractors to identify relevant social value commitments under the Partners in Communities theme. As at 15th September 2021, there are 39 community organisations registered, 30 businesses registered, 11 projects awaiting support and 5 projects completed. The portal can be accessed by clicking on the link: <https://matchmyproject.org/birmingham>
- 4.1.9. The current application of the BBC4SR is tiered by contract value with application of the Living Wage Policy being required for all contract values. In order to simplify and clarify the application of the BBC4SR it is recommended to amend the 3 tiers to become 2 i.e. above and below the Public Contract Regulations 2015 (PCR15) threshold. The threshold for grants between tier 1 and 2 is £200,000. Tiers 1&2 will require the application of the Council's Living Wage policy as is currently the case; tier 1 would additionally encourage bidders to complete at least 1 project from the [Match my project](https://matchmyproject.org/birmingham) portal during the contract period. Tier 2 would in addition be the full application of the Social Value Policy

including 1 relevant project from the Match my project portal per year of the contract. This will simplify the implementation of the tiers, provide clarity in the requirements and promote the use of the portal for community benefit.

4.1.10. The Innovation Theme in the BBC4SR action plan is rarely used. It is therefore proposed to remove this theme and associated measures from the Charter Action Plan. Bidders are still encouraged to include innovative approaches in their Method Statement (Qualitative Response) which is scored.

4.1.11. The revised policies are contained in Appendix 1 – Social Value policy and Appendix 2 – BBC4SR

4.2. The infographic below reflects the achievements of our top 20 contractors reported to Cabinet in April. This and the further achievements of these contractors for the period April to September 2021 will be published on the Council's website.



4.3. The 1B ERP system, due to go live in April 2022, has been designed and programmed to mirror the current process to capture and report social value commitments and achievements both in the procurement and contract management process.

4.4. The Equality Strategy and Action Plan 2021 – 2023 contain two related actions:

4.4.1. The Council is reviewing its Social Value Policy and the Birmingham Business Charter for Social Responsibility. This will enable tenderers in

future to target disadvantaged groups in Birmingham with their social value commitments. **Update:** The policy already incentivises targeting the activity to the most deprived wards through a ward multiplier. Focusing employment outcomes on Long Term Unemployed, NEET, Ex-offenders and disabled individuals is further incentivised. Further guidance will be provided to bidders on how they can target their activities on those most in need.

4.4.2. The Council is working with other large institutions in Birmingham to develop improved ways of commissioning and procurement that provide opportunities for small Voluntary Community Sector to bid. **Update:** The Council, in collaboration with other Anchor Institutions, iSE and Aston University, is looking to target specific groups of spend (Cleaning, catering, grounds maintenance) towards social enterprises in the City ensuring fair and transparent application in accordance with PCR15.

4.5. The policy changes are proposed to be effective from 1<sup>st</sup> December 2021, allowing time to implement the recommendations including amending the procurement documents and training procurers and contract managers. This does not preclude a new tender including the updated BBC4SR Themes, Outcomes and Measures before this date if it is possible to do so.

4.6. There are no proposed changes to the Living Wage Policy.

## **5. Consultation**

5.1. Co-ordinating O&S Committee were consulted on 9<sup>th</sup> July 2021 and their input has been reflected in this report, particularly relating to the Carbon Neutral commitment.

5.2. The Director of Inclusive Growth has been consulted on the inclusion of Social Value in the planning process.

## **6. Risk Management**

6.1. As required by the Public Contract Regulations 2015 and the Public Services (Social Value Act) 2012, social value criteria within the tender process need to be relevant and proportionate to the contract. Relevance is due to the BBC4SR being the means by which the Council's Social Value and Living Wage policies are implemented. Proportionality is relative to the nature and size of the contract.

6.2. This is achieved by specifying which of the themes/outcomes of the BBC4SR are appropriate to be delivered through the contract in order to achieve council priorities. Tenderers then detail their delivery proposals in the form of method statements and specific/measurable commitments in an action plan. Updating the BBC4SR has not changed this approach.

## **7. Compliance Issues:**

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

7.1. Social Value is targeted at achieving the Council's 6 priority outcomes as stated in the Council Plan 2018 – 2022 (2019 update). Social Value outcomes sought by each procurement and commissioning project seek to meet these priorities where relevant. These priorities are reflected in the Social Value Policy.

7.1.1. Birmingham is an entrepreneurial city to learn and work and invest in: The Local Employment theme rewards bidders and contractors to create employment, apprenticeship, work placement and employability support, particularly in deprived wards and for disadvantaged groups. The Buy Local theme incentivises bidders to buy locally and therefore create more opportunities for local businesses and therefore improve the economic prosperity of the city and its citizens.

7.1.2. Birmingham is an aspirational city to grow up in: The Partners in Communities theme incentivises bidders and contractors to contribute to the development of school children, particularly in terms of employment options through work experience, placements and apprenticeships.

7.1.3. Birmingham is a fulfilling city to age well in: The Partners in Communities theme incentivises bidders and contractors to deliver support through community organisations, particularly in terms of volunteering for organisations that provide care and alleviation of social isolation.

7.1.4. Birmingham is a great clean and green city to live in: The Partners in Communities theme prioritises support for the homeless in relevant procurement opportunities.

7.1.5. Birmingham is a city that takes a leading role in tackling climate change: The Green and Sustainable theme rewards bidders and contractors to commit to carbon reduction targets and the new measure of carbon neutral position enables them to make a commitment towards the Council's targets.

7.1.6. Birmingham residents gain the maximum benefit from hosting the Commonwealth Games: Where relevant, bidders are encouraged to contribute to the legacy of the Commonwealth Games. Further work is being undertaken to target more of the social value delivery towards the Legacy programme.

## **8. Legal implications**

8.1. Under S.1 Public Services (Social Value) Act 2012 where the Council proposes to procure or make arrangements for procuring the provision of services then before starting the process of procurement it must (under S1.3) consider how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and how, in

conducting the process of procurement, it might act with a view to securing that improvement. The authority must consider only matters that are relevant to what is proposed to be procured and, in doing so, must consider the extent to which it is proportionate in all the circumstances to take those matters into account.

## **9. Financial Implications**

- 9.1. The revised Social Value policy does not have a direct financial implication as the procurement focus will be on continuing to maximise value for money and social value from existing and new contracts. However, both policies will deliver indirect financial and added value benefits through delivery of action plan targets linked to key themes, for example, Local Employment and Partners in Communities within the BBC4SR, where contractors may deliver outcomes, which otherwise may have fallen to the Council to deliver.
- 9.2. It should be noted that increasing the overall weighting of Social Value impacts on the relative weightings able to be applied to Quality and Price. As the Council already implements an approach of Most Economically Advantageous Tender, then it is already the case that the cheapest price may not always be recommended for award. Therefore, increasing from a minimum of 10% to 20% will have a marginal increase in the probability of this, subject to the actual weighting applied.

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

- 10.1. The relevant procurement documents and templates will be modified to incorporate the amendments listed in this report. The policies, templates and guidance documents on the .gov web site will be amended accordingly.

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

- 11.1. There are no human resources implications

## **12. Public Sector Equality Duty**

- 12.1. There is no adverse impact

## **13. Appendices**

Appendix 1 – Revised Social Value Policy  
Appendix 2 – Revised Birmingham Business Charter for Social Responsibility  
Appendix 3 - Steel Charter guidance and declaration  
Appendix 4 - Councils for Fair Tax Declaration

## **14. Background Documents**

The Council's current Social Value, BBC4SR and Living Wage policies and related guidance documents can be found on [www.birmingham.gov.uk/bbc4sr](http://www.birmingham.gov.uk/bbc4sr)



## Social Value Policy

### 1.0 BACKGROUND

- 1.1 In April 2013 Cabinet approved a Social Value Policy through which it would conduct its commissioning activities.

The revised **Social Value Policy** described here sets out the key principles and actions whereby the Council embeds practical and effective **commissioning for social value** in every aspect of its procurement and grants, commencing (as the Public Services (Social Value) Act 2012 requires) at the pre-procurement stage.

### 2.0 WHAT WE MEAN BY SOCIAL VALUE

- 2.1 The Public Services (Social Value) Act 2012 states:

"If a relevant authority proposes to procure or make arrangements for procuring the provision of services, or the provision of services together with the purchase or hire of goods or the carrying out of works...the authority must consider how what is proposed to be procured might improve the **economic, social and environmental well-being** of the relevant area and, in conducting the process of procurement, how it might act with a view to securing that improvement." It must also "consider whether to undertake any consultations as to matters to be considered" under that process.

For the purposes of this policy we refer to this **improvement of wellbeing as social value**. In order to implement this we seek measurable and verifiable **social value outcomes** that:

- (i) are relevant to what is proposed to be procured and proportionate to the contract / grant value,
- (ii) can legitimately be included in contract / grant specifications and
- (iii) contribute to achieving the Council's priorities.

### 3.0 THE POLICY CONTEXT

The Social Value outcomes sought, reflect the policy priorities of the Council. Improved partnerships with the private, third and other public sector organisations are key enablers to deliver these outcomes.

The strategic context for the Social Value outcomes identified below is derived from the key Council policy drivers. These are:



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

## **4.0 IMPLEMENTATION**

- 4.1** While the Public Services (Social Value) Act 2012 only requires relevant authorities to consider social value in service contracts (and goods or works contracts where there is a services element) above the appropriate threshold in the Public Contracts Regulations for the 2012 Act to apply, the Council also applies the approach to Goods, Works and Grants.

The Birmingham Business Charter for Social Responsibility (BBC4SR) and the Living Wage policies are the mechanisms for implementing the social value described in this policy. The BBC4SR includes the social value Themes, Outcomes and Measures.



In order to prioritise effort and achieve greater social value, a tiered approach is used to apply the Charter. The tiers have been determined following an assessment of our implementation to date:

	<b>Tier 1</b>	<b>Tier 2</b>
Contracts value	<PCR15 Threshold	>PCR15 Threshold
Grants	<£200,000	>£200,000

PCR15 thresholds are published by Crown Commercial Services and are subject to change.

Both tiers require the payment of the Real Living Wage according to the Council's Living Wage policy and rules governing the Real Living Wage as stipulated by the Living Wage Foundation.

Contracts in tier 1 are encouraged to complete at least 1 project from the Match My Project portal for the duration of the contract.

Tier 2 contracts require the full consideration of social value and application of the BBC4SR including the delivery of at least 1 project which is relevant to the social value outcomes sought through the contract and where possible from the Match My Project portal, per year.

- 4.2** The Council will embed a clear and unambiguous message about its intention to secure social value through commissioning and procurement.
- 4.3** On commencement of every commissioning activity the Council will determine the social value outcomes to be achieved. These social value outcomes are defined in the BBC4SR and support delivery of the Council's priorities. Commissioners will determine which of these apply on the basis of a full understanding of the local need and consult where appropriate.
- 4.4** The default weighting for social value will be 20% of the overall assessment of bids, the remainder assessment criteria being Quality and Price. Any lower weighting to a minimum of 10% must be robustly justified and approved by the relevant Cabinet Member depending on the context of the tender and market conditions. Higher weightings may be used where justified.
- 4.5** The Council will consider social value when assessing alternative commissioning options including social enterprise, mutual models and co-operatives that promote local wealth-building. This supports work with the Centre for Local Economic Strategies (CLES) to increase local wealth-building with Anchor Institutions in Birmingham. <https://cles.org.uk/publications/local-wealth-building-in-birmingham-and-beyond/>
- 4.6** A Council-wide approach and robust contract management will ensure a consistent and efficient mechanism for the capture and reporting of social value data.

## **5.0 REPORTING ON SOCIAL VALUE**

**5.1** The Council will report on the social value outcomes achieved through its commissioning and procurement activities annually, ensuring that this report includes at least the following measures:

- Weeks of local employment
- Weeks of local apprenticeship
- Weeks of local work placements
- £ Amount of local spend
- £ Amount of Social Enterprise spend
- Hours of voluntary time
- £ Amount of money raised and / or donated



## Birmingham Business Charter for Social Responsibility

The Birmingham Business Charter for Social Responsibility (BBC4SR) contains appropriate Themes, Outcomes and Measures to enable the Council to achieve social value in Birmingham that contributes to the delivery of the Birmingham City Council Plan 2018-22 outcomes.

[https://www.birmingham.gov.uk/info/20011/your\\_council/237/council\\_financial\\_plan](https://www.birmingham.gov.uk/info/20011/your_council/237/council_financial_plan)

The BBC4SR forms part of the terms of Birmingham City Council (BCC) contracts and Conditions of Grant Aid (COGA) and all commissioning and contracting decisions will take account of the Themes within it.

### 1. BBC4SR Objectives

The BBC4SR has 2 main objectives which are delivered through 7 themes:

- (i) **Promote good practice.** The BBC4SR is a set of guiding themes which the Council adheres to and invites all organisations to adopt as a mechanism for managing how they deliver social value. These may not all be measured but will reflect the ethos and standard of best practice of an organisation which we would expect from a BBC4SR signatory.

This is particularly the case of the Good Employer and Ethical Procurement themes, where further information and links to good practice can be found below and in the accompanying guidance notes.

- (ii) **Seek relevant and proportionate commitments related to the subject matter of the contract.** In accordance with PCR15 Regulation 70 which allows for inclusion of special conditions, which may include environmental, social or employment related considerations. These commitments form the basis of a Social Value Action Plan that covers the life of the contract and is robustly managed throughout the contract period.

## **Theme: Local Employment**

BBC4SR accredited organisations will create employment and training opportunities for local people especially in target areas as defined by IMD-2019 and groups as defined on page 6 in this document and guidance documents.

- Commit to create employment and training opportunities for local residents, targeting areas of high unemployment and groups facing disadvantage, including people with disabilities through activities such as work experience placements, apprenticeships, internship and mentoring.
- Advertise employment opportunities through the Employment & Skills Services at the Council to ensure that those opportunities are targeted at those furthest from the jobs market.
- Seek opportunities to work with schools and colleges to help to ensure that the local young people are equipped with the right skills to match the requirements of the labour market. For opportunities relating to the Built Environment work with the Building Birmingham Academy at the Council.

## **Theme: Buy Local**

BBC4SR accredited organisations will take account of the social, environmental and economic impacts of buying locally when commissioning and contracting, thereby reducing unemployment and raising the skill level of the local workforce.

- Support the local economy by choosing suppliers close to the point of service delivery where possible
- Use Find it in Birmingham as the primary method of sourcing suppliers for contracts in Birmingham, increasing the accessibility of opportunities to local businesses throughout the supply chain
- Encourage their suppliers to endorse the principle of Buy Local throughout their supply chains
- Where possible, commit to purchasing from businesses on the Find it in Birmingham website and from social enterprises and small businesses
- Support the UK Steel Charter where appropriate

## **Theme - Good Employer**

BBC4SR accredited organisations will support staff development and welfare within their own organisation and within their supply chain.

- Ensure that employees are given a fair reward for their labours and help foster a loyal and motivated workforce by adhering to the Council's Living Wage Policy
- Recognise employees' rights of freedom of association and collective bargaining, including not using blacklists in recruitment processes.
- Contractors and their supply chains should provide a safe and hygienic working environment and where appropriate work collaboratively with the appropriate trade unions to identify and implement reasonable real-world initiatives related to safety in the workplace.

- Shows a clear intent and positive commitment to the health and wellbeing of employees, which encourages healthy lifestyle choices that assist with addressing health issues through the adoption of policies such as the Workplace Wellbeing Charter.
- Promote diversity and inclusiveness, not discriminate in respect of recruitment, compensation, access to training, promotion, termination of employment or retirement based upon race, caste, national origin, religion, age, disability (including learning disability), mental health issues, gender, marital status, sexual orientation, union membership or political affiliation.
- Not operate exploitative zero-hour contracts that require exclusivity
- Have and comply with a whistle blowing policy, safeguard against harassment or intimidation

### **Theme: Ethical Procurement**

BBC4SR accredited organisations will commit to the highest ethical standards in their own operations and those within their supply chain.

- Work to the highest standards of business integrity and ethical conduct.
- Pay their fair share of taxes. Birmingham City Council has adopted the Councils for Fair Tax Declaration and requires the corresponding standards in tax conduct from its contractors.
- Ensure the well-being and protection of workforces in the supply chain, which must be supported by robust systems and procedures.
- Uphold the principles of the Universal Declaration of Human Rights and the Fundamental International Labour Organisation Conventions; including the use of child and forced labour.
- Adopt best practice when procuring goods and services, e.g. procure low energy products, buy Fairtrade and avoid the use of rainforest timber from unmanaged sources.
- Pay suppliers no later than the terms stated in the primary contract if contracted to the Council.,
- Contractors and their supply chains within the construction industry should work collaboratively to provide responsible industry-wide solutions aimed at supporting and sustaining the construction industry for the benefit of the local economy and communities.
- Contractors and their supply chains should promote and encourage the recognition of the right of all construction workers to be employed under and to be protected by the appropriate national industry collective agreement applicable to the construction industry.
- Contractors and their supply chains should support the banning of single-use plastics in their place of work and in the goods and services they provide.

## **Theme: Partners in Communities**

BBC4SR accredited organisations will play an active role in the local community and support organisations, especially in those areas and communities with the greatest need.

- Build capacity by supporting community organisations with resources and expertise in areas with the greatest need, for example mentoring and working with youth organisations and services.
- Make a local impact by improving local facilities and areas, for example staff volunteering schemes.
- Access the [Match My Project](#) portal to identify opportunities to support community organisations.
- Provide support to third sector organisations and work with third sector organisations to deliver services and contracts, particularly those organisations working for the prevention of homelessness.
- Have a shared sense of responsibility; consider good citizenship and safeguarding issues relating to children and vulnerable adults.
- Work with schools and colleges, offering work experience and business awareness to students, especially those from disadvantaged areas or communities.
- Make accessible all sub-contracting opportunities to a diverse supply base including the third sector and local suppliers and provide mentoring and support to assist these organisations to tender for and deliver these supply opportunities where necessary.
- Help to support the health and wellbeing of communities in which the business operates by for example linking with local schools and colleges, other local businesses and residents' groups to help run or sponsor activities / events, which will directly benefit those living there.

## **Theme: Green and Sustainable**

BBC4SR accredited organisations will commit to protecting the environment, minimising waste and energy consumption, using resources efficiently and contributing towards Birmingham's Clean Air Zone. These commitments will also apply to their supply chain.

- Develop a plan for a Carbon Neutral position
- Reduce Carbon footprint – be aware of main impacts on carbon emissions including the indirect carbon used in manufacturing processes and the direct impact of operations and logistics.
- Measure carbon emissions and ensure a plan to reduce emissions, where possible, is being implemented using carbon measurement tools. Specific targets to be included in major contracts
- Eliminate unnecessary waste by adopting the "reduce, reuse, recycle" philosophy.
- Be a good neighbour, minimise negative local impacts (noise, air quality), and improve green areas (e.g. biodiversity, visual attractiveness).
- Protect the environment and minimise adverse impacts and instil this approach throughout the supply chain.

## 2. Themes, Outcomes and Measures

The following table sets out the Themes, Social Value Outcomes and Measures that (i) align with the Council's priorities (ii) align with national "SV measures (iii) demonstrate the fiscal benefit to the public sector by including a financial proxy for most interventions.

**These outcomes will form the basis the Social Value requirements in all tenders where the BBC4SR applies.**

Themes, Outcomes and Measures Breakdown

Themes	SV Outcomes	Ref National TOMS	Measures	Units (How measured)	Financial Proxies
Good Employer	A fair level of pay	BCC1	Pay the Real Living Wage to employees servicing Birmingham contracts in accordance with the BCC LW Policy	No. uplifted to the RLW	Record only
Ethical Procurement	Sustainable procurement is promoted	NT23	Percentage of procurement contracts that includes commitments to verify anti-slavery and other relevant requirements.	% of contracts	Record only
Ethical Procurement	Sustainable procurement is promoted	NT35	Percentage of procurement contracts that includes commitments to use local produce, reduce food waste, or other relevant requirements and certifications.	% of contracts	Record only
Ethical Procurement	Sustainable procurement is promoted	BCC2	Pay suppliers no later than the terms stated in the primary contract if contracted to the Council, otherwise adopt a similar policy such as the Prompt Payment Code.	% of suppliers paid	Record only
Local Employment	More local Employment	NT1	No. of local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter.	No. people FTE	£31,461
Local Employment	More local Employment	NT2	% of local people employed on contract (FTE) that live within 30 miles of where the service is being delivered	%	Record only
Local Employment	More local Employment	BCC3	How many opportunities will you advertise with Birmingham City Council Jobs and Skills team (eateam@birmingham.gov.uk)	No. of opportunities	Record only
Local Employment	More opportunities for disadvantaged people	NT3	No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	No. people FTE	£20,480.68
Local Employment	More opportunities for disadvantaged people	NT4	No. of employees (FTE) taken on who are not in employment, education, or training (NEETs)	No. people FTE	£14,781.56
Local Employment	More opportunities for disadvantaged people	NT5	No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 y.o.)	No. people FTE	£24,527.15
Local Employment	More opportunities for disadvantaged people	NT6	No. of jobs (FTE) created for people with disabilities	No. people FTE	£16574.32

Themes	SV Outcomes	Ref National TOMS	Measures	Units (How measured)	Financial Proxies
Local Employment	More opportunities for disadvantaged people	NT7	No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance -(over 24 y.o.)	no hours *no. attendees	£105.50
Local Employment	Improved skills for local people	NT8	Local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (No. hours, includes preparation time)	no. staff hours	£16.09
Local Employment	Improved skills for local people	NT9	No. of training opportunities on contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2, 3, or 4+	No. weeks	£286.47
Local Employment	Improved skills for local people	NT10	No. of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	No. weeks	£224.07
Local Employment	Improved employability of young people	NT11	No. of hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) - (under 24 y.o.)	No. hours *no. attendees	£105.50
Local Employment	Improved employability of young people	NT12	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	No. weeks	£168.72
Local Employment	Improved employability of young people	NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	No. weeks	£168.72
Buy Local	More opportunities for local SMEs and VCSEs	NT14	Total amount (£) spent with VCSEs within your supply chain	£	£0.12
Buy Local	More opportunities for local SMEs and VCSEs	BCC4	How many procurement opportunities will you post on Finditinbirmingham?	No. of opportunities	Record only
Buy Local	More opportunities for local SMEs and VCSEs	NT18	Total amount (£) spent in LOCAL supply chain through the contract. (within 30 miles of the point of service delivery)	£	Record only
Buy Local	More opportunities for local SMEs and VCSEs	NT19	Total amount (£) spent through contract with LOCAL SMEs (within 30 miles of the point of service delivery)	£	Record only
Partners in Communities	Crime is Reduced	NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, private security, etc.)	£ invested including staff time	£1.00
Partners in Communities	Creating a healthier community	BCC5	Number of individuals in fuel poverty assisted with energy efficiency measures	No.	Record only
Partners in Communities	Creating a healthier community	NT25	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc.)	£ invested including staff time	£1.00



Themes	SV Outcomes	Ref National TOMS	Measures	Units (How measured)	Financial Proxies
Partners in Communities	Creating a healthier community	NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc) or wellbeing initiatives in the community, including physical activities for adults and children.	£ invested including staff time	£1.00
Partners in Communities	Vulnerable people are helped to live independently	NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	£ invested including staff time	£1.00
Partners in Communities	More working with the Community	NT28	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.00
Partners in Communities	More working with the Community	NT29	No hours volunteering time provided to support local community projects	No. staff volunteering hours	£16.09
Partners in Communities	More working with the Community	NT15	Provision of expert business advice to VCSEs and SMEs (e.g. financial advice / legal advice / HR advice/HSE)	No. staff expert hours	£101.86
Partners in Communities	More working with the Community	NT16	Equipment or resources donated to VCSEs (£ equivalent value)	£	£1.00
Partners in Communities	More working with the Community	NT17	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	No. staff volunteering hours	£16.09
Green and Sustainable	Carbon emissions are reduced	NT44	Programme to achieve net zero by 2030	Yes / No	Record only
Green and Sustainable	Climate impacts are reduced	NT31	Savings in CO2 emissions on contract not from transport (specify how these are to be achieved).	tonnes CO2	£70.43
Green and Sustainable	Better places to live	NT34	Voluntary time dedicated to the creation or management of green infrastructure, to increase biodiversity or keep green spaces clean	No. staff volunteering hours	£16.09

## Implementation:

The Charter will be applied proportionately according to the table below:

	<b>Tier 1</b>	<b>Tier 2</b>
Contract value	<PCR15 Threshold	>PCR15 Threshold
Grants	<£200,000	>£200,000

PCR15 thresholds are published by Crown Commercial Services and are subject to change.

Both tiers require the payment of the Real Living Wage according to the Council's Living Wage policy and rules governing the Real Living Wage as stipulated by the Living Wage Foundation. Contracts in tier 1 are encouraged to complete at least 1 project from the Match My Project portal for the duration of the contract.

Tier 2 contracts require the full consideration of social value and application of the BBC4SR including the delivery of at least 1 project which is relevant to the social value outcomes sought through the contract and where possible from the Match My Project portal, per year.

Where the contract is a mixed contract e.g. a contract for the supply of goods and services, then the contract type that characterises the main subject matter of the contract in question will apply.

Where a framework agreement is established by the Council that covers an area wider than Birmingham, participating Contracting Authorities are able to achieve social value outcomes for their relevant areas when calling off.

What is meant by "Local" under the Local Employment and Buy Local principles is context dependent, however, as guidance, 30 miles from the point of service delivery is reasonable.

Tenderers will respond to the Social Value outcomes in the Council's commissioning and procurement activities and describe how they can improve the economic, social and environmental well-being in Birmingham.

## Monitoring

The action plan commitments to be delivered by the successful tenderers will be relevant, proportionate, specific and measurable and cover the contracted period. These achievements will be recognised through Charter accreditation. The contractor will then maintain the action plan and liaise with the Contract Manager throughout the contract period.

Visit the Council's [web pages](#) for further guidance and the action plan template.

# MAXIMISING VALUE: POSITIVE PROCUREMENT OF STEEL

**GUIDANCE FOR SIGNATORIES  
OF THE UK STEEL CHARTER**



# BACKGROUND



The UK, Scottish, and Welsh Governments are publicly committed to the implementation of measures to open up opportunities for UK steel producers to supply into public construction and infrastructure projects. To this end, all three governments have published their own procurement guidance documents<sup>1</sup> in order to drive positive changes to procurement practices and deliver this objective.

The reasons for this commitment and policy direction are clear and numerous. Amongst other benefits, maximising opportunities for UK manufacturers and suppliers can:

- Increase the economic value a project delivers to the UK
- Increase the ability and potential of each project to spread its economic benefits across the UK
- Increase the interest in the competitive process and therefore help deliver best value for money
- Deliver against a wider range of outcomes beyond just upfront cost, such as the social and environmental benefits that can flow from procurement decisions<sup>2</sup>
- Provide a strong pipeline of projects in the UK that helps anchor manufacturing and accompanying innovation here in the UK.

‘Investments in infrastructure, and our decisions on procurement, are among the government’s most significant interventions in the economy’

The 2020 Procurement Green Paper ‘Transforming Public Procurement’ commits to encouraging suppliers to take into consideration the social and environmental and economic impacts and allows buyers to go beyond the subject matter of the contract. There is significant potential here, to use procurement as a tool that builds back better from the COVID crisis and adds value to the UK economy.

The UK Steel Charter, and this accompanying guidance, supports and builds upon government intention in this area. The Charter enables government departments, devolved administrations, local authorities and private organisations, to publicly signal their commitment to its principles and consider key practical actions they will take.

# A PIPELINE OF POTENTIAL

**The UK, Scottish and Welsh Governments, as part of their ongoing commitments to steel procurement, annually publish pipelines for their future steel requirements.**

The UK Government Steel Procurement Pipeline<sup>3</sup>, which shows the future steel requirements (where known) for national infrastructure projects, shows that the government plans to use a minimum of over 4.9 million tonnes of steel over the next decade, worth upwards of £3 billion in value. This list of upcoming projects is far from exhaustive.

Looking at construction in the UK more widely, the construction of buildings and infrastructure in the UK directly contributes over £100 billion a year to the UK economy. However, the indirect impact of this activity, via materials and equipment purchased from UK supply chains, boosts this economic contribution greatly.

Around 5.7 million tonnes of steel are used in construction and infrastructure each year in the UK. Currently half of this is supplied by UK steel producers, leading to an economic contribution to the UK, including

wages and taxes, of almost £800 million. With the other half of steel requirements for construction currently imported, there exists an opportunity to double the economic contribution to the UK through the increased use of UK produced steel.

As the Government noted in the 2020 Procurement Green Paper, 'by improving public procurement, the Government can not only save the taxpayer money but drive social, environmental and economic benefits across every region of the country'. Clearly, in improving the procurement of steel there is a huge opportunity<sup>4</sup> to benefit the nation as a whole.

'We have a massive opportunity, Mr Speaker, because this government has engaged on a £640 billion infrastructure campaign...they will call for millions and millions of tonnes of British steel, and now Mr Speaker, thanks to leaving the European Union we have an opportunity to direct that procurement at British Firms in a way that we would want to do.'

Boris Johnson at PMQs, 24th March 2021

# THE UK STEEL INDUSTRY IN NUMBERS

33,700

PEOPLE EMPLOYED  
DIRECTLY IN THE UK  
STEEL INDUSTRY

42,000

FURTHER JOBS  
SUPPORTED IN  
SUPPLY CHAIN AND  
LOCAL COMMUNITIES<sup>5</sup>

£2.1bn

DIRECT CONTRIBUTION  
TO UK GVA

£2.7bn

INDIRECT  
CONTRIBUTION  
TO UK GVA

33%

HIGHER THAN THE UK  
NATIONAL AVERAGE  
SALARY<sup>6</sup>

45%

HIGHER THAN THE  
REGIONAL AVERAGE  
WAGE IN WALES,  
AND YORKSHIRE &  
HUMBERSIDE WHERE  
JOBS ARE CONCENTRATED

PRODUCES

7mt

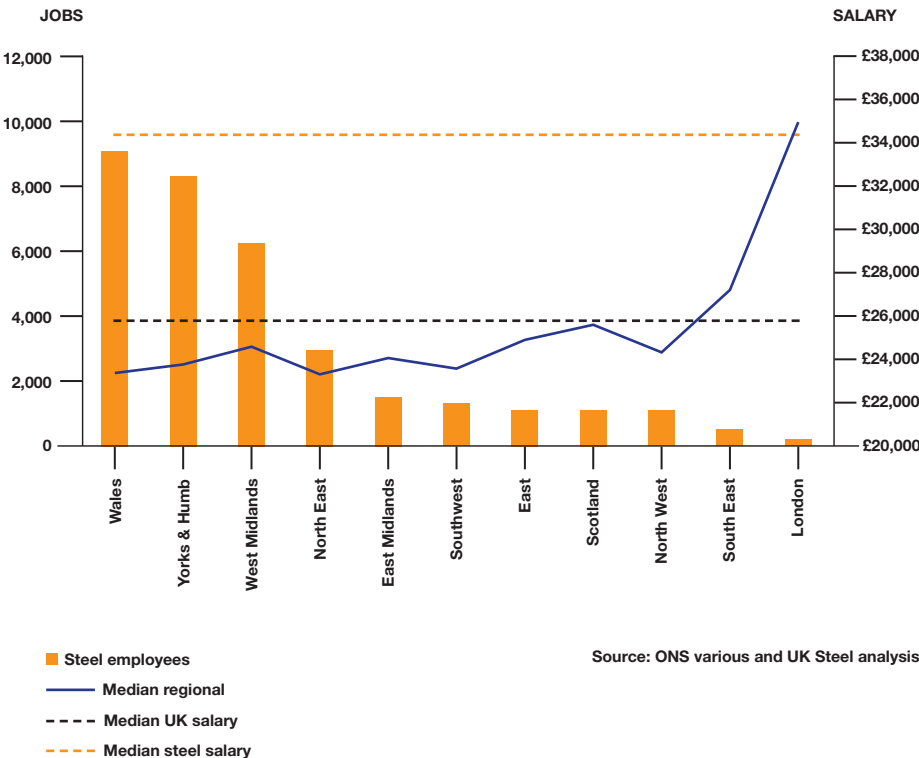
OF CRUDE STEEL A  
YEAR, AROUND 81%  
OF THE UK'S ANNUAL  
REQUIREMENT<sup>7</sup>

MAKES

£1.7bn

DIRECT CONTRIBUTION  
TO THE UK'S BALANCE OF  
TRADE<sup>8</sup>

## UK steel employment by region, median regional salary, and median steel salary





# INVESTING IN THE FUTURE



**Steel companies engage heavily with schools and colleges in their local communities, attending hundreds of events every year and providing meaningful work experience.**

- The UK steel industry is dedicated to adding social value by developing home-grown skills and knowledge. Our future is heavily reliant upon nurturing talent within the UK, and our local communities.
- The UK steel industry employs 600 apprentices throughout the UK with plans to increase this, taking on 200 more apprentices each and every year.
- These apprentice places are highly sought after, with over 6000 applications each year. That's more than the competition for a place at Oxford University.
- It's not just about apprenticeships though; 65% of our technical workforce is educated to graduate level and 40% hold post-graduate qualifications.
- The UK steel industry has supported over 250 PhDs to date. For example, Tata Steel's relationship with Swansea University has created a regional centre of excellence, linking the supply chain to new research projects, commercial opportunities as well as funding, training and further collaborations<sup>9</sup>.
- Steel companies engage heavily with schools and colleges in their local communities, attending hundreds of events every year and providing meaningful work experience<sup>10</sup>. These schemes give invaluable work experience to school pupils and college students in areas where such opportunities can be in short supply.

# SUSTAINABILITY BENEFITS



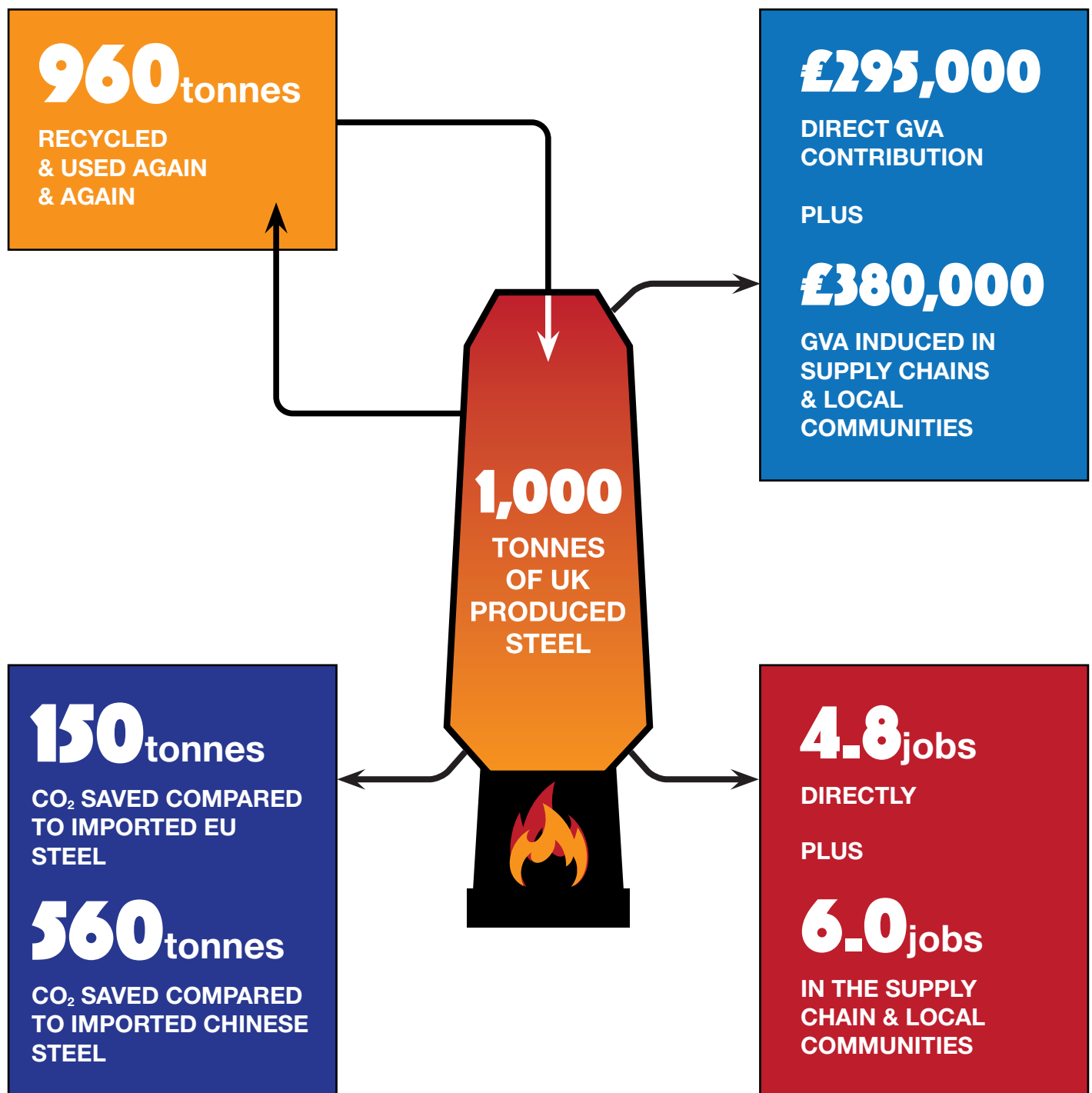
**Beyond the jobs and skills supported by the procurement of UK steel there are a number of other sustainability benefits that can add social value to your projects and may contribute to your corporate social responsibility aims. These include:**

- All steel construction products produced in the UK are certified to BRE Standard BES 6001 – an independent responsible sourcing certification which accounts for both our supply chains and operations, from raw materials to final steel product.
  - Sourcing products locally cuts down significantly on transport related carbon emissions. A tonne of steel transported within the UK produces less than 10kg CO<sub>2</sub>/tonne, on average. Compare this to steel imported from the EU at 160kg CO<sub>2</sub>/tonne or from China at 550kg CO<sub>2</sub>/tonne.
  - This soon adds up when you consider the UK imports over 6 million tonnes of steel each year from all over the world. The emissions related to the transportation of this is an estimated 1.4 million tonnes<sup>11</sup>. That's the carbon footprint of 200,000 people here in the UK.
  - Steel reinforcing bar (rebar), one of the most commonly used construction steel products, is made from 100% recycled content in the UK and is almost 40% less carbon intensive<sup>12</sup> than that produced elsewhere in the EU: 600 kg CO<sub>2</sub>/tonne delivered for UK steel, compared to 945kg CO<sub>2</sub>/tonne from the EU.
- Sourcing products locally cuts down significantly on transport related carbon emissions.**
- Steel as a material also has excellent sustainability credentials. It is a unique material in its 100% recyclability and ability to even be 'upcycled' after use to produce higher strength steels. In the UK 96% of construction steel is recovered and recycled<sup>13</sup>.
  - The steel industry is at the forefront of green innovation. We are committed to decarbonising our economy and working in collaboration with other sectors, we are funding research that will deliver emissions reductions in our products and across wider society.



# THE BENEFITS AND SOCIAL VALUE OF UK PRODUCED STEEL

## The Benefits and Social Value of 1,000t of UK Produced Steel

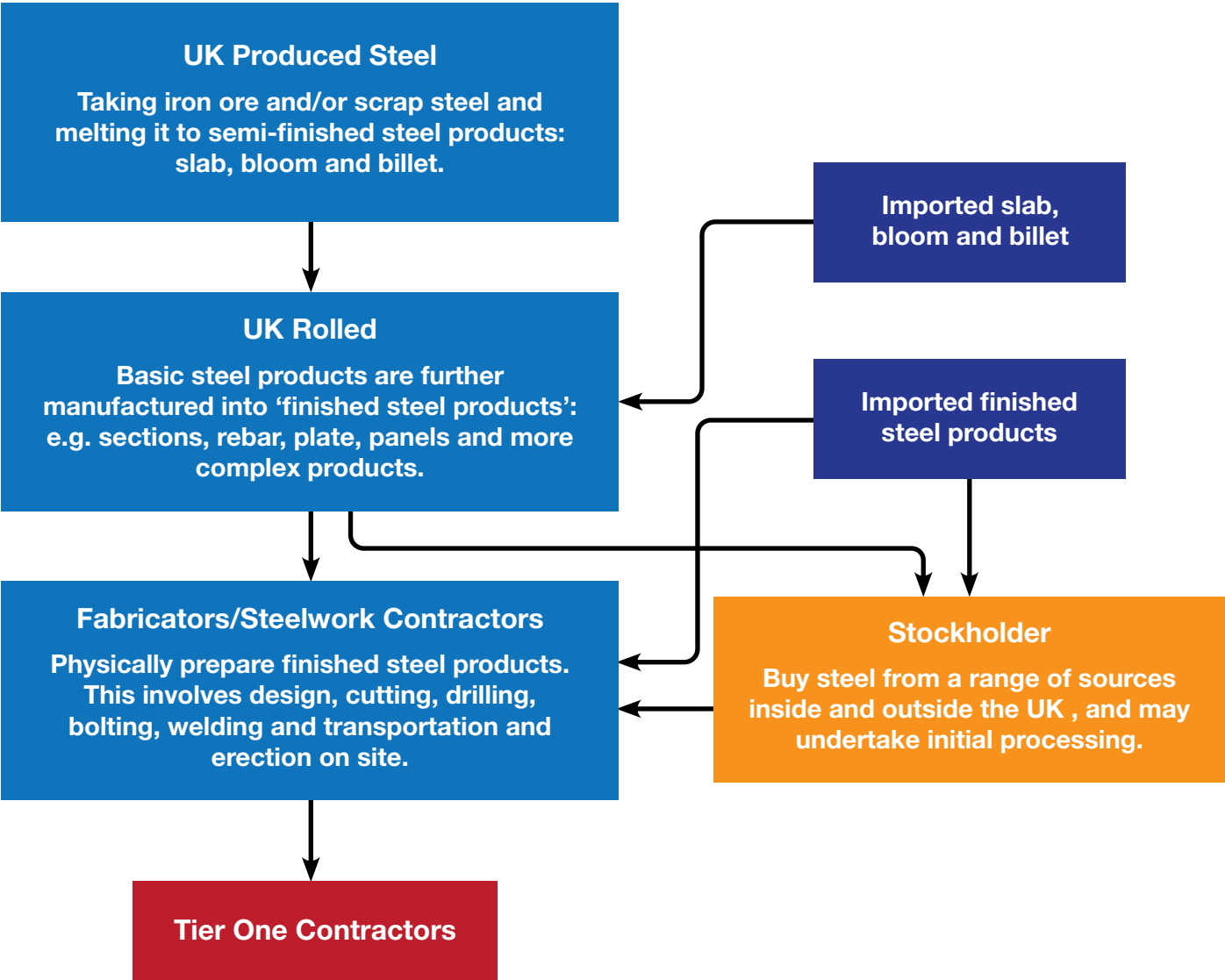


# CONSTRUCTION STEEL SUPPLY CHAINS

Understanding the benefits your procurement decisions can have for UK jobs, the UK economy and the environment requires an understanding of where your steel is produced, as well as processed or fabricated. Fabricators and Steelwork Contractors are key to knowing the producer origin of your steel as they will have a record of this via test certificates, whether they purchased direct from a steel producer or a stockholder.

The further back in the UK supply chain your steel originated, the bigger the potential economic contribution to the UK. Using a UK fabricator or steelwork contractor will contribute a certain amount, a UK steel stockholder will add further, still further is added if it was rolled in the UK and the maximum value can be delivered by sourcing steel that started its life as raw products in a UK steel plant.

## The Steel Supply Chain



# STEEL AS A CONSTRUCTION MATERIAL OF CHOICE



## FAST, EFFICIENT, RESOURCEFUL



Steel can be assembled quickly and efficiently in all seasons. Components are pre-manufactured off-site with minimal on-site labour. A whole frame can be erected much more quickly, with a corresponding 20% to 40% reduction in construction time relative to on-site construction, depending on a project's scale.



## ADAPTABLE AND ACCESSIBLE

These days, a building's function can change dramatically and rapidly. A tenant may want to make changes that increase floor loads significantly. Walls may need to be repositioned to create new interior layouts based on different needs and space usage. Steel-built structures can cater for such changes.



## LESS COLUMNS, MORE OPEN SPACE

Steel sections provide an elegant, cost-effective method of spanning long distances. Extended steel spans can create large, open plan, column free internal spaces, with many clients now demanding column grid spacing over 15 metres. In single storey buildings, rolled beams provide clear spans of over 50 metres.



## ENDLESSLY RECYCLABLE & REUSABLE

When a steel-framed building is demolished, its components can be reused or circulated into the steel industry's closed-loop recycling system for melt down and repurposing. Steel can be reused and recycled endlessly without loss of properties. Nothing is wasted.

# STEEL FOR OFF-SITE MANUFACTURING (OSM)



**OSM is increasingly being considered and used to service a wide range of construction and infrastructure projects. Two thirds of construction executives expect to double the amount of construction work they carry out using OSM over the next five years<sup>14</sup>.**

Steel has long sat at the centre of the construction technique, offering a wide range of benefits to all parties concerned, including the local community:

- **Speed of completion:** Offsite hubs by their very nature are well linked and well-resourced sites, allowing the construction teams to focus on the build thus significantly improving the speed of construction.
- **Improved quality:** Clients have more time to check the material meets specification without the typical time pressures that exist on site i.e. other trades.
- **Minimal disruption:** Factory-based construction minimises time on site, meaning less noise and disruption, as well as a cleaner, safer, less congested site.
- **Cost and time certainty:** Factory-built projects are not subject to weather-related delays or site-based skills shortages, so buildings can be completed on time and on budget.

Steel has long sat at the centre of the construction technique, offering a wide range of benefits to all parties concerned, including the local community.

- **Future flexibility:** Steel buildings can easily be expanded, reduced, reconfigured or even relocated to meet your changing needs.
- **Reduced waste:** OSM for construction can generate significantly less waste than traditional on-site building methods.



# UK STEEL PRODUCERS

There are six steel producers in the UK: British Steel; Celsa UK; Liberty Steel; Outokumpu; Sheffield Forgemasters; Tata Steel UK Ltd. The four companies profiled in this guidance supply substantial volumes into construction and infrastructure projects. A full list and further information about all steel producers in the UK can be found on the UK Steel website<sup>15</sup>

## BRITISH STEEL

Contact: Lisa Coulson  
Head of Marketing  
Lisa.Coulson@Britishsteel.co.uk

**Workforce: 4,000 across the UK**  
**Capacity: 3Mt per year**  
**Construction Products:**



- Full range of rails, including specialist products such as noise reduction rail, and steel sleepers
- Full range of structural sections including beams, columns, angles and channels
- Special profiles including bulb flats, crane rail and mining applications, and construction/material handling equipment components
- Wire rod for construction, automotive and engineering applications.



## CELSA UK

Contact: Chris Hagg  
Head of External Affairs  
CHAGG@celsauk.com

**Workforce: 2,000 across the UK**  
**Capacity: 1.2Mt per year**  
**Products:**



- Reinforcing Bar in straight lengths and coil for construction
- Merchant bar and structural sections, including flats, rounds, channels and angles for construction and light engineering purposes
- Wire Rod for construction, wire working and general engineering applications.



## TATA STEEL UK LIMITED

Contact: Kamal Rajput  
Business Development Manager  
kamal.rajput@tatasteeleurope.com

**Workforce: 8,000 across the UK**  
**Capacity: 4.5Mt per year**  
**Products:**



- Hot, Direct and Cold-Rolled engineering steels
- Full range for the automotive industry including HDG steels, cold-rolled steels, blanks & tailor welded blanks
- Comprehensive structural portfolio including hollow sections & decking
- Building Envelope range including exterior pre-finished steel, wall & roof systems
- Metallic coated steels
- Full range of electrical steels
- Packaging and tinplate & ECCS



## LIBERTY STEEL

Contact: Michael Horan  
Chief Commercial Officer  
michael.horan@libertysteelgroup.com

**Workforce: 2,800 across the UK**  
**Capacity: 3Mt per year**  
**Products:**



- Cast steel products including ingots, blooms, billets, engineering bar, narrow and precision steel strip for a range of applications
- Merchant bar, light sections and de-bar
- Flat products such as hot rolled coil and plate
- Pipe and tube, ranging from precision tube to structural hollow sections to large diameter energy (API) pipe



# POSITIVE PROCUREMENT STEPS

## UK Steel Charter Commitments:

Signing the UK Steel Charter and making a public commitment to its aims and objectives is an important and substantial step for organisations in itself and one we would welcome as many as possible to take. However, to have a real impact it is important, where possible, that organisations take practical steps, implementing small changes in their approach to the procurement of steel that can lead to a big impact on the ground. The below is a list of practical actions signatories could consider taking:

- Develop and publish/share a future steel pipeline or, where relevant, contribute fully to those produced by the UK, Scottish and Welsh Governments
- Record and report to UK Steel, the levels of UK-produced steel used in projects, or, where relevant, contribute fully to the annual UK government compliance data collection
- Place a requirement in appropriate contracts requiring the origin of steel to be provided to you for recording and reporting purposes
- Stipulate use of steel products accredited to BRE Standard BES 6001, or equivalent
- Advertise opportunities for steel providers on relevant procurement portals and/or require your contractors and sub-contractors to do so
- Introduce a requirement for tender applications to include supply chain plans
- Host engagement meetings/events for major projects in advance of procurement decisions being made
- Develop your organisation's approach to the 'most economically advantageous tender', importantly taking into account social and environmental considerations in relation to steel procurement
- Appoint a 'UK supply chain champion' to manage engagement with steel sector, and other suppliers, and drive positive improvements to procurement practises
- Use UK-produced steel to meet KPIs for your organisation's corporate social responsibility commitments
- Where possible, use British quality standards of steel when detailing steel requirements in project plans

This list isn't exhaustive, nor is it intended that signatories should commit to all of them. We realise that all organisations are different, it is therefore up to each to choose the most practical and suitable measures for themselves. Depending on the nature of your organisation or project(s) some of these actions may sit directly with you, or may need to be fed through to and implemented by your contractors and/or subcontractors. The remainder of this document goes into more detail on some of the actions organisations can take.

The UK Steel Charter does not exist in isolation. The practical steps in this document can be read alongside established public guidance in this area, including:

- UK Government: Procurement Policy Note 11/16 – Procuring Steel in Major Projects<sup>16</sup>
- Welsh Government: Procurement Advice Note – Supporting the Sourcing of Steel in Major Construction and Infrastructure Projects in Wales<sup>17</sup>
- Scottish Government: Guidance relating to the sustainable procurement of steel in major projects<sup>18</sup>
- UK Government: Procurement Policy Note 09/16: Procuring for Growth Balanced Scorecard<sup>19</sup>
- UK Government: Public Contracts Regulations 2015 – Guidance on Awarding Contracts<sup>20</sup>

## Produce a Steel Pipeline

The Department for Business, Energy and Industrial Strategy has worked with UK Steel in recent years to develop and publish an annual UK Government Steel Procurement Pipeline. The Welsh and Scottish Governments also publish annual pipelines. These pipelines detail the future steel requirements of central public projects in the coming years. This is enormously useful to the steel sector in helping us understand future opportunities, signposting where to establish early engagement with projects and contractors, and ensuring we have the necessary capacity to deliver major projects.

For those departments or bodies already feeding into existing government pipelines, we would ask you to continue to do so and to work with the steel sector to improve the quality and quantity of this data where necessary.

For other signatories to the Charter not feeding into existing government pipelines, we would ask you to consider developing your own pipeline and sharing it with the sector, or even publishing it. This would help us have a far better and more detailed picture of the future opportunities available to us. If required, the steel sector could help you in this process and at the same time offer our expertise, working with steel companies could identify potentially advantageous design solutions early in project planning.

## Advertise Commercial Opportunities

Beyond developing a steel pipeline, organisations could consider advertising tendering opportunities for steel, or other materials, through relevant procurement portals. Most likely, this would be implemented through a contractual requirement for tier one contractors, or their subcontractors, to do so.

## Pre-Procurement Planning

Leaving consideration of the supply chains until the tender and contract award phase greatly reduces opportunities to influence supply chain decisions, particularly where reinforcing and structural steel products are concerned as these will be required in the early stages. Four potential measures to improve early engagement would be:

- Holding engagement events or roundtables for potential producers and suppliers.
- Requiring those tendering for contracts to present supply chain plans. If done just in relation to steel this could be as simple as setting out how steel will be tendered for, or if already known, how and from which supplier steel will be sourced. Alternatively, many organisations may wish to consider requesting more comprehensive plans, looking at issues such as local content, innovations, skills, and job opportunities right across project supply chains.
- Appointing a 'UK supply chain champion' within your organisation to act as a point of contact for steel producers and to help promote the aims of the UK Steel Charter and the objectives of maximising local content more widely. The Welsh government already has a "supply champion", and this could act as a model for others to follow.
- Organisations should ensure where possible, project plans use British quality standards of steel when detailing steel requirements for their projects. BSI has a list of these British steel standards on their website.

# POSITIVE PROCUREMENT STEPS

## Monitoring UK Content

The Department for Business, Energy and Industrial Strategy publishes data on compliance with the Government steel procurement guidance (PPN 11/16), for those departments and bodies subject to the PPN we would ask that you continue to feed into this process. For other organisations, we would welcome the opportunity to work with you to record this information.

Recording and reporting on the level of UK steel used in your projects is the most meaningful way of tracking progress against a key objective of opening up supply opportunities for UK steel companies. Organisations could set a baseline and track progress against this either on an annual or biannual basis. Publishing or sharing it with UK Steel would allow the industry to identify where our engagement could improve or where modifications to the procurement approach could be made. Knowing who manufactured the materials in your building is clearly important for building safety reasons as well as for any assessments you may want to make on the social or environment impact of your steel procurement decisions.

Organisations may encounter push back when asking for this information, particularly if projects have already begun. However, you should be aware that steel producers already have to supply test certificates with all their products to stockholders and steelwork contractors' which easily provide for identifying their origin at a later date. To avoid difficulties at a later stage, ask for this information up front or place a requirement in appropriate contracts requiring steel suppliers and contractors to provide origin details.

## Product Accreditation – BES 6001

All steel construction products produced in the UK are certified to BRE Standard BES 6001. This is a third party assessed and certified way to check that materials have been responsibly sourced. It addresses responsible sourcing of construction products and provides a framework for the organisational governance, supply chain management and environmental and social aspects that must be assessed to ensure the responsible sourcing of construction products. It is a holistic approach to managing a product from the point at which component materials are mined or harvested, through to manufacture and processing. Stipulating that steel products used in your projects must be certified to this standard is a simple and straightforward way of knowing you're procuring responsibly produced steel.

## Social Value and Pre-Qualification Questionnaires:

Lots of organisations and companies place a strong emphasis on the social value of their projects. Social value can be considered at procurement stage by requiring suppliers to show skills, training and job opportunities, economic contribution to the local or national economy, or even the health and safety records for workers in steel plants. Pre-Qualification Questionnaires at supplier selection stage are one way of making an assessment in regards to social value factors. You would have significant flexibility to design such questionnaires in a manner which delivers against your wider project objectives and in line with your view of the most economically advantageous tender.

## Corporate Social Responsibility Performance Indicators

Most large organisations already have corporate social responsibility built into their strategic aims and objectives, alongside a number of key performance indicators to work towards. The steel sector can work with organisations to build in steel charter commitments to existing social responsibility and/or procurement policies and demonstrate how they will assist in meeting KPIs.

## Corporate Publicity

UK Steel will create a dedicated section on our website to celebrate those organisations that sign the UK Steel Charter and apply recommendations within it. This section of the website will include a list of those steel charter partners, including logos, case studies showing how the procurement guidelines are being applied and provide information to other interested parties on how they can work towards signing the Charter. UK Steel will also work with signatories to generate good news stories in the local and national media.



## Balanced Scorecard Approach

The Government Public Procurement Notice: Procuring Growth Balanced Scorecard sets out a number of ways an organisation can maximise the positive impact of public procurement on economic growth by taking full account of the value suppliers can offer and balancing matters such as cost against wider social and economic considerations when designing procurement approaches.

Much of this approach can be dealt with via pre-procurement engagement with suppliers, or early advertisement of opportunities, but consideration should also be given to the inclusion of wider factors, such as environmental and social, when assessing tenders beyond just the lowest upfront cost options. Whilst the cost of delivering a project remains the number one concern for organisations, UK regulations do provide the ability for public organisations to take a more sophisticated approach, and this is becoming increasingly common in both the public and private sectors.

The UK Public Contracts Regulations 2015, established that the award of public contracts must be made on the basis of 'the most economically advantageous tender'. What this means in practice is very wide ranging, from those that wish to simply assess on the basis of cost through to those that want to assess and balance a large number of factors. There is therefore considerable flexibility as to what this means for each organisation with the autonomy provided for each to decide upon the weighting given to different factors when assessing tender submissions. This legislation provides a non-exhaustive list of possible factors to consider including:

- Quality
- Price or cost using a cost-effectiveness approach
- Technical merit
- Aesthetic and functional characteristics
- Accessibility
- Social characteristics
- Environmental characteristics
- Innovative characteristics
- After-sales service and technical assistance
- Delivery conditions such as date, process and period

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### Notes

1. UK Government Guidance: <https://www.gov.uk/government/publications/procurement-policy-note-1116-procuring-steel-in-major-projects-revised-guidance>
2. Scottish Government Guidance: <https://www.gov.scot/Topics/Government/Procurement/policy/ReviewProcConst/steelprocurement>
3. Welsh Government Guidance: <https://gov.wales/newsroom/finance/2018/220112-finance-secretary-plan-support-welsh-steel-industry/?lang=en>
4. Note that these are key requirements in Scotland and Wales under the Procurement Reform (Scotland) Act 2014 and the Well-being of Future Generations (Wales) Act 2015 respectively.
5. <https://www.gov.uk/government/publications/steel-public-procurement-pipeline>
6. ONS Pay Data
7. PWC (2014) Understanding the Economic Contribution of the Foundation Industries provides multipliers of 1.64 additional jobs supported by each steel sector job and £2.42 of additional GVA for each £1 of direct steel sector GVA.
8. UK Steel Key Stats 2020
9. ISSB, 2021
10. For more information on Swansea University and Tata Steel Europe's partnership, please see <https://www.swansea.ac.uk/business-and-industry/businesspartnerships/tata-steel/>
11. For more information on these schemes please see <https://www.tatasteeleurope.com/en/sustainability/communities/south-wales-community/community-news> and <https://www.industrialcadets.org.uk/case-studies/tata-steel-case-study>
12. International Steel Statistics Bureau - 6.2 million tonnes of finished products imported into the UK in 2015. Estimated 210kg/tonne transport related emissions.
13. Celsa Steel Analysis – carbon foot print of delivered UK steel rebar is 599kg/tonne compared to 945kg/tonne for average EU produced in an electric arc furnace or 2750kg/tonne if produced via a blast furnace in China.
14. [https://www.steelconstruction.info/The\\_case\\_for\\_steel#Environmental\\_benefits](https://www.steelconstruction.info/The_case_for_steel#Environmental_benefits)
15. Clyde & Co (2018) Innovation in Construction Report
16. <https://www.makeuk.org/uksteel>
17. <https://www.gov.uk/government/publications/procurement-policy-note-1116-procuring-steel-in-major-projects-revised-guidance>
18. <https://gov.wales/newsroom/finance/2018/220112-finance-secretary-plan-support-welsh-steel-industry/?lang=en>
19. <https://www2.gov.scot/Topics/Government/Procurement/policy/ReviewProcConst/steelprocurement>
20. <https://www.gov.uk/government/publications/procurement-policy-note-0916-procuring-for-growth-balanced-scorecard>
21. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/560263/Guidance\\_on\\_Awarding\\_Contracts\\_-\\_Oct\\_16.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/560263/Guidance_on_Awarding_Contracts_-_Oct_16.pdf)



This Charter is endorsed  
by the National Trade  
Union Steel Co-ordinating  
Committee



This document was  
printed on British paper.



The production of this  
piece has created 2.1 m<sup>2</sup>  
of New Native Woodland in  
the UK to remove 116 kg  
of Carbon Dioxide.

UK Steel is the trade association for the  
UK steel industry and champions the  
country's steel manufacturers.

UK Steel champions and celebrates the  
UK's steel manufacturers. We represent  
the sector's interests to government and  
champion our innovative, vibrant and  
dynamic industry to the public.

**Together, we build the future of the  
UK steel industry.**

**For further information on  
steel products, please see**

[www.steelforlifebluebook.co.uk](http://www.steelforlifebluebook.co.uk)

**For information on steel  
construction, see**

[www.steelconstruction.info](http://www.steelconstruction.info)

**And for any queries relating  
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**COUNCILS FOR  
FAIR TAX**



# DECLARATION

UK cities, towns and districts standing up for responsible tax conduct

## **We recognise that:**

Paying tax is often presented as a burden, but it shouldn't be. Not when considered against the huge array of public services it helps fund – from education, health and social care, to flood defence, roads, policing and defence. It also helps to counter financial inequalities and rebalance distorted economies.

The pressure on organisations to pay the right amount of tax in the right place at the right time has never been stronger. For example, polling from the Institute for Business Ethics finds that “corporate tax avoidance” has, since 2013, been the clear number one concern of the British public when it comes to business conduct.

In recent years, HMRC has done much to clamp down on tax avoidance and evasion – but many in the tax justice movement think there is still much more to be done. It's been conservatively estimated that losses from multinational profit-shifting (just one form of tax avoidance) could be costing the UK some £7bn per annum in lost corporation tax revenues.

As recipients of significant public funding, municipalities should take the lead in the promotion of exemplary tax conduct; be that by ensuring contractors are paying their proper share of tax, or by refusing to go along with offshore tax dodging when buying land and property.

Where substantive stakes are held in private enterprises, then influence should be wielded to ensure that such businesses are exemplars of tax transparency and tax avoidance is shunned – e.g., no use of marketed schemes requiring disclosure under DOTAS regulations (Disclosure Of Tax Avoidance Schemes) or arrangements that might fall foul of the General Anti-Abuse Rule. The Fair Tax Mark offers a means for business to demonstrate good tax conduct, and has been secured by organisations with a combined annual income of £50bn and more than 6,500 outlets and premises. Social enterprises and co-operatives have been early pioneers of the Fair Tax Mark, and fit especially well with the pursuit of social value in public procurement.

In recent polling, almost two-thirds (63%) of the public agree that the Government and local councils should consider a company's ethics and how they pay their tax as well as value for money and quality of service provided, when undertaking procurement. At the same time, research has found that 17.5% of public contracts in the UK have been won by companies with links to tax havens. More action is needed, however, current law significantly restricts councils ability to either penalise poor tax conduct or reward good tax conduct, when buying goods or services.

UK cities, counties and towns can and should stand up for responsible tax conduct – doing what they can within existing frameworks and pledging to do more given the opportunity, as active supporters of international tax justice.

## **We pledge to:**

1. Pass a resolution approving the Councils for Fair Tax Declaration.
2. Lead by example and demonstrate good practice in our tax conduct, right across our activities. Including:
  - Ensuring contractors implement IR35 robustly and a fair share of employment taxes are paid.
  - Shunning the use of offshore vehicles for the purchase of land and property, especially where this leads to reduced payments of stamp duty.
  - Undertaking due diligence to ensure that not-for-profit structures are not being used inappropriately as an artificial device to reduce the payment of tax and business rates.
  - Ensuring that there is clarity on the ultimate beneficial ownership of suppliers and their consolidated profit & loss position, given lack of clarity could be strong indicators of poor financial probity and weak financial standing.
3. Promote Fair Tax Mark certification for any business in which we have a significant stake and where corporation tax is due.
4. Join in and support Fair Tax Week events in the area, and celebrate the tax contribution made by responsible businesses who say what they pay with pride.
5. Support calls for urgent reform of EU and UK law to enable municipalities to revise their procurement policies and better penalise poor tax conduct and reward good tax conduct.

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For further details contact the Fair Tax Mark.

Email: [local@fairtaxmark.net](mailto:local@fairtaxmark.net).

Tel: (0161) 769 0427.

Website: [www.fairtaxmark.net/councils-for-fair-tax/](http://www.fairtaxmark.net/councils-for-fair-tax/)

Post: Fair Tax Mark, Unit 21, 41 Old Birley Street, Manchester, M15 5RF

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The Fair Tax Mark certification scheme was launched in February 2014 and seeks to encourage and recognise organisations that pay the right amount of corporation tax at the right time and in the right place. Tax contributions are a key part of the wider social and economic contribution made by business, helping the communities in which they operate to deliver valuable public services and build the infrastructure that paves the way for growth. More than fifty businesses have now been certified, including FTSE-listed plcs, co-operatives, social enterprises and large private business – which between them have income of £50bn and over 6,500 offices and outlets. We operate as a not-for-profit community benefit society and believe that companies paying tax responsibly should be celebrated, and any race to the bottom resisted.

# Birmingham City Council

## Report to Cabinet

12 October 2021



**Subject:** Birmingham Transport Plan

**Report of:** Acting Director, Inclusive Growth

**Relevant Cabinet Members:** Councillor Waseem Zaffar – Transport and Environment

**Relevant O & S Chairs:** Councillor Liz Clements – Sustainability and Transport

**Report author:** Phillip Edwards, Assistant Director – Transport and Connectivity  
Tel: 07557 203167 Email: philip.edwards@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: 008947/2021		
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: Not applicable		

### 1 Executive Summary

- 1.1 The Birmingham Transport Plan (BTP) sets out the vision and principles for transport investment in the period to 2031. In early 2020, public consultation on the Draft BTP was held and this document summarises the feedback received. This feedback has informed the final version of the plan which seeks adoption at this Cabinet meeting.
- 1.2 The BTP sets our principles that aim to support the city on its journey to tackle climate emergency, reduce transport's damaging impact on the environment and the people's health whilst making the most of opportunities to support the economic growth and development of the city. The measures outlined in the BTP aim to serve a future Birmingham that is home to more people, and that is a better environment in which to live and work for everyone, irrespective of age, disability or income.

## **2 Recommendations**

- 2.1 Adopts the Birmingham Transport Plan, as shown in Appendix A, as Birmingham's vision and principles for transport investment in the period to 2031.
- 2.2 Notes that following adoption of the BTP, the Birmingham Transport Plan Delivery Plan, which is currently being developed, will be published as a live document. The Delivery Plan will be updated periodically, as necessary, in line with changes to local and regional policies.

## **3 Background**

- 3.1 In line with the Birmingham Development Plan 2031 (adopted) 2017, the latest reinvention of Birmingham is progressing at a remarkable rate. Continued national and international confidence in the future of the city means that the level of inward investment is both unprecedented and unabated. It is being put to good use - delivering tens of thousands of new jobs and new homes, creating new urban environments fit for modern life.
- 3.2 Good transport is an essential ingredient in Birmingham's future success. Transport is much more than a means of getting us to where we want to go each day. It also has the potential to open up new opportunities in every aspect of our lives. To unlock the transformational potential of transport, we need to fundamentally change the way people and goods move around the city. Without change in our approach these opportunities and benefits will be constrained by poor air quality in our city, a lack of transport capacity and further adverse social and environmental impacts.
- 3.3 We know that our over-dependence on private motor cars is bad for the health of ourselves and our families, bad for our communities and bad for business, and bad for the future in terms of transport's contribution to carbon emissions, which accelerate the climate emergency. Investment in our transport system and implementation of schemes that prioritise people over cars, will help develop a cleaner, greener, healthier and more sustainable environment to deliver the health and wellbeing benefits for the people of Birmingham and allow Birmingham to continue to grow and prosper.
- 3.4 The declaration of a climate emergency and the introduction of Birmingham's Clean Air Zone is a signal of our intention and an important first step towards establishing a net zero emissions city for the benefit of our citizens, particularly children, whilst standing toe to toe with investment competitors nationally and internationally.
- 3.5 The Birmingham Transport Plan 2031 builds on the aspirations set out in the Birmingham Connected White Paper (2014) and outlines what Birmingham needs to do differently to achieve its strategic vision:

*"The vision for Birmingham's transport is for a sustainable, green and inclusive, go-anywhere network.*

*Safe and healthy environments will make active travel – walking and cycling – the first choice for people making short journeys.*

*A fully integrated, high quality public transport system will be the go-to choice for longer trips.*

*A smart, innovative, carbon neutral and low emission network will support sustainable and inclusive economic growth, tackle the climate emergency and promote the health and well-being of Birmingham's citizens".*

- 3.6 The Birmingham Transport Plan is clearly aligned with the City Council's Route to Zero, which aims to address the climate emergency and deliver the City Council's decarbonisation target to become net zero carbon by 2030, or as soon as possible thereafter as a 'just transition' allows, while ensuring we reduce inequalities in the city and bring our communities with us.
- 3.7 To achieve the vision and secure the benefits that the vision will deliver, four principles were developed for consultation:
- The allocation of road space will change away from single occupancy private cars to support the delivery of a public transport system fit for a global city, fundamentally changing the way that people and goods move around the city.
  - The city centre of Birmingham will be transformed through the creation of a network of pedestrian streets and public spaces integrated with public transport services and cycling infrastructure. Access to the city centre for private cars will be limited with no through trips. This includes looking at different options for the central section of the A38 including re-routing it to an upgraded ring road.
  - Active travel – walking and cycling – will become how most people get around their locality most of the time. Cars will no longer dominate street life around homes and schools. A limit of 20mph will be standard on all local roads. Residential neighbourhoods and local centres will be places where people are put first.
  - Parking will be used as a means to manage demand for travel by car through availability, pricing and restrictions. Where development potential exists, land currently occupied by car parking will be put to more productive use.

### **Emergency Birmingham Transport Plan**

- 3.8 In early 2020 towards the end of the draft BTP consultation period, the country was placed in lockdown to reduce the spread of COVID-19. As a result, travel patterns were transformed overnight with traffic down to a third of usual levels and public transport services focused only on getting key workers to their workplaces while maintaining social distancing. Schools closed for all but a few pupils and thousands of employees took up working from home, meaning the school run and the commute to work was significantly reduced. In response, work on the main Birmingham Transport Plan was paused and the Emergency Birmingham Transport Plan (EBTP) was created to respond to immediate priorities and make best use of available funding.

- 3.9 On 9<sup>th</sup> May 2020, the Secretary of State for Transport announced a £2 billion package to support active travel to help the country emerge from the coronavirus crisis, of which £250 million was for swift, emergency interventions to make cycling and walking safer under the Emergency Active Travel Fund. On 11<sup>th</sup> May 2020, the Government published a national COVID-19 recovery strategy, setting out the conditions for easing lockdown and the steps that would be taken in England to enable more activities to take place whilst continuing to control the spread of COVID-19.
- 3.10 The EBTP, published on 14<sup>th</sup> May 2020, sets out the short, medium and longer-term actions Birmingham should take to enable a low carbon, clean air recovery from COVID-19 and is clear that measures should be consistent with existing draft and adopted policy (including the Local Walking and Cycling Strategy and Infrastructure Plan) and continue to address the challenges and opportunities already identified, in particular the climate emergency and addressing poor air quality.
- 3.11 As the country moves away from high levels of restrictions on everyday life, it is important that we now adopt and deliver the BTP which now incorporates the COVID-19 green recovery actions within the EBTP.

### **Public Consultation**

- 3.12 The draft BTP consultation was structured around the four Principles identified in the document:
- Reallocating road space;
  - Transforming the city centre;
  - Prioritising active travel in local neighbourhoods;
  - Managing demand through parking measures.
- 3.13 The consultation sought to ascertain levels of support for the City Council's vision particularly, the four Principles. Respondents were asked to prioritise the key delivery components identified against each Principle and encouraged to input ideas and contributions for future delivery and implementation.
- 3.14 Consultation was launched on Monday 13<sup>th</sup> January 2020, with responses invited between 28<sup>th</sup> January and 9<sup>th</sup> April 2020 (extended from the original closing date of 31<sup>st</sup> March).
- 3.15 The consultation was hosted on the Birmingham Be Heard website. All publicity materials directed people to the main City Council website where details of the Plan could be viewed, with users directed to Be Heard to respond.
- 3.16 For citizens without internet access, copies of the draft Birmingham Transport Plan and a paper questionnaire could be accessed in the Library of Birmingham or by contacting officers working on the consultation.
- 3.17 Key stakeholders were identified and targeted through appropriate communication channels as well as live events, which were held during the consultation period. Information from respondents was gathered at these events, but all attendees were



strongly encouraged to also submit a written response. Details of the stakeholders and the events held are listed in Appendix B.

- 3.18 A presentation to the Access Birmingham group (representatives from disability organisations) on Tuesday 16<sup>th</sup> March was cancelled due to concerns about COVID-19 and the group's chair circulated details of the Birmingham Transport Plan and asked members to respond directly to the consultation.
- 3.19 The consultation attracted 619 responses from individuals and responses from 44 organisations. Of the 44 organisations, 28 responses were submitted via Be Heard and thus could be included in the quantitative analysis of closed questions. The other responses were submitted via email and are included in the free text analysis only.
- 3.20 Support for the BTP's vision was good, with 48% (309 respondents) saying they strongly agree with it, and 76% (489 respondents) giving a response which was towards the 'agree' end of the scale.
- 3.21 Support for the vision was stronger from organisations than individuals, with only 4% (1 organisation) giving a response which was towards the 'disagree' end of the scale; compared with 25% (154 people) of individuals.
- 3.22 Support for the first Principle, 'Reallocating road space' was generally good, with 43% (277 respondents) saying they strongly agree, and 67% (435 respondents) giving a response which was towards the 'agree' end of the scale.
- 3.23 The most popular delivery components for this Principle are: segregated cycle routes and an extended Metro network. Specific issues raised around the reallocating road space Principle include:
- Cycling facilities
  - Public transport (particularly buses)
  - Regional Transport Control Centre
  - Alternative modes of transport/new technologies
  - Equality impacts
  - Freight and logistics
- 3.24 Support for the second Principle, 'Transforming the city centre' was generally good, with 38% (247 respondents) saying they strongly agree, and 66% (429 respondents) giving a response which was towards the 'agree' end of the scale.
- 3.25 The most popular delivery components for this Principle are cycling and walking infrastructure, cross city buses and considering different options for the A38. Specific issues raised around the transforming the city centre Principle include:
- Public transport (particularly buses)
  - The need to accept cars/car use
  - Displacement of traffic
  - City centre cells
  - Walking and cycling
  - Rail stations

- Impact on business

3.26 Support for the third Principle, 'Reallocating road space' was good, with 44% (284 respondents) saying they strongly agree, and 72% (465 respondents) giving a response which was towards the 'agree' end of the scale.

3.27 The most popular delivery components for this Principle are: 20mph speed limits, and School Streets measures to support safe active travel. Specific issues raised around the active travel in local neighbourhoods Principle include:

- Speed limits/enforcement
- Walking/walking facilities/public realm
- Cycling/cycling facilities
- Schools
- 20mph streets

3.28 Support for the final Principle, 'Managing demand through parking measures' was generally good, with 35% (227 respondents) saying they strongly agree, and 62% (399 respondents) giving a response which was towards the 'agree' end of the scale.

3.29 The most popular delivery components for this Principle was park and ride at suitable locations. Specific issues raised around the managing demand through parking measures Principle include:

- Improve public transport
- Impact on business
- Fees/tariffs/permits
- Park & Ride
- Workplace Parking Levy
- Supplementary Planning Document

3.30 Other comments made, not specifically relating to the Principles were on similar topics to those raised within the Principles, including:

- Improving public transport
- Impact on business
- Health/air quality
- Technology
- More information (requesting detail of the delivery plan)

3.31 Full details of the responses received are available within Appendix B.

### **Updates to Final Birmingham Transport Plan**

3.32 The BTP has been revised to reflect feedback received at consultation and lessons learnt in the last 18 months

3.33 The 'context' and 'challenges and opportunities' sections have been updated to include COVID-19 and changes to travel patterns.

3.34 The Vision stated in the BTP remains the same, however, the Principles included in the Plan have been updated to reflect new developments in the city, insights

resulting from changes in travel patterns during the COVID-19 lockdowns, and from the implementation of measures as part of the Emergency Active Travel Fund and Active Travel Fund. More specifically, the 'Reallocating road space' Principle was updated to reflect the need for a significant reduction in vehicle kilometres travelled in order to meet the city's decarbonisation target.

- 3.35 The 'Transforming the City Centre' Principle has been updated to reflect the progress made as part of the Emergency Active Travel Fund and Active Travel Fund interventions, such as the progress on the city centre segments scheme.
- 3.36 The 'Prioritising active travel in local neighbourhoods' Principle has been amended to incorporate the findings from the implementation of schemes such as Places for People, and the changes observed during the COVID-19 lockdowns.
- 3.37 Finally, the fourth Principle, 'Managing demand through parking measures' has been updated to include further insights into the actions required to decarbonise transport in the city.
- 3.38 Across all Principles, the emphasis on the role of goods movements has been emphasised to reflect the key role freight plays in delivering the Plan.
- 3.39 The BTP Delivery Plan is currently under development. While the BTP provides the vision and guiding principles, the Delivery Plan will provide the detailed interventions required to deliver the vision, including infrastructure, policy and travel behaviour measures required. In addition, the Delivery Plan will align with the regional priorities set by WMCA. The BTP has been updated to reflect the role that the Delivery Plan will play as a complementary document. All schemes taken forward from within the Delivery Plan will follow appropriate governance procedures for the organisations involved (including Birmingham City Council).

#### **4 Options Considered and Recommended Proposal**

- 4.1 **Option 1 - Do Nothing.** Should the City Council decide not to adopt the Birmingham Transport Plan, it would result in a lack of strategic direction and vision for transport in the city making Birmingham unattractive and unhealthy, which in turn could be a barrier to future growth, missed opportunities and delays in meeting targets for the Birmingham Council Plan 2018-2022. It would also limit Birmingham in meeting its Route to Zero carbon neutral target which aims to tackle the climate emergency and contribute to addressing poor air quality in the city for the health of Birmingham citizens.
- 4.2 **Option 2 - Retain Existing Strategy Document: Birmingham Connected White Paper (2014).** This Strategy needs significant updates, particularly in light of the declaration of a climate emergency and poor air quality in the city. Since the publication of Birmingham Connected, significant progress has been made with major changes in the city such as a Clean Air Zone and HS2 and hosting of the 2022 Commonwealth Games.
- 4.3 **Option 3 - Adopt the Birmingham Transport Plan.** This is the preferred option which will provide the city with a clear strategic direction and vision for transport in

the period up to 2031 and will enable the City Council to meet its targets for the Birmingham Council Plan 2018-2022. It would also assist Birmingham in meeting its Route to Zero carbon neutral target which aims to tackle the climate emergency and contribute to addressing poor air quality in the city for the health of Birmingham citizens.

## **5 Consultation**

- 5.1 A full public consultation has been undertaken on the draft BTP as detailed in paragraphs 3.11 to 3.30 and within Appendix B.

## **6 Risk Management**

- 6.1 A Risk Register is attached at Appendix C.

## **7 Compliance Issues**

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

- 7.1.1 The Birmingham Transport Plan performs an essential role in supporting a range of programmes and projects that contribute towards achieving the City Council's key policies and priorities as set out in the City Council Plan and Budget 2021-25, West Midlands Strategic Transport Plan, Birmingham Development Plan, Birmingham Connected transport strategy, Local Walking and Cycling Strategy and Infrastructure Plan, Clean Air/Climate Emergency including Route to Zero, and Commonwealth Games agendas.
- 7.1.2 In the context of inclusive economic growth, the Birmingham Transport Plan has a strong focus on supporting the City Council's core mission to be a '*city of growth where every child, citizen and place matters*'. In addition, the plan seeks to make a significant contribution towards the key priorities of children, jobs and skills, housing and health by reducing congestion, enabling growth, improving road safety, improving accessibility, improving air quality, encouraging active and sustainable modes of travel, and tackling the climate emergency. The Birmingham Transport Plan is key to supporting the delivery of Inclusive Growth priorities including Route to Zero, East Birmingham Strategy and Our Future City Plan.

### **7.2 Legal Implications**

- 7.2.1 As the Birmingham Transport Plan is an informal transport planning document and will not have statutory status, there are no formal legal requirements in relation to consultation, but the preparation of the documents and its consultation is in accordance with the adopted Birmingham Statement of Community Involvement 2008 and the draft Statement of Community Involvement 2019.
- 7.2.2 Under Section 13 of the Planning and Compulsory Purchase Act 2014 the Council must keep under review the matters which may be expected to

affect the development of their area including the communications, transport system and traffic of the area and any other considerations which may be expected to affect those matters.

- 7.2.3 The principles of the Birmingham Transport Plan will be taken forward in the Birmingham Development Plan review, which is currently underway. Whilst the Birmingham Development Plan is subject to its own consultation, when it is adopted it will give statutory weight to the implementation of the Birmingham Transport Plan policies.

### **7.3 Financial Implications**

- 7.3.1 The purpose of the report is to adopt the Birmingham Transport Plan following public consultation. The Plan sets out the vision and principles for transport investment up to 2031. There are no direct financial implications as a result of this report, however, individual schemes will be subject to separate reports and approval including specific financial implications.
- 7.3.2 The Birmingham Transport Plan Delivery Plan is currently being developed at an estimated cost of £0.300m. This is funded from the Birmingham Transport Plan Infrastructure budget within the Transport and Highway Capital Programme approved by Cabinet in February 2021.

### **7.4 Procurement Implications**

- 7.4.1 No implications.

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

- 7.5.1 No implications.

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

- 7.6.1 An Equality Analysis (EA) has been undertaken for the Plan and is attached in Appendix D. Relevant organisations with an interest in equality issues were included in the consultation of the draft plan.
- 7.6.2 It is acknowledged that some groups have different travel needs and there may be a correlation between certain protected characteristics and potential impact from the proposals in the plan. The principle is that the more comprehensive, accessible and integrated the transport network is, the more likely it is to cater to the needs of a broad range of groups and so the overall impact is likely to be positive.

## **8 Appendices**

List of Appendices accompanying this report:

Appendix A – Birmingham Transport Plan

Appendix B – Draft Birmingham Transport Plan Consultation Report June 2021

Appendix C – Risk Register

Appendix D – EA Screening

## **9 Background Documents**

Birmingham Connected White Paper (2014)

Draft Birmingham Transport Plan (2020)

Emergency Birmingham Transport Plan (2020)

# Birmingham Transport Plan

October 2021

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## Foreword

*Councillor Waseem Zaffar MBE*

*Cabinet Member for Transport and the Environment, Birmingham City Council*

As a council we have set 6 key priorities for our city:

- Birmingham, an entrepreneurial city to learn, work and invest in
- Birmingham, an aspirational city to grow up in
- Birmingham, a fulfilling city to age well in
- Birmingham, a great city to live in
- Birmingham residents gaining the maximum benefit from hosting the Commonwealth Games; and
- Birmingham, a city that takes a leading role in tackling climate change.

Each of these priorities is linked to transport. We must:

- ensure all our residents have equal access to training and jobs;
- ensure our transport network supports businesses and investment;
- provide our young people with safe routes to education and leisure opportunities;
- give all our citizens the opportunity to breathe clean air, and live healthy, active lives;
- design streets which connect communities and create happy, healthy neighbourhoods; and
- ensure our transport network can support major events like the Commonwealth Games, and that a legacy of improved accessibility is passed on to our residents.

We cannot tackle the climate emergency without fundamental changes to the way people and goods move around our city. Transport is so much more than a means of getting from A to B. Transport can be an enabler of transformational changes. This Transport Plan sets out clear principles for unlocking the potential of transport, and achieving the vital priorities we have set for Birmingham and, most importantly, for our residents.

The climate emergency is setting the pace of change for our transport network. The latest evidence shows that a rapid shift is needed away from single occupancy private car use. Companies in the West Midlands are helping to lead the way in global development of new types of vehicles, including self-driving and electric vehicles, offering significant improvements in efficiency and emission levels. But regardless of advancements in technology, private cars will never be able to match the capacity of mass public transport for getting people to where they want to go. We need to work with our partners to secure investment and make Birmingham a place where walking, cycling and using public transport are the best and preferred modes of travel for most people. Even then, we must all fundamentally change our travel habits, and reduce the overall amount we travel by car.

Irrespective of the need to decarbonise, the vision for transport set out in this document would still be an important one. Continued national and international confidence in the future of Birmingham means that the level of inward investment is greater than ever before. It is being put to good use through delivering tens of thousands of new jobs and new homes, creating new urban environments fit for modern life. However, recent years have thrown a stark light on the inequalities that still exist in our city. Creating safe, active streets and neighbourhoods is fundamentally important for all citizens. Overdependence on private cars is bad for our health, the health of our families, bad for our communities and bad for business, as measured by the millions of pounds of lost productivity caused by congestion every year. This plan sets out how we will reduce air pollution, open up job and training opportunities,

and provide access for all to essential services, including health and education, to ensure *all* our residents have the opportunity to lead happy, healthy, and fulfilling lives.

When we asked you for your views on our transport plan proposals in early 2020, we received over 650 responses. I would like to conclude by thanking you all for helping us to shape this plan. I now call on you again to help us achieve our vision for a sustainable, green, inclusive, go-anywhere transport network.

## **Introduction**

### **The Plan's purpose**

The Birmingham Transport Plan 2031 outlines how the city's transport system needs to be transformed to meet the challenges of the next decade.

The Plan's objectives are to:

- Sustain economic success and support the creation of new jobs, development of new skills, and inward investment.
- Support, empower and connect communities to create a healthier and just society, and a better quality of life for all citizens.
- Reduce the negative impacts of transport on the environment to make Birmingham a great place to live, grow up, and age in.
- Urgently and drastically reduce carbon emissions from transport to contribute to the City Council's and the region's decarbonisation commitments.

The climate emergency underpins the economic, social and environmental objectives for the city and therefore is the driver for this Plan. The urgent delivery of a zero carbon, resilient transport system will only be achieved through coordinated efforts to 'level up' the city and remove the barriers that sustain inequality in Birmingham.

Meeting the Plan's objectives requires the delivery of safe and attractive environments for active travel, and a high quality, sustainable public transport system fit for all users. Active travel and public transport need to be complemented by road space reallocation that supports a fundamental change in the way that people and goods move around the city and leads to the reduction of car kilometres travelled. In addition, meeting the objectives of this Plan requires the introduction of policies that tackle the environmental and social cost of the use of private cars.

In this context, this Plan sets out the vision for Birmingham's transport system and contains a set of four principles that will guide the delivery of the vision. The four principles are the following:

- Reallocating road space
- Transforming the city centre
- Prioritising active travel in local neighbourhoods
- Managing demand through parking measures

The following sections will:

- Outline the challenges and opportunities that the city is facing over the next 10 years.
- Set out a vision for Birmingham's transport network.
- Outline the four key principles that will guide the delivery the transport vision and the Plan's objectives.

This Plan takes into account the feedback received during the consultation on the Draft Birmingham Transport Plan that ran from 28 January to 9 April 2020, the impacts of the COVID-19 pandemic, and new analysis on the scale of change required to meet the Council's decarbonisation target.

### **The Plan in context**

This Plan complements existing transport policies, such as the Clean Air Strategy (2019) and the Walking and Cycling Strategy and Infrastructure Plan (2020), and will be accompanied by supporting policy documents that will set out in detail the specific actions required to deliver the vision for Birmingham's transport system.

Transport is inextricably linked to other policy areas such as development planning, education, and healthcare. Therefore, a coordinated approach across all policy areas and levels of government is needed to meet the Plan's economic, social and environmental objectives, and address the climate emergency that underpins them. Delivering this Plan will require transformative transport policies and transport investment as well as strong collaboration within the City Council, with the regional and national governments, and with the private sector.

Delivering this Plan will require coordinated efforts to communicate, engage, and build trust with the citizens of Birmingham. This Plan focuses on improving the lives of all citizens and creating a more equitable and healthier Birmingham. Its success requires challenging changes at an unprecedented scale and pace. However, we acknowledge that transformative modal shift away from private cars and reduction in the need to travel cannot be achieved without the participation and consent of the public.

## Challenges and Opportunities

This section discusses the challenges that Birmingham is facing over the next decade and the opportunities to address them.

### Challenges

#### Climate emergency and transport

The scientific evidence is clear that the human-induced climate emergency is already affecting many weather and climate extremes in every region across the globe. Urgent action is needed to reduce carbon emissions rapidly in order to limit the increase in temperatures and the associated catastrophic impacts including extreme weather events, such as intense rainfall and devastating floods.

In this context, in June 2019, the City Council declared a climate emergency and set a target to achieve net zero carbon emissions by 2030, or as soon as possible thereafter as a 'just transition' allows. This means that decarbonisation will be achieved while reducing inequalities in the city and ensuring buy-in from the communities. In addition, a new priority was added to the Council Plan which states that Birmingham will be "a city that takes a leading role in tackling climate change". This commitment has embedded climate action in the City Council's decision-making process.

According to the Climate Change Committee (CCC), total emissions from surface transport in 2019 made up 22% of total greenhouse gas emissions. These are primarily tailpipe emissions from fossil-fuelled road vehicles. Cars make up approximately 60% of surface transport emissions, vans account for approximately 18%, and heavy goods vehicles (HGVs) account for approximately 17% (CCC, 2020a). Public transport (buses, coaches, rail) and other modes together make up the remaining 5%.

Despite the progress made in other sectors of the economy, emissions from surface transport have remained flat since 1990. The total distance travelled increased by 17% since 1990, roughly in line with population growth. Average emissions of new cars had been steadily decreasing since 1990 but this trend was reversed between 2017-19, driven by the rapid increase in purchases of higher-emitting vehicles, particularly sports utility vehicles (SUVs). The market share of SUVs has risen from 7% in 2007 to 25% in 2019. The rapid increase in sales of SUVs has more than eclipsed any reduction in emissions achieved through the moderate increase in the sales of electric vehicles in the recent years, as in 2019 electric vehicles made up only 3% of new car sales (CCC, 2020a).

In the West Midlands the motor industry created many thousands of jobs and contributed to Birmingham's global reputation for engineering excellence and innovation in the latter half of the last century. However, the evidence is clear that a rapid shift is needed away from existing patterns of car use and models of ownership<sup>1</sup>. To achieve these changes the next ten years will be a period of 'managed transformation', during which sustainable transport modes are prioritised over cars in terms of investment and space allocation.

The changes needed will transform citizens' lives and choices. Active travel will become the mode of choice for short trips, as more destinations and activities become accessible by walking or cycling. Connectivity via public transport will be improved, through new bus priority and investment in tram and rail. Multimodal trips will also need to become better and more attractive to more people, through reliable public transport and integrated travel

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<sup>1</sup> Includes long-term car leasing.

information. People will also start to rethink the trips they take. Some trips will be substituted by digital options, such as home working. Other trips can be replaced by 'staying local', where people can choose to use local services rather than travel outside their area for activities such as shopping.

These changes will happen while we also work to improve the resilience of the transport system in response to the global warming that has already occurred, and mitigate the impact of extreme weather phenomena.

## **Equity**

Mobility and accessibility inequalities are highly correlated with social disadvantage. This means that some social groups are more at risk from mobility and accessibility inequalities. Currently households with access to a car face fewer mobility constraints as they can reach more opportunities over longer distances. Lowest income households have lower car ownership levels, primarily due to affordability issues. In 2018, over 40% of lower income households in England had no access to a car, with women, children, young and older people, black and minority ethnic, and disabled people being most severely affected (Lucas et al, 2019). Similarly, those who are socially excluded are less likely to have access and skills to use the internet and benefit from the internet applications that may help them tackle their exclusion (Martin et al, 2016). Transport-related and digital exclusion remain key issues for Birmingham, as there are significant areas of deprivation in the city.

Research by the Centre for Research into Energy Demand Solutions (CREDS), shows that emissions in the city's most affluent areas are disproportionately higher than emissions in the more deprived areas (CREDS, 2021). Nevertheless, there is evidence that those who are less well-off are most seriously affected by the impacts of air pollution and the climate emergency. The scale of change required to achieve the objectives of this Plan is unprecedented, but it is not the same for all citizens. There is already a large share of the population in Birmingham that uses predominantly active travel and public transport in their daily lives. Our efforts to 'level-up' the city will focus on improving accessibility for those who are not well-connected but rely on public transport and active travel. This Plan will also focus on ensuring we see a shift to more sustainable modes of travel by those who currently contribute disproportionately to transport related emissions. We will also take actions to limit car trips coming from outside Birmingham and working with neighbouring local authorities to achieve this. Improving accessibility by sustainable modes for all citizens will also have broader economic benefits for the city and its businesses, as it will extend the labour and skills that are available to them.

## **Air quality and health**

Road transport is by far the largest source of air pollutants that are most harmful to health, mainly nitrogen dioxide (NO<sub>2</sub>) and Particulate Matter (PM). According to the West Midlands Air Quality Improvement Programme at the University of Birmingham, WM-Air, air pollution in the West Midlands affects some 2.8 million people, reducing average life expectancy by up to 6 months, and is responsible for direct and indirect economic costs of several hundred million pounds per year (WM-Air, 2021).

The introduction of Birmingham's Clean Air Zone in 2021 is a first step towards addressing air quality challenges in the city. Revenue generated by the Clean Air Zone will be reinvested in transport schemes to improve the transport network and further reduce emissions. Further measures targeting other areas of the city are also necessary to improve local air quality.

Overreliance on car travel, particularly for short journeys, is also a main contributor to physical inactivity which has been linked to heart disease and cancer, the biggest causes of premature death. In addition, cars are responsible for most injuries and deaths from road traffic collisions, and for creating unsafe conditions for other road users, such as pedestrians and cyclists. It is noted that people living in disadvantaged areas tend to live in more hazardous environments, with greater proximity to high volumes of fast-moving traffic and high levels of on-street parking. This means they have higher levels of exposure to road traffic risk.

Whilst cleaner vehicles can help improve air quality in the short term, a modal shift to public transport and active travel can deliver many long-term benefits for society, including improved road safety, higher levels of physical activity, cleaner air, and reduced congestion.

### **Accommodating future growth**

Birmingham is a key contributor to the UK's prosperity and is the regional centre for the West Midlands through being a premium business, tourism and commercial destination. A growing number of companies including Deutsche Bank, HSBC and KPMG have chosen to locate their regional and national headquarters in the city, which is emerging as a major European financial hub. In addition, internal migration to Birmingham has been rising steadily over the last decade, as more people are attracted to the city's success and diversity (ONS, 2021). Further growth will add to Birmingham's standing regionally, nationally and internationally.

According to the Birmingham Connected White Paper (2014) and the adopted Birmingham Development Plan (2017), by 2031, Birmingham's population is forecast to grow by 150,000. The city has an ambitious strategy for growth which will deliver 100,000 new jobs, 51,000 new homes, 350,000 square metres of new retail space and 745,000 square metres of new office space by 2031. Much of this work is already under way, for example at the Paradise and Snow Hill development sites. Estimates translate this growth to 80,000 more cars in the city and 200,000 more daily car trips on the city's roads. This Plan makes clear that such growth in traffic levels cannot be accommodated, and a seismic shift is needed in the way we plan to accommodate our current and future travel needs.

Over the past decade, Birmingham has witnessed a surge in development and investment, providing jobs, homes, improved public transport and public spaces that we need as a growing city. According to the City Council's Our Future City Plan (2021), challenges such as the climate emergency, inequality, and economic and social uncertainty following the COVID-19 pandemic, mean that future investment in the city needs to stimulate green, inclusive growth that meets the city's diverse needs, and maximises the potential of all of the city's communities. Future developments, most of which will be on previously developed land, will support this Plan's objectives by integrating active travel and public transport in residents' lives from the beginning. Reducing reliance on cars will also reduce the demand for car parking, releasing land for more productive use, such as new homes and new employment sites.

As the city's population grows, and more people choose to live in well-connected urban areas, there is greater potential to reduce their carbon emissions. Birmingham, like most cities, already has lower carbon emissions than the national average (CREDS, 2021). Living in Birmingham can meet the needs of groups of people who are at different stages of their lives, and this Plan aims to make the city an even more attractive option for new residents, as well as improve the lives of current citizens.

### **COVID-19 recovery**



The COVID-19 pandemic and local and national lockdowns had a significant effect on people's travel, paving the way for more flexible working patterns for large parts of the society, increasing levels of walking and cycling, and decreasing public transport use.

The City Council responded to the challenge of the pandemic through the Emergency Birmingham Transport Plan (published in May 2020), creating temporary infrastructure to support social distancing, as well as outdoor hospitality and safer walking and cycling. Government funding also afforded the opportunity to accelerate some of the interventions proposed in the Draft Birmingham Transport Plan (published in January 2020) in support of the four key principles of this Plan.

In addition, this Plan is clearly aligned with the City Council's COVID-19 Economic Recovery Strategy, which outlines the overall priorities for the recovery from COVID-19. These include creating a more inclusive economy and tackling the inequalities and injustices highlighted by the COVID-19 crisis; taking more radical action to achieve zero carbon emissions and a green and sustainable city; strengthening our public services and creating new services to address needs; and building the strength and resilience of our communities, based on the positive response to the COVID-19 crisis.

The longer-term impacts of COVID-19 on travel and transport are not yet fully known, but important lessons have been learnt, and the substantial decrease in vehicle use highlighted benefits of decreased emissions, improved air quality and safer streets. Nevertheless, despite the drastic drop in travel demand observed during the national lockdowns, car use has returned to pre-pandemic demand levels, with the exception of peak hours. This suggests that the pandemic may result in changed commuting behaviour, which will require adaptation of the transport systems and cities more broadly, but also that further work is required to sustain the positive impacts seen with increased levels of walking and cycling.

## **Opportunities**

### **Travel demand management**

As explained, in order to meet the objectives of this Plan, there is a need to shape travel demand to deliver a rapid modal shift away from private cars, a reduction in car kilometres travelled, and a faster adoption of electric vehicles. This Plan includes a number of travel demand measures, which are designed to steer how people choose to travel. Freight movements also need to be managed by creating a well-integrated freight distribution system to support the sustainable and efficient movement of goods. This will reduce the number of trips on the network, helping with congestion and air quality.

Demand management is not about reducing people's choices or punishing those who still travel by car. Instead, demand management means that we will make alternatives to the car a better option, improve accessibility to different destinations, while introducing measures that encourage all citizens to use these improvements. This makes sense from an economic, social and environmental perspective.

For example, road space reallocation makes active travel and public transport more attractive than private car use but does not restrict those who still need to use a car or a taxi, such as people with a Blue Badge. Similarly, parking policies such as introducing a Workplace Parking Levy, reflect the environmental and social cost of the use of private cars, but will be accompanied by improvements in public transport, walking and cycling to provide better alternatives to the private car.

### **Network management**

While our efforts will focus on shifting journeys to sustainable modes and, where possible, removing journeys from the network altogether (for example, by replacing them with shorter, local trips or digital alternatives), it is also necessary to manage the existing network efficiently.

Network management is key to address instances of congestion, manage the impacts of highway and other works on the transport network, and managing disruptive events. Actions such as proactive rerouting and retiming journeys are vital to make the best use of the existing network.

The sheer scale of infrastructure investment currently being delivered in Birmingham and due to continue over the coming years highlights the need for effective network management. There is a constant requirement to coordinate the delivery of infrastructure and associated street works to keep the city on the move and open for business.

New technology is making data collection and analysis quicker, helping us develop a more detailed understanding of our road network. This also allows us to respond to incidents on the road network more quickly, keeping roads safe and clear and keeping Birmingham moving. The Regional Transport Coordination Centre (RTCC) coordinates the monitoring of the Key Route Network (KRN) and local road network and provides insight into network performance, congestion, disruption and roadworks to improve the management of the KRN. Proactive action taken by the RTCC also includes feeding information about disruption during major events, incidents and construction activities directly to transport operators, the public, and to navigation apps like Google Maps, in order to reduce congestion and keep the traffic flowing as best as possible.

### **Public transport investment**

Several important transport investment programmes are already taking shape including the increase of rail capacity by re-opening routes and stations to local passenger services; the expansion of the Midland Metro network, the introduction of Sprint rapid transit buses, and the development of cross-city bus routes.

The Midland Metro network is planned to triple in size over the coming years, connecting more people to employment, leisure and education opportunities.

Sprint services will deliver high frequency services on main commuter routes with predictable journey times and dependable timetables. The first phase of Sprint is planned to be delivered on the A34 Walsall Road and A45 Coventry Road corridors, in time for the 2022 Commonwealth Games.

Significant rail investment is also being undertaken locally and regionally including re-introducing passenger services on the Camp Hill, and potentially in the future, Birmingham East-Tamworth- Nuneaton and Sutton Park lines.

In addition, Transport for West Midlands (TfWM) in collaboration with the City Council is developing six packages of interventions to improve cross-city bus routes going through Birmingham. These will reduce the need to change buses in Birmingham city centre, increasing connectivity across the different neighbourhoods of the city and connectivity with areas beyond the city's administrative boundaries. This work is also complemented by prioritising buses at junctions across the region and the introduction of zero and low emissions buses.

Birmingham's connectivity with other parts of the country is also improving. . HS2 will release capacity on the train network to increase the number of local passenger services and freight

services. A complementary package of connectivity improvements will ensure that the benefits of HS2 are spread wide driving further economic growth and generating more employment opportunities.

Released capacity on the rail will be used by new local services and stations, which will be enabled by delivery of the Midlands Rail Hub which will also improve regional connectivity between Birmingham, Worcestershire and Herefordshire and between Birmingham, Leicester, Nottingham and the East Midlands.

We acknowledge the challenges that public transport is facing as a result of the COVID-19 pandemic. Investment in local public transport, which is supported by the Bus Back Better national strategy and the West Midlands Strategic Vision for Bus and Enhanced Partnership Plan, will help address some of these challenges by making public transport a more attractive option. This is especially true for the bus network, which will play a key role in the rapid decarbonisation of the transport network in the coming years, as it can facilitate a rapid shift from private cars to public transport, without the need for large infrastructure changes.

### **Sustainable freight**

Efficient freight movement is essential to everyday lives and the operation of the city, ensuring business and individuals receive the goods they need at the time and location they need them. However, current freight practices cannot meet the objectives of this Plan. Changes are needed both in the type of vehicles used and the number of journeys made, especially as the COVID-19 pandemic has resulted in an increase in the movement of HGVs and Light Good Vehicles (LGVs). Improvements for freight could include the introduction of consolidation and micro-consolidation centres that will serve specific areas of the city, and replacement of delivery journeys with electric vehicles, including electric cargo bikes that can serve the last part of delivery journeys. We will continue to work with businesses and the logistics industry to explore sustainable freight solutions for Birmingham.

The introduction of the city centre segments, which 'divides' the city centre into seven segments (the city core and six peripheral segments bound by the A4540 Ring Road), is a first step towards encouraging sustainable freight movements. Each segment can only be accessed from the A4540 Ring Road, while movement between segments is only possible for public transport, pedestrians, and cyclists. All other vehicles cannot cross the segment boundaries due to physical measures such as bus gates and road closures, and so would need to go back to the A4540 Ring Road to move between segments. However, while we restrict access to private cars, it is important to maintain servicing and loading for local businesses. This can be achieved through measures such as reallocating current parking spaces to managed loading, or timed deliveries during off-peak hours.

Strong collaboration is required between the Council and the private sector in order to maximise efforts to improve freight movements in the city.

### **New technologies and services**

New technologies and services can support the decarbonisation of transport in Birmingham, provided they offer place-based solutions that address local challenges. Shared mobility services have the potential to complement Birmingham's core transport system by providing coverage in areas and during times of the day/ week that are not serviced by tram or bus. Mobile applications, and smart integrated ticketing have the potential to make it simpler and easier, particularly for people with disabilities, to book and pay for transport with a single transaction, ensure best value for money and support journeys that combine several modes. However, innovative mobility options and their operations need to be safe and secure for all

citizens. In addition, innovative mobility services need to allow all citizens to access benefit from them, and not perpetuate existing access barriers to mobility and opportunities. Especially when it comes to digital access, innovative mobility services need to be inclusive in order to avoid the further exclusion of segments of the society with limited or no access to digital services.

TfWM have secured funding as part of the government's Future Transport Zones fund, and they are trialling different types of interventions, including testing Connected and Autonomous Vehicles, mobility credits schemes, and mobility hubs. In addition, there are three shared mobility schemes operating in the city: the West Midlands e-scooter trial, the West Midlands Cycle Hire scheme, and the Brompton Bike Hire. These interventions are providing lessons for Birmingham on how new technologies and services can be used to support the delivery of this Plan.

In addition, the City Council is working with carshare companies in the city. Over the next decade, carsharing will become a key alternative to car ownership and will facilitate new patterns of car use, where people can live car-free lives and still have access to a car for essential journeys. In addition, car clubs can be a more affordable way to access a car compared to car ownership. The Council will continue to work with shared mobility providers to ensure that they are supporting the Plan's objectives.

Electric vehicles will play a key role in the city's transport system over the next decade. Electric cars will replace vehicles powered by fossil fuels, drastically reducing local emissions. However, electric cars are not a panacea and the climate emergency will not be addressed by replacing the existing fleet of private cars with new, electric models. Modal shift toward public transport and active travel, and reducing the overall need to travel using private cars are the main focus of this Plan. Other electromobility options, such as shared electric cars, electric bikes, and electric cargo bikes will also play an important role in delivering this Plan's objectives.

### **Public engagement and trust**

This Plan calls for a radical change in the way people move, underpinned by the climate emergency. While the scientific evidence about the need for rapid decarbonisation is beyond question, we still need to ensure that proposals have consent and buy-in from our citizens. Without appropriate engagement we risk a breakdown of civic engagement and trust while trying to implement changes that deeply affect society. Inequality is strongly associated with the climate emergency, with already marginalised groups contributing the least to carbon emissions but being the most at risk from the impacts of the climate emergency. Strong engagement will give more agency and power to people. This will help the City Council's wider attempts to build trust and give voice to all citizens, while addressing long-standing issues that sustain inequity in the city. In this process, we recognise that not all citizens can adopt sustainable travel practices for all their trips, and we aim to support those who rely on the use of cars to move about the city, such as Blue Badge holders, maintaining their right to mobility.

## **Vision**

The vision for Birmingham's transport is to have a sustainable, green, inclusive, go-anywhere network.

Safe and healthy environments will make walking, cycling and active travel the first choice for people making short journeys.

A fully integrated, high-quality public transport system will be the go-to choice for longer trips.

A smart, innovative, carbon neutral and low emission network will support sustainable and inclusive economic success, tackle the climate emergency, and promote the health and well-being of Birmingham's citizens.

The delivery of this vision will be guided by the following four principles.

## **PRINCIPLES**

### **Reallocating road space**

The allocation of road space will change away from prioritising private cars, to support the delivery of public transport and active travel networks fit for a global city, fundamentally changing the way that people and goods move around the city.

### **Transforming the city centre**

The city centre of Birmingham will be transformed through the creation of a network of pedestrianised streets and public spaces, integrated with public transport services and cycling infrastructure. Access to the city centre for private cars will be limited, with no through trips allowed. This includes looking at different options for the central section of the A38 Queensway, including re-routing traffic to an upgraded A4540 Ring Road.

### **Prioritising active travel in local neighbourhoods**

Walking, cycling and active travel will become the first choice for most people making short journeys in their local neighbourhoods. Cars will no longer dominate street life around homes and schools. A limit of 20mph will be standard on all local roads. Residential neighbourhoods and local centres will be places where people are put first.

### **Managing demand through parking measures**

Parking will be used as a means to manage demand for travel by car through availability, pricing and restrictions. Where development potential exists, land currently occupied by car parking will be put to more productive use.

## **Reallocating road space**

The allocation of road space will change away from prioritising private cars, to support the delivery of public transport and active travel networks fit for a global city, fundamentally changing the way that people and goods move around the city.

### **Fact file**

- Emissions from transport, and from passenger vehicles, will need to be cut by over 70% in order to meet the national decarbonisation targets (CCC, 2020b).
- Around 261.2 million journeys were made on local bus services in the West Midlands in 2018/19, approximately 0.1 million fewer than in the previous year (TfWM, 2021).
- In 2018/19, 8 million passenger journeys were made using the West Midlands Metro, about 0.9 million more than in the previous year (TfWM, 2021).
- In 2018/19, 43% of all journeys undertaken in the West Midlands were under 2 miles (Department for Transport, 2021).

### **Rationale**

The growth in the number of vehicles on the road needs to be contained and managed. The increasing number of trips on the road network contributes to increased congestion, poor air quality and carbon emissions. Reallocating road space to prioritise public transport and active travel, increases their efficiency and attractiveness compared to the private car, and helps restrain demand for private car use.

### **Meeting our objectives**

#### **Healthy and just society**

All road space is a precious commodity. When compared to other modes of transport, cars are inefficient in terms of the amount of space they take up, both on our roads and in car parks, and the number of people they move around. This is especially true when the driver is the sole occupant.

The impact of over-reliance on private cars has huge and damaging impacts on the lives of people who live and work in Birmingham as well as those who visit the city. Too often in the city's recent past, places have been designed for cars and not people. Redressing the balance holds the potential to create environments where people come first and where travelling around is enjoyable, not intimidating.

#### **Economic success**

It is estimated that the average Birmingham driver spent 80 hours sat in traffic in 2019, which is translated to a cost of £624 per driver, and £325 million for the city as whole (INRIX, 2020). In addition, to the cost to drivers, congestion caused by cars results in delayed public transport journeys and reduces the flow of freight and commercial vehicles, which is vital to the day-to-day business life of Birmingham.

Reallocating road space to prioritise public transport and active travel will mean that the road network is used more efficiently. Buses are Birmingham's most used form of public transport, but journey times can be unpredictable and passenger levels have been falling. Improved bus services are needed to ensure that access to opportunities for employment, education and training is equitable across the whole of the city, particularly in areas where no other form of public transport is available. In addition, bus services can adapt quickly to changing

demands, facilitating immediate shift from private cars to public transport and delivering rapid decarbonisation without major infrastructure changes.

As well as reallocating road space, we will also manage road space better. The City Council is working to achieve better coordination and planning of events likely to impact on the movement of people and freight on our network. For example, streetworks permits will minimise how journeys are disrupted by carriageway occupation, temporary closures and restrictions, and by construction traffic. This is vital at a time of intense activity affecting Birmingham city centre and the West Midlands KRN.

### **Better environment and reduced carbon emissions**

Annual average nitrogen dioxide (NO<sub>2</sub>) concentrations exceed air quality objectives on several road links in and around Birmingham city centre, and this remains a challenge for the City Council. In addition, transport accounts for approximately a third of carbon emissions in the city (CREDS, 2021). The new process of allocating road space will concentrate on prioritising modes of travel that deliver the most benefit in terms of supporting growth, expanding accessibility and creating healthy, safe environments. More road space will therefore continue to be allocated to ensure public transport, walking and cycling become the preferred way to travel for most people.

Road space reallocation will be complemented by broader efforts to reduce the impacts of transport on the environment and transport decarbonisation. While private cars will become a less attractive option compared to public transport active travel, we will support the introduction of a range of alternative options that need to be provided to citizens in order to achieve a rapid and large-scale shift away from private cars. The City Council has already started to trial micromobility options such as shared e-scooters, and electric cargo bikes, while the West Midlands Cycle Hire scheme will incorporate electric bikes.

Finally, the cars that remain on our network will also need to change. Alternative cleaner fuels will play a key role in improving air quality and addressing the climate emergency. Programmes such as the rollout of 100% renewable energy electric vehicle charge points across the city will support the shift towards cleaner vehicles. The City Council's efforts will be complemented by private sector initiatives, such as the Tyseley Energy Park, a state-of-the-art hub providing refuelling facilities for hydrogen, compressed natural gas (CNG), and electric vehicles.

The below sections describe the progress that has been achieved since the publication of the Draft Birmingham Transport Plan in January 2020, and some of the key delivery components of this principle. The list of key delivery components is non-exhaustive and further detail will be provided in the Birmingham Transport Plan Delivery Plan.

### **Progress**

- Westside Metro extension to Edgbaston set for completion by the end of 2021.
- Eastside Metro extension work underway.
- Construction of A34 and A45 Sprint routes underway, on course for completion for the 2022 Commonwealth Games.
- (Emergency) Active Travel Fund schemes delivering extensive reallocation of road space for cycling and walking schemes.
- Development of cross city bus principles and early work to deliver schemes.

### **Key Delivery Components**



- Delivery of Sprint bus rapid transit network
- Extended Metro network connecting the city centre, local and mainline train services, including HS2.
- Introduction of cross city buses.
- Enhanced public spaces and remodelled urban centres.
- New segregated cycle routes along main commuter corridors.
- Kerbside Management Strategy to ensure a balanced approach to the allocation of kerbside space within the city.
- Continue to work collaboratively with TfWM, through the RTCC, on coordinated network operation and response to incidents.

## **Transforming the city centre**

The city centre of Birmingham will be transformed through the creation of a network of pedestrianised streets and public spaces, integrated with public transport services and cycling infrastructure. Access to the city centre for private cars will be limited, with no through trips allowed. This includes looking at different options for the central section of the A38 Queensway, including re-routing traffic to an upgraded A4540 Ring Road.

### **Fact file**

- In 2019, the A38 in Birmingham was ranked the most congested UK road outside London (INRIX, 2020).
- Birmingham welcomed 41.8 million visitors in 2017, bringing a visitor spend of £7.1 billion (West Midlands Growth Company, 2021).
- Air pollution in the West Midlands affects approximately 2.8 million people, reducing average life expectancy by up to 6 months (WM-Air, 2021).

### **Rationale**

Integrated land-use planning and transport planning can successfully deliver inclusive growth connecting people to employment opportunities, releasing land for homes where car parking is no longer needed, and helping people to lead healthy and sustainable lives in a growing city centre.

Several large-scale redevelopment projects in Birmingham city centre will together deliver one of the most exciting and comprehensive urban transformations in Europe. Paradise, Smithfield, Snow Hill and Eastside will all be delivered by 2031 bringing many thousands of new jobs, new retail and leisure space and new public realm. Residential developments are attracting more people to live at the centre of the city.

The City Council's Our Future City Plan (OFCP) - Central Birmingham 2040 (2021) recognises this and the document's theme of 'Connected City' puts transport policy at the heart of planning policy. OFCP and this Plan's objectives and delivery components are aligned to deliver a transformed city centre.

It remains to be seen whether COVID-19 will have a long-term impact on how we use the city centre, with people using their local areas for day to day living and former commuters continuing to work from home more regularly. What is certain is that the city centre will remain the beating heart of the city, Birmingham's 'shop window' to the outside world, attracting millions of visitors each year and providing world class leisure and retail experiences. We need to ensure that the city is flexible and adaptable to future developments. Sustainable transport to and within the city centre needs to remain attractive, relevant, flexible and resilient.

### **Meeting our objectives**

#### **Economic success**

Birmingham city centre is a major employment location for workers from across the city and beyond, particularly from south Staffordshire, north Worcestershire, the Black Country, Solihull, Coventry, and Warwickshire. To support economic success, the city centre needs to be easily accessible. It is vital that people can reach jobs and business opportunities; residents and visitors can get to retail and leisure activities; and servicing and deliveries can reach businesses in an efficient and sustainable way.

Before the COVID-19 pandemic, heavy road traffic congestion during peak weekday periods coupled with limited capacity on public transport networks meant disruption and variable journey times, causing substantial costs to economic activity. The COVID-19 pandemic has had a significant economic impact on businesses and residents, with the retail, arts, culture, leisure and hospitality sectors amongst the hardest hit. The quick shift towards home working and online shopping has significantly impacted the city centre's economy. Initial monitoring data indicates that car use is now returning to pre-pandemic levels, particularly for retail and leisure activities, but a car-based recovery does not align with the objectives of this Plan.

Transforming the city centre ensures that public transport and active travel are the preferred choice for most people travelling to and from the city centre. Improvements and extensions to bus, Sprint bus rapid transit, train and tram networks aim to make them more attractive options than the private car and reduce the negative impacts of congestion and travel disruption on productivity. Extending the coverage of our public transport networks will also deliver equitable access to opportunities and benefits to job seekers, workers and employers.

The transformation of the city centre will also benefit its businesses. Investing in better streets and spaces can provide a competitive return compared to other transport projects, while walking and cycling projects can increase retail sales by 30% or more (Living Streets, 2018). At the same time, we will focus on minimising freight vehicle kilometres and concentrating freight journeys on out-of-hours period. Tools to achieve this include effective traffic management, delivery consolidation hubs, and a revised approach to last mile and short distance deliveries, for example with the wider use of electric cargo bikes.

### **Healthy and just society**

The city centre must remain accessible to people of all people, regardless of their age, gender, or economic status, as well as to people with disabilities and health conditions. Accessible public transport and active travel will be the best choice for most people, but we will not restrict access to those whose needs mean that private car is the only viable transport option. In addition, public spaces and active travel provision will take account of the most vulnerable road users, incorporating rest areas, reducing unnecessary clutter, and providing accessible wayfinding information.

### **Better environment and reduced carbon emissions**

People will be prioritised in the city centre to support walking and cycling as the main means of getting around. This will be achieved by redirecting traffic flows to discourage through trips by private vehicles, developing new public squares, parks, and wide, level, traffic-free boulevards, and improving road crossings. The result will be a vibrant city centre environment, which will allow people to meet, relax and take time to enjoy the sights.

The introduction of cross-city buses will mean that fewer bus services will terminate in the city centre, which will reduce bus concentration in the city centre and will provide improved accessibility across the city. In addition, further measures will be taken to improve air quality and reduce carbon emissions. Legally binding agreements with bus operators, changes to taxi and private hire licensing, and the Clean Air Zone are already beginning to deliver improvements and support the shift to low and zero emission vehicles.

The remaining essential car trips and necessary deliveries and servicing will need to be carried out in zero emission vehicles. This will be supported by providing appropriate levels of refuelling infrastructure.

## Progress

- Birmingham's Clean Air Zone launched in June 2021, covering all roads within the A4540 Ring Road.
- Introduction of Licensing and Public Protection Committee policies to regulate number and nature of taxi and private hire vehicles licences to comply with the Clean Air Zone.
- Early changes to city centre traffic management delivered, in support of traffic segments initiative.
- On-street parking replaced with outdoor hospitality space to support economic activity in line with restrictions related to the COVID-19 pandemic.
- Pop-up cycle routes created to support and encourage increased levels of cycling during national lockdowns in response to the COVID-19 pandemic.

## Future steps

- Full delivery of traffic segments initiative to restrict trips private vehicle trips through the city centre. This will include access restrictions and signage within the area bound by the A4540 Ring Road, and improved public transport, walking and cycling connections within the city centre and across the A4540 Ring Road.
- Different options for the central section of the A38 Queensway will be considered. This might include rerouting traffic to an upgraded A4540 Ring Road, meaning that vehicles on journeys currently passing through the centre of Birmingham will be diverted. This, in turn, would deliver:
  - Improved connectivity because the A38 Queensway no longer acts as a restrictive barrier segregating areas of the city centre and restricting growth.
  - Reductions in emission levels and air quality improvements in the city centre.
  - A more balanced approach to managing traffic flows.
  - The freeing up of the central section of the A38 transport corridor enabling a range of future opportunities including the creation of green spaces, and active travel and public transport infrastructure.
- Introduction of cross-city buses.
- Development of new public open spaces at Smithfield, Snow Hill and Eastside/Digbeth.
- Re-modelling and expansion of capacity of Snow Hill and Moor Street stations, taking passengers directly to HS2 at Curzon Street.
- Development of improved cycling and walking infrastructure and street pedestrianisations, as well as improved wayfinding to ensure connectivity with public transport hubs across the city centre.
- City centre access for service and logistics transport to be maintained but subjected to management measures including restrictions on daytime deliveries and support for consolidation initiatives.
- City centre access and dedicated on-street parking maintained for people with disabilities who cannot use public transport or active travel.
- Increasing numbers of residential units in the city centre through the promotion of development opportunities from repurposing car parks owned by Birmingham City Council.

## **Prioritising active travel in local neighbourhoods**

Walking, cycling and active travel will become the first choice for most people making short journeys in their local neighbourhoods. Cars will no longer dominate street life around homes and schools. A limit of 20mph will be standard on all local roads. Residential neighbourhoods and local centres will be places where people are put first.

### **Fact file**

- Around a third of adults in the West Midlands spend fewer than 30 minutes each week on physical activity (WMCA, 2018).
- Walking and cycling improve metabolic health and reduce the risk of premature mortality; reduce the risk factors for a number of diseases, including cardiovascular disease, respiratory disease, some cancers, and Type II diabetes; and have positive effects on mental health and wellbeing (Public Health England, 2018).
- At least 38% of people visit their local high street several times a week. Many car journeys are short and as the volume of goods purchased is small, these trips could be made on foot (Living Streets, 2018).
- Traffic modelling carried out by Birmingham City Council estimates that only 17% of all trips that take place on Birmingham's road network during the AM peak end in the city centre<sup>2</sup>.

### **Rationale**

Ending the dominance of cars on streets in residential neighbourhoods, around schools and in local centres will increase active travel, improve air quality and reconnect communities. It will also provide important support for the wider regeneration of local centres stimulating economic growth and employment opportunities. Transport plays an important role in connecting new residential neighbourhoods and local centres, providing sustainable and active forms of travel.

During the national lockdowns in response to the COVID-19 pandemic, people have been more active in their local areas, walking and cycling to local shops and for daily exercise, while most people carried out only occasional longer journeys. The vast reduction in traffic during this time showed what local neighbourhoods could look like when different transport choices are made and trips by private car are minimised.

### **Meeting our objectives**

#### **Economic success**

Enabling people to walk to their local shops and amenities can increase local economic activity, with those on foot or bike better able to see what shops have on offer and enjoy the atmosphere of a local centre. If more space is given for walking and cycling and less to cars, the absence of customers arriving by car is more than compensated by people arriving on foot or by bike (Living Streets, 2018).

Changes made in response to COVID-19 have also demonstrated how the removal of on-street parking can free up space for economic activity to take place outdoors, on the street, including creating pavement café spaces.

#### **Healthy and just society**

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<sup>2</sup> Refers to trips carried out by cars, LGVs, and HGVs. Modelled year is 2016.

Walking and cycling are the healthiest ways to travel, either for entire local journeys or as part of longer trips involving other modes such as public transport. A key element of improving cycling and pedestrian infrastructure is to ensure connectivity to local access points for mass transit services including bus, Sprint rapid transit, tram and train. Promoting active travel will support improvements in individuals' health and help bridge health inequalities between advantaged and disadvantaged communities.

Neighbourhoods designed for walking and cycling are more inclusive for those on lower income who unable to afford a private car, and for those who cannot drive due to age or disability. By keeping speeds low, and redesigning streets, access can be maintained for those trips or people for whom a car is essential, without cars dominating local streets.

To prioritise active travel in local neighbourhoods it is important to engage with communities in order to understand local needs and short-term challenges that this shift may cause for residents. In the long term, neighbourhoods will play a key role in reducing motor vehicle movements by becoming focal points for local communities and meeting a range of local needs without the need to travel by car.

### **Better environment**

Birmingham's road network occupies a large proportion of the city's public space. The experience that people have on Birmingham's streets has a defining influence on their quality of life, and affects their health, well-being, safety, and access to opportunities.

Streets are places where people and communities connect and interact. They are particularly important to children as places to exercise and play, to older people at risk of isolation and loneliness, to people with disabilities and health conditions, and to those living on lower incomes.

Reducing the trips made by car, slowing traffic, improving active travel conditions, and creating good links to public transport will reduce air pollution on local streets and improve quality of life.

### **Reduced carbon emissions**

By creating local environments where walking and cycling is prioritised, we can limit car use and decrease carbon emissions. This especially true for new developments, where sustainable travel options can be 'built-in' from the beginning, shaping residents' long-term travel behaviour.

Birmingham's continuing growth is stimulating increased demand for new, affordable housing across the city. The Birmingham Development Plan has identified the need to deliver 51,000 homes in the city by 2031, including bringing vacant properties back into use, and utilising former industrial sites. Future developments will need to support the principles of this Plan.

Improving access to public transport will help us to create higher-density, mixed use, sustainable neighbourhoods that make the most of the land that we have available. People living in densely developed, mixed-use places are less likely to use a car particularly where they can access high quality public transport.

### **Progress**

- Initial Places for People projects implemented in several local areas.

- Areas of on-street parking suspended in local centres to allow wider footways and increased space for social distancing and outdoor hospitality space while restrictions in response to the COVID-19 pandemic were in place.
- School Streets projects implemented at 12 primary schools.
- Implementation of a 20mph speed limit on some local roads, while retaining a 30mph speed limit on strategic and distributor roads. More areas to introduce a 20mph speed limit under development.

### **Future steps**

- Introduce 20mph as the default speed limit for all residential streets and local centres in Birmingham, while retaining a 30mph speed limit on strategic and distributor roads.
- Implement further School Streets measures across the city to restrict car speed and access, manage parking around school locations, and encourage active travel for pupils.
- Every school in Birmingham will be registered and active with Modeshift STARS (the Centre of Excellence for the delivery of Effective Travel Plans in Education, Business and Community settings).
- Integrate active travel and road space reallocation guidelines into the process of master planning for all future residential developments and infrastructure schemes in Birmingham.
- Management of logistics and service journeys to local centres so that deliveries take place during off-peak hours.
- Pedestrian crossings improvements programme.
- Removal of footway parking.
- Actively support and complement the City Council's strategic principles for residential development around transport hubs.

## **Managing demand through parking measures**

Parking will be used as a means to manage demand for travel by car through availability, pricing and restrictions. Where development potential exists, land currently occupied by car parking will be put to more productive use.

### **Fact file**

- As of 2018–19, personal cars and LGVs in England spend, on average, 96% of the time parked and therefore are driven only 4% of the time (RAC Foundation, 2021).
- Home-based parking trends as of 2018–19 show that 73% of cars and LGVs in England are parked off-street, with 25% parked on-street, and the remaining 2% being parked in other locations (RAC Foundation, 2021).
- In 2019 in England, 55% of households in the bottom 20% of household income owned at least one car, compared to 86% of households in the top 20% of household income (Department of Transport, 2020).

### **Rationale**

All car journeys begin and end with parking. Therefore, managing demand for parking is a central means of managing demand for travel by car.

Managing the demand for parking rests on four tests:

- How many parking spaces are available?
- For how long is parking available?
- Who is parking available to?
- How much does it cost?

Getting the balance right between the four parameters will help to manage demand for parking and, ultimately, management of the demand for travel by car.

The aim is to introduce a more precise and consistent method of parking demand management, which supports the delivery of this Plan. Managing demand through parking measures is strongly connected to reallocating road space.

## **Meeting our objectives**

### **Economic success**

In Birmingham and across the country, large parts of land are taken up by car parking. This is land that could be used for building new homes or commercial developments, or can be transformed into new, green public spaces.

An important consequence of reducing overreliance on travel by private car is to reduce the need for parking spaces. This means that in strategically important locations such as the Birmingham City Centre Enterprise Zone, valuable land that is in short supply can be made available to be used in more productive ways.

### **Healthy and just society**

The framework for future decision making needs to take into account the needs of different social groups, including people with disabilities or health issues who rely on the use of car. In addition, decisions on how parking is restricted will vary across different areas, depending on local connectivity and accessibility. Broadly, our decisions will be guided by the following guidelines:



- Commuter car parking will be limited in areas that are well served by public transport, such as the city centre.
- On-street parking space will be prioritised for users with disabilities, servicing and loading, cyclists, car clubs and other sustainable modes.
- Public transport and cycling provision will be prioritised over car parking provision.
- Parking will be restricted outside schools for air quality and road safety reasons.

### **Better environment**

Parking on the footway currently inhibits people's movement. It is particularly problematic for people with disabilities, especially those who use a wheelchair or mobility scooter, and for parents/ guardians pushing child buggies or accompanying young children. Further to the national consultation on potential changes to the existing pavement parking legislation that took place in late 2020, the City Council will seek opportunities to address footway parking and reclaim the space for people.

Our kerbside space is home not just to car parking, but a wide variety of infrastructure and amenities including walking and cycling space, trees and greenery, servicing and delivery provision, bus stops and bus lanes, electric vehicle charging points, taxi ranks, freight parking, car club bays, cycle and motorcycle parking, micromobility parking, and resting and socialising space. It is an extremely precious resource that is too often monopolised by car parking provision. Incidents of inconsiderate and unsafe pavement parking exacerbate the car's monopoly on kerbside space. To support all the objectives and principles of this Plan, a Kerbside Management Strategy will be compiled to ensure that kerbside space in our city is managed for the benefit of all residents and our environment.

### **Reduced carbon emissions**

The City Council will work with partners and public transport operators to establish and manage the link between parking costs and public transport fares. This is to ensure that using public transport is a more competitive and attractive mode of transport in comparison to lower occupancy private cars. We will aim to engage and work with private and commercial providers of non-residential parking with the potential for them to support and fund sustainable transport provision as part of their contributions towards the wider agenda of addressing the climate emergency.

To ensure the success of this Plan, parking restrictions will be supported by focused and proactive enforcement and the targeted use of fixed penalties. The City Council is committed to working with its partners, including West Midlands Police, to ensure that enforcement is reasonable and supportive of this Plan's objectives.

### **Progress**

- Review of Parking Supplementary Planning Document complete, which is expected to be adopted in late 2021.
- Reduction in council owned car park spaces (at least by 2,500 spaces since 2012) and redevelopment of a number of large car park sites.

### **Key delivery components**

- Progress the feasibility study for a Workplace Parking Levy (WPL) under which employers are charged an annual fee for each workplace parking space they provide.
- Conduct a review of all city centre parking provision, including edge of city areas beyond the A4540 Ring Road.

- Produce and deliver a Kerbside Management Strategy to ensure that kerb space is allocated in a fair, efficient and sustainable way.
- Use of new technologies to manage kerbside space, especially for loading and servicing.
- Reinvest any funding raised through a WPL to contribute towards the delivery of:
  - East Birmingham Metro Extension
  - Pedestrianisation of the city centre
  - Snow Hill Growth Strategy including transformation of the A38 Queensway and investment in public transport
  - Cycle routes and canal towpath improvements
- Birmingham already has some Controlled Parking Zones in place and plans to extend these to remove free car parking from within the A4540 Ring Road, from neighbourhoods on the outskirts of the city centre, and from local centres.
- Park and Ride provision at suitable locations outside the city centre to support public transport connectivity.
- Release of car parks for more efficient uses such as housing developments.

## **Next steps**

### **Partnership working**

There is a history of partnership working in Birmingham and this Birmingham Transport Plan will also be delivered through joint working between the City Council, national government, the West Midlands Combined Authority (WMCA), Transport for West Midlands, the Greater Birmingham and Solihull Local Enterprise Partnership (LEP), neighbouring local authorities, local businesses, and other key stakeholders in Birmingham.

In addition, a prerequisite for delivering this Plan is to secure the consent and support of local residents, and empower them to shape the decarbonisation of local transport in their areas.

### **Delivery Plan**

The Birmingham Transport Plan Delivery Plan is currently under development. While the Birmingham Transport Plan provides the vision and guiding principles, the Delivery Plan will include the detailed interventions required to deliver the vision, including infrastructure, policy and travel behaviour measures required. In addition, the Delivery Plan will include a monitoring framework. The scale of interventions included in the Delivery Plan, and the pace of their delivery will be set by the climate emergency.

We are working closely with Transport for West Midlands to ensure that both this Plan and the Delivery Plan are fully aligned with regional priorities and with the emerging West Midlands Local Transport Plan and Area Strategies. The West Midlands Local Transport Plan and the Area Strategies will set out the policies to promote safe, integrated, efficient and economic transport to, from and within the West Midlands, and will identify the types of interventions required in different parts of the region. The Birmingham Transport Plan Delivery Plan will identify the specific interventions required in Birmingham, and will set out a plan for their delivery.

Interventions identified within the Delivery Plan will be developed to a “shelf ready” stage, enabling the City Council to be in an enhanced position to explore new funding opportunities as they arise in the future. These include government funding programmes such as the Levelling Up Fund, the City Region Sustainable Transport Settlement, the Bus Back Better Fund, and the Active Travel Fund.

### **Lobbying Central Government**

According to the Climate Change Committee, local authorities themselves are responsible for 2–5% of local emissions but can potentially influence around a third of their area’s emissions through place-shaping and leadership (CCC, 2020a). This Plan sets out the principles for the transformation of the local transport system and clearly demonstrates the City Council’s determination to lead on the decarbonisation of transport in Birmingham. As part of the City Council’s Route to Zero Action Plan, we will also ensure that the City Council’s own emissions reach net zero. However, national action is imperative and needs to be delivered at the same time as local efforts. The City Council will continue to liaise and lobby the government to take decisive action at a national level to support our efforts to decarbonise transport.

### **Integrated delivery**

With numerous large-scale projects being delivered across Birmingham over the next decade, it is important that an integrated approach between public and private sector delivery bodies is taken to minimise the disruption to local residents as much as possible.

## **List of abbreviations**

CCC: Climate Change Committee

CNG: Compressed Natural Gas

CO<sub>2</sub>: Carbon Dioxide

CREDS: Centre for Research into Energy Demand Solutions

HGVs: Heavy Goods Vehicles

HS2: High Speed 2

KRN: Key Route Network

LEP: Local Enterprise Partnership

LGVs: Light Goods Vehicles

NO<sub>2</sub>: Nitrogen Dioxide

PM: Particulate Matter

RTCC: Regional Transport Coordination Centre

SPD: Supplementary Planning Document

SUVs: Sports Utility Vehicles

TfWM: Transport for West Midlands

WMCA: West Midlands Combined Authority

WPL: Workplace Parking Levy

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## 2. Executive Summary

The draft Birmingham Transport Plan sets out the vision and principles for transport investment in the period to 2031. In early 2020, public consultation on the Birmingham Transport Plan was held and this document summarises the feedback received.

### 2.1. Consultation methodology

The public consultation was structured around the four Big Moves identified in the document:

- Reallocating road space;
- Transforming the city centre;
- Prioritising active travel in local neighbourhoods;
- Managing demand through parking measures.

Consultation responses were welcomed from individual citizens and from representatives of organisations.

The consultation details and survey were hosted online at [www.birminghambeheard.org.uk/economy/transportplan](http://www.birminghambeheard.org.uk/economy/transportplan) with a paper based alternative for citizens without internet access. The online information was supplemented by face to face events including public drop in sessions, workshops for organisations and presentations to interested groups.

### 2.2. Responses

The consultation attracted 619 responses from individuals and responses from 44 organisations. Of the 44 organisations, 28 responses were submitted via Be Heard and thus could be included in the quantitative analysis of closed questions. The other responses were submitted via email and are included in the free text analysis only.

### 2.3. Vision

Support for the vision was good, with 48% (309 respondents) saying they strongly agree with it, and 76% (489 respondents) giving a response which was towards the 'agree' end of the scale.

Support for the vision was stronger from organisations than individuals, with only 4% (1 organisation) giving a response which was towards the 'disagree' end of the scale; compared with 25% (154 people) of individuals.

### 2.4. Big moves

#### 2.4.1. Reallocating road space

Support for reallocating road space was generally good, with 43% (277 respondents) saying they strongly agree, and 67% (435 respondents) giving a response which was towards the 'agree' end of the scale.

The most popular delivery components for this big move are: segregated cycle routes and an extended Metro network.

Specific issues raised around the reallocating road space big move include:

- Cycling facilities
- Public transport (particularly buses)
- Regional transport Control Centre
- Alternative modes of transport/new technologies
- Equality impacts
- Freight and logistics

#### 2.4.2. Transforming the city centre

Support for transforming the city centre was generally good, with 38% (247 respondents) saying they strongly agree, and 66% (429 respondents) giving a response which was towards the 'agree' end of the scale.

The most popular delivery components for this big move are: cycling and walking infrastructure, cross city buses and considering different options for the A38.

Specific issues raised around the transforming the city centre big move include:

- Public transport (particularly buses)
- The need to accept cars/car use
- Displacement of traffic
- City centre cells
- Walking and cycling
- Rail stations
- Impact on business

#### 2.4.3. Prioritising active travel in local neighbourhoods

Support for reallocating road space was good, with 44% (284 respondents) saying they strongly agree, and 72% (465 respondents) giving a response which was towards the 'agree' end of the scale.

The most popular delivery components for this big move are: 20mph speed limits, and School Streets measures to support safe active travel

Specific issues raised around the active travel in local neighbourhoods big move include:

- Speed limits/enforcement
- Walking/walking facilities/public realm
- Cycling/cycling facilities
- Schools
- 20mph streets

#### 2.4.4. Managing demand through parking measures

Support for managing demand through parking measures was generally good, with 35% (227 respondents) saying they strongly agree, and 62% (399 respondents) giving a response which was towards the 'agree' end of the scale.

The most popular delivery components for this big move was park and ride at suitable locations.

Specific issues raised around the managing demand through parking measures big move include:

- Improve public transport
- Impact on business
- Fees/tariffs/permits
- Park & Ride
- Workplace Parking Levy
- Supplementary Planning Document

#### 2.4.5. Other comments

Other comments made, not specifically relating to the big moves were on similar topics to those raised within the big moves, including:

- Improving public transport#
- Impact on business

- Health/air quality
- Technology
- More information (requesting detail of the delivery plan)

## 2.5. COVID-19 and Emergency Birmingham Transport Plan

The COVID-19 pandemic had a drastic impact on travel patterns in Birmingham and worldwide: COVID-19 restrictions have shown how the city can be when fewer trips are made by private vehicle, and levels of cycling and walking are increased.

Through the emergency plan and DfT's Emergency Active Travel Fund, a number of schemes have been introduced on a temporary or pilot basis which support the vision and big moves of the Birmingham Transport Plan. These schemes have all been reviewed and lessons learnt provide valuable insight into the shaping of the final Birmingham Transport Plan.

Local Authorities, Combined Authorities, Government and transport operators are all continuing to monitor and learn from emerging data, and to take positive steps to a "new normal" with sustainable transport at its heart.

## 2.6. Next steps

The Birmingham Transport Plan will be revised to reflect feedback received at consultation and lessons learnt in the last 18 months, with a view to taking the updated plan forward for adoption in the autumn of 2021.

Alongside the strategic plan document, a delivery plan is being developed, to identify specific interventions and measure their deliverability and impact against the vision. This will remain a "live" document, so will not be formally 'adopted' but will be published. All schemes taken forward will follow appropriate governance procedures for the organisations involved (including Birmingham City Council).

### 3. Introduction

The current transport policy for the City Council is the Birmingham Connected White Paper, published in November 2014: a 20 year transport strategy.

The Birmingham Transport Plan will sit alongside this, setting out principles for transport investment in the period to 2031 (in line with the Birmingham Development Plan). The Transport Plan sets out the high level vision and big moves and a final version will be approved by Cabinet and formally adopted. It will be accompanied by a live delivery plan.

In early 2020, public consultation on the Birmingham Transport Plan was held and this document summarises the feedback received.

Towards the end of the consultation period, the country was placed in lockdown to reduce the spread of the novel coronavirus COVID-19. As a result, travel patterns were transformed overnight with traffic down to a third of usual levels and public transport services focused only on getting key workers to their workplaces while maintaining social distancing. Schools closed for all but a handful of pupils and thousands of employees took up working from home, meaning the school run and the commute to work was significantly reduced. In response, work on the main Birmingham Transport Plan was paused and the Emergency Birmingham Transport Plan was created to respond to immediate priorities and make best use of available funding.

In 2021, the Emergency Birmingham Transport Plan has largely been delivered and it is appropriate to return to work on the Birmingham Transport Plan, reviewing consultation responses, making appropriate updates to the document and seeking formal adoption.

Prior to its adoption, the draft Birmingham Transport Plan will be updated to reflect feedback to this consultation and subsequent engagement with key stakeholders, and following lessons learnt during implementation of the Emergency Birmingham Transport Plan and ongoing transition to a “new normal”.

## 4. Consultation methodology

### 4.1. Previous engagement

Effective stakeholder engagement has been a guiding principle to delivery of the Birmingham Connected Transport Strategy over the last few years. Through this we have developed good relationships with a wide range of delivery partners and stakeholders that have been used for disseminating information and stimulating discussions in support of various consultation and engagement activities.

Methods for this have included sending out regular Birmingham Connected email bulletins, ensuring appropriate web content is available, social media activity, holding stakeholder briefing sessions and undertaking formal consultations on transport projects and schemes, including bus priority measures and the Birmingham Cycle Revolution programme.

Formal consultation on strategies delivered as part of Birmingham Connected, such as the Road Safety Strategy, Brum Breathes Clean Air Strategy and Walking & Cycling Strategy and Infrastructure Plan and the Parking Supplementary Planning Document, have fed into and supported the development of the Birmingham Transport Plan. We also carried out the Birmingham Bus Survey at the beginning of 2019.

Early engagement on the Birmingham Transport Plan was a key feature of the Birmingham Transport Summit, held on 7 March 2019. As well as hearing from a range of knowledgeable speakers, this event invited delegates to consider what needs to be done to ensure our transport network works for everyone and supports the city's agenda of sustainable and inclusive economic growth.

Meetings with key partners and stakeholders continued to shape the development of the Birmingham Transport Plan in the months prior to formal consultation.

### 4.2. Formal consultation

The consultation was structured around the four Big Moves identified in the document:

- Reallocating road space;
- Transforming the city centre;
- Prioritising active travel in local neighbourhoods;
- Managing demand through parking measures.

The consultation sought to ascertain levels of support for the City Council's vision and, in particular, these four big moves. Respondents were asked to prioritise the key delivery components identified against each big move, and encouraged to input ideas and contributions for future delivery and implementation.

Consultation was launched on Monday 13 January 2020, with responses invited between 28 January and 9 April 2020 (extended from the original closing date of 31 March).

The consultation was hosted on the Birmingham Be Heard website ([www.birminghambeheard.org.uk/economy/transportplan](http://www.birminghambeheard.org.uk/economy/transportplan)). All publicity materials directed people to the main city council website ([www.birmingham.gov.uk/transportplan](http://www.birmingham.gov.uk/transportplan)) where details of the plan could be viewed, with users directed to Be Heard to respond.

For citizens without internet access, copies of the draft Birmingham Transport Plan and a paper questionnaire could be accessed in Library of Birmingham or by contacting officers working on the consultation.



#### 4.2.1. Consultees and communication channels

The consultation was open to all. Key stakeholders were identified and targeted through appropriate communication channels:

Stakeholder	Name / Organisation	Communication channel
Birmingham MPs	All	E-mail
BCC Councillors	All	E-mail Full Council marketplace Briefing session
Town/Parish Council	Sutton Coldfield New Frankley in Birmingham	E-mail
Neighbouring local authorities	WMCA, WM local authorities, neighbouring county councils	E-mail Meetings where appropriate
Emergency Services	All	E-mail
Birmingham City Council officers	All (council-wide), with particular focus on:  Transportation & Connectivity Highways & Infrastructure Planning and Regeneration Landscape Practice Group Parks Public Health Environmental Health Commonwealth Games team	E-mail Birmingham Connected e-bulletin Birmingham City Council Intranet and other internal communication channels
Residents	Various	Press release Birmingham City Council web site Be Heard consultation portal Social media using #BrumTransportPlan (Birmingham City Council, Birmingham Connected and Cllr Waseem Zaffar) Library of Birmingham (paper copies) Drop-in events (face to face) Presentation and video available for Ward Forums and other community meetings
Businesses, Community Groups and other Stakeholders	Various	Stakeholder launch event Press release Birmingham City Council web site Be Heard consultation portal Social media using #BrumTransportPlan (Birmingham City Council, Birmingham Connected and Cllr Waseem Zaffar) Birmingham Connected e-bulletin Library of Birmingham (paper copies) Stakeholder workshop

Stakeholder	Name / Organisation	Communication channel
		Drop-in events (face to face) Presentation and video available for community/stakeholder meetings

#### 4.2.2. Events

The following events were held during the consultation. Information from respondents was gathered at these events, but all attendees were strongly encouraged also to submit a written response.

Date	Event	Location
Monday 13 January	Launch event	Birmingham Council House, B1 1BB
Saturday 8 February	Presentation to City Centre Neighbourhood Forum	Hyatt Regency, B1 2JZ
Tuesday 4 February	Attendance at Full Council Marketplace (for elected members)	Birmingham Council House, B1 1BB
Thursday 6 February	Calthorpe Residents Society Traffic & Parking Forum	Tally Ho Conference Centre, Pershore Road, B5 7RN
Tuesday 11 February	Presentation to School Summit	Birmingham Council House, B1 1BB
Tuesday 11 February	Public drop-in session	Trinity Centre, Sutton Coldfield, B72 1TF
Thursday 13 February	Ladywood Ward committee	Ladywood Health and Community Centre, B16 8RP
Wednesday 19 February	Workshop with Transport for West Midlands	16 Summer Lane, B19 3SD
Thursday 20 February	Meeting with Greater Birmingham Chambers of Commerce Business Transport Group	Chamber House, B15 3DH
Saturday 22 February	Public drop-in session	Birmingham Council House, B1 1BB
Tuesday 25 February	Members' briefing	Birmingham Council House, B1 1BB
Tuesday 25 February	Public drop-in session	Touchbase Pears, Selly Oak, B29 6NA
Wednesday 26 February	Stakeholder workshop	Birmingham Council House, B1 1BB
Wednesday 26 February	Presentation to Sustainability & Transport Overview and Scrutiny Committee	Birmingham Council House, B1 1BB

<b>Date</b>	<b>Event</b>	<b>Location</b>
Tuesday 3 March	Stakeholder workshop	Birmingham Council House, B1 1BB
Wednesday 4 March	Public drop-in session	Saltley Methodist Church, B8 1HU
Monday 10 March	Stakeholder roundtable discussion	Lighthouse Young People's Centre, B19 2LN
Tuesday 16 March	Presentation to Transport Delivery Committee (WMCA)	
Friday 19 March	Freight roundtable discussion	Microsoft Teams

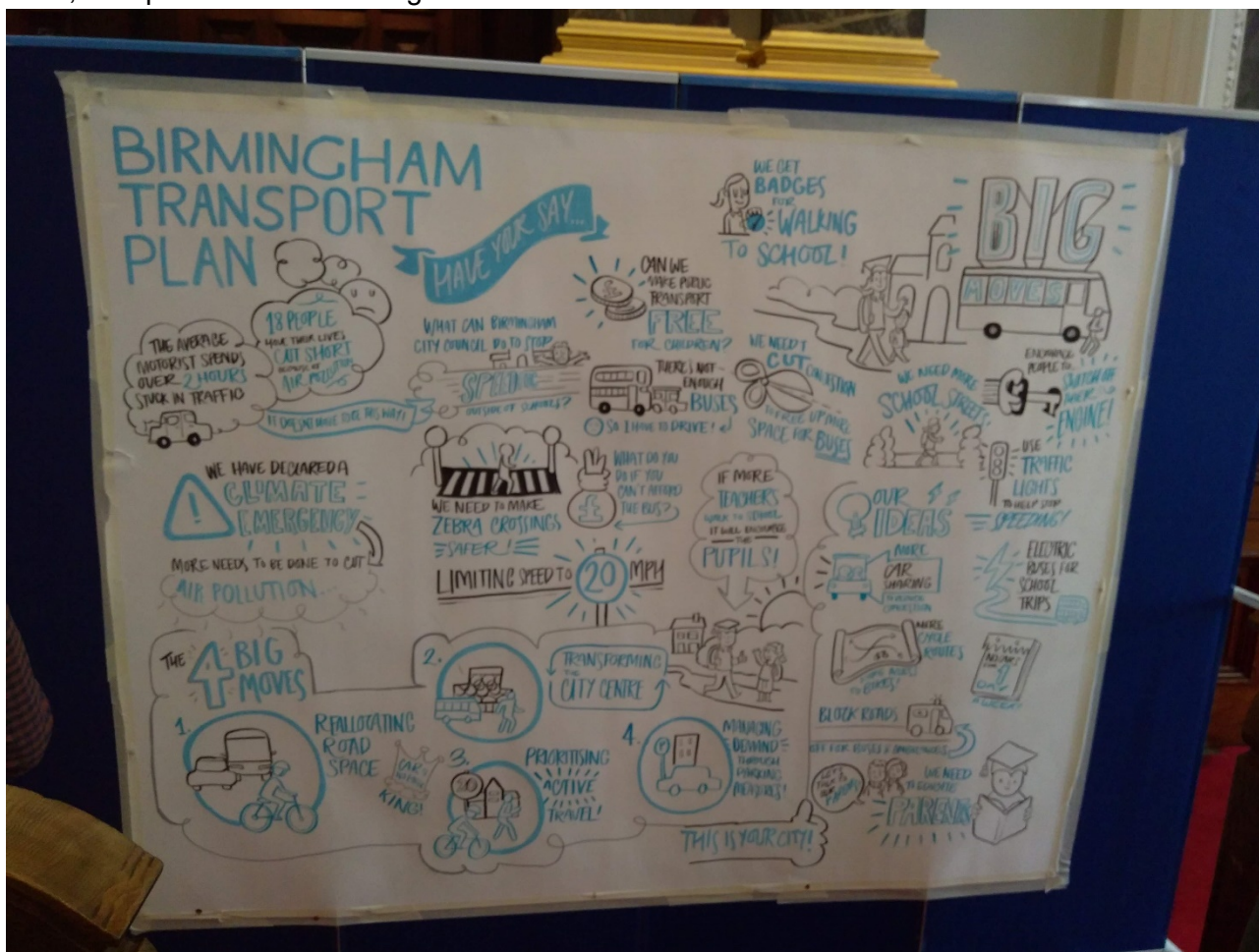
In addition to the above, an officer was scheduled to present to the Access Birmingham group (representatives from disability organisations) on Tuesday 16 March. The meeting was cancelled due to concerns about COVID-19 and the group's chair circulated details of the Birmingham Transport Plan and asked members to respond directly to the consultation.

## 5. Feedback from events

The key aim of the majority of consultation events was to provide information about the draft Birmingham Transport Plan to individuals and organisations and to enable meaningful discussions in which council officers and elected members could hear feedback first hand, and which would help consultees to understand the plan and formulate their own responses.

For most events, the feedback noted is similar in nature to that reported in the rest of this document, and it was felt that a good proportion of attendees at events subsequently submitted a formal response.

The one exception was the School Summit, in which young people of school age were invited to the Council Chamber and asked for their views. The event was recorded in real time by a visual artist, who produced the drawing below:



The image contains cartoon style images with text. In the top left it says **Birmingham Transport Plan have your say**.

In the bottom left corner **the 4 Big Moves** are illustrated. In the draft document, icons are used to represent the big moves; in this artwork there are stylised versions of those icons.

- Reallocating road space, image of crown alongside reads car is no longer king
- Transforming the city centre
- Prioritising active travel
- Managing demand through parking measures

The big moves appear to be written on a scroll, held by an arm and hand which says **this is your city**.

The words **big moves** also appear in the top right, with **BIG** appearing to be 3d letters on top of a single decker bus; each window of the bus holds one of the letters of the word **MOVES**. A pedestrian is walking beside the bus.

Across the rest of the page are the following words and illustrations:

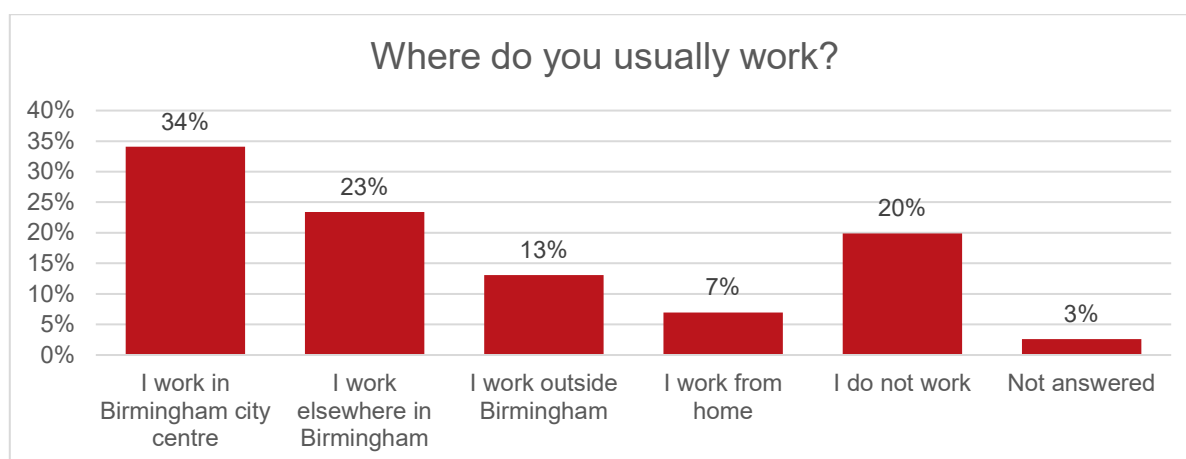
- **The average motorist spends over 2 hours stuck in traffic**, illustrated by a car with emission cloud surrounding the words.
- **18 people have their lives cut short because of air pollution**, emission cloud surrounds words, with more clouds above; emoji sad face amongst clouds.
- **It doesn't have to be this way**, words are on a ribbon.
- **We have declared a climate emergency**, illustrated with an exclamation mark in a triangle. An arrow points from these words to **more needs to be done to cut air pollution**.
- **What can Birmingham City Council do to stop speeding outside of schools?**, The word speeding is written on a road, next to which are buildings and a child.
- **We need to make zebra crossings safer**, illustrated by a person walking across a zebra crossing.
- **Limiting speed to 20mph**, the number 20 is on a road sign of the type which indicate a speed limit.
- **Can we make public transport free for children?**, illustrated by two coins.
- **There's not enough buses**, illustrated with a bus behind a car, with an arrow pointing to **so I have to drive** with a sad face.
- **What do you do if you can't afford the bus?**, illustrated by a hand holding a bag with a pound sign on.
- **If more teachers walk to school it will encourage the pupils!**, the words are in a bubble with an arrow pointing to a picture. In the picture, a teacher is walking away from a house and being greeted by a smiling child; the sun is shining and there are bushes behind them.
- **We get badges for walking to school!**, illustrated by a happy child holding up their badge. Under these words, an adult and child are walking towards a school building.
- **We need to cut congestion to free up space for buses**, illustrated by a large pair of scissors.
- **We need more school streets**, illustrated by a child walking along a street with trees and no cars
- **Our ideas**, illustrated by a light bulb and lighting strikes.
- **More car sharing to reduce congestion**, the words **car sharing** are in an arrow pointing to a car with two people in.
- **More cycle routes, more access to bikes**, illustrated by a map with a picture of a bike
- **Block roads off for buses and ambulances**, illustrated by an ambulance with flashing light driving along a road.
- **Encourage people to switch off their engine!**, illustrated by a hand holding or turning a key in a keyhole
- **Use traffic lights to help stop speeding!**, illustrated by a traffic light.
- **Electric buses for school trips**, illustrated by a double decker bus on a road and a lightning flash.
- **No cars for 1 day a week**, written on a tear off calendar
- **We need to educate parents**, illustrated by a person in a mortarboard graduation cap reading a book, and two children with a speech bubble saying **let's talk to our parents!**

## 6. Responses from individuals

619 responses were received from individuals. A number of emails were also received and read. The content of the emails was noted and incorporated, but they are not included in any numerical tallies in this document.

### 6.1. Work locations

Respondents were asked where they usually work; note that this data will reflect the situation prior to COVID-19 restriction.



The highest number of respondents (34%, 211 people) work in Birmingham city centre, while the fewest (23%, 43 people) reported working from home.

### 6.2. Travel modes

Respondents were asked how often they travel by each mode of transport. The table below shows the percentage of respondents who selected each frequency for that mode

	Walk	Cycle	Bus	Metro	Train	M'cycle	Car/van	Taxi
5 days per week	25%	9%	8%	0%	6%	0%	21%	1%
2-4 days per week	17%	8%	11%	1%	10%	1%	23%	2%
Once per week	9%	5%	10%	3%	12%	0%	15%	9%
Once per month	3%	3%	12%	5%	17%	0%	9%	15%
Less than once a month	6%	6%	17%	15%	20%	1%	11%	27%
Never	18%	47%	23%	49%	18%	67%	11%	21%
Not answered	21%	22%	18%	28%	16%	29%	11%	24%
	100%	100%	100%	100%	100%	100%	100%	100%

The most commonly selected responses (excluding not answered) for each mode are shaded, highlighting that walking and using a car or van are used several times a week by many respondents, whereas it is more usual for respondent to be non-users or infrequent users of other modes.

## 7. Responses from organisations

44 unique organisation submitted responses to the consultation:

- 28 responses from 27 organisations were received via Be Heard
- 23 responses were received via email, of which six were from organisations who also submitted a response via Be Heard.

In the quantitative analysis, only the 28 responses from Be Heard are included, as these answered the specific quantitative questions. The free text analysis incorporates all feedback from organisations.

### 7.1. Organisations represented

The table below shows the organisations who responded to the consultation, the method of response, the type of organisation (simplified from the sector as asked on Be Heard) and the number of people represented (from their consultation response, some have been edited for brevity).

Name	Response method	Type	Approximate number of people represented
A34 SAG	Email	Campaign	
Argent LLP	Be Heard and email	Business	
Aston University	Be Heard	University	17000
Balsall Heath Is Our Planet	Be Heard	Campaign	30
Bike West Midlands	Email	Campaign	
Bird	Be Heard	Transport	Bird has around 1,500 global employees
Birmingham City University	Email	University	
Birmingham City University - University & College Union	Be Heard	University	1000
Birmingham Conservative Group	Email	Political	
Birmingham Friends of the Earth	Two Be Heard responses and email	Campaign	40
British Lung Foundation	Be Heard	Campaign	Lung disease kills 115,000 people each year and approximately 12 million people in the UK (around 1 in 5) have a history of asthma, Chronic Obstructive Pulmonary Disease (COPD) or another longstanding respiratory illness.
Calthorpe Residents' Society	Be Heard	Residents/Housing	500
Campaign: Build A West Midlands Velodrome	Be Heard	Campaign	7870 have signed online petition

Name	Response method	Type	Approximate number of people represented
Canal and River Trust	Email	Third sector/Transport	
Colmore Business District	Be Heard	Business umbrella	35,000
Community Transport Association	Be Heard and email	Transport	1300
Freight Transport Association	Be Heard and email	Transport	17,000 members across the UK
Greater Birmingham Chamber of Commerce	Email	Business umbrella	
Hammerson plc	Email	Business	
Highways England	Email	Transport	
Integrated Transport Planning	Be Heard	Consultant	45
Kier Highways	Email	Transport	
Living Streets	Email	Campaign	
MCIA	Be Heard	Transport	The MCIA is the UK trade association for the manufacturing, import, distribution and supply side of the L-Category sector, also known as Powered Light Vehicles (PLV). The UK industry has been valued at over £7billion per annum to the UK economy, supporting over 50,000 jobs in nearly 6,000 businesses. We have two members based within the Birmingham area. Some of our Powered Two Wheeler (PTW) training school partners are based in Birmingham.
Midland Heart	Email	Residents/Housing	
Mott MacDonald	Be Heard and email	Consultant	350 in Birmingham, 16,000 globally
NXWM	Email	Transport	
Pushbikes	Email	Campaign	
RoSPA (The Royal Society for the Prevention of Accidents)	Be Heard	Campaign	RoSPA has 120 staff across England, Scotland and Wales. Around 80 of these staff are based in the Birmingham office.
Royal Birmingham Society of Artists	Be Heard	Third sector	200 elected Members and about 400 Friends
Royal Mail	Be Heard	Business	
Royal Sutton Coldfield Town Council	Email	Local Council	
Sainsburys	Be Heard	Business	900



<b>Name</b>	<b>Response method</b>	<b>Type</b>	<b>Approximate number of people represented</b>
St Joseph Homes Ltd	Be Heard	Business	
Sustrans	Be Heard and email	Campaign	600 staff
SUSTRAVWM (formerly CBT)	Email	Campaign	
TfWM	Email	Transport	
The Birmingham Civic Society, Planning Committee	Be Heard	Third sector	
The Motorcycle Action Group	Be Heard	Campaign	54000
Thomas Fattorini Ltd	Be Heard	Business	70
Tyburn residents	Be Heard	Residents/ Housing	40
Unite the Union and Knowledge Quarter partners (submitted by Sweco)	Be Heard and email	Campaign	
University of Birmingham	Be Heard	University	45,000
WMP Road Harm Prevention Team	Email	Emergency Services	

## 8. Vision

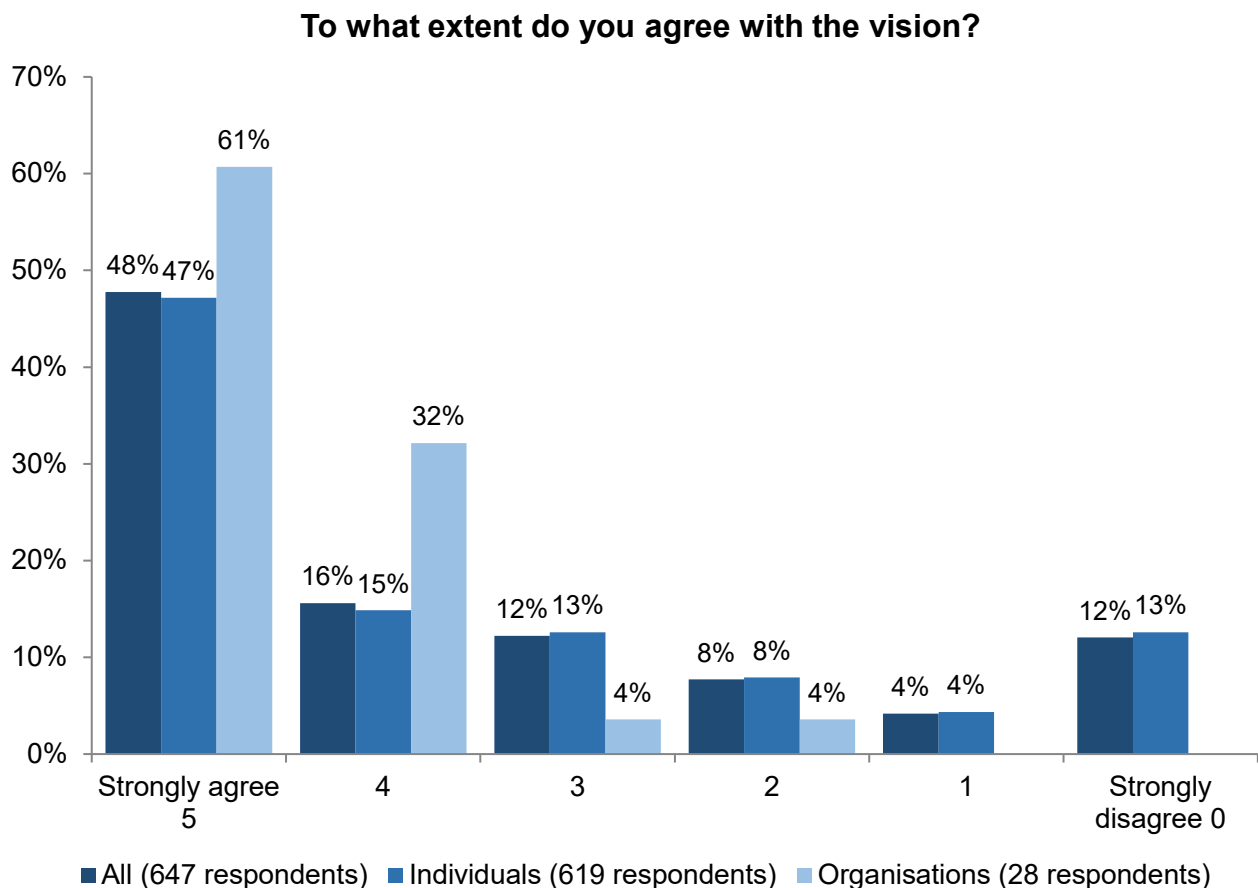
*The vision for Birmingham's transport is for a sustainable, green and inclusive, go-anywhere network.*

*Safe and healthy environments will make active travel – walking and cycling – the first choice for people making short journeys.*

*A fully integrated, high quality public transport system will be the go-to choice for longer trips.*

*A smart, innovative, carbon neutral and low emission network will support sustainable and inclusive economic growth, tackle climate change and promote the health and well-being of Birmingham's citizens.*

Respondents were asked the extent to which they agreed with this vision, indicating their answer on a six point scale.



Support for the vision was good, with 48% (309 respondents) saying they strongly agree, and 76% (489 respondents) giving a response which was towards the 'agree' end of the scale.

Support for the vision was stronger from organisations than individuals, with only 4% (1 organisation) giving a response which was towards the 'disagree' end of the scale; compared with 25% (154 people) of individuals.

### 8.1. Vision of the Emergency Birmingham Transport Plan

The Birmingham Transport Plan vision was carried forward into the Emergency Birmingham Transport Plan, with some additions, highlighted below:

*The vision for Birmingham's transport is for a sustainable, green, inclusive, go-anywhere network **and for a low carbon, clean air recovery from COVID-19 lockdown.***

*Safe and healthy environments **support stronger communities and** will make active travel – walking and cycling – the first choice for people making short journeys.*

*A fully integrated, high quality public transport system will be the go-to choice for longer trips. **In the short term, limited capacity on public transport will be offset by increased space for walking and cycling and by reduced travel overall.***

*A smart, innovative, carbon neutral and low emission network will support sustainable and inclusive economic **recovery and** growth, tackle climate change and promote the health and well-being of Birmingham's citizens.*

## 9. Big moves

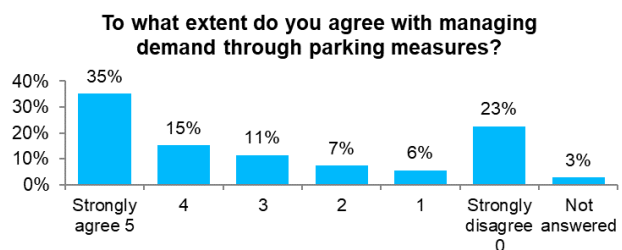
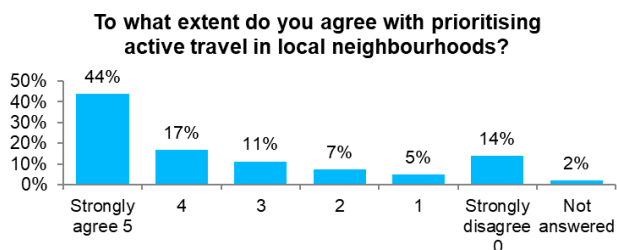
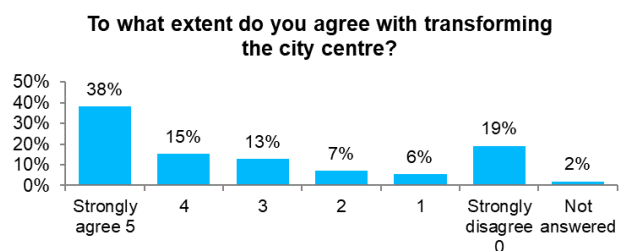
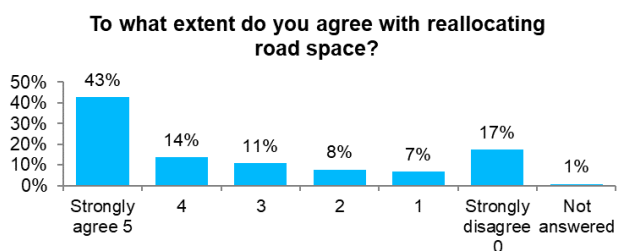
The draft Birmingham Transport Plan proposed four big moves:

- Reallocating road space
- Transforming the city centre
- Prioritising active travel in local neighbourhoods
- Managing demand through parking measures

For each of the four proposed big moves, respondents were asked:

- To what extent do you agree with the big move?
- Do you think the draft plan includes the right key delivery components for the big move?
- What would you consider the three most important delivery components for the big move?
- Is there anything else which should be included in the delivery plan for the big move?

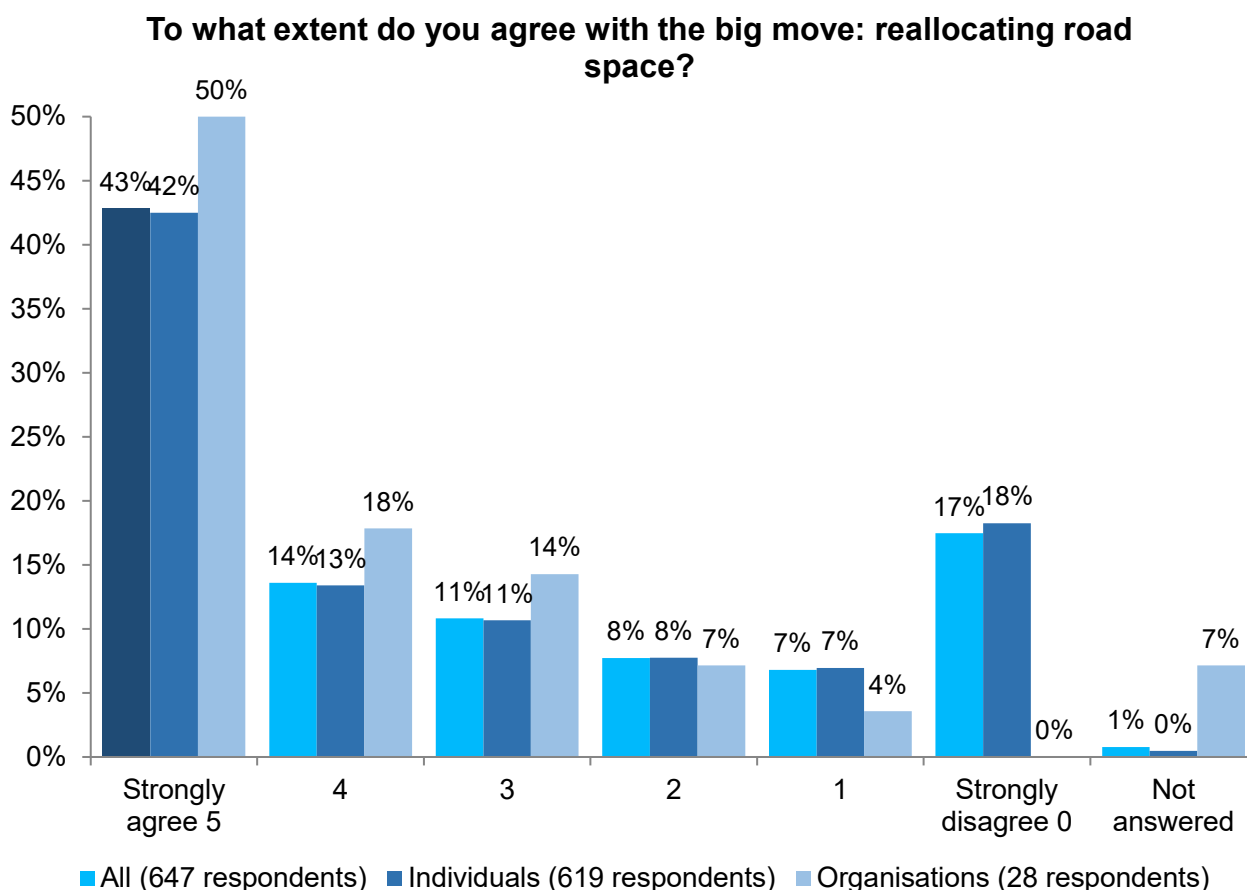
For all four big moves, responses formed a 'smile' curve, with most people either strongly agreeing or strongly disagreeing with them. In all cases, more people strongly agree than strongly disagree, but it is important to consider carefully the points raised by those who disagree, particularly around managing demand through parking measures, where 23% (146 respondents) indicated that they strongly disagree.





## 9.1. Reallocating road space

*The allocation of road space will change away from single occupancy private cars to support the delivery of a public transport system fit for a global city, fundamentally changing the way that people and goods move around the city.*



Support for reallocating road space was generally good, with 43% (277 respondents) saying they strongly agree, and 67% (435 respondents) giving a response which was towards the 'agree' end of the scale.

Support was stronger from organisations than individuals, with only 11% (3 organisations) giving a response which was towards the 'disagree' end of the scale; compared with 33% (204 people) of individuals. However, it is notable that 7% (2 organisations) did not answer this question.

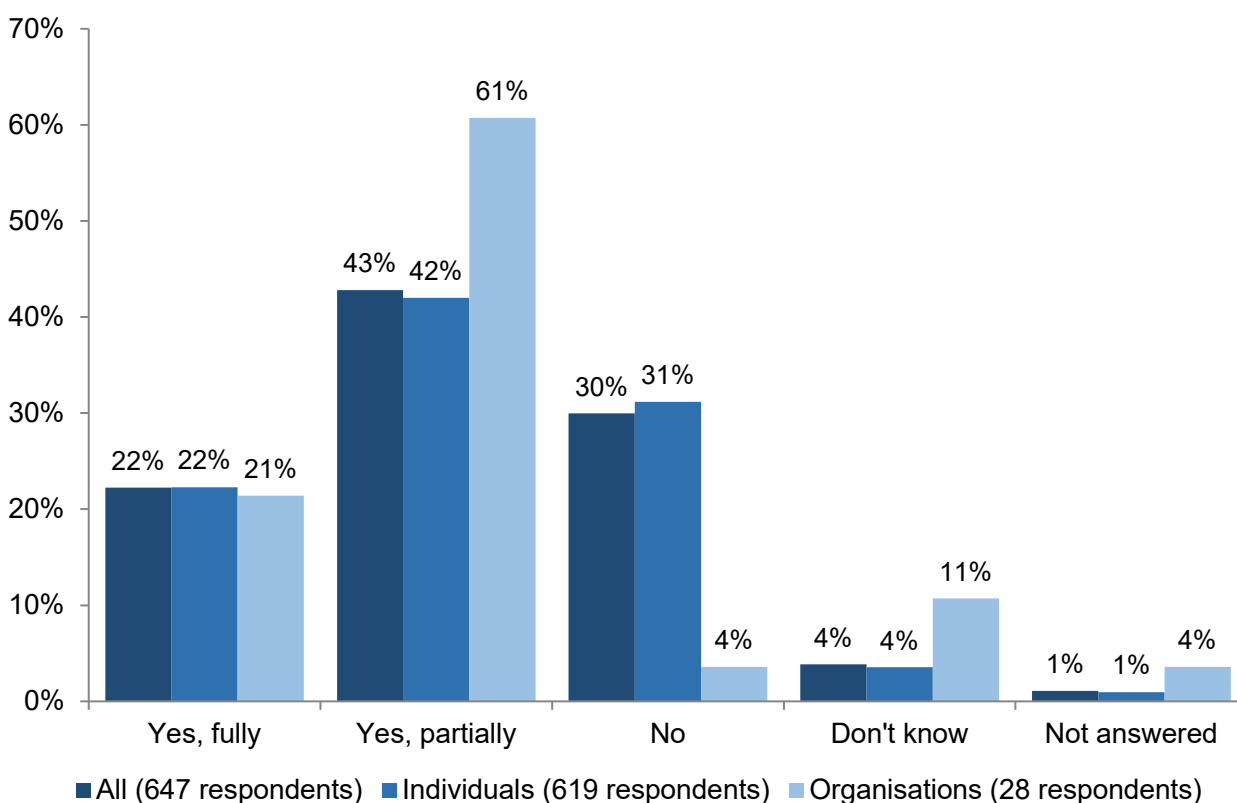
### 9.1.1. Delivery components

The draft Birmingham Transport Plan set out the following delivery components for reallocating road space:

- *A phased delivery of a bus and Sprint rapid transit network with the first phase to be delivered in time for the 2022 Commonwealth Games including:*
  - *A34 Walsall to Birmingham*

- A45 Birmingham to Airport and Solihull
- An extended Metro network connecting the city centre, local and mainline train services including HS2. Extensions include:
  - Edgbaston extension late 2021
  - Birmingham Eastside extension
  - East Birmingham to Solihull extension
- Enhanced public spaces by remodelling urban centres including:
  - Sutton Coldfield
  - Northfield
  - Stechford
- Delivery of new segregated routes along main commuter corridors to meet Birmingham Cycle Revolution (BCR) target of 5% of all trips by 2023 and 10% of all trips by 2033.
- Support Transport for West Midlands with the delivery of the Regional Transport Coordination Centre.

### Do you think the draft plan includes the right key delivery components for reallocating road space?



When asked whether the draft plan includes the right delivery components for reallocating road space, 43% (277 respondents) chose 'yes, partially', 30% (194 respondents) chose 'no' and 22% (144 respondents) chose 'yes, fully'.

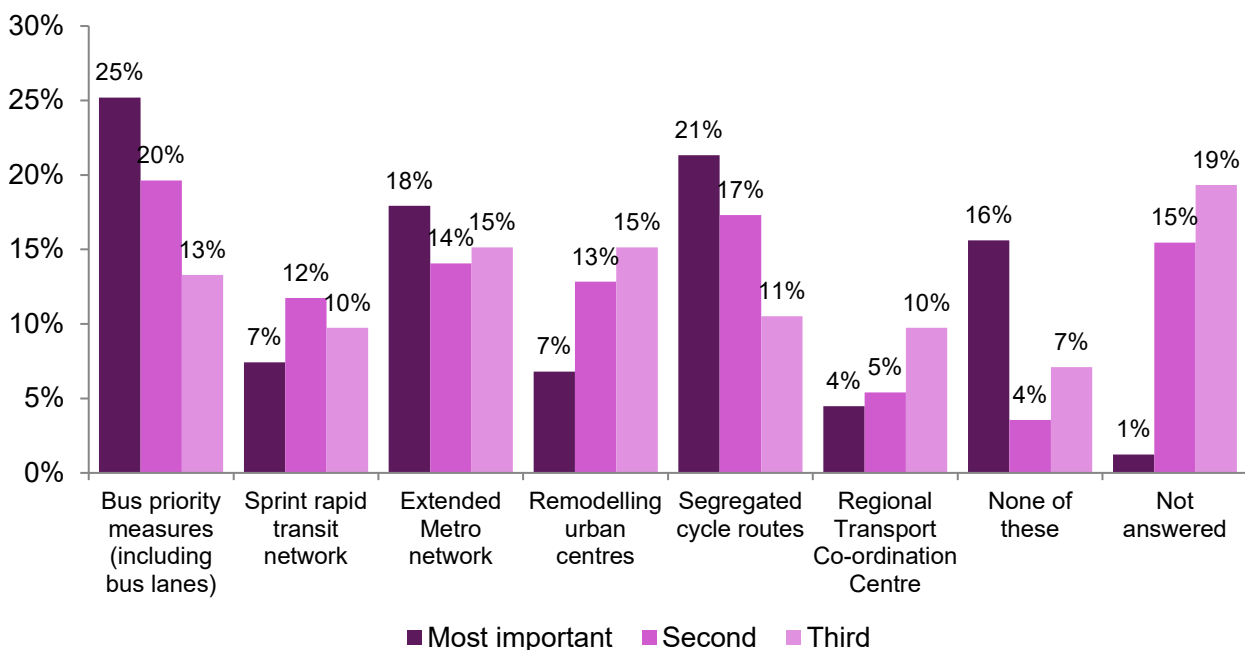
Organisations were a little more likely to be supportive than individuals, with 82% (23 organisations) choosing 'yes, partially' or 'yes, fully' and only 4% (1 organisation) choosing 'no'. Comparatively, 64% (398 people) of individuals chose 'yes, partially' or 'yes, fully' and 31% (193 people) chose 'no'.

Respondents were then asked to rank their top three (most important) delivery components from a simplified list:

- Bus priority measures (including bus lanes)
- Sprint rapid transit network
- Extended Metro network
- Remodelling urban centres
- Segregated cycle routes
- Regional Transport Co-ordination Centre (RTCC)
- None of these

Prior to analysis, any duplicated answers from one respondent were removed. For example, if someone chose 'extended Metro network' as the most important and second most important, this was only counted as a choice for most important, and the second most important was amended to 'not answered'.

### What would you consider the three most important delivery components for reallocating road space?

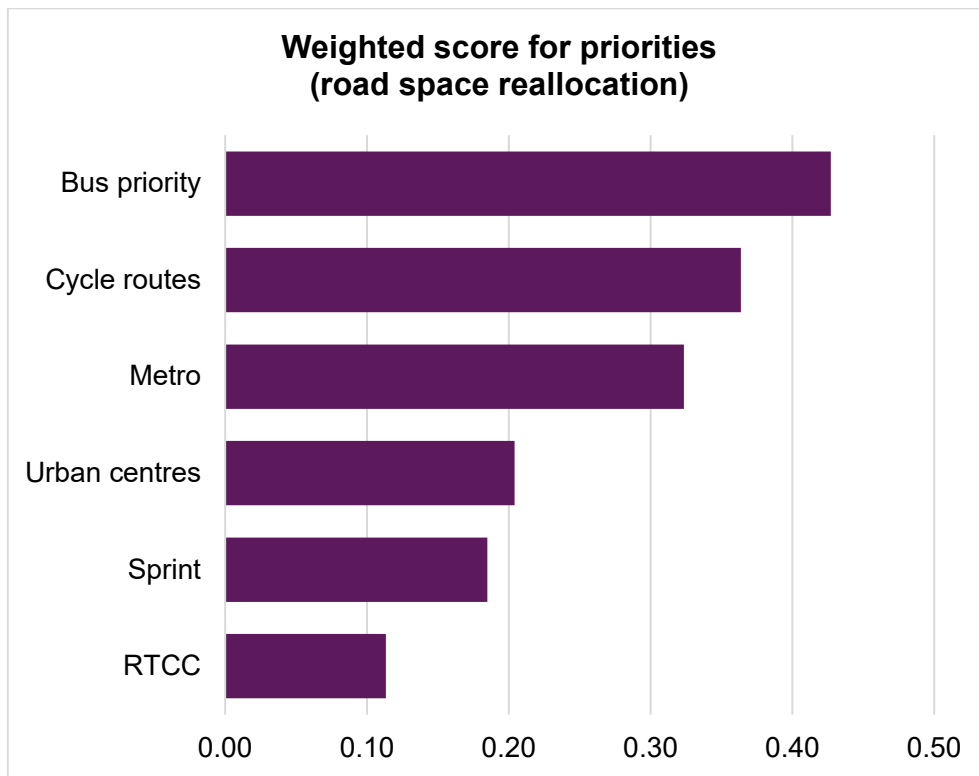


The most popular first and second choice for ranked delivery components were bus priority measures, with 25% (163 respondents) ranking it most important, and 20% (127 respondents) ranking it second most important.

To produce an overall ranking of the delivery components, the following formula was used:

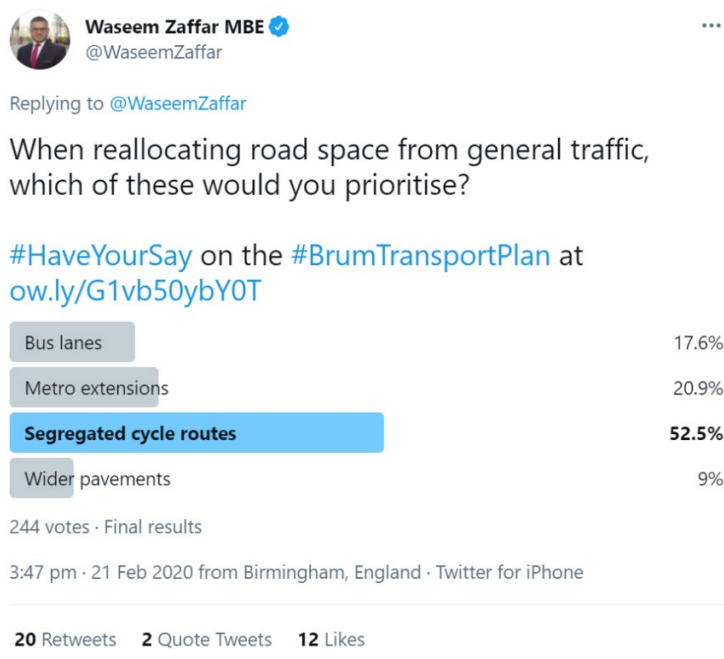
$$\text{Weighted score} = \frac{\left( \frac{\text{Times chosen as most important}}{\text{Total number of respondents}} \times 3 \right) + \left( \frac{\text{Times chosen as second most important}}{\text{Total number of respondents}} \times 2 \right) + \left( \frac{\text{Times chosen as third most important}}{\text{Total number of respondents}} \times 1 \right)}{\times 3}$$

This would yield a maximum possible score for a component of 1, if every respondent chose it as their most important.



These weighted scores show that bus priority measures, segregated cycle routes and an extended Metro network are the most popular delivery components, with Sprint rapid transit network and the Regional Transport Control Centre the least popular.

In addition to the formal consultation questions, the Cabinet Member for Environment and Transport ran simple Twitter polls on each of the big moves, to engage followers. In response to 'When reallocating road space from general traffic, which of these would you prioritise?', 244 people voted, with 52.5% choosing segregated cycle routes, 20.9% choosing Metro extensions, 17.6% choosing bus lanes, and 9% choosing wider pavements.





### 9.1.2. Free text responses – individuals

Of the 619 individual responses, 429 people responded to the question “Is there anything else which should be included in the delivery plan for reallocating road space?”. From this, the key themes of; cycling facilities, improving public transport and improving buses emerged. Whilst these three factors were most common, attention is also brought to freight, goods, services and the marginalised groups of society, in particular the elderly and the disabled.

#### Cycling facilities

*“Birmingham needs a complete cycling network throughout the city, not just bits and pieces of cycling paths which are disconnect and divided by sections of dangerous roads.”*

12.8% (79 people) of individuals stated that an improvement in cycling facilities should be included in the delivery plan for reallocating road space to ensure the success of the BTP. Individuals felt that Birmingham requires an integrated network throughout the city to encourage people to cycle more often.

Respondents also highlighted the lack of infrastructure which extends across the city resulting in varied cycling levels across the city. Segregated cycle lanes were seen as advantageous for people choosing to cycle, respondents showed a desire to expand this infrastructure to other parts of the city. Respondents were largely positive in their comments towards the Bristol Road segregated cycle lane, which has made travelling to and from the city centre easier. This is highlighted by one respondent who has described such schemes as a *“triumph, I regularly see kids and older people riding on them where before they would have been too scared”*.

Respondents were also keen to pursue reallocating road space in favour of cyclists through removing on street car parking. This is advocated by a respondent who call for BCC to *“be brave, remove parking, take away road space for cars and give it to cycling and buses”*. In addition, another respondent highlights *“We also need to consider getting rid of some on street parking to make way for cycling and buses”*. This emphasises that there is momentum within the responses to prioritise active travel measures above private vehicles to encourage more individuals to look at alternative options

Respondents outlined that cycle parking needs to be made available to ensure bikes are safe and secure, highlighting that people *“might like to cycle but have nowhere at home to keep a bike”*. Another respondent requested *“secure, covered cycle parking by all train stations and transport hubs”*. Therefore, individual responses reflect a need to provide additional infrastructure to remove barriers to cycling and allow people to cycle as a means of transport to and from work and shopping rather than just for leisure purposes.

#### Improve public transport

9.2% (57 people) of individuals highlighted that improvements to public transport are required before users would adopt a change from private vehicle to alternative forms of transport. 14% of the 57 respondents was highlighted affordability of public transport as requiring improvement. Many respondents described the charging as not being fairly priced and it was perceived to be more expensive than using their car, particularly when reliability and convenience is also lacking. One respondent suggested mimicking London’s single fixed price scheme with caps on pricing as a route to increasing public transport user numbers. Other respondents stated *“cheaper public transport”* will assist in pushing people towards public transport as the current pricing structure is too expensive for many people to regularly use public transport.

Another key issue that arose throughout the responses was safety on public transport. 10.5% of the 57 respondents highlighted that safety was a barrier for them using public transport regularly, with anti-social behaviour deterring people so they instead continue using private vehicles. This is a particular issue at night, with one respondent quoting *“I never feel safe on the bus these days,*

*there is no security the drive would never help if you was being threatened by anyone*". In addition, another respondent stated buses are a *"haven for antisocial behaviour"*. It is not apparent if these concerns are from lived experience or are perceptions of what public transport is like – however more needs to be done to ease these fears which in turn will assist in more people turning to public transport as a first means of transportation.

Respondents cited reliability as a key issue as to why they choose not to use public transport. One respondent says *"if you truly want to get people out of their cars, you need to provide, better rail and train services, with more stations in areas currently without them, reliable services with more seating"*. This was a recurring theme throughout the responses, many individuals avoid public transport.

## Improve buses

7.1% (44 people) of respondents talked about needed improvements to bus services. People highlighted that an increase in bus routes is required to enable them to use public transport as the current routes near them do not provide them with enough coverage. One respondent stated, *"adding bus routes would be a lot more beneficial than spending money on existing things, I would catch the bus if closer... as I'm sure would a lot of other people"*. This is further echoed by another respondent who states that the bus routes from north of the city aren't good enough – with buses taking a considerable length of time to reach the city centre which deters people from using buses.

Moreover, as highlighted in public transport more generally, respondents highlighted the barrier of infrequent bus services as a predominant reason for not travelling by bus. One respondent highlights the disparities between bus services, emphasising that *"some routes such as the 50 are very frequent. Other services are much less frequent.... I would make these journeys by bus if frequency was improved"*; infrequency and irregularity/unreliability of service results in a lack of trust in bus travel which results in people losing patience and opting for car usage.

Finally, bus priority lanes are talked about positively by most respondents. Of the comments mentioning bus priority measures, 90% talked about such schemes positively, highlighting an appetite to implement such measures on a wider scale. One respondent says *"most important – shifting the dependency on the private car by using bus priority measures in a coordinated and strategic way"*. This is further echoed by another respondent stating that bus lanes need to be *"for normal buses and not just SPRINT buses"*, suggesting some further communication about the Sprint scheme may be needed to ensure people understand the lanes can be used by all buses.

The consensus within the responses points towards putting buses first and private vehicles second which in turn will lead to improved reliability and frequency of the bus service, assuming such bus lanes ensure buses minimise their time in congestion.

## Other comments

The table below shows all issues raised by five or more respondents:

Issue	Number mentioning issue	% of individual respondents
Cycling facilities	79	12.8%
Improve public transport	57	9.2%
Improve buses	44	7.1%
Walking routes/facilities	37	6.0%
Negative impact on motorists	33	5.3%
Parking	31	5.0%
Improve heavy rail	26	4.2%
A38/city centre	22	3.6%

Issue	Number mentioning issue	% of individual respondents
Don't reallocate road space	22	3.6%
Improve Metro	20	3.2%
More green/traffic free space	20	3.2%
New modes/technology	19	3.1%
Impact on business	17	2.7%
Personal safety	17	2.7%
Traffic enforcement/road safety	17	2.7%
Congestion charge/financial penalties	16	2.6%
Facilities for disabled/elderly	16	2.6%
Consultation/engagement	11	1.8%
Park & Ride	11	1.8%
General traffic improvements	10	1.6%
Improve facilities for motorcycles	10	1.6%
Low traffic neighbourhoods	9	1.5%
Create road space	8	1.3%
School run	8	1.3%
Freight/goods and services	7	1.1%
Rethink road design	7	1.1%
Coordinate/reduce impact of works	6	1.0%
Displacement of traffic	6	1.0%
Do it, be bold	6	1.0%
More information needed	6	1.0%
Speed limits	6	1.0%
Traffic signals	6	1.0%
Trees	6	1.0%
Car share lanes	5	0.8%

Although raised by fewer respondents, important concerns emerged around the impact of the BTP on the marginalised groups of society, particularly the **elderly and the disabled** and on **logistics, deliveries of goods and services and the freight industry**.

## Equality impacts

*“not all disabled people have a blue badge... some cannot use public transport”*

Many people emphasised that it is impractical for some people to walk a “reasonable distance”, particularly when the term is subjective. Respondents emphasised that due to age and/or disability it may take longer to walk.

There is consensus that the elderly and disabled should be supported where walking and cycling may not be feasible and that more details are needed on how the proposals will affect these people.

## Freight and logistics

*“more consideration concerning goods vehicles needing to make deliveries”*

Comments from respondents made clear that more details are needed on the impact of proposals regarding the movement and delivery of goods and services. Whilst small deliveries can be

conducted via active travel measures and E cargo bikes, there is more concern within the responses towards large-scale deliveries which require the use of private vehicles.

### 9.1.3. Free text responses – organisations

34 of the 44 organisations made comments relevant to the reallocating road space big move. From these, the key themes of public transport improvements, cycle facilities, Regional Transport Co-ordination Centre and alternative modes of transport/ new technology were derived.

#### Public transport

40.1% (18 organisations) of responses from organisations referenced the importance of improving public transport to ensure residents of Birmingham can move away from private vehicles and instead, use the public transport and cycling which would be prioritised by reallocating road space. This is evidenced by a business who stated that bus priority measures are required throughout the city to ensure public transport is seen as the most attractive and fastest mode of travel. This is further evidenced by both a business and a business umbrella organisation, who also emphasise the importance of SPRINT, Metro and bus priority measures which must be safe, cheap and reliable to provide competition to private vehicles which are dominant throughout the city due to their ease. Therefore, bus priority measures such as bus lanes and bus gates are welcomed by many organisations who are supportive of BCC's aspirations to create a holistic public transport network. However, whilst organisations generally welcome bus priority measures, some have highlighted that the success of these schemes are wholly dependent upon enforcement. This was referenced by a campaign organisation who raised concerns over driver behaviour if bus lanes are not enforced, stating that if enforcement is not possible, then public transport junction priority should be prioritised instead of bus lanes.

A range of organisations have highlighted the importance of increasing capacity and frequency of public transport to ensure a modal shift away from private vehicles. This is highlighted by a campaign organisation, who have suggested that the big move 'reallocating road space' has the wrong title and instead should be replaced with 'increasing public transport capacity & reliability'. Whilst public transport is a fundamental part of reallocating road space, reallocating road space also concerns prioritising cycling and walking, providing safe secure cycle networks which remove road space away from private vehicles. This will assist in creating a healthier environment for all Birmingham residents.

In addition, the same campaign organisation also felt that, *"it does not seem prudent to carry out further transport interventions... until significant public transport capacity enhancements are delivered, or at least the implementation of them is well underway"*. This statement highlights that organisations share a unified stance concerning the importance of improving public transport and changing people's perceptions to ensure a modal shift away from private transport can occur. This issue is even more pressing where people feeling worried using public transport. Therefore, it is crucial that people feel safe whilst using public transport whilst simultaneously offering strong cycling and walking infrastructure to enable individuals multiple active travel options. Organisations also referenced the importance of the City Council being bold in their plans relating to cycling, with a consultant emphasising the importance of utilising Birmingham Cycle Revolution to create bold aspirations for active modes as stated in the Walking and Cycling Strategy.

A university highlighted the requirement for a more frequent bus service and more capacity on the cross-city rail network to ensure public transport does not become overwhelmed, offering a viable choice for students and staff alike. According to this university response, only 8% of their staff travel to work by bus because *"roads clogged up with rush hour traffic and parked cars means that many local buses are caught in queues... a bus comes once every half hour at peak time and that incentivises our staff to travel by car"*. The frequency of bus service is also highlighted by a third sector organisation, who have expressed the inadequate frequency of public transport specifically in the Jewellery Quarter. Therefore, organisations seem unanimous in the importance of improving

public transport capacity, reliability, and frequency to ensure residents can access this method of transport as easily as their private vehicle. However, caution must be taken as highlighted by a campaign organisation, who stated that capacity and reliability need to be coupled with an attitudinal shift towards active travel and public transport to ensure that reallocation of road space is successful.

## **Cycle Facilities**

29.5% (13 organisations) of responses from organisations consider that an improvement to cycling facilities is required as part of the move to reallocate road space. A common theme was the desire for segregated cycle lanes away from road traffic. Several organisations expressed the requirement for dedicated cycle space to encourage people to cycle through the city, with the A38 corridor being advocated for as best practice. Moreover, a university called for investment to *“extend this route (A38 corridor) south to Birmingham communities”*. There is consensus that residents access to dedicated infrastructure to cycle around the city without the fear of private vehicles.

Segregated cycle facilities are not feasible across the whole of the city due to a shortage of space available to create these facilities. Where this is not possible, cycle routes could follow 20mph streets where full segregation is not required, as highlighted by a campaign organisation. However, it is important that motorists follow the 20mph speed limit, with enforcement being required to encourage compliance. In addition, the Canal and River Trust refer to the huge amount of cycle infrastructure available to residents as part of the canal network, with more signage and easier accessibility routes required to utilise the network to its full potential. The mass amount of canal routes has been crucial during COVID-19 pandemic which has seen a high uptake in cycling and walking along the canal network. Therefore, to create a green recovery post COVID, improvements to signage and infrastructure on the canal network are required. Overall, it is apparent that organisations welcome a focus on dedicated cycle facilities to encourage residents to shift towards active travel measures.

A number of organisations commented on the importance of safety as paramount to ensure cycling is considered as a daily mode of transport. Whilst segregated cycling facilities assist with easing residents fear, a campaign organisation highlighted some people still perceive cycling as unsafe, which prevents people from cycling and not benefiting from related health improvements. To accommodate this, education and encouragement could be coupled with dedicated cycling infrastructure to ease fear. The proposed changes to the highway code which, following consultation, will create a hierarchical road structure which prioritises cyclists' and pedestrians' safety first will be a welcomed addition and will assist in reducing residents fear.

Where cycling infrastructure is not possible, training providers could be signposted by BCC to increase confidence of cycling on roads. Organisations reiterated comments from individuals regarding the need for adequate, well-maintained and safe cycle storage facilities, particularly at mass transit hubs. The absence of cycle storage restricts people's ability to cycle as a regular part of their daily commute. Therefore, segregated cycling routes and storage facilities are required to make cycling attractive as a true method of transport in a multi modal system.

## **Regional transport Control Centre**

13.6% (6 organisations) of responses from organisations referenced the RTCC as a crucial component when discussing road space reallocation. All organisations who referred to the RTCC were in favour of its application. A business umbrella organisation highlighted several businesses who support the RTCC and are optimistic on its potential usage in subsequent months. In addition, Canal and River Trust are interested in its potential ability to cover monitoring canal usage to utilise the canals to their full potential. Moreover, a campaign organisation suggested that real time multi modal traffic information should be provided on all key highway links to inform travel choices; whilst

this response did not reference the RTCC directly, it is hoped that the RTCC may be able to provide this information to help individuals make informed mode choices, building trust between customers and providers. This was also referenced by TfWM who stated the importance of bringing together all data to encourage a regional approach, which should be emphasised throughout the plan to realise that issues cross geographical boundaries.

### **Alternative Modes of Transport/New Technology**

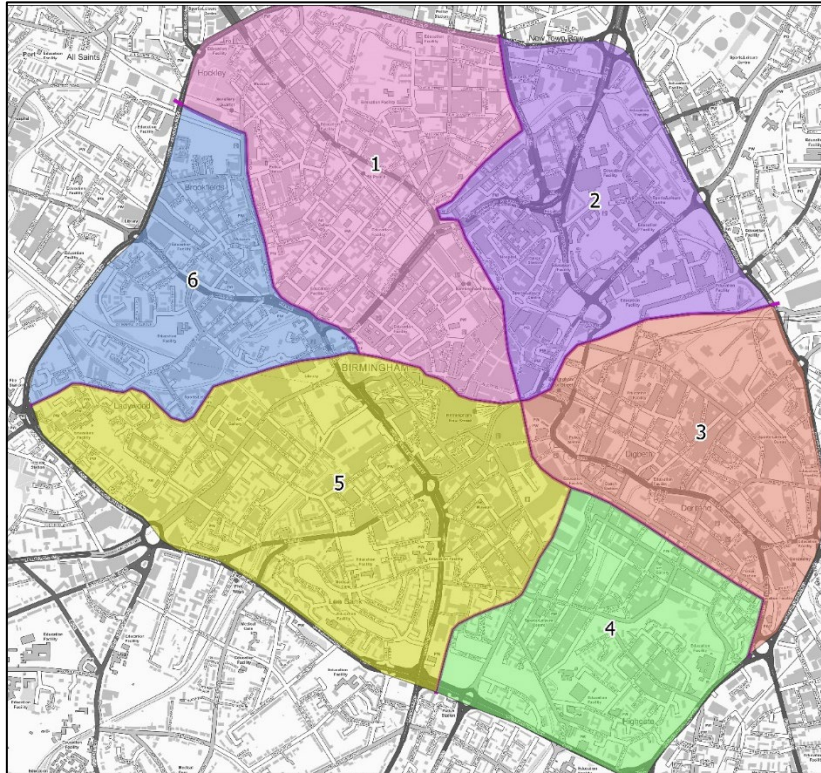
13.6% (6 organisations) of responses from organisations referenced how alternative modes to private vehicles and new technologies can assist in reallocating road space and encouraging residents to use active travel measures. Several organisations highlighted their desire for smart ticketing and multi modal options, with a single payment system for multi modal journeys being preferable. This would assist in cementing an integrated public transport network which travellers can use freely across different modes, tailoring their journeys to the most suitable form of transport. However, it is important that new technology is accessible for all members of society, ensuring that marginalised groups of society, who may not have access to mobile applications used in smart ticketing measures, can still use public transport. COVID-19 has seen a transformational shift to contact free ticketing, however it is crucial that traditional modes of paying are maintained for individuals who do not have access to technology.

The importance of digitalisation was highlighted by TfWM and a campaign organisation, who expressed a consideration for city wide applications for public transport and parking. An integrated application which covers all public transport modes as well as walking and cycling could be implemented to assist in creating a holistic outlook to multi modal journeys. Through operating Mobility as a Service, it is hoped that individuals will have mass information available to them to assist in making informed decisions on travelling.

Finally, a number of organisations expressed interest in focussing attention on new forms of transport which are low carbon and are currently being utilised elsewhere across the globe. Two organisations referenced the use of eScooters and their potential ability to form part of a multi modal transport system. A campaign organisation referred to Ghent, who have actively encouraged the hire of scooters as a tourist solution. Likewise, a business highlighted their desire to see electric scooters being trialled as an active travel mode. The recent government announcement which has fast tracked the eScooters trial through parliament resulted in Birmingham becoming a trial location for the scooters in late Summer 2020.

## 9.2. Transforming the city centre

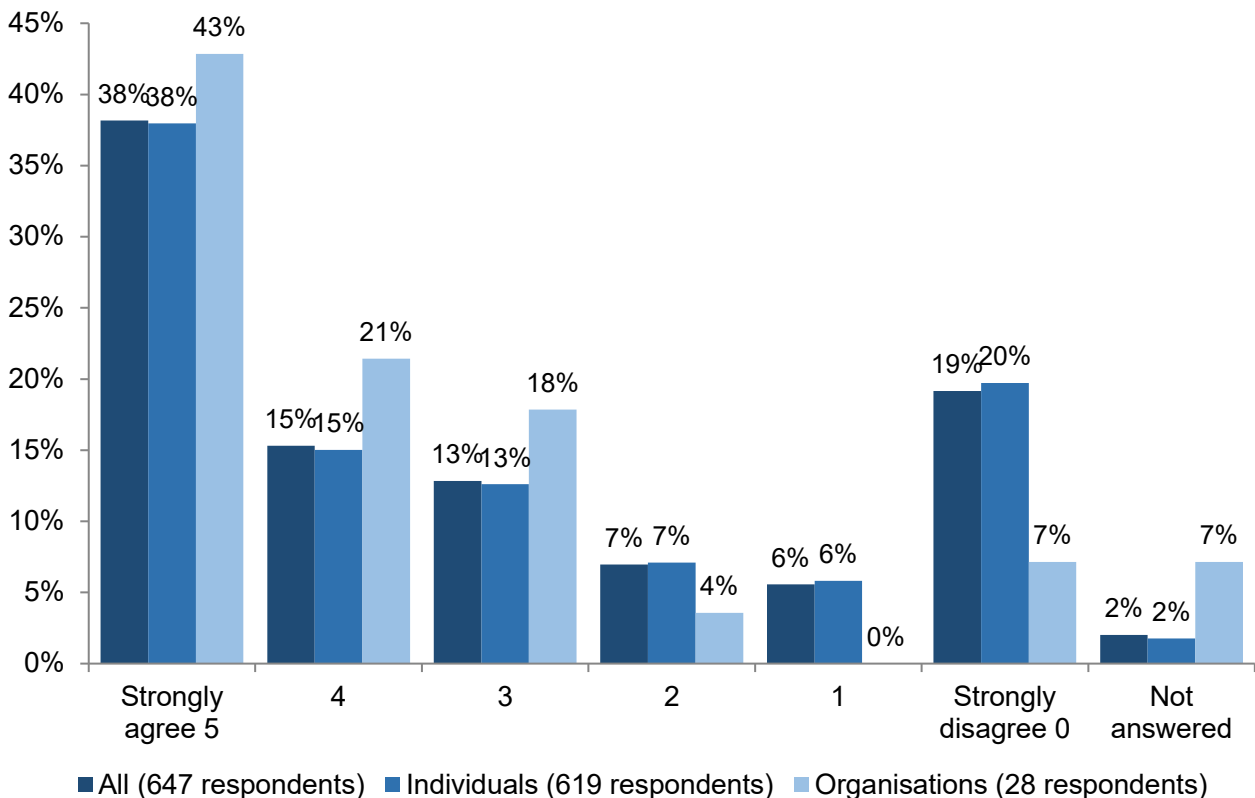
*The city centre of Birmingham will be transformed through the creation of a network of pedestrian streets and public spaces integrated with public transport services and cycling infrastructure. Access to the city centre for private cars will be limited with no through trips. This includes looking at different options for the central section of the A38 including re-routing it to an upgraded ring road.*



***Indicative map of city centre traffic cells, subject to further development work  
Map contains OS data © crown copyright 2020. Licence No 100021326***



### To what extent do you agree with the big move: transforming the city centre?



Support for transforming the city centre was generally good, with 38% (247 respondents) saying they strongly agree, and 66% (429 respondents) giving a response which was towards the 'agree' end of the scale.

Support was stronger from organisation than individuals, with only 11% (3 organisations) giving a response which was towards the 'disagree' end of the scale; compared with 33% (202 people) of individuals. However, it is notable that 7% (2 organisations) did not answer this question.

#### 9.2.1. Delivery components

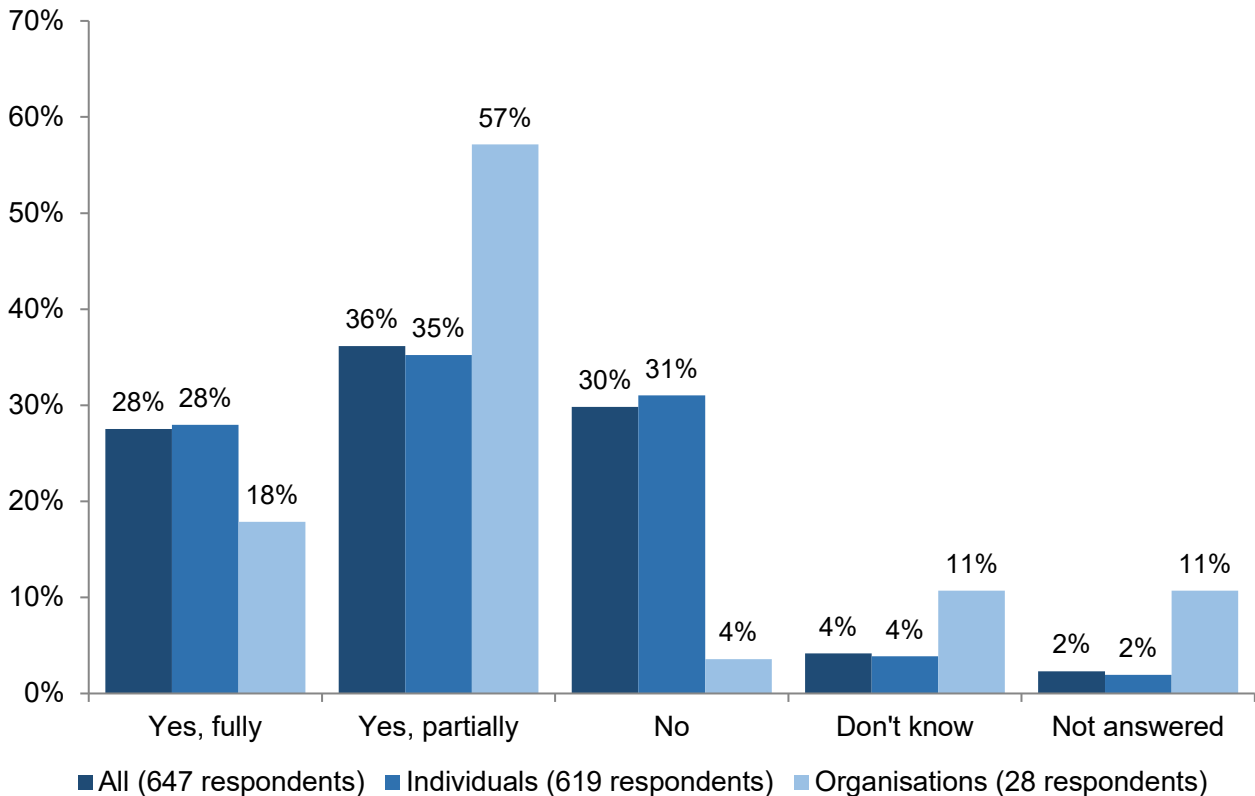
The draft Birmingham Transport Plan set out the following delivery components for transforming the city centre:

- *Different options for the central section of the A38 will be considered. This might include re-routing it to an upgraded ring road, meaning that vehicles on journeys passing through the centre of Birmingham would be kept clear of the city centre. This, in turn, would deliver:*
  - *Improved connectivity because the A38 no longer acts as a restrictive barrier splitting the city centre and hampering growth*
  - *Reductions in emission levels and consequential air quality improvements in the city centre*
  - *A more balanced approach to maintaining traffic flows*
  - *The freeing up of the central section of the A38 transport corridor enabling a range of long term, future uses including green spaces, active travel and public transport infrastructure.*
- *Reintroduction of cross city buses.*
- *Development of new public open spaces at Smithfield, Snow Hill and Eastside.*
- *Re-modelling and expansion of capacity of Snow Hill and Moor Street stations, taking passengers directly to HS2 at Curzon Street by 2031.*



- *Development of improved cycling and walking infrastructure and pedestrianisation supporting cross city centre navigation and connectivity with public transport hubs.*
- *City centre access for service and logistics transport to be maintained but subjected to management measures including restrictions on daytime deliveries and support for consolidation initiatives.*
- *Increasing numbers of residential units in the city centre through the promotion of development opportunities from the release of Council owned car parks.*

### Do you think the draft plan includes the right key delivery components for transforming the city centre?



When asked whether the draft plan includes the right delivery components for reallocating road space, 36% (234 respondents) chose 'yes, partially', 30% (193 respondents) chose 'no' and 28% (178 respondents) chose 'yes, fully'.

Organisations were a little more likely to be supportive than individuals, with 75% (21 organisations) choosing 'yes, partially' or 'yes, fully' and only 11% (2 organisations) choosing 'no'. Comparatively, 63% (391 people) of individuals chose 'yes, partially' or 'yes, fully' and 31% (192 people) chose 'no'.

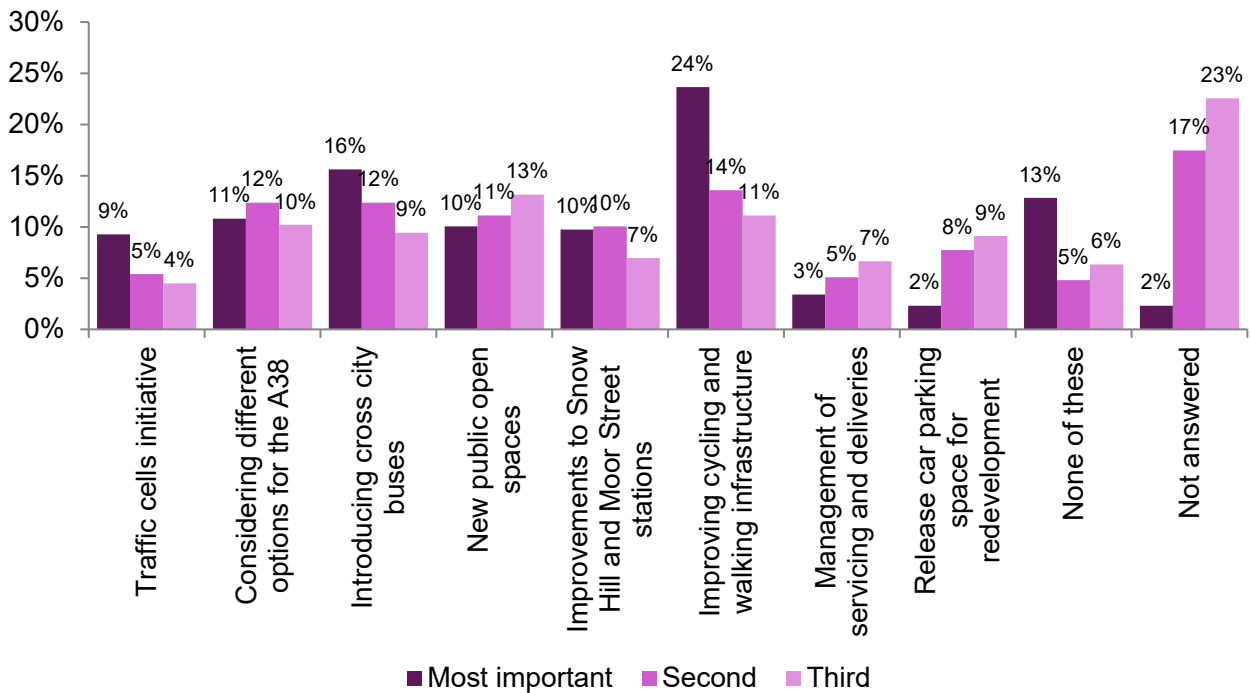
Respondents were then asked to rank their top three (most important) delivery components from a simplified list:

- Traffic cells initiative
- Considering different options for the A38
- Introducing cross city buses
- New public open spaces
- Improvements to Snow Hill and Moor Street stations
- Improving cycling and walking infrastructure
- Management of servicing and deliveries

- Release car parking space for redevelopment
- None of these

Prior to analysis, any duplicated answers from one respondent were removed. For example, if someone chose 'new public open spaces' as the most important and second most important, this was only counted as a choice for most important, and the second most important was amended to 'not answered'.

### What would you consider the three most important delivery components for transforming the city centre?

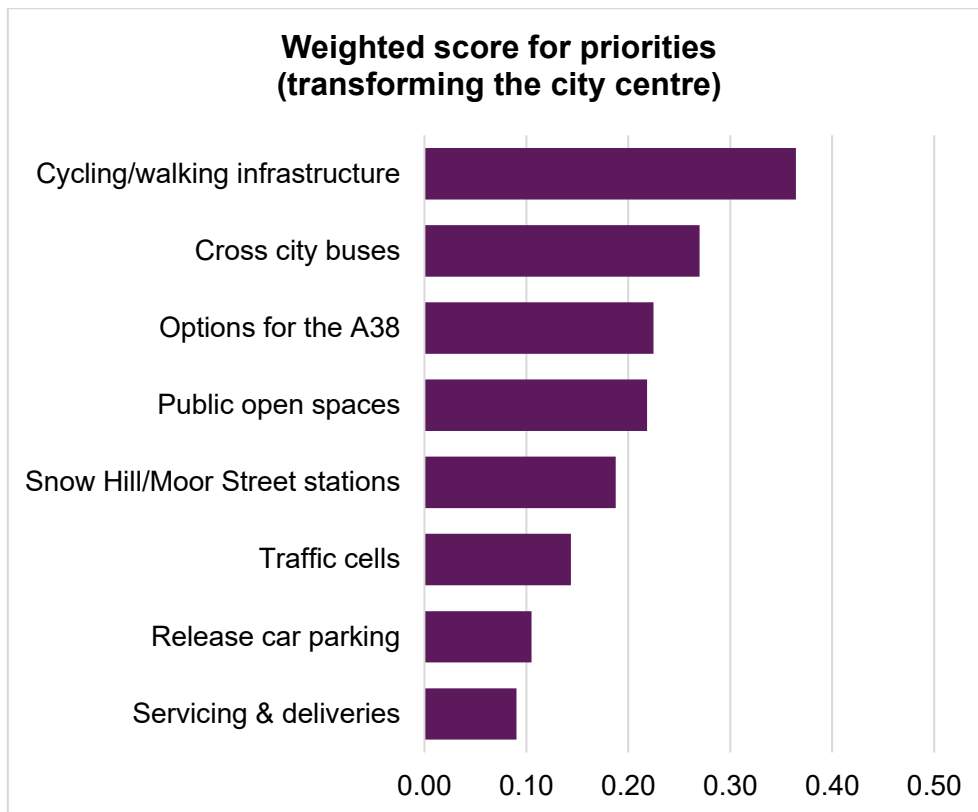


The most popular first and second choice for ranked delivery components was improving cycling and walking infrastructure, with 24% (153 respondents) ranking it most important, and 14% (88 respondents) ranking it second most important.

To produce an overall ranking of the delivery components, the following formula was used:

$$\text{Weighted score} = \frac{\left( \frac{\text{Times chosen as most important}}{\text{Total number of respondents}} \times 3 \right) + \left( \frac{\text{Times chosen as second most important}}{\text{Total number of respondents}} \times 2 \right) + \left( \frac{\text{Times chosen as third most important}}{\text{Total number of respondents}} \times 1 \right)}{3}$$

This would yield a maximum possible score for a component of 1, if every respondent chose it as their most important.



These weighted scores show that cycling and walking infrastructure, cross city buses and considering different options for the A38 are the most popular delivery components, with releasing car parking space for redevelopment and management of servicing and deliveries the least popular.

The lower popularity of management of servicing and deliveries is likely to be due to the lower number of responses from organisations compared to individuals. For organisations, the most popular delivery components were improving cycling and walking (weighted score 0.38), traffic cells initiative (weighted score 0.26) and management of servicing and deliveries/introducing cross city buses (both with weighted score of 0.18).

In addition to the formal consultation questions, the Cabinet Member for Environment and Transport ran simple Twitter polls on each of the big moves, to engage followers. In response to 'The best thing about restricting car trips in the city centre would be?', 151 people voted, with 34.4% choosing more space for people, 29.8% choosing less pollution, 26.5% choosing better public transport, and 9.3% choosing better flow of traffic.



### 9.2.2. Free text responses – individuals

Of the 619 individual responses, 271 people responded to the question “Is there anything else which should be included in the delivery plan for transforming the city centre?” From these, the key themes of: improving public transport in general, improving buses, accepting cars/car use and displacement of traffic emerged. Whilst these were the most commonly mentioned factors, attention is also brought to the impact on city centre residents, particularly those living close to the middleway ring road, and on marginalised groups of society, in particular elderly people and disabled people.

#### Improve public transport/buses

6.9% (43 people) of individuals felt that public transport needed to be improved before changes to traffic movements in the city centre should be considered.

Concerns covered a number of specific factors. **Capacity** (pre COVID) was felt to be an issue, with one respondent saying “*trains and trams are already full beyond capacity at key times of the day*”.

Some people were not satisfied with the **experience** (or perceived experience) of using public transport, including cleanliness and personal safety suggesting that public transport is “*unsafe, dirty and un policed*”.

Reliability and journey time are concerns to travellers who want the quickest possible journey and for services to operate at the times they want to travel: a key issue around the night time economy for workers and customers to be able to travel home after a night out.

As well as comments about public transport in general, some comments made the same point specifically referring to bus services. Bus is the most extensive form of public transport in Birmingham, linking all parts of the city, and it is important that people have confidence in the service and view it as a real alternative to the car.

#### Accept cars/car use

5.5% (34 people) of individuals made comments about car use, with some suggesting that people prefer to travel by car or have no choice but to use a private vehicle and council plans should accommodate this and not try to deter it.

A number of comments suggested that respondents misunderstood the aims of the traffic cells proposal, with some believing that cars would be banned from the city entirely: *"We will not be able to get in and out of Birmingham as you will trap us in by forcing us to use public transport."*, *"The plan is too fixated on banning vehicles and needs to be fully reassessed"*

While press coverage of the launch of the draft plan was successful, some headlines focussed on and sensationalised this proposal. This may have influenced the relatively low score received by this policy from individual responses in contrast to its popularity amongst organisational responses. Nevertheless, it needs to be recognised that there is wariness from the general public about altering car routes through the city centre, particularly the A38 tunnels.

## Displacement of traffic

5.2% (32 people) of raised concerns about traffic displaced onto the Middleway ring road, increasing congestion and pollution on the outskirts of the city centre. *"Ensure that traffic congestion isn't simply transferred onto areas surrounding ring roads."*

Careful planning and monitoring of the Middleway can alleviate this concern, with the big moves working together to reduce overall car trips and traffic levels, and investigating any modifications to improve flow on the Middleway without increasing capacity.

## Other comments

The table below shows all issues raised by five or more respondents:

Issue	Number mentioning issue	% of individual respondents
Improve public transport	43	6.9%
Improve buses	34	5.5%
Accept cars/car use	34	5.5%
Displacement of traffic	32	5.2%
Location specific suggestion	31	5.0%
Cycling facilities	27	4.4%
Personal safety	27	4.4%
Trees/Parks/Playgrounds	25	4.0%
Opposition to big move	23	3.7%
Improve heavy rail/stations	21	3.4%
Pollution	20	3.2%
Facilities for disabled/elderly	18	2.9%
Don't close tunnels	15	2.4%
Walking facilities	14	2.3%
Electric vehicles/charging/escooters	13	2.1%
Ring road	13	2.1%
Improve metro	11	1.8%
A38 for through traffic only	10	1.6%
Don't reduce parking space	10	1.6%
Impact on city centre residents	9	1.5%
Crate traffic/car free centre	8	1.3%
General support for big move	8	1.3%
Park and ride	7	1.1%
Negative impact on motorists	7	1.1%
New/other modes/technology	6	1.0%

Issue	Number mentioning issue	% of individual respondents
Other uses of released space	6	1.0%
Reduce parking space	5	0.8%
Speed limits	5	0.8%

### 9.2.3. Free text responses – organisations

31 of the 44 organisations made comments relevant to the transforming the city centre big move. From these, the key themes of city centre cells, public transport, walking and cycling and rail stations were derived.

#### City centre cells

29.5% (13 organisations) of responses from organisations referenced the city centre cells concept. A university and a campaign organisation were especially supportive of the scheme to remove flow traffic via the cell's initiative. Furthermore, a different campaign organisation who were in favour of the scheme, referred to a potential backlash from residents, stating *"campaigns and other measures are likely to be required to persuade these motorists to move towards public transport and active travel"*.

Several organisations wanted more clarity on the workings of the cell network, such as its time of enforcement, application to emergency services, how access will be restricted, which taxis and PHVs can travel between cells and on the alternatives for trips through the city. Therefore, although the Transport Plan is intended to be a high-level strategy document, more detailed information is required on how the cells will work in practice, with tailored stakeholder meetings being a possible option for organisations to receive information based on their queries.

Moreover, numerous organisations referred to logistical and service vehicle issues. Universities in the city centre referred to their private buses and special events, such as open days which see large amounts of potential students visiting the city and expressed concerns that the cells initiative will be detrimental in this regard. They are *"keen to fully understand how such restrictions will be implemented as [we] needs to ensure that it continues to be able to operate and service [our] buildings appropriately"*.

In addition, a campaign organisation and a business suggested making special allowances for key workers, to ensure emergency services and logistics can still travel through the city with minimal inconvenience. Both organisations reference gritters, incident response teams, ambulances and police vehicles such that *"consideration should be given to the allowance of special service vehicles to operate efficiently either by access through cell to cell control gates or by allowing free access at times of low traffic flow"*.

#### Public Transport

25.0% (11 organisations) of responses from organisations referenced public transport as part of the transforming the city centre Big Move. From this, a common theme was the requirement of a coordinated delivery plan. The Birmingham Conservative Group highlighted that an investment in public transport, underground parking and free park & ride is required to complement the cells concept to ensure minimal disruption. This response highlights the need for a holistic view of the city centre when implementing schemes, ensuring works are coordinated and communicated clearly to citizens. This was further highlighted by a university who stated, *"it will also be important to ensure that improvements to the walking, cycling and public transport network are implemented first before any restrictions are put in place to ensure viable and convenient alternatives exist"*.

Likewise, A campaign organisation took a similar stance, calling for “*coordination and integration between modes and good value fares*”. This is also highlighted by a consultancy who expressed concerns over the affordability of HS2 to the mass population. Therefore, whilst organisations are in favour of the plans, it is crucial that matters are completed in order to minimise disruption and to ensure prices for public transport remain viable for all.

Moreover, organisations expressed the importance of an integrated transport network to ensure citizens can commute across the city. This was highlighted by a university, who stated “*better public transport is needed for the 10,000 regular commuters to access the knowledge quarter*”. Similar messages were received from a consultancy, who stated train services need to be reliable to build up trust between travellers and train operators. From these general improvements, it is hoped by that prioritising public transport over car travel will reduce the negative impact that congestion and disruption have on productivity. Therefore, a coordinated delivery of public transport, walking and cycling and reallocation of space and attention to these factors are required to fully transform the city centre.

Finally, a business emphasised the importance of using traffic models based on up to date Birmingham data, for example taking into consideration post pandemic economic forecasts. They also expressed concern that the draft BTP drew inspiration from places which already have significantly stronger use of active travel and public transport than Birmingham.

### **Walking and cycling**

25.0% (11 organisations) of responses from organisations referenced walking and cycling when commenting on transforming the city centre. Organisations expressed how improvements to the public realm would assist in more people exploring the city via foot rather than using their private car. This is expressed by a campaign organisation who referenced large development projects, such as Smithfield, highlighting how these projects should be used as an opportunity to create a more liveable, walkable, cycle friendly greener city centre. Moreover, the organisation also referred to more benches and dropped kerbs to make walking and exploring the city via active travel measures accessible for all. Public realm improvements are also mentioned by a business who highlighted new public open spaces as one of the most important delivery components in transforming the city centre. Safety is also a key concern for many residents when walking in the centre, with a residents/housing organisation expressing that anti-social behaviour is an issue, particularly at night and in supported living environments. Therefore, the city centre’s public realm needs to focus on walkability for all people, focusing on making the area safer to encourage users to walk rather than drive through the centre. From doing so, more pedestrians will receive the benefits gained from walking such as an improvement in an individual’s physical and mental health.

Cycling facilities need to be joined up throughout the city centre to ensure residents are provided with the necessary provision to cycle as stated by an environmental campaign organisation. Moreover, a campaign organisation highlighted that cycle-friendly facilities need to be provided by large employers and throughout the city centre, such as storage and changing facilities with station hubs providing an opportunity to provide similar facilities. From this, residents would be able to cycle to work as well as using their bicycle for first and last mile trips, resulting in the bicycle becoming a viable method of travel as part of a multi modal transport system.

Whilst safety is a key concern for residents walking in the city centre, it is also a key issue for cyclists when riding on the road. two campaign organisations highlight that safety is paramount and without due consideration to cyclists, the anticipated rise in cyclists could be accompanied with increase in casualties. Education and enforcement by police using permanent signage throughout the city centre is proposed, highlighting that signage could emphasise the importance of

maintaining a 1.5m overtaking distance of cyclists. This could be coupled with the proposed changes to the highway code which publishes clear guidance on overtaking distances for vehicles. This is coupled with suggestions to improve the safety of cyclists through attitude and behaviour change of some drivers and cyclists. Overall, organisations have expressed the need to consider how cyclists can be protected when the option of segregated cycling lanes is not available. It is hoped that the recent government announcements which pledge for any new infrastructure developments to accommodate cyclists as well as the proposed changes to the highway code will provide a safe environment for cyclists to thrive.

## **Rail Stations**

18.1% (8 organisations) of responses from organisations referenced improvements to rail stations as a crucial component to transforming the city centre. Business umbrella organisations and organisations from the transport sector were particularly supportive of improvements to Moor Street and Snowhill Station to expand capacity similar to the recent developments seen to New Street Station. By improving all stations across the city centre, it is anticipated that capacity levels will increase which will subsequently allow more trips via rail.

Moreover, a campaign group highlighted the importance of reopening rail lines, such as Sutton Park line to increase capacity for the city centre. The organisation referred to such reopening's which they believe could supplant one SPRINT route. Whilst it may not be feasible that the reopening of the rail line will supplant a SPRINT route, the organisation highlights they welcome an increased capacity via rail which would cement rail into becoming a viable method of transportation, assisting in creating a holistic transport network.

Finally, organisations such as the Canal and River Trust (CRT) expressed their desire for *“much more detailed information as to how we would be impacted by this rail improvement work”*. CRT were particularly concerned upon the Grand Union Canal at Camp Hill. Therefore, it is important to ensure key stakeholders are kept up to date with any improvement works with two-way communication between BCC and stakeholders.

## **Impact on Businesses**

15.9% (7 organisations) of responses from organisations referenced the potential detrimental impact on businesses that the proposals outlined in the big move 'Transforming the City Centre' will have. Two universities highlighted the potential loss of prospective students that may occur due to the cells concept, with universities relying heavily on open days to attract new students. To counter this, both universities referenced the importance of special circumstances such as open days which may require a loosening of the cells concept. Moreover, the Birmingham Conservative Group felt the cells and CAZ would *“have devastating impacts for the city centre businesses and will push shoppers to Merry Hill and Touchwood”*. Similar concerns are expressed by a logistics company who expressed the importance of their vehicles to be considered as logistical to ensure accessibility around the city centre. Without this, there is concerns that deliveries will be impossible due to the size and volume of deliveries not being suitable for alternative modes of transport such as e-cargo bikes. Therefore, more engagement concerning the cells concept may be required with key stakeholders to explain the potential benefits the cells and CAZ will have on businesses in the centre as well as focusing on the unique nature of certain businesses such as Universities and Royal Mail to ease these worries.

Moreover, business outlined the need to separate residential parking from car parks in retail estate: the *“essential role of the car parks in the [retail] estate is unquestionable and should not be assessed in the same way as residential parking”*. If this is not considered, the organisation is



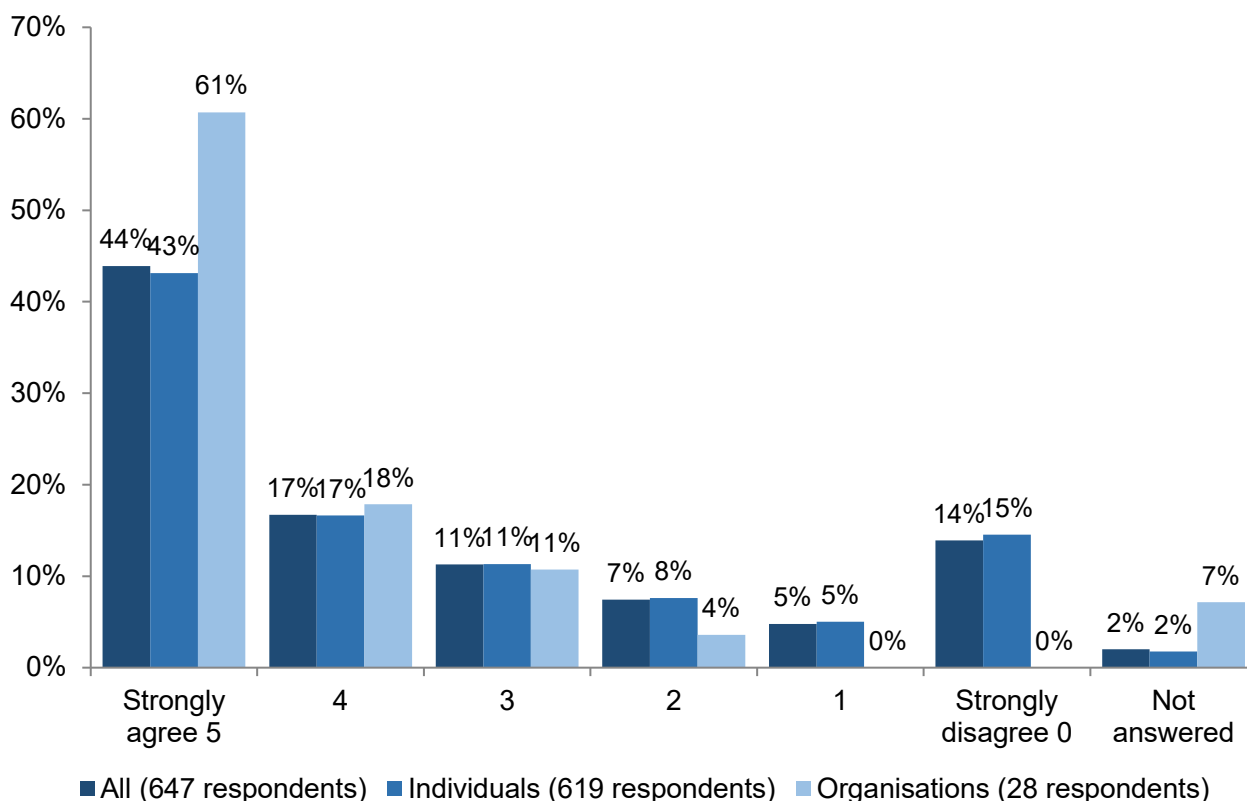
concerned that the city centre will be less attractive than other out of town shopping centres, leading to a decline in customers for local city centre businesses.

Many responses were submitted before COVID-19 lockdown, and therefore have not made reference to the potential impacts that the global pandemic will have on transport and transforming the city centre. However, a response from a business umbrella organisation was sent towards the end of the consultation and emphasised the importance of supporting businesses who may now be able to offer working from home as a viable alternative to office-based work. This minimises the need for travel into the city centre which would assist in reducing congestion and increasing capacity levels.

### 9.3. Prioritising active travel in local neighbourhoods

*Active travel – walking and cycling – will become how most people get around their locality most of the time. Cars will no longer dominate street life around homes and schools. A limit of 20mph will be standard on all local roads. Residential neighbourhoods and local centres will be places where people are put first.*

#### To what extent do you agree with the big move: prioritising active travel in local neighbourhoods?



Support for reallocating road space was good, with 44% (284 respondents) saying they strongly agree, and 72% (465 respondents) giving a response which was towards the 'agree' end of the scale.

Support was stronger from organisations than individuals, with only 4% (1 organisation) giving a response which was towards the 'disagree' end of the scale; compared with 27% (168 people) of individuals. However, it is notable that 7% (2 organisations) did not answer this question.

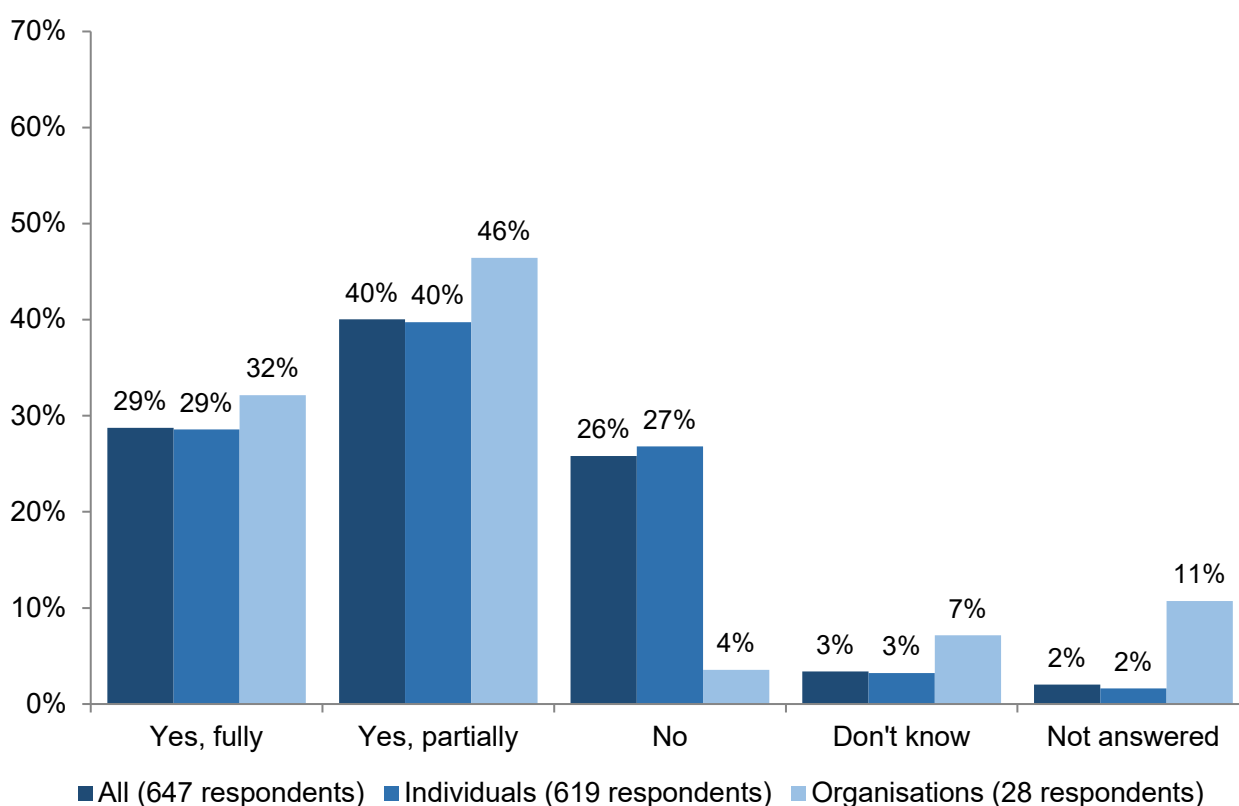
#### 9.3.1. Delivery components

The draft Birmingham Transport Plan set out the following delivery components for prioritising active travel in local neighbourhoods:

- *Introduce 20mph as the default speed limit for all residential streets and local centres in Birmingham.*
- *Implement "Schools Streets" measures across the city to restrict car speed and access, manage parking around school locations and to encourage active travel for pupils.*
- *Every school in Birmingham will be registered and active with Modeshift STARS, the nationally accredited travel planning tool.*

- *Integrate active travel and road space allocation guidelines into the process of master planning for all future residential developments and infrastructure schemes in Birmingham.*
- *Management of logistics and service journeys to local centres to concentrate on “out of hours” periods.*
- *Pedestrian crossings improvements programme.*
- *Actively support and complement the city council’s strategic principles for residential development around transport hubs.*
- *Develop Green Travel Districts in key growth areas and local centres including:*
  - *Perry Barr*
  - *Sutton Coldfield*
  - *East Birmingham*

### Do you think the draft plan includes the right key delivery components for prioritising active travel in local neighbourhoods?



When asked whether the draft plan includes the right delivery components for reallocating road space, 40% (259 respondents) chose ‘yes, partially’, 29% (186 respondents) chose ‘yes, fully’ and 26% (167 respondents) chose ‘no’.

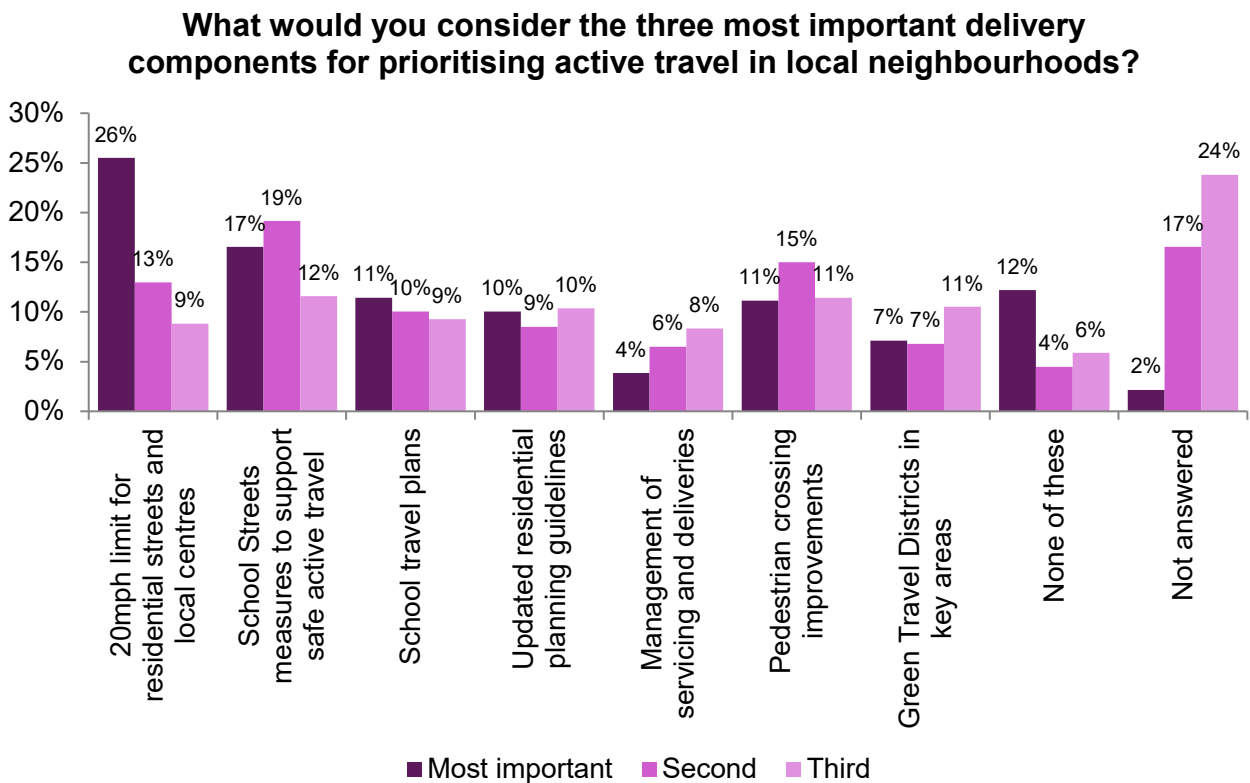
Organisations were a little more likely to be supportive than individuals, with 79% (22 organisations) choosing ‘yes, partially’ or ‘yes, fully’ and only 4% (1 organisation) choosing ‘no’. Comparatively, 68% (423 people) of individuals chose ‘yes, partially’ or ‘yes, fully’ and 27% (166 people) chose ‘no’.

Respondents were then asked to rank their top three (most important) delivery components from a simplified list:

- 20mph limit for residential streets and local centres
- School Streets measures to support safe active travel
- School travel plans

- Updated residential planning guidelines
- Management of servicing and deliveries
- Pedestrian crossing improvements
- Green Travel Districts in key areas
- None of these

Prior to analysis, any duplicated answers from one respondent were removed. For example, if someone chose 'school travel plans' as the most important and second most important, this was only counted as a choice for most important, and the second most important was amended to 'not answered'.

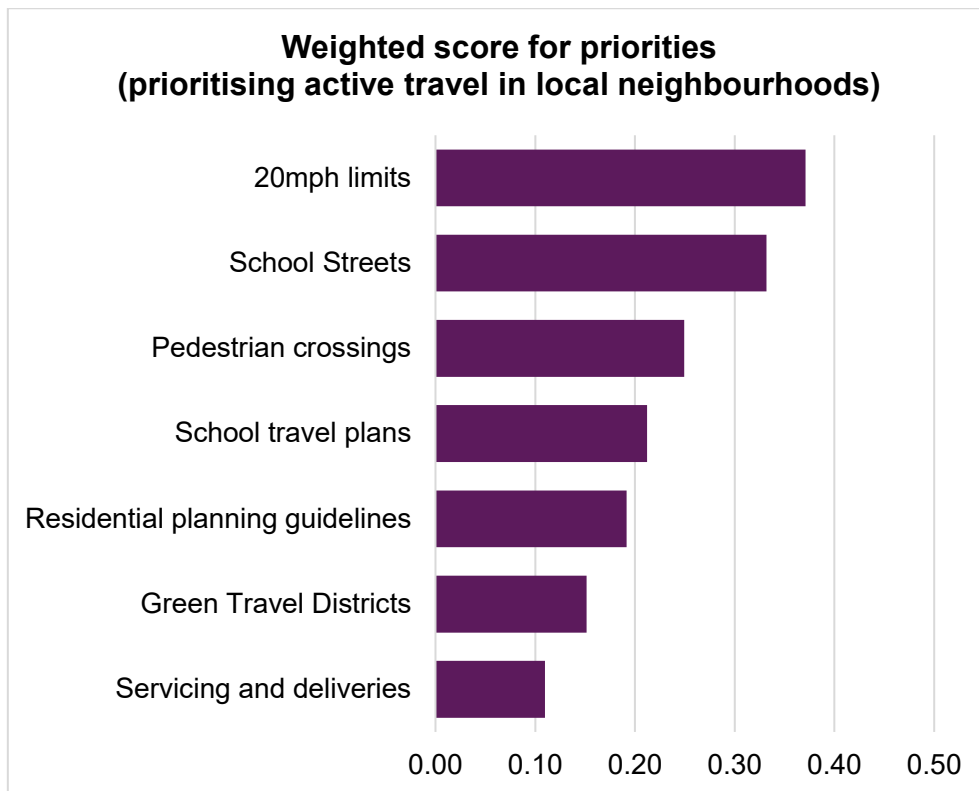


The most popular first choice for ranked delivery components was 20mph limit for residential streets and local centres, with 26% (165 respondents) ranking it most important. The most popular second choice was School Streets measures to support safe active travel, with 19% (124 respondents) ranking it second most important.

To produce an overall ranking of the delivery components, the following formula was used:

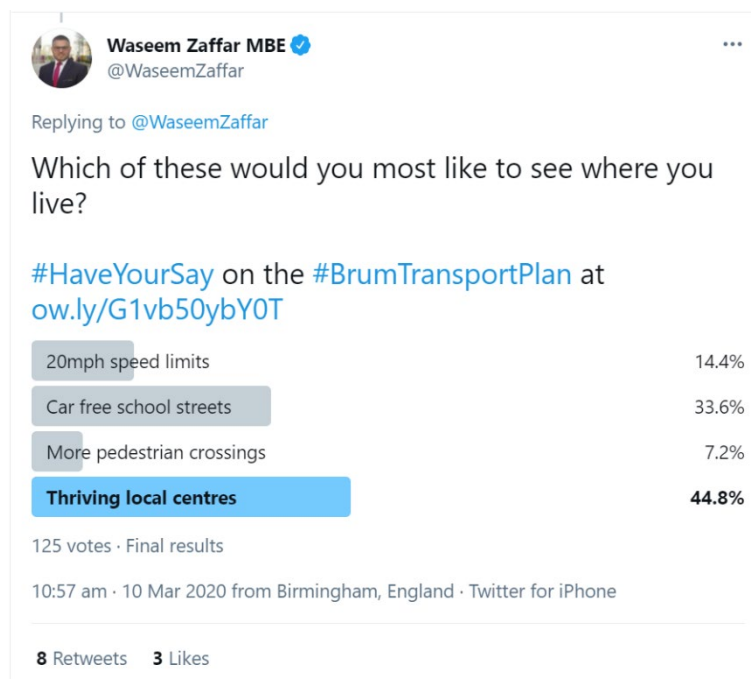
$$\text{Weighted score} = \frac{\left( \frac{\text{Times chosen as most important}}{\text{Total number of respondents}} \times 3 \right) + \left( \frac{\text{Times chosen as second most important}}{\text{Total number of respondents}} \times 2 \right) + \left( \frac{\text{Times chosen as third most important}}{\text{Total number of respondents}} \times 1 \right)}{3}$$

This would yield a maximum possible score for a component of 1, if every respondent chose it as their most important.



These weighted scores show that 20mph speed limits, and School Streets measures to support safe active travel are the most popular delivery components, with Green Travel Districts and management of servicing and deliveries the least popular.

In addition to the formal consultation questions, the Cabinet Member for Environment and Transport ran simple Twitter polls on each of the big moves, to engage followers. In response to 'Which of these would you like to see where you live?', 125 people voted, with 44.8% choosing thriving local centres, 33.6% choosing car free school streets, 14.4% choosing 20mph speed limits, and 7.2% choosing more pedestrian crossings.



### 9.3.2. Free text responses – individuals

Of the 619 individual responses, 318 people responded to the question “Is there anything else which should be included in the delivery plan for prioritising active travel in local neighbourhoods?”. From this, the key themes of; walking facilities, walking facilities and speed limit /enforcement emerged. Whilst these three factors were most common, attention is also brought to schools, disability accessibility and green space allocation.

#### Speed limits/enforcement

14.5% (90 people) of respondents stated that to ensure active travel in local neighbourhoods is successful, it requires **speed limits and enforcement** to ensure people abide by the rules.

Those in favour of rolling out the 20mph speed limit across the city often felt that the slower limit will only be achieved with enforcement: *“20mph speed limits are a great idea, but 90% of cars ignore this and are never penalised for doing so.”*.

However, some respondents have suggested that the speed limit proves *“no purpose”* and *“is too slow for many residential roads”*. Furthermore, one resident echoed that 25mph or 30mph speed limit would be more beneficial than the proposed 20mph across the city.

A common theme from respondents who were not in favour of the widespread 20mph speed limit was the suggestion that speed limits should be reduced, but only near schools and hospitals: *“a blanket 20mph plan won’t work. Have 20mph zones outside schools, hospitals and only on narrow residential streets.”* This often coincides with respondents highlighting walking facilities should be improved near schools to encourage active travel for school children.

Enforcement was also cited as being required to prevent pavement parking. A number of respondents identified pavement parking as a road safety issue and an issue which deters people from walking. Uneven and narrow pavements were also cited as a concern. Such issues restrict the ability of residents to travel actively around their neighbourhoods: *“ban pavement parking... pushchairs and wheelchairs cannot get past”*.

#### Walking facilities

9.0% (56 people) of respondents felt that an improvement to walking facilities is required to enable active travel to be successful in local neighbourhoods. Pavement widening and uneven pavements were outlined to be a key issue which is currently restricting residents: *“pavements are key – make them the most desirable place to be. My local high street is very busy and in some places the pavement is not wide enough”; “it can be difficult with the pushchair – a lot of the pavements are uneven, very bumpy or just not wide enough”*. It is clear that for some people, particularly those with young children, lack of suitable walking environments deter active travel. The need for wider pavements is emphasised particularly in high streets, with Kings Heath being named by one respondent as particularly narrow.

Pedestrian crossings were also highlighted to be a potential issue for equality of access, particularly elderly people and disabled people. Respondents highlighted that the current crossings times are too short to be able to safely cross the road. Another resident stated that pedestrian crossings need to be more user friendly, highlighting *“new types of crossing can discriminate against blind people”*. Care must therefore be taken to ensure that walking facilities are inclusive and enable all residents to access their local neighbourhood.

Safety concerns were highlighted a number of times as a deterrent to walking and cycling in local neighbourhoods. One individual stated *“walking should be actively encouraged, and this means making the street scene less hostile”*. This is echoed by another resident stating they would like to see *“cycling and pedestrian routes apart and safe”*. Therefore, residents highlight that more attention should be attributed to drawing a distinct boundary between the private vehicle and

pedestrians to provide confidence to residents they can walk freely without worry, particularly on busy streets.

Finally, walking facilities were outlined to be requiring improvements, particularly near schools. One resident highlights the need to “stop car use for schools and that will improve life in general”. Whilst some children live a considerable distance to school, active travel to school should be encouraged that, with incentives being provided to assist this to all students. Moreover, one respondent highlights the possibility of a “*safe supervised walking bus*”. This may assist in easing parents and carers worries over safety to and from school by providing a supervised route to and from school. This in turn may lead to more children willing to walk which may encourage active travel away from school as children are more willing to explore their local neighbourhood.

## Cycling facilities

8.9% (55 people) of respondents outlined that an improvement in cycle facilities is required to improve active travel. This coincides with 9.1% (56 people) stating that walking facilities need improvement – highlighting that cycling and walking both require the same level of attention to ensure active travel is a success. From this, around a third of respondents who stated cycling facilities need to be improved referenced the requirement for designated cycle lanes. Respondents highlighted a need for segregation away from busy roads to truly encourage residents to partake in cycling, with one resident quoting “*more cycle lanes, but not the sort that disappear every time a pinch point is reached so that more people are confident to cycle*”. This highlights that for residents to truly uptake cycling, segregated cycle lanes as seen on Bristol Road are required to allow residents to feel safe whilst cycling. This is evidenced by one respondent who stated, “*people will not cycle on the roads with children*”. Therefore, this showcases the mood within the respondents who do not currently feel safe cycling on the roads due to the speed of the private vehicle outweighing the cyclist, particularly for children.

Moreover, 13% of respondents who outlined an improvement in cycle facilities is required stated that secure cycle parking provision is currently missing. One respondent expressed their concerns by stating “*most people do not have any safe place to store one bike... vital to any increase of move from cars is a concentrated effort on enabling secure and convenient parking of bikes and prams at home*”. Respondents not only highlighted the need to provide cycling provision at home, but respondents highlighted the need for secure cycle parking on residential streets and at local public transport hubs. This has been perceived by respondents to be a key barrier which if treated, would assist them in cycling a greater distance, assuming cycle lanes are also in place. The ability to provide secure cycle parking also coincides with the general theme of safety. By providing sufficient cycling lanes and secure cycle parking, respondents seem unanimous that they will feel encouraged to cycle, thus assisting in active travel levels rising.

## Other comments

The table below shows all issues raised by five or more respondents:

Issue	Number mentioning issue	% of individual respondents
Speed limits/enforcement	90	14.6%
Walking facilities	56	9.0%
Cycling facilities	55	8.9%
Public transport improvements	48	7.8%
Schools	47	7.6%
Parking	39	6.3%
Facilities for disabled/elderly	34	5.5%
Opposition to big move	30	4.8%

Issue	Number mentioning issue	% of individual respondents
Road layout/traffic calming	25	4.0%
Safety	19	3.1%
Pollution	18	2.9%
Low traffic neighbourhoods	16	2.6%
Active travel	15	2.4%
Car free days/roads	14	2.3%
On street facilities	12	1.9%
Driving facilities	12	1.9%
Financial incentives	11	1.8%
Congestion	11	1.8%
Travel to work	10	1.6%
Education/behaviour	9	1.5%
New modes/technology	8	1.3%
Impact on businesses	8	1.3%
Need more information	8	1.3%
Driver behaviour	6	1.0%
Penalise drivers	6	1.0%
More green space	5	0.8%

Improvements in local neighbourhoods also tended to steer towards an improvement in the proximity surrounding schools. Many respondents highlighted the requirement for 20mph speed limits and walking buses to surround schools as stated previously. Moreover, there was a general consensus perfectly highlighted by one respondent who stated *“schools should be car free”*. However, there was an alternative side to this argument by many respondents who stated that it would be impractical for them to walk and cycle to school and then take public transport to work. This is evidenced by one respondent stating *“By forcing us to abandon cars you will turn an average journey time of 45 minutes into something that takes an hour and a half each way. Anyone who works part-time hours and wants to pick up their child from school simply will not be able to because public transport connections just don’t allow a sufficiently short journey time.”*. Therefore, concerns are raised that the plan disregards parents and carers who have multi-stop journeys in the morning. This quote also highlights another common theme which was derived from analysis in terms of an improvement in public transport connections which may be able to offset the issues the respondent highlights regarding journey times.

Moreover, as highlighted previously, access for older people and people with disabilities was a key concern for 34 respondents, who expressed that these individuals will find it difficult to walk a distance due to their limited mobility, with one respondent highlighting *“I see nothing that caters for those with limited mobility. My husband can walk slowly and doesn’t qualify for a blue badge but he couldn’t walk or cycle around our local area.”* Therefore, respondents feel that more attention needs to be paid to those who struggle to walk considerable distances within the plan.

Finally, more green space within local neighbourhoods was a common theme in some responses, with suggestions ranging from roadsides needing to have hedgerows planted along them to putting benches and green areas in the middle of streets to create a residential feel. This highlights a turn away from development and instead, respondents felt that more greenery would assist in creating a more pleasant neighbourhood to walk and cycle within.



### 9.3.3. Free text responses – organisations

30 organisations made comments regarding the question “Is there anything else which should be included in the delivery plan for Active Travel?” From this, the key themes of cycling, schools, walking/public realm and 20mph streets were discussed in detail.

#### Cycling

27.2% (12 organisations) of responses from organisations referenced cycling as a key mode of transport to accelerate active travel neighbourhoods. Lockdown and COVID-19 have seen a rise in cycling in Birmingham and it is crucial that safety is paramount for cyclists, pedestrians and drivers. A campaign organisation emphasised the importance of equipment, such as luggage racks and panniers to ensure cyclists can carry shopping safely. Coinciding with this, a business and a campaign organisation expressed their desire to put cyclists first by improving crossings and not focusing on traffic speed/flow, as well as helping cyclists’ cross busy roads where appropriate. However, whilst a different campaign organisation agrees that such measures will assist in creating a safe environment for cyclists, they need to be coupled with training for adults and children to understand the risks and mitigations whilst cycling on the road.

Moreover, adequate infrastructure is required to enable cyclists to be safe. A university highlighted that more information is required concerning *“what improvements to the cycling network are proposed as no detail is provided on enhancements to cycle routes”*. A campaign organisation suggested blocking off roads to through traffic to create a safe cycling network where possible. This is also advocated by a second campaign organisation who echo other organisations in wanting safe local cycling networks, specifically servicing schools, stations and shops. Therefore, it is crucial that adequate infrastructure is provided to ensure cycling continues to be a viable mode of transport.

In addition, it is important here to understand the importance of the motorcycle as part of an active travel neighbourhood. A campaign organisation have highlighted the inadequate reference to motorcycles throughout the big moves, with reference to inadequate provision of parking which is disregarded in the active travel big move. The lack of suitable provision of motorcycle parking results in many residents not motorcycling due to worries over safety of their vehicle. Therefore, motorcyclists should be referenced throughout the paper and be consulted with accordingly, assisting in creating a holistic transport network.

TfWM and a resident group also reference the importance of a holistic overview when adopting schemes, with the resident group highlighting the importance of adopting safer cycling infrastructure before parking restrictions are imposed. Furthermore, TfWM reference the West Midlands walking and cycling investment plan which is not referenced within the BTP.

#### Walking / Public Realm

27.2% (12 organisations) of responses from organisations referenced walking and improvements to the public realm to ensure active travel thrives in local neighbourhoods. In particular, the importance of inclusivity and safety are particularly relevant as stated by a campaign organisation who point towards the need to make streets accessible for all users, with a possible solution to this being increased time lag on pedestrian crossings and raise humps as well as using zebra crossings so pedestrians aren’t held up crossing busy roads. From this, it is hoped that people will feel walking is more of an attractive option than using the car, assisting in individuals realising the benefits associated with active travel. Coinciding with this, a university also are *“particularly interested in improvements to the pedestrian environment around our city centre campus”*. Therefore, more work can be done with local partners to assist in creating a positive, safe, inclusive environment for residents.

Moreover, it is crucial that the public realm is enhanced to make walking an attractive option. A campaign organisation point towards creating spaces for sitting, resting and play. From this, it is hoped people will see walking as not just a means of travel, but will also see walking as a leisure activity, coinciding with more residents partaking in active travel subconsciously. The improvements to the public realm are also highlighted by TfWM, with more information being required towards development proposals to the area. In addition, the Canal and River Trust refer to the abundance of canal towpaths within Birmingham; the Trust are keen to work alongside Birmingham City Council to enhancing use of canals, particularly where there is a lack of green space in Birmingham. Therefore, signage and clear communication is required to the residents of Birmingham to ensure all individuals can access the network which can act as a means of leisure and/or can be utilised for commuting purposes.

## Schools

25.0% (11 organisations) of responses from organisations referenced the importance of school streets, with all organisations being in favour of such measures. Several organisations strongly agreed with the active travel vision, focusing on school streets to support safe active travel.

In particular, a campaign organisation expressed support for school streets as measures to tackle air pollution. The organisation highlighted that increased access to pollution data and proactive alert systems for high pollution events are required to alert vulnerable residents of the invisible issue, allowing these residents to not expose themselves to high levels of pollution. The organisation refers to key locations such as schools and health centres where alerts should be targeted.

Whilst school streets are beneficial and are welcomed, a campaign organisation highlighted that such measures need to be coupled with education, which should not solely focus on classroom events, but should encourage children to cover modern day scenarios on the roads, such as mobile phones and the importance of being aware of surroundings. Such education is crucial at all key stages and should be *“revisited, reinforced and extended”* for all children. From this, it is hoped children will understand the importance of safety whilst actively travelling around their neighbourhood, leading to children partaking in walking, cycling and public transport rather than driving. Moreover, it is hoped that children will be energised and encouraged to continue to explore their local neighbourhood, encouraging their parents/ carers to partake in such active travel. Therefore, it is crucial that education starts within schools to create positive habits.

## 20mph streets

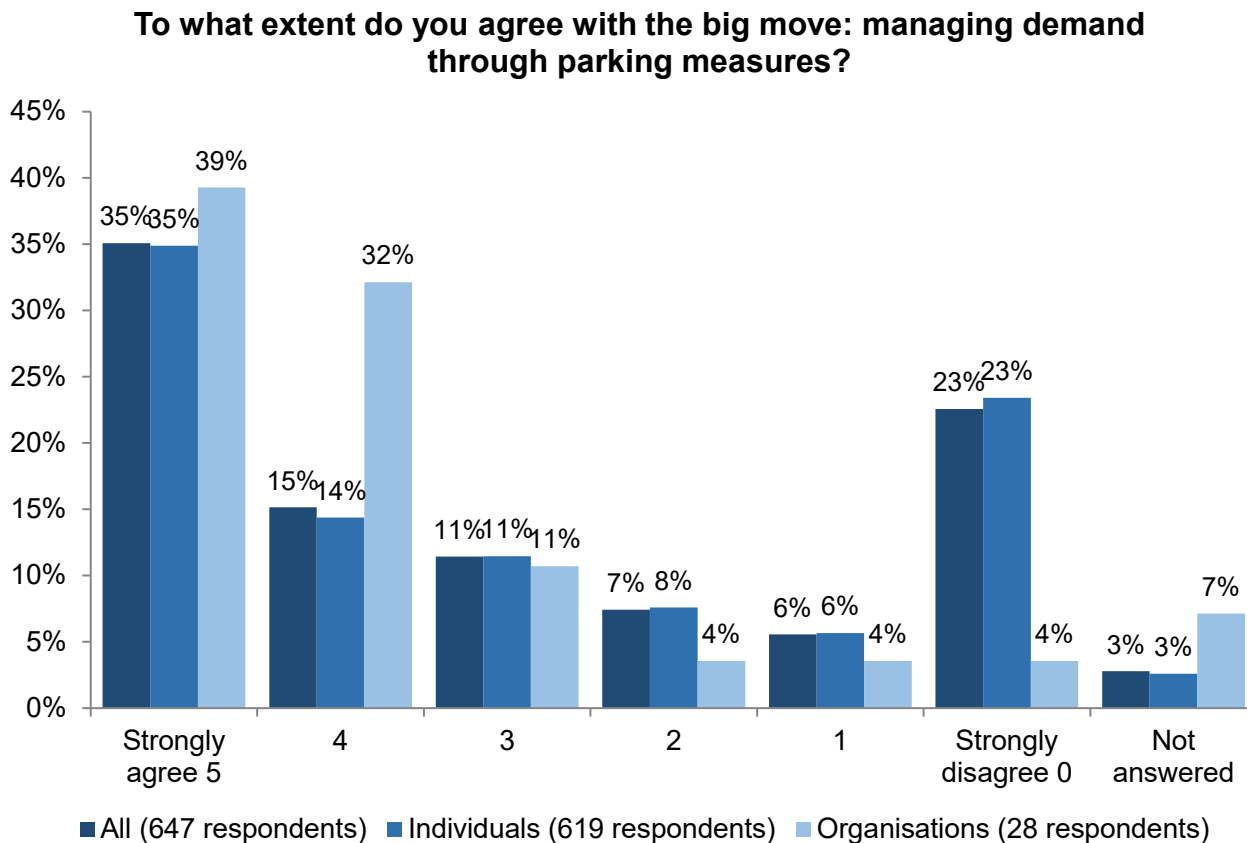
13.6% (6 organisations) of responses from organisations referenced the introduction of 20mph residential streets, with all 6 being in favour of such proposals. A university fully agreed with the vision to create safe residential streets, coinciding with a business' statement that *“20mph limits cannot come soon enough”*. This shows that there is support for radical schemes to create low traffic, safe neighbourhoods for residents to enjoy. Moreover, a campaign organisation referred to the benefits 20mph speed limits would have on cyclists, who can share the road space with vehicles safely at this speed. This would assist in creating a safe space for cyclists, assisting in the continued up take in cycling as seen during the lockdown period. The council is keen to explore the uptake of 20mph speed limits across the city. However, it is crucial that this speed limit is maintained by all road users, with education and enforcement vital to create a safe environment for cyclists, drivers and pedestrians.

A campaign organisation also refer to the introduction of 20mph speed limits which could assist in creating radical change over the dynamics of the street. The organisation calls for *“removing traffic lights in 20mph areas and replace with zebra and courtesy crossings and mini roundabouts”*. However, whilst a business umbrella organisation expressed support for 20mph residential streets,

they wish BCC to *“produce and release accurate research on the impact that introducing 20mph speed limits in parts of the city has had on reducing road accidents and traffic flows”*.

## 9.4. Managing demand through parking measures

*Parking will be used as a means to manage demand for travel by car through availability, pricing and restrictions. Where development potential exists, land currently occupied by car parking will be put to more productive use.*



Support for managing demand through parking measures was generally good, with 35% (227 respondents) saying they strongly agree, and 62% (399 respondents) giving a response which was towards the 'agree' end of the scale.

Support was stronger from organisation than individuals, with only 11% (3 organisations) giving a response which was towards the 'disagree' end of the scale; compared with 37% (227 people) of individuals. However, it is notable that 7% (2 organisations) did not answer this question.

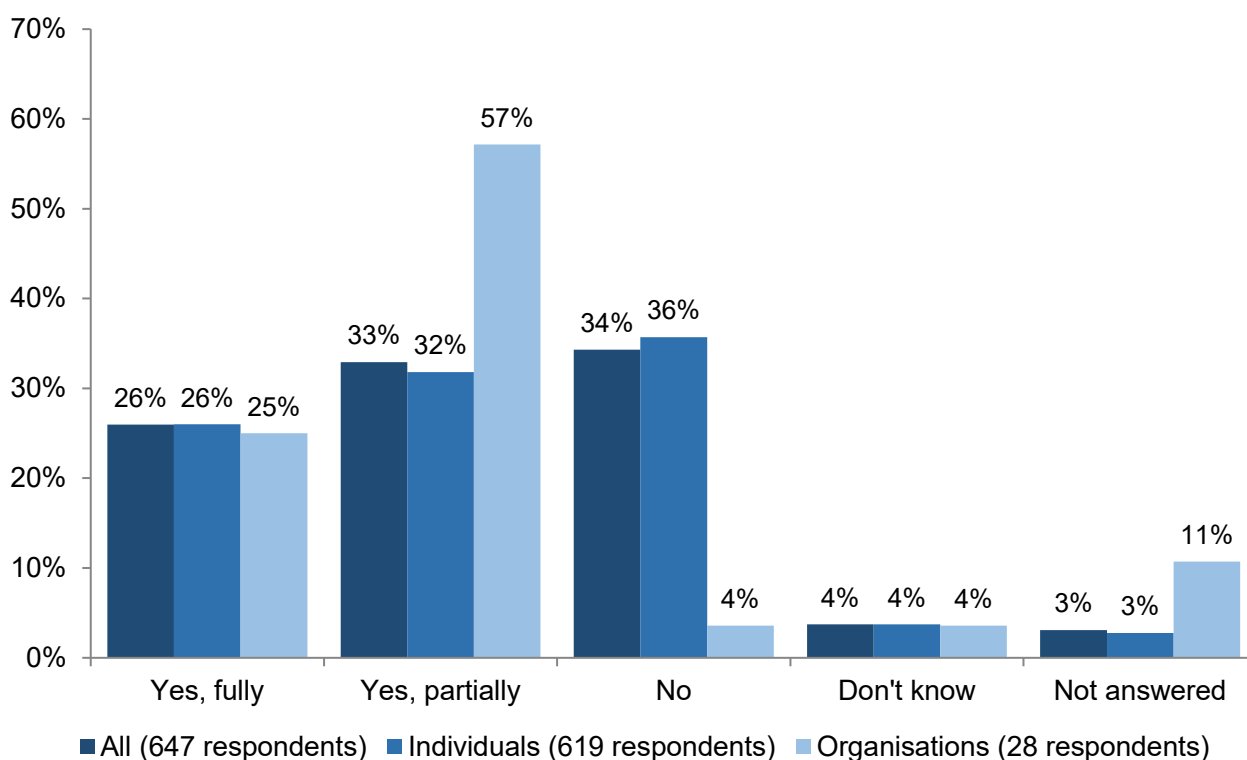
### 9.4.1. Delivery components

The draft Birmingham Transport Plan set out the following delivery components for managing demand through parking measures:

- *Progress the feasibility study into a Workplace Parking Levy (WPL) under which employers are charged an annual fee for each workplace parking space they provide.*
- *Re-invest any funding raised through a WPL to contribute towards the delivery of:*
  - *East Birmingham Metro Extension*
  - *Pedestrianisation of the city centre and Moor Street*
  - *Snow Hill Growth Strategy including transformation of the A38 and investment in public transport*
  - *Cycle routes and canal improvements*

- *Controlled Parking Zones (CPZ).* Birmingham already has some CPZs in place and plans to extend these to remove free car parking from within the A4540 Middleway, from neighbourhoods on its outskirts and from local centres.
- *Parking Supplementary Planning Document (SPD).* This aims to set out a strategy to manage parking provision across Birmingham as well as revising parking standards for planning applications. Wherever possible, the Council will seek to protect the overall levels of disabled parking provision in easily accessible locations.
- *Park and Ride provision* at suitable locations outside the city centre to support public transport connectivity.
- *Release of car parks* for more efficient uses such as development.

### Do you think the draft plan includes the right key delivery components for managing demand through parking measures?



When asked whether the draft plan includes the right delivery components for managing demand through parking measures, 34% (222 respondents) chose 'no', 33% (213 respondents) chose 'yes, partially' and 26% (168 respondents) chose 'yes, fully'.

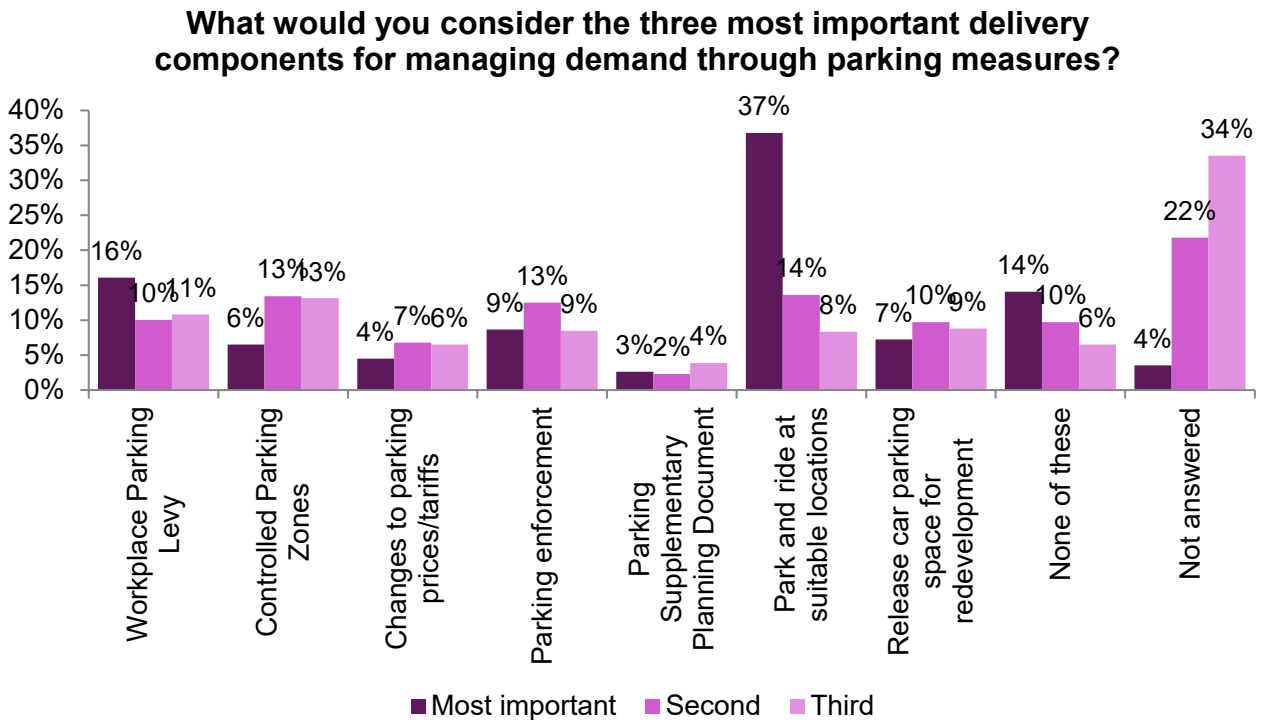
Organisations were more likely to be supportive than individuals, with 82% (23 organisations) choosing 'yes, partially' or 'yes, fully' and only 4% (1 organisation) choosing 'no'. Comparatively, 58% (358 people) of individuals chose 'yes, partially' or 'yes, fully' and 36% (221 people) chose 'no'.

Respondents were then asked to rank their top three (most important) delivery components from a simplified list:

- Workplace Parking Levy
- Controlled Parking Zones
- Changes to parking prices/tariffs
- Parking enforcement
- Parking Supplementary Planning Document

- Park and ride at suitable locations
- Release car parking space for redevelopment
- None of these

Prior to analysis, any duplicated answers from one respondent were removed. For example, if someone chose 'new public open spaces' as the most important and second most important, this was only counted as a choice for most important, and the second most important was amended to 'not answered'.



The most popular first and second choice for ranked delivery components was park and ride at suitable locations, with 37% (238 respondents) ranking it most important, and 14% (88 respondents) ranking it second most important.

To produce an overall ranking of the delivery components, the following formula was used:

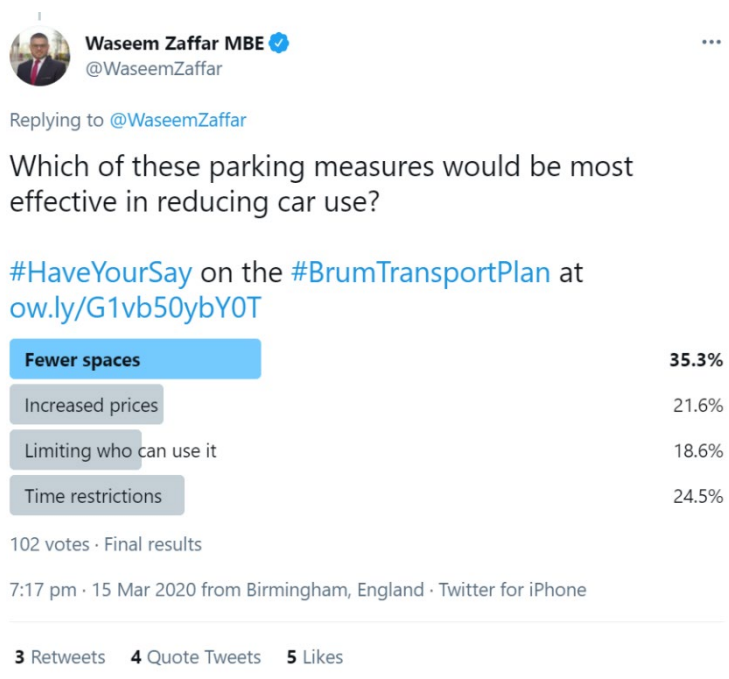
$$\text{Weighted score} = \frac{\left( \frac{\text{Times chosen as most important}}{\text{Total number of respondents}} \times 3 \right) + \left( \frac{\text{Times chosen as second most important}}{\text{Total number of respondents}} \times 2 \right) + \left( \frac{\text{Times chosen as third most important}}{\text{Total number of respondents}} \times 1 \right)}{\times 3}$$

This would yield a maximum possible score for a component of 1, if every respondent chose it as their most important.



These weighted scores show that park and ride at suitable locations is by far the most popular delivery component for this big move. The Parking Supplementary Planning Document was the least popular component.

In addition to the formal consultation questions, the Cabinet Member for Environment and Transport ran simple Twitter polls on each of the big moves, to engage followers. In response to ‘Which of these parking measures would be most effective in reducing car use?’, 102 people voted, with 35.3% choosing fewer spaces, 24.5% choosing timing restrictions, 21.6% choosing increased prices, and 18.6% choosing limiting who can use it.



### 9.4.2. Free text responses – individuals

Of the 619 individual responses, 267 people responded to the question “is there anything else which should be included in the delivery plan for managing demand through parking measures?” From this, the key themes of an improvement in public transport, impact on businesses and fees/tariffs/permits were derived.

#### **Improve public transport**

10.3% (64 people) of respondents stated that an improvement in public transport is required to offset the demand for parking measures. Several felt that public transport needs to be cost effective to incentivise them into using the system. This is highlighted by one respondent who stated *“reduced parking/increase cost of parking must be matched with reduced cost of public transport. Public transport is not attractive mostly due to cost.”*. This is further elaborated on by another respondent who outlined *“The cost of a bus into Birmingham city centre now is £2.40, if one needed a return trip it is cheaper to drive into the city centre and park. When there are more passengers in the car it makes it even more financially viable to drive.”*

In particular, there was a consensus that BCC should look to other local authorities, with respondents citing Manchester as a case study which has provided some free bus travel to residents to encourage public transport usage. Therefore, the responses highlight that there is a growing consensus to provide competitive fare prices to incentivise them away from their car and onto public transport. Alternatively, work may be required with residents highlighting the fact that public transport is not that costly in comparison to the private car when taking into account insurance and other hidden costs.

Moreover, as highlighted above, coinciding with the price of public transport is the reliability and frequency of the service. Many responses highlight that the irregularity of public transport deters them from using such methods, with one respondent stating, *“if public transport was reliable all this would be great but as it's not people are still going to choose to drive into Birmingham”*. This is echoed by other respondents, who desire a *“clean, reliable and cheap public transport system”*. People require an on-time service which can fulfil their daily requirements, ranging from work to dropping children off to school. This is easily done within their private vehicle as they have seemingly more control of their route. Due to public transport having the perception of irregular and infrequent services, people are deterred from using the system and instead, revert back to the private vehicle.

#### **Impact on businesses**

7.9% (49 people) of respondents suggested that the restrictions to parking would lead to a detrimental impact on businesses and cause the city centre to become a *“ghost town”* with no residents visiting the centre as there would be no suitable transport methods available. This is further echoed by other respondents, who stated they *“will stop going to the city centre for leisure and take their money elsewhere”*. This coincides with a need to better promote public and active transport as many of the respondents stated that without their car, they would be unable to visit the city centre.

Many respondents also highlighted the implication on businesses for delivery of goods and services and the long term impact: *“factories and shops need supplies and the ability to get their goods out. Business meetings. If people cannot park in the city centre, businesses will relocate taking people with them,”*.

Some respondents were concerned about the impact on night-time economy if this is not boosted by an improvement in public transport. Respondents cited that economic places of interest such as restaurants and Sympathy Hall rely on individuals using their private vehicles to return home due to



the irregular public transport service at night. This is evidenced by one respondent stating *“remove car parking and destroy the economy of Birmingham. It is that simple. Last train from New Street is before 11pm, so there goes your night life, which is essential to any town or city”*. From this, respondents warn that many will not go to the city centre for leisure activities at night, thus leading to an impact on businesses: *“there is a real problem about getting home at night from shows at the theatres, Symphony Hall or Arena. Public transport is too infrequent at night and on Sundays, and the Environment around New St too threatening to make using it acceptable for the many older people or families with children who make up the audiences”*. This quote also brings attention to perceived safety issues, which is highlighted as a key concern by other respondents who *“are not happy to share the bus or train with drunk revellers at night”*. Therefore, the consensus within respondents is to respect that the night-time economy is used by a diverse range of people and measures need to be in place to assist them in getting home safely and efficiently.

## **Fees/tariffs/permits**

5.7% (35 people) of respondents said that fees/tariffs and permits need to be in place to assist in the demand for parking measures. In relation to parking permits, respondents outlined that this measure could work well if such measures are properly implemented and enforced. This was highlighted by one resident who stated *“introduction of parking permit areas, particularly in areas close to hospitals. This would encourage residents to reduce the number of vehicles per household - if the scheme limited the number of automatic parking permits per household”*. Another respondent also suggested using parking permits to *“manage the parking supply in local areas”*.

Many responses highlighted the concerns of prices, particularly on public transport. However, other respondents stated that pricing for parking should decrease, with one respondent stating, *“changes to parking prices should mean lowering them”*. This was agreed by another respondent who stated, *“charge a lot more for parking during the week but keep weekend parking free”*. This highlights that not all respondents are on board with the proposals to restrict parking in the city centre.

Finally, the restrictions that are discussed were felt to impact vulnerable individuals, particularly those on lower incomes. This was expressed by one respondent who stated *“not everyone is in a position to use public transport and I think this plan would disadvantage already vulnerable groups. Parking fines and levies disproportionately affect lower income groups- I would prefer to see a sliding fine structure based on income”*. This was also highlighted by another respondent who stated *“you are looking to push parking restrictions in residential areas as well, penalising people on lower incomes who don't have drives or garages. Parking is already incredibly expensive, and we already have limited parking spaces.”* Therefore, respondents worry that the measures will impact upon the poorest members of society who are already vulnerable and as such will push them out of using the city centre and lacking opportunities that are available to those on higher incomes who are able to afford the parking tariffs.

Coinciding with some individuals highlighting that parking charges should mean lowering them, 31 respondents stated that more parking should be made available at an affordable cost. Moreover, 9 respondents stated that BCC must buy in to the plan and act as a leader at the forefront of these debates to ensure other businesses and the residents follow. This was highlighted by one respondent who stated *“the council should not be exempt. The council's car park needs closing. People are aggressively against measures that affect them if they don't think city councillors will be affected. It feels like one rule for them and one rule for you. A big showy PR closure of council used car parks will make people realise we are all in it together.”* Therefore, to ensure the right message is conveyed, respondents believe that BCC should champion this idea and act ahead of the curve, leading the way for others to follow. Finally, some respondents highlighted the clash between parking at work vs. residential parking. This is an issue highlighted by one respondent,

using University of Birmingham as a case study whereby the lack of parking leads to side street parking hazards in the surrounding areas.

## Other comments

The table below shows all issues raised by five or more respondents:

Issue	Number mentioning issue	% of individual respondents
Improve public transport	64	10.4%
Impact on businesses	49	7.9%
Fees/tariffs/permits	35	5.7%
Park and Ride	33	5.3%
Increase parking available	31	5.0%
Parking at work	26	4.2%
Enforcement	23	3.7%
Cycling	21	3.4%
Opposition to big move	18	2.9%
Workplace Parking Levy	17	2.7%
Impact on people on low income	14	2.3%
Facilities for disabled/elderly	13	2.1%
Negative impact on motorists	13	2.1%
Green space	12	1.9%
Safety	12	1.9%
Support for big move	11	1.8%
Parking at home	10	1.6%
Pollution	9	1.5%
Planning	9	1.5%
Don't restrict cars until alternatives are improved	8	1.3%
Electric vehicles	8	1.3%
Pavement/verge parking	7	1.1%
Parking around schools	7	1.1%

### 9.4.3. Free text responses – organisations

29 organisations responded to the question “Is there anything else which should be included in the delivery plan for managing demand through parking measures?” from this, key concerns such as the cost of public transport and parking, park & ride schemes, workplace parking levy (WPL), Supplementary Planning Documents (SPDs) & development and the impact on businesses were discussed at length.

## Cost

27.2% (12 organisations) of responses from organisations referenced the cost of transport and parking within the city centre. Whilst public transport is not directly related to parking, the Birmingham Transport Plan requires a holistic approach to understand transport as one entity. In particular, a resident group highlighted that public transport is expensive, particularly for families with children, and increasing parking charges would be punitive. Similarly, a campaign organisation believes that the affordability of public transport needs consideration, with it being important to shift the economic incentive towards the use of public transport for lower income families. This

coincides with a consultant suggesting free public transport to train stations to pull people away from the car. Therefore, whilst it may not be possible to offer free public transport for all, it is crucial that a holistic approach is taken to ensure the rise of parking charges are offset by incentives towards public transport.

In addition, organisations highlighted the determinantal impacts free parking has on encouraging people towards public transport. This is highlighted by a business who stated that free parking results in people driving into Birmingham even though they may live nearer a station outside Birmingham. However, a transport organisation emphasise that they would prefer cheaper parking for Powered Light Vehicles to encourage this low carbon form of transport. Furthermore, a campaign organisation state that they support the removal of free parking within ring-road, adjoining neighbourhoods and local centres which are a financial and environmental cost to society. Therefore, to ensure public transport is attractive for residents, free parking needs to be discouraged. If free or very cheap parking continues, residents will continue to opt for the car as it is convenient and possibly cheaper than public transport. This was emphasised by National Express who expressed their concerns over cheap parking competing with bus fares. Therefore, to remove private vehicles from city centres and local centres, public transport must be more viable than the private car.

Furthermore, organisations also referenced the importance of ensuring the cost of parking is pumped back into sustainable modes of transport. This was emphasised by a campaign organisation who stated, *“all money raised must be ring fenced for visible improvements, and this is widely publicised to demonstrate benefits of payment”*. This highlights the importance of transparency when concerning new schemes to ensure residents can clearly see the benefits of paying for parking where possible and encouraging sustainable modes of transport for the future.

## **Park & Ride**

22.7% (10 organisations) of responses from organisations referenced park and ride when discussing the big move concerning parking. Of those 10 organisations, 7 were in favour of developing schemes further. A business expressed considerable support stating *“commuters will always choose car, so there needs to be realistic and effective plans for secure park and ride facilities to sell the vision”*. In addition, Highways England had similar visions, welcoming park and ride near motorway junctions in particular. The expression of interest is also recognised by many local businesses who are keen to see expansion of park and ride facilities.

Organisations in favour of park and ride highlighted that a tailored approach to specific locations could be beneficial, with highways England emphasising for particular attention to park and ride facilities at motorway junctions. A consultant highlighted that zonal charges could assist in reducing the length of trips, with those locations close to the city centre being more expensive.

However, some organisations felt that there was too much emphasis on park and ride within the big move. In particular, a campaign organisation highlighted that park and ride continues to encourage private vehicles, undermines local bus services and does not reduce the number of car journeys but merely reduces the length of such journeys. In addition, a different campaign organisation referenced studies which show rail-based park and ride creates a cycle of increasing capacity to meet demand with rail commuters otherwise parking inconsiderately on surrounding residential roads and parking inconsiderately.

## **Workplace Parking Levy**

22.7% (10 organisations) of responses from organisations referenced the Workplace Parking Levy (WPL). Several organisations noted the success of such concepts in other cities, with some directly referencing Nottingham as a case study for Birmingham to review. Organisations supported the

idea of a ringfenced budget, generated from the revenue gained from the WPL. This was referenced by a consultant who stated *“reinvesting the money earned into the city’s public transport network is a positive way of linking the levy to the bigger picture”*. However, a campaign organisation who agreed with the WPL, they felt that using the revenue gained from this to *“fund pedestrianisation of the city centre and Snow Hill Growth Strategy is unacceptable diversion of WPL funding”*. Organisations also highlighted the importance of equity for the schemes that will be developed from the WPL revenue. A campaign organisation specifically highlighted this point, stating *“serious concern as this will disproportionately impact regeneration and priority areas located at edge of zone”*. Therefore, it is crucial that the WPL revenue is appropriately ringfenced.

Organisations also referred to the impact on businesses that the WPL may have, particularly on SMEs. A business umbrella organisation, raised the importance of confirming the parameters of the WPL regulations so that businesses in the area can start to make long terms plans and adapt to changes. In addition, a resident group highlighted that the WPL could have a significant impact on the viability of SMEs by prohibiting unavoidable employee or customer business trips. Sutton Town Council were opposed to progressing a feasibility study into a WPL due to concerns of a fragile economy, impacted by COVID-19. Therefore, organisations are worried over such concepts which would seemingly benefit larger companies which can afford to pay the cost of a WPL and not pass this expense onto their employees and/or customers unlike SMEs. Consideration needs to be given to companies who may struggle if schemes are not tailored to their situation, particularly in the current economic climate.

## **Supplementary Planning Document**

11.4% (5 organisations) of responses from organisations referred to the Supplementary Planning Document (SPD) and proposals for development across the city. A business highlighted that the proposals laid out in the SPD are crucial for *“the successful operation of the revised routing around the city centre”*.

However, whilst organisations broadly support the policies, there was some call for flexibility in the SPD to *“allow a balanced, strategic approach to parking”*. This means that such proposals should be evaluated on their merits and economic reality of attracting investment in areas that are currently not well served by sustainable transport. Therefore, levels of flexibility would help in tailoring to the needs and specifics of different areas across Birmingham. Regardless, it is crucial that the SPD is strictly enforced along with developer contributions as stated by A consultancy.

In terms of development, a business and a university highlighted their support of releasing parking space for redevelopment. However, the university was cautious, stating that whilst they do not have issues concerning the redevelopment of existing car parks, they would urge the council to ensure that the impacts on local businesses are fully considered in its decision making process, ensuring a travel plan which consists of public transport, walking and cycling is integrated beforehand to ensure the success of the project. This would then assist in enabling customers and employees in a plethora of alternative options to their private vehicles which would continue to make the city centre an attractive place to visit for customers. Moreover, a campaign organisation stated the importance of flexibility in the same vein as the SPD to ensure a flexible, tiered approach to parking provision and management is created based on the surrounding businesses requirement. Therefore, the importance of place is crucial and should be emphasised.

## **Impact on businesses**

15.9% (7 organisations) of responses from organisations referenced the impact on businesses as part of their response towards the parking measures. Organisations were concerned about the impact on smaller businesses, with the measures set out in the plan disproportionately affecting

these businesses as costs will be passed from employers to employees. A consultant stated the importance of providing data to outline which businesses stand to gain from the Draft Plan, particularly those affected by the Workplace Levy.

An business umbrella organisation expressed an interest in analysis of the long-term impacts on businesses of such measures such as the WPL and CAZ. They propose considering *“a package of incentives and mitigation for businesses that are likely to struggle, with the added cost implications”*.

## 10. Other comments

### 10.1. Comments from individuals

Of the 619 individual respondents, 389 replied to the question “Do you have any other comments about the draft Birmingham Transport Plan?” From this, the common themes of; improving public transport, impact on businesses and health/air quality were derived. In addition to these, common themes were: safety, impact on older people and those with disabilities; and observing best practice from other local authorities.

#### 10.1.1. Comments

##### **Improving Public Transport**

20.5% (127 people) of respondents indicated that an improvement to public transport is required to ensure the Birmingham Transport Plan is successful. 23% of respondents who stated an improvement in public transport was needed cited a cheaper ticketing system is required to deter away from their private vehicle. One respondent stated *“there has to be investment and subsidy in public transport systems. My car journey to the city is occasioned because the train is preposterously expensive”*. This is further exemplified by another respondent who highlights *“public transport needs to be cheaply and consistently available 24/7 to accommodate people working unsociable hours as well”*. Therefore, for people to truly partake in active travel measures, people need to see the economic benefit in taking the form of travel as otherwise, it is likely that people will continue to use their vehicle which they perceive to be a cheaper and more efficient service.

The emphasis on 24/7 availability also brings attention to another common theme: public transport services must be reliable. Respondents were keen to express that their reason for using their private vehicle instead of public transport was due to the unreliability of the service, with one respondent stating, *“not week goes by where there are at least 2 late and at least once a fortnight one of them takes 3 hours plus to get home (on a 30 min journey)”*. This is further explained by another respondent who stated *“being the last parent at pick up, again, because the train was cancelled- again. To have to consider changing your hours because the service is so awful you can’t rely on it”*. For a modal shift to occur, services must instil a feeling of trust in the residents

Rail was a key theme that respondents were keen to see expanded further within the Birmingham Transport Plan. Respondents highlighted that general train improvement was required to expand the service and were keen to express their satisfaction in the proposals to reopen disused train lines and stations, with Moseley, Kings Heath and Hazelwell stations being named specifically. One respondent said, *“open up more suburban train lines”*, while another stated, *“the only very positive suggestion within the Plan is the possibility of bringing closed railway lines and stations back into use”*. Therefore, there seems to be an appetite within the respondents to push momentum towards rail and expand the number of residents who can use such forms of transport.

Finally, respondents also highlighted that they would be keen to use new forms of technology within the public transport network to aid in assisting their journey. This ranged from live information on bus, rail and metro to an integrated ticketing arrangement across the network. This highlights that residents could benefit from Mobility as a Service applications which may assist in a modal shift towards active travel measures.

##### **Impact on businesses**

7.8% (48 people) of respondents expressed concerns that the plan will adversely affect businesses, particularly in the city centre. Responses suggested that the city will become *“a ghost town”* under the proposals outlined in the plan. Respondents seem to be of the perception that the removal of easy access into the city centre by private vehicle will lead to economic calamity, with a decline in footfall and will *“seriously damage the economical viability of the city centre”*. Therefore,

attention must be attuned to the negative perception residents have around the removal of cars into the city centre and its implications on businesses to ensure residents continue to use the city centre.

Respondents also highlighted the issue of a loss of labour force, with responses perceiving that such removal of private vehicles will lead to a shrinking of labour resource available for businesses. One respondent highlighted that *"I like many others will simply look for a job outside the city centre if taking a car in becomes impossible"*. Therefore, it seems that there is a need to continue to improve and promote alternatives to the private car, and to ensure that they are available to all.

However, whilst the majority of comments towards an impact on businesses has been negative, one respondent highlighted *"it has been shown conclusively in all cities where active travel has been encouraged, that local businesses thrive as people spend less each journey, but stop and shop more often if they are on foot or a bike."* Therefore, education and continued strong communications to the respondents may be beneficial to ease their worries over Birmingham becoming "a ghost town", leading to continued and even increasing economic activity outputs in Birmingham after the Birmingham Transport Plan is implemented.

### **Health/air quality**

6.9% (43 people) of respondents highlighted the importance of air quality and the impact of such schemes within the Birmingham Transport plan will have on their physical and mental health. People expressed their desire to live in a Birmingham where air quality is good, with a modal shift away from cars and into active modes of travel being cited as the way forward; coinciding with the Birmingham Transport Plans vision. One respondent who stated their desire to transform *"Birmingham from a 'car-centric' to a 'people-centric' city, with all the environmental, public health & well-being and economic benefits"*. This is further evidenced by another respondent stating, *"we need clean air to breathe and safe ways for children to travel in ways that are good for their health as well as bringing communities together"*. This shows an appetite for bold plans to make a positive difference to the lives of residents within Birmingham.

Health was also linked to the climate emergency declared in Birmingham, with responses highlighting that the vision of the Birmingham Transport Plan is aligns positively with the declaration of a climate emergency. One respondent stated *"it is vital that this plan is put into practice. Birmingham can show the way for cities across the country in improving the quality of life and addressing the climate emergency"*. Health was a key concern for individuals who live in low-income areas, who expressed the concerns of inequity across Birmingham. One respondent highlighted *"people living next to main roads should be a priority as all reports produced to show what damage is being done to people's health especially children"*. Furthermore, another respondent stated *"I absolutely applaud Birmingham for taking the lead on developing a city with low car use: leading to lower noise, improved air quality and active citizens. These economic externalities are a blight on society and affect the poor more than the rich. These are the basis of health inequalities"*. Therefore, attention must be attuned to the marginalised groups of society when discussing health as respondents perceive inequality persists within Birmingham. A possible opportunity here could be to target measures in these priority areas where air quality is low.

However, respondents have highlighted the implications the Clean Air Zone (CAZ) may have for Birmingham, suggesting congestion will shift onto the outskirts of the CAZ which may still lead to a detrimental impact across the city. This was outlined by one responded who stated, *"we cannot control what the weather does, and all this scheme potentially will do is produce more pollution on the outer ring roads of the city centre which will just find its way back into the city centre."* Moreover, concerns relating to pollution levels increasing in residential areas via an increase in congestion is highlighted by one respondent stating, *"I fear that the Clean Air Zone is going to exacerbate this as car traffic will simply be pushed out of the city centre, onto the neighbouring*

*residential areas*". A possible opportunity here could be to signpost residents into the schemes currently proposed which look to minimise car usage and create a modal shift to alternative forms of travel which will help ease congestion in these regions.

## Other comments

A key point to note throughout the responses was the concerns around safety. Safety responses ranged from personal safety on public transport to segregated cycle lanes throughout the city.

In terms of personal safety, respondents cited a key reason they do not use public transport is fear of anti-social behaviour and violence. One respondent stated *"combat petty ASB on public transport (smoking, loud music etc)"* furthered by another respondent stating *"the reason a lot of people don't use public transport (especially buses) is that they don't feel safe. People suffer racist, anti-Semitic and Islamophobic abuse on public transport very frequently, and women and trans people can feel especially vulnerable late at night"*. Communication and preventive measures could assist in regaining people's trust in the public transport network and increasing patronage in the future.

Residents also expressed concerns in their local neighbourhoods, with some highlighting that they do not feel safe when walking/cycling. This was expressed by one respondent who stated *"I am aware cyclists often feel unsafe on the road but if drivers of motorised vehicles behaved properly then cyclists would be safe on the road. Nothing ever appears to be done to make drivers of motorised vehicles behave in a safe manner"*. In terms of walking, a respondent stated: *"the plan doesn't even consider the public safety of women being forced to walk more at night rather than drive"*. Therefore, whilst personal safety on public transport requires improvement, the local neighbourhood infrastructure needs to be made safer to enable more walking. Whilst this may not be in the scope of the transport team, it is still a key issue which is currently restricting potential users of active travel modes.

Moreover, respondents highlighted that attention is required to the marginalised groups of society, the elderly or disabled. One respondent highlighted that many people who are older or have a disability cannot walk or cycle considerable distances and as such, feel excluded from the plan. This is emphasised by one individual who stated, *"I am very disappointed about the minimal references to mobility impairment (varying types of physical impairment, congenital or acquired with age) including recognition of the increasingly high number of people it affects at present."*. This is further outlined by respondents stating that whilst some people with limited mobility have Blue Badges, many do not. This concern is expressed by one respondent who stated *"Only a small percentage of disabled people have a Blue Badge! For those many DISABLED PEOPLE without a Blue Badge, your proposals WILL cause increased difficulties and distress and pain."* Therefore, it is important to ensure the views of marginalised groups in society are fed in to create an inclusive plan.

## 10.2. Comments from organisations

### 10.2.1. Comments

#### Technology

27.2% (12 organisations) of responses from organisations referenced technological advancements. Electric vehicles (EVs) were a hot topic discussed, with several organisations keen to see EV charging points in operation across the city and *"a more ambitious plan to support electric vehicle charging"*. Some organisations simply asked for more clarity on where electric vehicles fit in the vision, whether the council would provide electric charging infrastructure across the city and exempt EVs from access or parking restrictions.

However, it is important to note a sense of caution and concern when discussing electric vehicles. Whilst electric vehicles will play a part in the future transport system of Birmingham, the underlying



factor of needing to reduce powered vehicles on the road is still crucial and needs addressing. This was highlighted by a campaign organisation who called for a certain level of electrification, but to continue a focus on sharing economy opportunities such as car clubs and bike sharing, which are more energy and space efficient. Furthermore, a consultant voice their concerns around a shift to autonomous electric vehicles, which could lead to a surge in hypermobility rather than a shift to public and active transport. Therefore, it is crucial that the rise in electric vehicles doesn't just replace the private vehicle. If this happens, the issues of congestion and reduction in productivity due to time spent in traffic continuing and potentially worsening.

A campaign organisation welcomed emission standards now applied for taxis and private hire license, but were concerned these would not be circumvented by drivers applying for licenses.

Organisations also pointed towards the recent government announcement concerning e-scooters, with the UK fast tracking the pilot scheme to allow e-scooters on the roads. This call has been answered and an e-scooter hire pilot is active in Birmingham.

Finally, organisations noted some limitations of electric vehicles. For example, a transport organisation said that e-cargo bikes cannot replace vans due to the smaller cargo loads available. Therefore, rather than eliminating vans, they believe that a mixed method could be suitable, particularly for lightweight cargo over a smaller distance.

Overall, electrical vehicles and new technology play a vital role in the future plans of Birmingham, with e-scooters and e-cargo bikes especially supporting a move towards a sustainable fleet for shorter journeys. However, the cure to the issues such as congestion and loss of productivity cannot be solved by technology alone. A campaign organisation stated that active travel mode shift tactics should remain higher priority.

## **More Information**

27.2% (12 organisations) of responses from organisations called for more information about schemes and proposals within the Birmingham Transport Plan. A common theme was a lack of detail surrounding implementation, with organisations also noting the importance of developing a robust evidence base for these schemes to show transparency. This was referenced by a business umbrella organisation, who stated that a robust evidence base and an in-depth equality impact assessment of the key strands is required to understand the impact on businesses.

25.0% (11 organisations) of responses from organisations specifically stated that more information is required on plans public transport, and some called for specific targets relating to modal shift.

# 11.COVID-19 and Emergency Birmingham Transport Plan

The COVID-19 pandemic had a drastic impact on travel patterns in Birmingham and worldwide.

As well as delaying the publication of this report while resources were diverted to the creation and delivery of the Emergency Birmingham Transport Plan, COVID-19 restrictions have shown how the city can be when fewer trips are made by private vehicle, and levels of cycling and walking are increased.

Through the emergency plan and DfT's Emergency Active Travel Fund, a number of schemes have been introduced on a temporary or pilot basis which support the vision and big moves of the Birmingham Transport Plan. These schemes have all been reviewed and lessons learnt provide valuable insight into the shaping of the final Birmingham Transport Plan.

Restrictions have also shown many individuals and organisations the reality of widespread working from home, and some of this practise may continue as the world recovers after COVID-19, leading to a reduced demand for travel. If this is the case, it is important that people are not encouraged to make remaining journeys by less sustainable modes, either due to concerns public transport may increase their risks of contracting illnesses in future, or because the reduced number of trips makes them feel that they are "doing their bit" already and it is justifiable to use a car for the trips they do make.

Local Authorities, Combined Authorities, Government and transport operators are all continuing to monitor and learn from emerging data, and to take positive steps to a "new normal" with sustainable transport at its heart.

## 12.Next steps

The Birmingham Transport Plan will be revised to reflect feedback received at consultation and lessons learnt in the last 18 months, with a view to taking the updated plan forward for adoption in the autumn of 2021.

Alongside the strategic plan document, a delivery plan is being developed, to identify specific interventions and measure their deliverability and impact against the vision. This will remain a “live” document, so will not be formally ‘adopted’ but will be published. All schemes taken forward will follow appropriate governance procedures for the organisations involved (including Birmingham City Council).






## Appendix C – Risk Register

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1.	<i>The Birmingham Transport Plan is not adopted.</i>	<i>The Birmingham Transport Plan has been created in collaboration with internal and external partners. The consultation allowed for further refinement of the document before its request for adoption.</i>	Low	High	Tolerable	Ongoing
2.	<i>The Birmingham Transport Plan delivery plan is not developed.</i>	<i>The delivery plan is required to ensure that the vision and principles of the BTP can be met. Ultimately without this process, the result would be a lack of strategic direction and vision for transport in the city making Birmingham unattractive and unhealthy, which in turn could be a barrier to future growth, It would also limit Birmingham in meeting its Route to Zero carbon neutral target.</i>	Low	High	Tolerable	Ongoing

### 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.

Title of proposed EIA	Birmingham Transport Plan
Reference No	EQUA739
EA is in support of	New Policy
Review Frequency	Annually
Date of first review	30/08/2022
Directorate	Inclusive Growth
Division	Transport and Connectivity
Service Area	Transport Planning and Network Strategy
Responsible Officer(s)	 Peter A Bethell
Quality Control Officer(s)	 Janet L Hinks
Accountable Officer(s)	 Mel Jones
Purpose of proposal	To assess the Birmingham Transport Plan (including Delivery Plan)
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:	<p>The policies and schemes set out in the Birmingham Transport Plan and Delivery Plan (BTP:DP) recognise that different age groups have different travel needs, which directly impact on how and when they choose to travel.</p> <p>In principle, the more integrated, accessible and comprehensive Birmingham's transport networks become, the better they will cater for the diverse travel needs of a wide range of age groups and user types, resulting in a broadly positive outcome overall.</p> <p>Schemes that are specifically designed to promote and increase levels of cycling and walking will reduce obesity, inactivity and improve public health and quality of life for Birmingham's residents. These schemes will support the objective in the Birmingham Development Plan (BDP) 2031, 'to encourage better health and wellbeing'.</p> <p>The core focus of the BTP:DP is to prioritise increased modal share of sustainable modes of transport, including public transport, walking and cycling, to deliver a variety of benefits including improved environmental conditions (improved air quality, reduced transport-related ambient noise etc.), improved public health (as a result of</p>

increased physical activity and reduced transport-related pollution).

The BTP:DP further supports the clean air agenda, following on from the implementation of the Clean Air Zone, through prioritising sustainable, low and no-carbon modes of transport including public transport, walking and cycling to contribute towards improved ambient air quality, through reducing the pollutants associated with transport. Air pollution affects everyone, but certain age groups are more likely to be adversely affected by poor air quality (e.g. the very old or the very young) so the policies set out in the BTP are expected to have a positive impact on these groups in this regard.

This strategic screening exercise has not identified any adverse impacts on this protected characteristic; however it is recognised that further equality assessments will be required as part of scheme design, development and delivery, to identify opportunities to mitigate any adverse impacts and generate additional positive impacts, where realistic and appropriate. For example, the inclusion of seating within public realm schemes can make such spaces more accessible and attractive for older persons to use.

Protected characteristic: Disability

Service Users / Stakeholders; Employees; Wider Community

Disability details:

The policies and schemes set out in the Birmingham Transport Plan and Delivery Plan (BTP:DP) recognise that disabled persons have differing travel needs, which directly impact on how and when they choose to travel.

In principle, the more integrated, accessible and comprehensive Birmingham's transport networks become, the better they will cater for the diverse travel needs of a wide range of disabilities and user types, resulting in a broadly positive outcome overall.

Policies to restrict parking and access by private car may be of concern to people with particular mobility issues. This will be specifically considered as part of focussed equality assessments undertaken as part of individual scheme development processes.

Poor air quality is likely to impact on people with disabilities, particularly those with respiratory problems. Schemes outlined in the BTP:DP specifically aim to improve air quality in the city so is likely to have a positive impact on those with long-term health issues.



Protected characteristic: Sex

Service Users / Stakeholders; Employees; Wider Community

Gender details:

The policies and schemes set out in the Birmingham Transport Plan and Delivery Plan (BTP:DP) recognise that different genders have differing travel needs, which directly impact on how and when they choose to travel. For example, encouraging modal shift towards active travel and passenger transport may increase the number of people circulating within the public realm which may act to improve public safety, particularly for women wishing to use the transport network at different times of the day.

In principle, the more integrated, accessible and comprehensive Birmingham's transport networks become, the better they will cater for the diverse travel needs of a wide range of user types, resulting in a broadly positive outcome overall.

Schemes that are specifically designed to promote and increase levels of cycling and walking will reduce obesity, inactivity and improve public health and quality of life for Birmingham's residents. These schemes will support the objective in the Birmingham Development Plan (BDP) 2031, 'to encourage better health and wellbeing'.

This strategic screening exercise has not identified any adverse impacts on this protected characteristic, however it is recognised that further equality assessments will be required as part of scheme design, development and delivery, to identify opportunities to mitigate any adverse impacts and generate additional positive impacts, where realistic and appropriate.

Protected characteristics: Gender Reassignment

Service Users / Stakeholders; Employees; Wider Community

Gender reassignment details:

No specific adverse impacts have been identified for this protected characteristic.

In principle, the more integrated, accessible and comprehensive Birmingham's transport networks become, the better they will cater for the diverse travel needs of a wide range of user types, resulting in a broadly positive outcome overall.

Schemes that are specifically designed to promote and increase levels of cycling and walking will reduce obesity, inactivity and improve public health and quality of life for Birmingham's residents. These schemes will support the objective in the Birmingham Development Plan (BDP) 2031, 'to encourage better health and wellbeing'.

	<p>A potential beneficial impact for this protected characteristic could be improved access to services, including social opportunities and health services offered in key service centres. All transport schemes proposed in the BTP:DP will be subjected to bespoke equality assessment screening to identify any adverse or beneficial impacts and either mitigate or support/enhance these as appropriate.</p>
Protected characteristics: Marriage and Civil Partnership	Service Users/ Stakeholders; Employees; Wider Community
Marriage and civil partnership details:	<p>This strategic screening exercise has not identified any adverse impacts on this protected characteristic, however it is recognised that further equality assessments will be required as part of scheme design, development and delivery, to identify opportunities to mitigate any adverse impacts and generate additional positive impacts, where realistic and appropriate.</p>
Protected characteristics: Pregnancy and Maternity	Service Users / Stakeholders; Employees; Wider Community
Pregnancy and maternity details:	<p>Air pollution affects everyone, however recent scientific studies show that increases in NO<sub>2</sub> have even greater damaging impacts on pregnant women than first thought, with evidence of pollution particles found in placentas.</p> <p>It is estimated that traffic-related air pollution exposure (particularly exposure to Particular Matter) of pregnant women accounts for more than one-fifth of all cases of low birth weight at term. Low birth weight is associated with low lung function, COPD, cardiovascular disease and early death in adulthood.</p> <p>Air pollution can also harm placental development, which affects the development of the unborn child and has been associated with several chronic diseases, including heart disease, obesity and type 2 diabetes. Poor foetal growth is linked to abnormal development of the kidneys, and to hypertension and kidney disease in later life.</p> <p>The BTP further supports the clean air agenda, following on from the implementation of the Clean Air Zone, through prioritising sustainable modes of transport including public transport, walking and cycling to encourage low/no carbon travel modes, which will contribute towards improved air quality. It is anticipated that the BTP will have a positive impact to pregnant</p>

women and those on maternity leave with small children.

Air pollution affects everyone, but in particular young children, so the implementation of the Clean Air Zone in Birmingham would particularly benefit pre-school age children.

This strategic screening exercise has not identified any adverse impacts on this protected characteristic, however it is recognised that further equality assessments will be required as part of scheme design, development and delivery, to identify opportunities to mitigate any adverse impacts and generate additional positive impacts, where realistic and appropriate.

Protected characteristics: Race

Service Users / Stakeholders; Employees; Wider Community

Race details:

This strategic screening exercise has not identified any adverse impacts on this protected characteristic, however it is recognised that further equality assessments will be required as part of scheme design, development and delivery, to identify opportunities to mitigate any adverse impacts and generate additional positive impacts, where realistic and appropriate.

A number of the proposed schemes are in areas where there are a high proportion of BAME residents. These schemes will have a direct positive impact on the communities immediately surrounding the sites, and will enhance the quality of life and equality of opportunity for these residents.

Schemes that are specifically designed to promote and increase levels of cycling and walking will reduce obesity, inactivity and improve public health and quality of life for Birmingham's residents. These schemes will support the objective in the Birmingham Development Plan (BDP) 2031, 'to encourage better health and wellbeing'.

Protected characteristics: Religion or Beliefs

Service Users / Stakeholders; Employees; Wider Community

Religion or beliefs details:

The policies and schemes set out in the Birmingham Transport Plan and Delivery Plan (BTP:DP) recognise that persons of different beliefs and religious affiliations can have differing travel needs, which directly impact on how and when they choose to travel.

In principle, the more integrated, accessible and comprehensive Birmingham's transport networks become, the better they will cater for the diverse

travel needs of a wide range of users, resulting in a broadly positive outcome overall.

Schemes that are specifically designed to promote and increase levels of cycling and walking will reduce obesity, inactivity and improve public health and quality of life for Birmingham's residents. These schemes will support the objective in the Birmingham Development Plan (BDP) 2031, 'to encourage better health and wellbeing'.

This strategic screening exercise has not identified any adverse impacts on this protected characteristic, however it is recognised that further equality assessments will be required as part of scheme design, development and delivery, to identify opportunities to mitigate any adverse impacts and generate additional positive impacts, where realistic and appropriate.

Protected characteristics: Sexual Orientation

Service Users / Stakeholders; Employees; Wider Community

Sexual orientation details:

No specific adverse impacts have been identified for this protected characteristic.

In principle, the more integrated, accessible and comprehensive Birmingham's transport networks become, the better they will cater for the diverse travel needs of a wide range of users, resulting in a broadly positive outcome overall.

Schemes that are specifically designed to promote and increase levels of cycling and walking will reduce obesity, inactivity and improve public health and quality of life for Birmingham's residents. These schemes will support the objective in the Birmingham Development Plan (BDP) 2031, 'to encourage better health and wellbeing'.

A potential beneficial impact for this protected characteristic could be improved access to services, including social opportunities and health services offered in key service centres. All transport schemes proposed in the BTP:DP will be subjected to bespoke equality assessment screening to identify any adverse or beneficial impacts and either mitigate or support/enhance these as appropriate.

Socio-economic impacts

Please indicate any actions arising from completing this screening exercise.

No additional actions have been identified from this screening exercise. All proposed schemes set out in the BTP Delivery Plan will be subject to bespoke public engagement and specific equality impact assessment screening, which will identify

any modifications to reduce or eliminate adverse equality impacts.

Please indicate whether a full impact assessment is recommended

NO

What data has been collected to facilitate the assessment of this policy/proposal?

Policy documents

Consultation analysis

Adverse impact on any people with protected characteristics.

Could the policy/proposal be modified to reduce or eliminate any adverse impact?

All proposed schemes set out in the BTP Delivery Plan will be subject to bespoke public engagement and specific equality impact assessment screening, which will identify any modifications to reduce or eliminate adverse equality impacts.

How will the effect(s) of this policy/proposal on equality be monitored?

The effects of this policy will be monitored as part of Birmingham City Council's established transport scheme development and delivery processes.

What data is required in the future?

Scheme-specific equalities impact data will be collected to inform scheme design and development processes, prior to delivery.

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

It is acknowledged that some groups have different travel needs and there may be a correlation between certain protected characteristics and potential impact from the proposals in the plan. The principle is that the more comprehensive, accessible and integrated the transport network is, the more likely it is to cater to the needs of a broad range of groups and so the overall impact is likely to be positive.

Schemes that are specifically designed to promote and increase levels of cycling and walking will reduce obesity, inactivity and improve public health and quality of life for Birmingham's residents. These schemes will support the objective in the Birmingham Development Plan (BDP) 2031, 'to encourage better health and wellbeing'.

Keeping physically active can reduce the risk of heart and circulatory disease by as much as 35% and risk of early death by as much as 30%. Generally, a more active population will have

better physical and mental wellbeing, leading to increased longevity and improved overall quality of life.

#### QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

Proceed to accountable officer 09 09 2021

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

Reasons for approval or rejection

Please print and save a PDF copy for your records

Yes

Julie Bach

Person or Group

Content Type: Item

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Close

# Birmingham City Council

## Report to Cabinet

12 October 2021



**Subject:** EDUCATION AND SKILLS TRANSFORMATION PROGRAMME INCLUDING SEND IMPROVEMENT AND HOME TO SCHOOL TRANSPORT

**Report of:** Kevin Crompton  
Interim Director for Education & Skills

**Relevant Cabinet Member:** Cllr Sharon Thompson - Vulnerable Children & Families  
Cllr Jayne Francis - Education, Skills and Culture  
Cllr Tristan Chatfield - Finance and Resources

**Relevant O &S Chair(s):** Cllr Narinder Kooner - Education and Children's Social Care  
Cllr Mohammed Aikhlaq – Resources

**Report author:** Deborah Brooks  
Education and Skills Transformation Director  
Email: [Deborah.E.Brooks@birmingham.gov.uk](mailto:Deborah.E.Brooks@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: 009301/2021		
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 Education and Skills Directorate is responsible for delivering a number of services that are integral to delivering the Council's ambitious plans for the City of Birmingham. With responsibility for more than 200,000 children and young people, the Directorate should be providing best in class services that ensure all children and young people are enabled to thrive and reach their full potential. Currently, the directorate is falling short of where it should be both in terms of ambition and delivery. The aim of this transformation programme is therefore to create an outstanding Directorate with a suitably ambitious strategy, underpinned by a rigorous programme of activity with clear milestones and targets. Cabinet and Members should have a clear idea of the plan and progress against the plan.
- 1.2 Following the recent Ofsted/CQC SEND Revisit, there is an urgent need to undertake significant transformation in the Education and Skills Directorate in relation to how SEND Services are delivered. At the same time, there is also a need to re-evaluate the delivery model of the directorate as a whole and to ensure that it is fit for purpose to deliver services for children and young people for the next decade and beyond, in particular as we respond to the impact of COVID on children and young people in Birmingham and work with the DfE appointed Commissioner.
- 1.3 Cabinet is therefore asked to note the plans for the set-up of the Education and Skills Transformation Programme and funds are requested in order to do three things:
- to spearhead improvement of SEND services currently being delivered and address the poor performance of services
  - to review the current delivery model for SEND within BCC and decide whether this is the right one or whether there is a need to adapt this, considering the need to also ensure co-production with all stakeholders.
  - to review the delivery model for the whole directorate to ensure it is fit for purpose and sufficiently effective to deliver Birmingham's ambitions for children and young people
- 1.4 In addition, there is a request for funding to allow for the continuation of transformation activity and ongoing interim functions in the Travel Assist service in the interim period before a new organisational structure is designed and/or it becomes part of an Integrated Transport Unit (ITU) if this is approved by Cabinet in November, and in order to allow for a smooth transition to the ITU.
- 1.5 This is requested as one-off funding to support transformation activity in the directorate from Council funds reserved for such activity. This proposal has been jointly developed by the Directorate in partnership with Finance and Corporate Transformation colleagues.
- 1.6 The funding request is in two parts: The first is **funding for immediate vital improvement work to services**. The initial ask being made is for **£7.291m**,



which includes **£4.629m** for two years of funding for SEND improvement and **£2.662m** for six months of funding for Home to school Transport. The need for these two areas of improvement is well documented and plans are well developed. Therefore, funding is requested for these areas in full.

- 1.7 The second request is for **funding to support further scoping work** to assess and agree future delivery models for SEND and for the Education and Skills Directorate. Funds are requested for three months (until early 2022) to prepare a detailed business case and programme plan for these areas of activity. Once this is developed, the request for the remaining funds will be brought back to CLT and Cabinet for discussion. The eventual projected sum is highlighted here so that CLT and Cabinet are aware of the scale of the programme and the funding ask over the longer term. As both of these areas are in scope of the work of the SEND commissioner, it would not be appropriate at this stage to make an ask that extends beyond this period. The ask for initial scoping work is £0.316m.
- 1.8 It is anticipated that whilst some of the work will conclude earlier, it will take 3 years to complete this programme of work in its entirety.
- 1.9 As so many roles within the Directorate do not currently have permanent funding, it is important to note that there will also be a further request for permanent funding to establish and continue essential roles in SEND and in the wider Directorate once the transformation work has taken place. This report is only, at this stage, requesting one off transformation spend necessary to make the changes and establish what is required permanently in the medium to long term.
- 1.10 This report supports Birmingham's priority of being an aspirational city to grow up in.

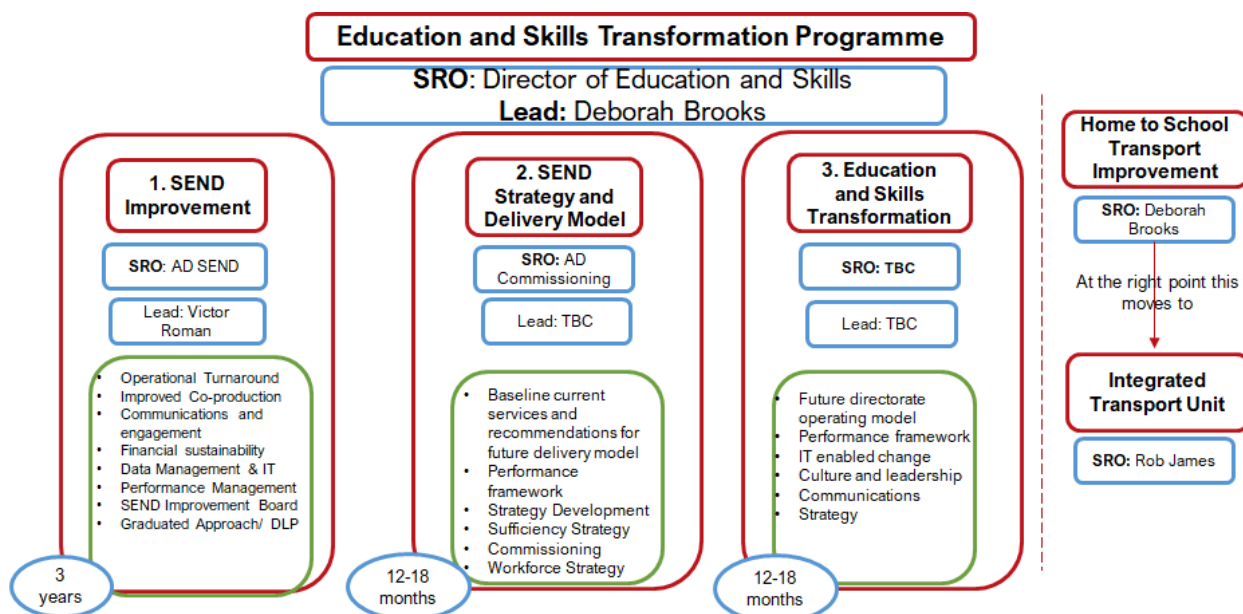
## **2 Recommendations**

Cabinet is recommended to -

- 2.1 Approve the release of **£7.607m** from the Delivery Plan Reserve to fund the proposals set out in the report.
- 2.2 Note that this is likely the first part of a funding request that could total in the region of **£12m** (including those requested in this paper). This will be brought back to Cabinet for further discussion in early 2022 with a detailed business case and plan and will at this stage be informed by the recommendations made by the SEND Commissioner.
- 2.3 Note that there is currently an exercise underway led by CIPFA to ascertain if the High Needs Block underspend can be re-allocated to SEND transformation. If it is found that this is possible, some of these funds will be used for this purpose, and the amount drawn down from the Delivery Plan Reserve will be reduced accordingly.
- 2.4 Note the progress made on the SEND Improvement Programme since the May 2021 Revisit.

### 3 Background

- 3.1 The Education and Skills Directorate covers a wide range of activities integral to delivering the Council's ambition for the city, including: Statutory responsibilities in relation to Education and Children's services, Libraries and culture, Youth Services, Careers Service, Early Years, Children's Trust Commissioner, Skills and Employability, SEND and inclusion, Home to School Transport, Commissioner of school improvement. The department is therefore vital to delivering the City's ambitions that Birmingham is a good place to be born, grow and succeed.
- 3.2 The department is however not sufficiently equipped or structured to deliver its role and the Council lacks an overarching vision or strategy for children and young people that the Directorate is responsible for delivering. The transformation funds set out in this paper are intended to ensure that within two years Birmingham has an education and skills directorate that can better deliver high ambition for children and young people. This transformation programme will be governed and held to account by clear programme and project management principles and governance, including the SEND Improvement Board required under the DfE direction. This will ensure that clear outcomes will result from the programme and that within two years, service will have improved demonstrably, and the department will have the capacity and capability to ensure the City contributes to good outcomes for children and young people.
- 3.3 The slide pack attached at **Appendix A** gives an overview of the proposed transformation programme. This has four key areas, shown in the diagram below and then outlined in further detail:



#### SEND Improvement

- 3.4 In May 2021, Birmingham received a joint Ofsted/CQC Local Area SEND revisit. As a result of the revisit, Ofsted and CQC issued a report which judged that

insufficient progress had been made against 12 out of the 13 Areas of Significant Weakness identified in the 2018 Birmingham Local Area SEND Inspection. This outcome was due to insufficient co-production, engagement and progress across all areas since the Written Statement of Action (WSOA) was approved in January 2019.

- 3.5 In July 2021, Birmingham also received a Draft Direction from the Secretary of State, which announced the appointment of the DfE Commissioner who will consider whether the City Council and partners have the commitment, capability and capacity to lead the changes needed to improve SEND services. If he has any doubt, he is able to put forward options to the Minister for the effective delivery of SEND services including, but not limited to, being taken outside of the operational control of the local authority. As a result, the Local Area has committed to fully co-produce an Accelerated Progress Plan (APP) based on identifying desired outcomes, which will be appropriately scrutinised by an Improvement Board chaired by the Commissioner. As of 30 September 2021, the final Statutory Direction has not yet been received.
- 3.6 At the time this paper was completed, the Local Authority, in partnership with the Birmingham Parent Carer Forum, the Clinical Commissioning Group and the Birmingham Children's Trust have agreed the methodology, scoping out the work for the APP and its initial governance, and submitted a draft response to the DfE. A meeting took place to discuss this on 14 September 2021 attended by the Commissioner.
- 3.7 Moreover, the Local Authority has also taken steps to stabilise its SENAR department with added capacity, to ensure that children and young people with SEND in Birmingham are better supported and engaged. Additional funds have already been approved by Cabinet to support this but there remain key challenges not least being the shortage of good SEND case workers in the market and the fact that the service is not seen as being an attractive employment option given current circumstances.
- 3.8 Through September, the partnership has held a series of meetings with parents, carers, young people, education settings and the voluntary and community sector to engage them in the work programme for the APP, what the key measures of success for the programme are and how this will be monitored and held publicly accountable. Over 150 people attended events for parents and carers held online and in person. Following discussion with the RISE Youth Forum, the improvement programme will be called Together We CAN, with CAN standing for Children with Additional Needs, in recognition of the fact that they do not like the term SEND. We will therefore use SEND for statutory purposes but refer to the programme externally as Together We CAN.
- 3.9 This area of work will therefore focus on carrying out the necessary transformation work to improve the quality of service provided to children and families, addressing systemic weaknesses and ensuring that Birmingham is on track to deliver against the APP. Due to the degree of improvement needed, it is

anticipated that this work will take 2-3 years. Funding is requested for 2 years at this stage and ongoing plans and funding requirements will be reviewed in 2023.

- 3.10 There is currently an exercise underway led by CIPFA to ascertain if the High Needs Block underspend can be re-allocated to SEND transformation. If it is found that this is possible, some of these funds will be used, and the amount drawn down from this one-off funding will be reduced accordingly.
- 3.11 In respect of SEND the LGA/ISOS report 'Developing and sustaining an effective local SEND system' set out six key areas for action that characterised outstanding practice: partnership working and co-production with parents and carers, and with young people; strategic partnership working and joint commissioning across education, health and care; identifying, assessing young people's needs and ensuring they can access the support that they need; building inclusive capacity in mainstream schools and settings; developing responsive, flexible and effective local specialist provision; and preparation for adulthood.
- 3.12 These six areas are reflected in the APP. The investment in transformation is needed to ensure that we have the capacity and capability to design and implement an outstanding SEND system in which parents and carers find it easy to navigate the system and their children get the right support at the right time.
- 3.13 The funds requested at this stage are **£4.629m** for two years. The draft APP attached at **Appendix B** gives an indication of the activities that will be carried out and how impact will be measured. This is still in draft form as the final version will need to be approved by DfE.

### **Home to School Transport Improvement**

- 3.14 The Travel Assist Home to School Transport Service is on a well-documented improvement journey. Currently there are a number of roles that are being provided by interim members of staff because these roles do not exist in the substantive structure or the functions were significantly under-resourced. These are for key functions: assurance, compliance and contract management and it is imperative that these roles are retained in order to ensure the service is safe and well-run. Funding is therefore requested for the continuation of these roles until a permanent structure is designed and implemented and the recruitment of a dedicated Safeguarding Lead. This funding is therefore requested until April 2022. **Appendix C** shows the distinction between the substantive structure and the structure currently in place that is supplemented by interim staff.
- 3.15 Given the importance of these functions, it is vital that funding is established for a permanent team to deliver and permanent staff are recruited as soon as possible in order to ensure stability and reliable performance. Therefore, work will be carried out to scope out the size and shape of the function going forwards and this will be brought back to Cabinet for discussion and decision in early 2022.

This request is similar to that made in regard to SEND Improvement where Cabinet recently approved an additional £5.100m to support essential business as usual activity in SENAR to improve service performance. Historically the capacity of both services has been less than that required to ensure a good service.

- 3.16 Funding is also requested in order to carry out the transformation activity necessary to continue driving forward vital improvements to the service and to support the transition of Travel Assist as it moves into the Integrated Transport Unit (if Cabinet approves this proposal when presented in November). This work is the continuation of work initiated by Ernst and Young to ensure that sustainable improvement is made that allows the service to perform well reliably and provide a high quality and safe service to pupils. It is vital that this work is not destabilised and that the improvements made to date are further embedded. A high- level plan for this activity is included in **Appendix C**.

### **SEND Strategy and Delivery Model**

- 3.17 This area of transformation is required in order to review the way in which SEND Services are delivered in Birmingham and to ascertain if this model is the best one or whether other delivery models should be explored and implemented. The draft Statutory Direction issued by DfE indicates that the DfE appointed SEND Commissioner will consider options for the effective delivery of SEND services including, but not limited to, those outside of the operational control of the local authority. The Commissioner has confirmed verbally that this is his remit and that he will report back to the Minister for Children and Families with recommendations by December.
- 3.18 Following poor performance in some other authorities, a decision has been taken to deliver SEND Services through a Local Authority Trading Company, a Community Interest Company or a Trust instead of continuing to deliver the services from within the Council. In light of this, there is a need to ensure that BCC is able to carry out the necessary work needed to underpin and inform the work of the Commissioner and ensure that decisions taken are on the basis of robust evidence.
- 3.19 The importance of ensuring that Birmingham Children's Trust is not destabilised during this work and by any decision taken is understood to be of the highest importance. Funds requested will therefore also provide for analysis and policy work to be carried out in BCT to support decision making. This activity will help to inform the work of the SEND Commissioner and will also begin the work to develop a new and fit for purpose SEND Strategy (which will include SEND Sufficiency and Commissioning).
- 3.20 Funding is requested for **£0.090m** at this stage for 3 months to carry out scoping work in this area in order to decide what activity is needed and to prepare a business case and programme plan as well as to support work to underpin a new SEND Strategy. This will be discussed and agreed in conjunction with the SEND



Commissioner and the outcome brought back for discussion in early 2022 following, and informed by, the recommendations made to DfE. Any further financial implications will then be reported to Cabinet.

### **Education and Skills Transformation**

- 3.21 The Education and Skills Directorate covers a wide range of activities integral to delivering the Council's ambition for the city. However, the department is not sufficiently equipped or structured to deliver its role. The ICT systems that underpin the work of the department are also in need of modernisation and systems need to be enabled to share information. Too much of the workforce is dependent on agency /interim staff and a clear workforce development strategy needs to be developed and implemented. Key areas, particularly SEND, are not delivering at a sufficiently good standard as identified in the recent Ofsted / CQC report on lack of progress against the 2019 written statement of action.
- 3.22 Following a period of unstable leadership, there is currently no over-arching vision or strategy for the directorate, with this becoming more pressing in light of the need to drive forward post-COVID recovery. The recent Ofsted and CQC Revisit has highlighted the fact that performance management within the directorate has not been sufficiently robust and that there is a need to improve this in order to provide confidence that the directorate can make the changes needed to improve this service. The appointment of a permanent Director of Children's Services is a vital first step, but they will need to be underpinned by adequate support functions in order to support them to deliver effectively. This area of work will scope what is needed to underpin the role.
- 3.23 The Education and Skills Directorate is currently made up of four key areas: SEND and Wellbeing, Education and Early Years, Skills and Employability and Commissioning. However, the AD Commissioning role does not exist in the substantive structure, despite the directorate commissioning and overseeing important and high value contracts, including with Birmingham Children's Trust. The role is currently and has been for some time, carried out by an interim and a decision needs to be taken about where this fits into the structure over the longer term. The department has significant budgets for commissioning services but has an under-developed commissioning structure. In particular the 'intelligent client' function as outlined in the Children's Trust memorandum has not yet been established. In order to commission well, good performance management information, data and other evidence is needed but there is no single team within the department nor a single officer responsible for this vital function.
- 3.24 Work has been going on across the Local Area to consider the best ways to ensure early intervention takes place. To date this has not been sufficiently well integrated and there is a need to consider the work already carried out in Early Years and SEND in particular and ensure that this is aligned with work happening in Birmingham Children's Trust and across BCC focused on ensuring early intervention is prioritised so that there is one clear Early Help Offer in the city.

Similarly, there is a need to review the Post-16 area that currently sits across different parts of BCC and ensure that this is sufficiently well designed and delivered.

- 3.25 There is therefore a need to review both the structure of the directorate and its vision, strategy, remit and purpose. This area of work will therefore focus on culture and leadership, operating model, vision and strategy, IT enabled change and the performance management framework. A focus will be placed on ensuring that resources are well-used and that where possible there is a move towards a stable and permanent structure and away from heavy reliance on interim staff, especially at senior levels. A directorate fit to deliver and commission services for the children of Birmingham for the next 10 years will be designed.
- 3.26 Funding is requested for **£0.226m** for 3 months initially to set up the overall programme across the directorate, review all governance arrangements currently in place, prepare a business case and programme plan and carry out initial consultation with staff and stakeholders to bring back to CLT and Cabinet for Discussion. It is proposed that the bulk of this work commences upon the appointment of a new Director of Education and Skills. The outcome of the work will be presented to Cabinet for discussion and decision in early 2022.

#### **4 Overall Funding request**

- 4.1 The funding request at this stage is **£7.607m** made up as follows:
- 4.1.1 For SEND Improvement and Home to School Transport **£7.291m** funding is requested at this stage
- 4.1.2 For scoping work **£0.316m** funding is requested at this stage
- 4.1.3 For the financial year 2021/22 there will be a need for £1.837m for SEND Improvement and £2.662m for Home to School Transport Improvement and Contract Management and Compliance Function and £0.316m for scoping work, a total of **£4.815m**.
- 4.1.4 For the financial year 2022/23 there will be a need for **£2.792m** for SEND Improvement. A further ask for this will be forthcoming once scoping work has been carried out.
- 4.2 The detail around the expenditure on these three initiatives can be found in the Resource Plan at **Appendix D** although Members should note that these are estimates based on anticipated daily rates and numbers of days and not exact costs. Where possible, we will use existing staff or fixed term appointments or secondments so these costs, based on use of interim staff, are at the upper end of what can be anticipated.

#### **5 Governance and Principles**

- 5.1 The Education and Skills Transformation Programme will be set up as one Programme within the overarching Council's Transformation programme. The

Education and Skills Director (DCS) will be the programme sponsor and the Education and Skills Transformation Director will be the operational sponsor. The Council's Corporate PMO will coordinate activity, risk management and dependencies across the programme. The Transformation Programme will be aligned with transformation activity across the Council that is focused on improving customer journey and increasing citizen engagement.

5.2 The Programme will report into corporate governance arrangements with regular reporting through the Corporate Leadership Team and quarterly reporting through Corporate Delivery Oversight Group and Cabinet. In order to ensure effective delivery, strict controls will be applied to the use of resources, performance management and risk management.

5.3 The programme will be run based on the following principles:

- **Being ambitious for the children and young people of Birmingham:** There is a need to identify and set the ambition for the children and young people of Birmingham. This should be bold and in line with the Council's vision for the future of the city. Once a strategy and ambition are set, it will be easier to track progress and ensure the transformation delivered is on track. The programme will have children and young people at its heart.
- **Co-Production:** Families, young people, schools and the voluntary sector will be consulted, engaged and communicated with at all times and their views will inform the design, aims and outcomes of the work in order to ensure what is designed and delivered meets the needs of those we serve. Co-production will be at the heart of all we do. Staff must also be engaged and involved and have the chance to contribute to and inform decisions that will impact on their work.
- **Birmingham-Owned and led:** Where possible work will be carried out by and/or supported by permanent members of staff in order to ensure that change is embedded, and knowledge, skills and ownership sit with BCC. Where interim members of staff are working on activity, skills and knowledge transfer will form a key part of their role.
- **Continuous Improvement:** The programme will run on the principles of continuous learning and improvement with progress being evaluated and impact monitored regularly. Where work being carried out is not having the desired impact, it will be reviewed and redesigned. There should always be a live understanding of how transformation activity is impacting on the experiences of children, young people, families, schools and other stakeholders who interact with and receive services from BCC. A relentless focus on outcomes will be prioritised and will drive activity across the programme.
- **Making the best use of resources:** Every effort will be made to manage costs and to always achieve value for money. The programme will adhere to BCC procurement requirements and regularly review spend and impact



achieved in relation to spend. There is currently an exercise underway led by CIPFA to ascertain if the High Needs Block underspend can be re-allocated to SEND transformation. If it is found that this is possible, some of these funds will be used and the amount drawn down from this one-off funding will be reduced accordingly.

## **6 Benefits and Outcomes**

- 6.1 This programme will be designed around a set of outcomes that BCC aims to achieve for the children and young people of Birmingham, and these will form the basis of a Children and Young People's Strategy. A roadmap will be produced by the end of December that identifies the priority outcomes and the key measures that will be used to track impact and monitor the success of the work underway.
- 6.2 Outcomes and targets will be focused on four areas: (i) improving outcomes on a city-wide basis where these are out of step with national performance, (ii) specific locality based targets that are intended to ensure all children in the city are enabled to thrive and achieve their full potential, (iii) setting stretching targets for outcomes where Birmingham has specific ambitions, (iv) improving the experience of those who interact with our services, in particular children and young people with SEND and their families.
- 6.3 The delivery of this programme will bring a number of benefits and lead to a directorate that is fit for purpose, can meet all of its statutory duties and has a permanent structure that delivers value for money. The directorate will also make better use of IT and Digital applications to improve customer communications, engagement and service and ensure the delivery of a more efficient and effective service. Performance will be monitored effectively.
- 6.4 The programme will provide effective governance, management and controls through project management disciplines and mechanisms in line with Corporate standards, ensuring delivery is undertaken efficiently, in a consistent and controlled manner, with the minimum level of risk and providing effective reporting and flow of information. Further details on planned benefits can be found in **Appendix D**.

## **7 Options considered and Recommended Proposal**

- 7.1 Due to the systemic failures identified in SEND in Birmingham, which have arisen due to defects in the wider Education and Skills Directorate, it is imperative that the right investment is made to bring about sustainable change.
- 7.2 Without this investment, the Local Authority will not be able to lead the necessary changes in the system to satisfy the regulators and the SEND Commissioner that Birmingham can deliver SEND services for its residents and deliver sufficiently effective services for the children and young people of Birmingham.

- 7.3 There is a need to create a Directorate that is sufficiently strategic, adequately resourced and that makes the most of its resources and capabilities so that it can deliver services fit for the future.

## 8 Consultation

- 8.1 No formal consultation is required. However, the Local Area partnership including the Parent Carer Forum has been engaged in coproducing the methodology for the SIP and understand the need for investment.

## 9 Risk Management

- 9.1 If the requested funds are not approved, signalling that the necessary transformation will be adequately funded and supported, there is a risk that Birmingham City Council will be found incapable by the DfE appointed Commissioner to deliver SEND services to its residents.

## 10 Compliance Issues:

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

- 10.1.1 Birmingham is an aspirational city to grow up in. By investing in the described Transformation Programmes, the Local Authority will have the right resources to implement sustainable change in Education and SEND for the City.

### 10.2 Legal Implications

- 10.2.1 None currently but if a decision is taken to change the operating model for SEND, any changes that affect staff will be compliant with employment legislation.
- 10.2.2 In the event that Statutory services are commissioned for delivery by a Local Authority Trading Company, a Community Interest Company or Birmingham Children's Trust, the TUPE Regulations will apply to relevant affected Council staff.

### 10.3 Financial Implications

- 10.3.1 The funding request at this stage is for a total of £7.607m made up of -

	2021-22 £m	2022-23 £m	total £m
Immediate improvement work			
SEND Improvement	1.837	2.792	<b>4.629</b>
Home to School Transport	2.662	-	<b>2.662</b>
	4.499	2.792	<b>7.291</b>
Further scoping work	0.316	-	<b>0.316</b>
	<b>4.815</b>	<b>2.792</b>	<b>7.607</b>

- 10.3.2 A maximum of £7.607m will be drawn down from the Delivery Plan Reserve to fund the costs.
- 10.3.3 An exercise is underway and led by CIPFA to ascertain if the High Needs Block underspend can be re-allocated to SEND transformation. If it is found that this is possible, some of these funds will be allocated to this work and the amount drawn down from the Delivery Plan Reserve will be reduced accordingly.
- 10.3.4 It is recognised that a future ask will be put forward once initial scoping work has been carried out.

#### **10.4 Procurement Implications**

- 10.4.1 Some of the work outlined above will be procured through a third-party supplier, at which point appropriate procurement routes will be utilised.

#### **10.5 Human Resources Implications (if required)**

- 10.5.1 There will be human resources implications when the programme is operationalised but not at this stage. All work will be carried out in close collaboration with HR colleagues and in accordance with BCC corporate policies and advice related to recruitment, staff engagement, consultation and organisation design. Additional HR support is sought as part of this request for funds in recognition of the amount of activity that needs to be carried out. This will be recruited in collaboration with HR colleagues through the appropriate framework and contractual routes.

#### **10.6 Public Sector Equality Duty**

- 10.6.1 We will have regard to the public sector equality duty at all stages of the programme set up, mobilisation and delivery.

### **11 Appendices**

- 11.1 **Appendix A** – Education and Skills Transformation Proposal
- 11.2 **Appendix B** – Draft SEND Improvement Accelerated Programme Plan
- 11.3 **Appendix C** – Home to School Transport Improvement Plan
- 11.4 **Appendix D** – Education and Skills Transformation Resource Plan

### **12 Background Documents**

- 12.1 None



# Education and Skills Transformation Programme: Proposal



**Making a positive difference** every day to people's lives

## Education and Skills Transformation Programme

- The Education and Skills Directorate is in need of strategic transformation to ensure it is fit for purpose to deliver high quality services – either directly or through the commissioning and oversight of partner organisations
- The recent Ofsted/CQC Local Area SEND Revisit has highlighted that the Directorate has failed to deliver sufficiently good services
- In light of this, there is a need to do three things:
  - immediately address poor service performance of SEND services to schools and families
  - make decisions about the most effective delivery model of SEND services and initiate this change
  - and, in light of this, ensure that the delivery model for the Directorate is fit for purpose and the Directorate is effective in its leadership, strategy and oversight
- This is a 3-5 year programme of change and needs to be adequately resourced in the short and long term

# Education and Skills Transformation Programme

**SRO: Director of Education and Skills**

**Lead: Deborah Brooks**

## 1. SEND Improvement

**SRO: AD SEND**

**Lead: Victor Roman**

- Operational Turnaround
- Improved Co-production
- Communications and engagement
- Financial sustainability
- Data Management & IT
- Performance Management
- SEND Improvement Board
- Graduated Approach/ DLP

3  
years

## 2. SEND Strategy and Delivery Model

**SRO: AD Commissioning**

**Lead: TBC**

- Baseline current services and recommendations for future delivery model
- Performance framework
- Strategy Development
- Sufficiency Strategy
- Commissioning
- Workforce Strategy

12-18  
months

## 3. Education and Skills Transformation

**SRO: TBC**

**Lead: TBC**

- Future directorate operating model
- Performance framework
- IT enabled change
- Culture and leadership
- Communications
- Strategy

12-18  
months

## Home to School Transport Improvement

**SRO: Deborah Brooks**

At the right point this moves to

## Integrated Transport Unit

**SRO: Rob James**

## Work Packages

- There is a need to bring in a range of different resource to deliver this transformation. E&S already has a Transformation Director and a SEND Programme Manager. These roles need to be supported with project management capacity (interims in the first instance, moving to permanent roles when/if possible)
- Proposed costings for this are attached in a spreadsheet but are represented at a high level on the following slide
- Project 1 ends at the point service performance is good and improvement sustained (estimate 3-4 years)
- Project 2 ends at the point that the future delivery model is agreed and delivered so could extend if any decision to move services is delayed or has a high degree of complexity. (estimate 12-18 months)
- Project 3 ends at the point that the future delivery model is agreed at which point a new project will be instigated (estimate 12-18 months)
- Project 4 ends at the point the Home to School Transport structure is established permanently within the ITU
- At this stage funds are requested for scoping only for **Project 2** and **Project 3**



# Education and Skills Transformation Programme

SRO: Director of Education and Skills

## SEND Improvement

SRO: AD SEND

Lead: Victor Roman

**£4.6m** over two years initially

If this service moves, the funds move with the service to sustain improvement

## SEND Strategy and Delivery Model

SRO: AD Commissioning

Lead: TBC

**Estimate £2.8m** over 18 months initially

To support the delivery of consultancy services and the management and oversight of any service move, plus the development of strategy and commissioning for SEND

## Education and Skills Transformation

SRO: TBC

Lead: TBC

**Estimate £2.3m** over 12 months

To enable secondments and/or interim staff to support the development of an operating model for the directorate and to implement effective central functions.

## Home to School Transport Improvement

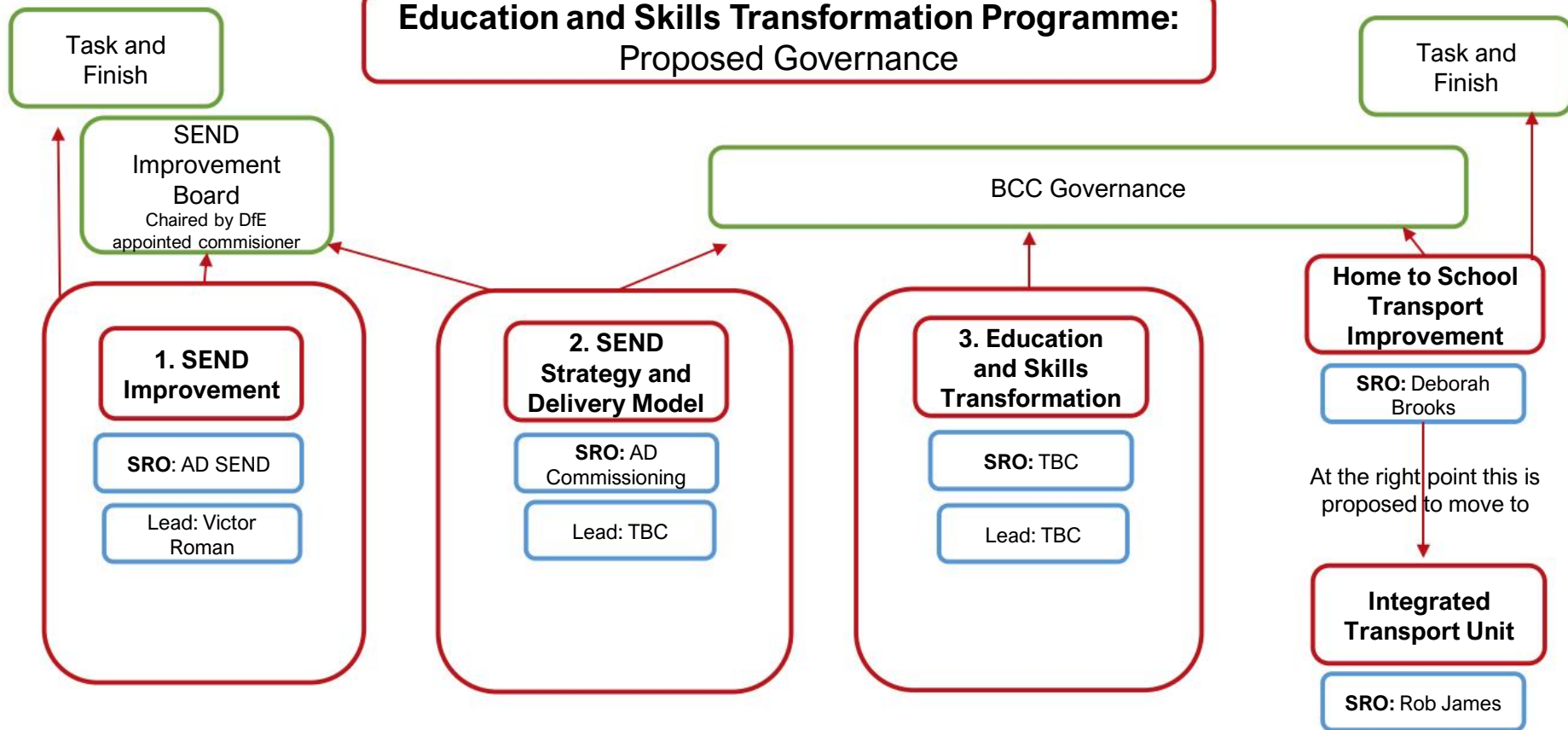
SRO: Deborah Brooks

**£2.6m** At the right point this moves to

## Integrated Transport Unit

SRO: Rob James

## Education and Skills Transformation Programme: Proposed Governance



# SEND Improvement Programme

## DRAFT Accelerated Progress Plan



## Introduction

- The focus of this presentation is to present the proposed methodology and put forward a proposal for how the SEND Improvement Programme (SIP) could be structured, managed and monitored. This in effect will be the Local Area's Accelerated Progress Plan.
- The Local Area accepts that insufficient progress has been made against 12 out of the 13 Areas of Significant Weakness identified in the 2018 Local Area SEND Inspection.
- This outcome was due to insufficient co-production, engagement and accountability since the Written Statement of Action (WSOA) was approved in January 2019.
- The Local Area is committed to fully co-produce a new SEND Improvement Programme (SIP) based on identifying desired outcomes, which will be appropriately scrutinised by an Improvement Board chaired by the DfE appointed Commissioner.

## Methodology

- The Local Area has identified 4 Objectives for CYP with SEND in Birmingham.
- As the Objectives are now agreed, the workplans will be aligned to be able to meet those objectives, and to measure the progress against achieving the desired benefits.
- Each Objective will have its own sponsor, project plans and benefits to be realised.
- The Programme will be held accountable by a multi-partnership Board who has the DfE Commissioner as chair.





## Feedback received from young people (RISE Youth Forum)

We are Additional Needs,  
not Special.  
#additionalnotspecial

Prefer mini-assessments,  
helps with preparation  
and managing our anxiety

We would like support  
with work experience.

We want tailored  
support for exams

Provide support  
on how to revise  
for exams.

We need  
alternative ways of  
learning

Improve support for  
anxiety and mental  
health

We want professionals  
to talk to each other

We need more awareness  
in schools on what  
“additional” means

Don't want to be  
defined by my  
additional need.

We want more  
opportunities for extra-  
curricular activities.

We are all individuals  
with different needs  
and abilities.

We would like the SEND  
Improvement  
Programme to be called  
“Together we CAN”  
(Children with Additional  
Needs)

## Feedback received from parents/carers

Have more opportunities for parents to meet professionals

Have a clearly explained process that we all understand

Be transparent on funding and ensure education settings provide the right support

Ensure that there is permanent staff working for our children

Provide coproduced fit for purpose EHCP plans

Provide genuine multi agency working

Speedy access to diagnosis and treatment

Ensure that there is timely and appropriate provision and support

Improve communication: answer calls and emails

Stop sending EHCPs to the wrong people

Appropriate social care respite and support

Apprenticeship for autism school leavers

Having a named, accessible plan co-ordinator

Reduce waiting times for services like S&L, OT, etc.

Invest more in MH support for parents and children

More specialist training for mainstream schools

## Feedback received from education settings

We would like more of these reflective conversations to keep the momentum going

Need to ensure professionals understand their remit

The authority needs permanent staff

We need clarity on top-up funding for EHCPs

We need to keep SEND Support Provision Plans

We need interim emergency funding to be able to support pupils

Need to ensure that we decrease the number of children awaiting placements

Need better transition planning from one phase to the next.

Need a fair and transparent funding system

We need support, so that we reduce part-time timetables



## Feedback received from the voluntary and community sector

We would like to be more involved

We need more support for 14-19 olds

Focus on Early Intervention

The processes for parents and professionals need to be clearer

We need more respite provision in Birmingham

Invest more in Art Therapy

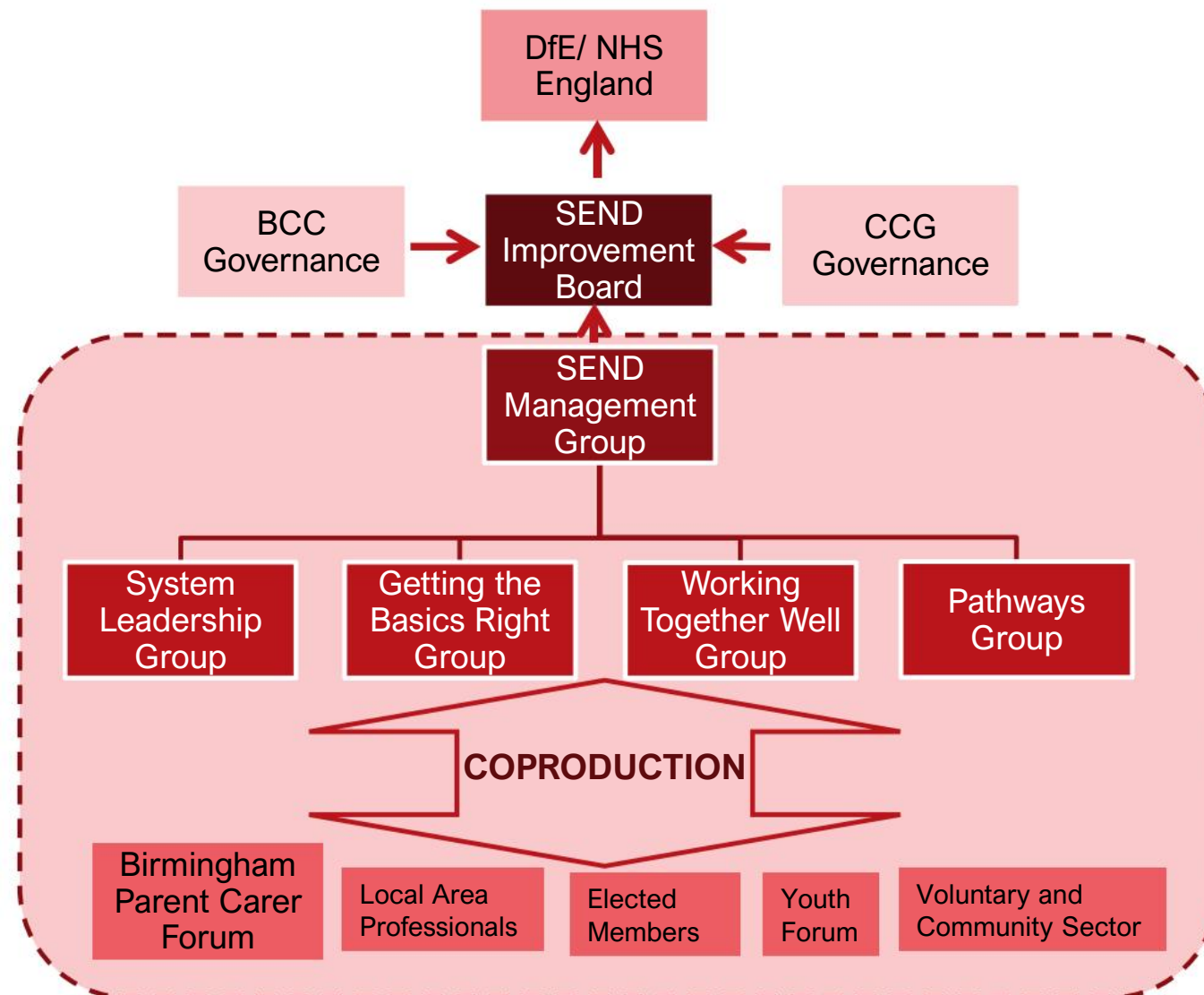
Parents come to us when the professionals are not responsive

The process to get support needs to be shorter

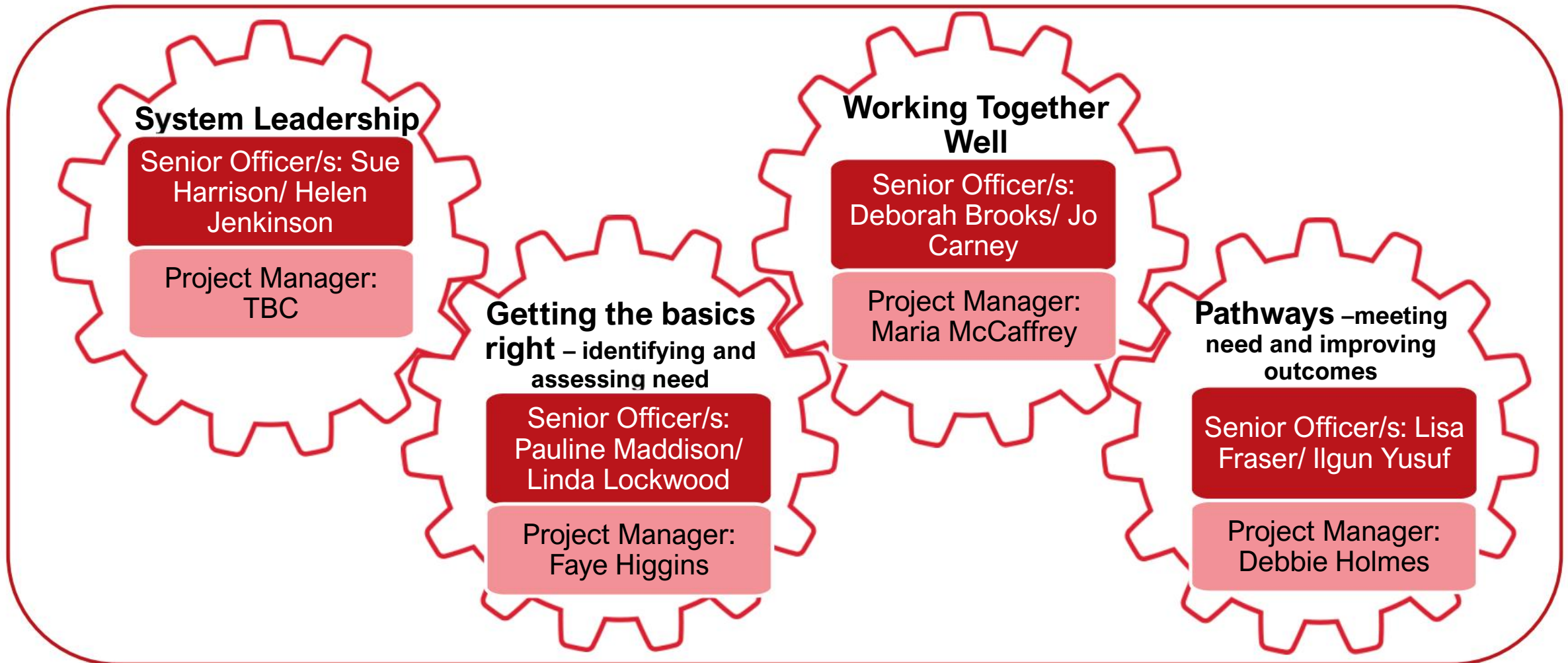
Support education settings to understand needs better

# Proposed Objectives and Projects

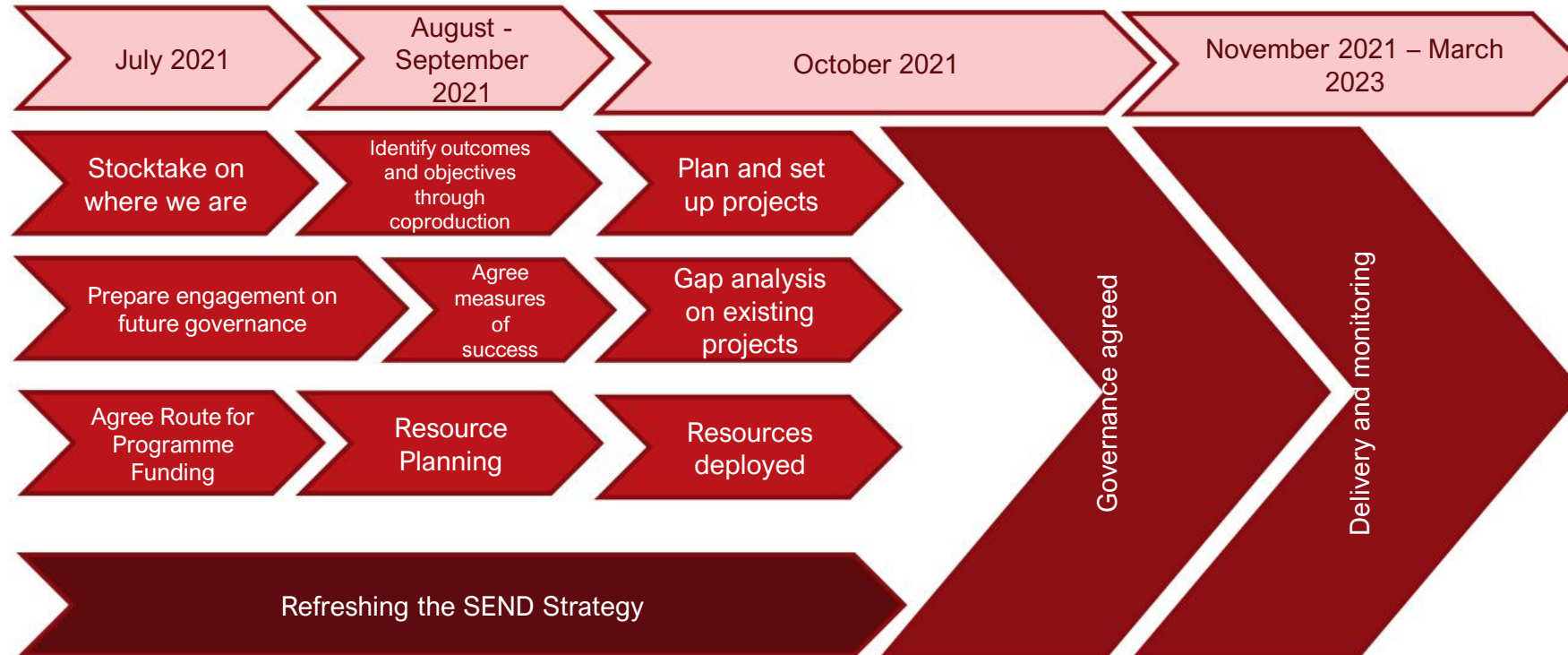
Theme	Area of Significant Weakness	Improvement Projects at a glance
<b>System Leadership</b>	<ul style="list-style-type: none"> <li>Strategy</li> <li>Inter-agency working</li> <li>Local Offer</li> </ul>	<ul style="list-style-type: none"> <li>Refresh the SEND Strategy</li> <li>Develop a Joint Working Protocol with Standard Operating Procedures across the partnership</li> <li>Develop and Implement a Learning and Development Strategy across the partnership</li> <li>Improve the Local Offer Website</li> <li>Improve Data Management</li> </ul>
<b>Getting the basics right – identifying and assessing need</b>	<ul style="list-style-type: none"> <li>Coordination of Assessments</li> <li>Quality of EHCPs</li> <li>Waiting Times</li> </ul>	<ul style="list-style-type: none"> <li>Build a sustainable SENAR service</li> <li>Improve the EHNCA and Annual Review Processes</li> <li>Upgrade the Case Management System</li> <li>Agree a Quality Assurance Framework</li> <li>Improve waiting times for Therapies and Neuro-Developmental Pathways</li> </ul>
<b>Working Together Well</b>	<ul style="list-style-type: none"> <li>Co-Production</li> <li>Parental Engagement</li> <li>Parental Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a co-production and engagement framework and plan</li> <li>Set up a Voluntary Sector Partnership Group</li> <li>Develop and implement a communications strategy</li> <li>Launch Parent Portal as part of the SENAR Case management System Upgrade</li> <li>Agree and sign a Partnership Compact</li> <li>Review and Strengthen the role of SENDIASS</li> </ul>
<b>Pathways – meeting need and improving outcomes</b>	<ul style="list-style-type: none"> <li>Academic Progress</li> <li>Attendance and Exclusions</li> <li>Employment</li> </ul>	<ul style="list-style-type: none"> <li>Develop an Inclusion Strategy</li> <li>Deliver the Developing Local Provision project</li> <li>Review the Children Out of School Process for CYPs with EHCPs</li> <li>Review the allocation of the HNB</li> <li>14-19 Review of Employment Pathways for YP with SEND</li> <li>Review the internal processes to ensure that CYPs pathways are correctly tracked</li> </ul>



# Objectives and Governance



# Timescales





# Objectives/ Projects/ Key Measures of Success

# Objective 1 - System Leadership (SEND Strategy, Inter-agency Working, Local Offer)

Project	Responsible officers	By When
Develop a new SEND Strategy	AD Commissioning	30 Aug 2022
Develop a Joint Working Protocol with Standard Operating Procedures across the partnership	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality/ Director of Practice	1 Mar 2022
Develop and Implement a Learning and Development Strategy across the partnership	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality/ Director of Practice/ HR&OD Departments	1 September 2022
Develop a Workforce Strategy	Director of Education and Skills	1 April 2022
Improve the Local Offer Website	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality	31 December 2022 (ensuring compliance with COP15)
Review of Data Management and Introduction of New Data Management and Performance Policy	Transformation Director, Education and Skills	1 September 2022 31 Mar 2022

# Objective 1 - System Leadership (SEND Strategy, Inter-agency Working, Local Offer)

Impact measures and KPIs	Area of Significant Weakness that it relates to
% of professionals in the partnership that understand the vision	SEND Strategy
% of pupils with EHCP educated in mainstream environment	SEND Strategy
% EHCNA advice received within 6 weeks	Inter - Agency Working
Attendance monitoring at mandatory SEND training	Inter - Agency Working
Satisfaction rates Local Offer Website through a dedicated survey	Local Offer
Local Offer Website Traffic monitoring	Local Offer



## Objective 2 - Getting the basics right – identifying and assessing need (Coordination of Assessments, Quality of EHC Plans)

Project	Responsible officers	By When
<b>Improve EHCNA process by looking at:</b> <ul style="list-style-type: none"> <li>- Coproducing the 20 week process</li> <li>- Coproducing the templates and letters</li> </ul>	AD SEND, Inclusion and Wellbeing	31 Mar 2022
<b>Improve Annual Review process</b> <ul style="list-style-type: none"> <li>- Coproduce the general annual review process</li> <li>- Coproduce the phase transfer processes</li> </ul>	AD SEND, Inclusion and Wellbeing	31 Mar 2022
<b>Upgrade SENAR Case Management System</b> <ul style="list-style-type: none"> <li>- Update the system</li> <li>- Launch the schools portal</li> <li>- Deliver training to staff and partners</li> <li>- Complete data cleansing activity</li> </ul>	AD SEND, Inclusion and Wellbeing	22 Apr 2022
<b>Build a sustainable SENAR service capable of delivering good outcomes for CYP with SEND, in accordance to the CFA14 and COP15.</b>	AD SEND, Inclusion and Wellbeing	31 May 2022
<b>Agree a Quality Assurance Framework</b>	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality/ Director of Practice	1 Mar 2022

## Objective 2 - Getting the basics right – identifying and assessing need (Waiting times)

Project	Responsible officers	By When
Develop recovery trajectory planning to support the robust management of waiting lists (for all therapy services)	Director of Joint Commissioning (CCG)/ Divisional Director (BCH)	Ongoing
Continue to improve the process for monitoring and managing waiting lists	Director of Joint Commissioning (CCG)/ Divisional Director (BCH)	Ongoing
<u>Speech, Language and Communication Needs (SLCN) transformation to the Balanced System</u> - reduce waiting times and embed a system wide approach to SLCN, developing an integrated approach to continuous monitoring of wait times during the transition period.	Director of Joint Commissioning (CCG)/ Divisional Director (BCH)/ AD SEND, Inclusion and Wellbeing	Phased transformation commencing Sept 2021 – March 2024
<u>Joint Commissioning arrangement for SLCN</u> – Continue to monitor impact resulting from the formalised arrangement between BSol CCG and Birmingham City Council.	Director of Joint Commissioning (CCG) / AD SEND, Inclusion and Wellbeing	ongoing
<u>Increase capacity to support autism assessments (over 7year olds)</u> - Commission additional capacity from Healios (phase 3) for autism assessments – Healios will be able to see a further 850 children.	Director of Joint Commissioning (CCG)/ Divisional Director (BCH)	November 2021
<u>Improve the ASD assessment process and wait times to ensure children under 7yrs old are assessed in a timely manner</u> – development of a new timetable for under 7-year-old waits (ASD assessments).	Director of Joint Commissioning (CCG)/ Divisional Director (BCH)	Jan 2022 (linked to 0-16 pathway below)
<u>Improve timeliness of ADHD assessments</u> - continue to monitor implementation of a new tool and upskilling of staff (CDC and ND staff) to support utilisation of the tool in order to speed up the assessment process for ADHD and reduce waiting lists.	Director of Joint Commissioning (CCG)/ Divisional Director (BCH)	New process commenced Oct 2020 ongoing
<u>Development of a 0-16year old ND pathway</u> - including recruitment strategy in line with national staff shortage issues e.g., clinical psychology and working on an exit plan for Healios.	Director of Joint Commissioning (CCG)/ Divisional Director (BCH)	Implementation Jan 2022

## Objective 2 - Getting the basics right – identifying and assessing need (Coordination of Assessments, Quality of EHC Plans, Waiting Times)

Impact measures and KPIs	Area of Significant Weakness that it relates to
%EHCPs issued within 20 weeks	Coordination of Assessment
Family Satisfaction with the EHCNA process	Coordination of Assessment
SENCO Satisfaction with the EHCNA process	Coordination of Assessment
% Annual Reviews actioned within 4 weeks of the meeting	Coordination of Assessment
% of EHCPs rated good and outstanding	Quality of EHCPs
% of CYP who complete their secondary phase transfer by the 15 <sup>th</sup> of February	Coordination of Assessment Quality of EHCPs
% of EHCPs NEET	Quality of EHCPs
Average and longest wait for OT	Waiting Times
Average and longest wait for SLT	Waiting Times
Average and longest wait for PT	Waiting Times
Average and longest wait for ND	Waiting Times

## Objective 3 - Working Together Well (coproduction, parental engagement, parental satisfaction)

Project	Responsible officers	By When
Design a co-production and engagement framework and plan	Coproduction Officer	31 Dec 2021
Set up a Voluntary Sector Partnership Group	Director of Education and Skills	31 Dec 2021
Design and implement a communications strategy	Comms from BCC, CCG and BCT	1 Feb 2022
Launch Parent Portal as part of the SENAR Case management System Upgrade	Transformation Director, Education and Skills	15 Oct 2021
Agree and sign a Partnership Compact	Coproduction Officer	31 Dec 2021
Review and Strengthen the role of SENDIASS	Director of Education and Skills	31 Mar 2022

## Objective 3 - Working Together Well (coproduction, parental engagement, parental satisfaction)

Impact measures and KPIs	Area of Significant Weakness that it relates to
% of parental surveys returned	Coproduction Parental Engagement Parental Satisfaction
% of parental satisfaction measured through the parental surveys	Coproduction Parental Engagement Parental Satisfaction
% of education settings responding positive to surveys	Coproduction
% of partner organisations responding positive to surveys	Coproduction
Number of appeals lodged at SENDIST	Parental Satisfaction
Number of Complaints	Parental Satisfaction
% of Complaints that were satisfactorily dealt with	Parental Satisfaction



## Objective 4 - Pathways – meeting need and improving outcomes (academic progress, attendance and exclusions, employment)

Project	Responsible Officer	By When
Develop an Inclusion Strategy	AD SEND, Inclusion and Wellbeing/ AD Education and Early Years	1 Sept 2022
Deliver the Developing Local Provision project	AD SEND, Inclusion and Wellbeing	1 Sept 2021 – Start 31 Jul 2022 – Review First Year 31 Jul 2023 – Review Second Year
Review the Children Out of School Process for CYPs with EHCPs	AD SEND, Inclusion and Wellbeing/ AD Education and Early Years	1 May 2022
Review the allocation of the HNB	AD SEND, Inclusion and Wellbeing	31 Dec 2021
14-19 Review of Employment Pathways for YP with SEND	AD Employment and Skills	1 Sept 2022
Review of Internal Processes to ensure that CYPs pathways are correctly tracked	Director of Education and Skills/ Chief Nurse/ Director of Commissioning and Corporate Parenting	31 Dec 2021

## Objective 4 - Pathways – meeting need and improving outcomes (academic progress, attendance and exclusions, employment)

Impact measures and KPIs	Area of Significant Weakness that it relates to
Attainment and Progress data EHCPs	Academic Progress
Attainment and Progress data SEN Support	Academic Progress
Attendance for SEN Support and EHCPs	Attendance
% of the Unknowns in the NEET category	Attendance Exclusions
% of Special Schools rated Good or Outstanding	Academic Progress
% of Mainstream Schools rated Good or Outstanding	Academic Progress
% of Early Years rated Good or Outstanding	Academic Progress
% of CYP with EHCPs that attend settings rated Good or Outstanding	Academic Progress
% of Take up of 2 Year Old Offer	Attendance
% of permanent exclusions and fixed term exclusions for EHCPs	Exclusions
% of permanent exclusions and fixed term exclusions for SEN Support	Exclusions
% young people with LD in paid employment or apprenticeship	Employment





# Home to School Transport Service Improvement Programme Update

September 2021



# 1. Background and Context

- The Birmingham Home to School Transport service **is the biggest service of its kind in the country**
- We provide services to support over **4,000 children and young people** with SEND
- **There are over 1000 routes operated each day**
- These journeys are supported by a team of **over 600 guides**
- We partner with **33 operators, of which 18 undertake routes currently** and **243 schools**
- Annually we **assess over 1,450 new applications** and **administer over 3,200 bus passes**
- We are a **central point of contact for pupils, parents or carers, schools, guides, and operators**

# 1. Background and Context

- The Service is a demand-led service and is seeing high levels of increasing demand that are impacting on the cost and have led to a significant overspend. An overspend of 28% is predicted for the current year
- There was a 17% increase in pupils with EHCPs between 2018 and 2020
- Covid has had an impact on costs, bringing both savings and increased costs, as well as additional funding to meet some of these costs although this has now been ceased
- Staff costs have seen considerable growth in 20/21 and 21/22, resulting in significant overspend. A number of roles have been filled by interims over the last few years and a significant number of additional interim roles have been needed to support service recovery, further to the challenges experienced in September 2020, and to mobilise new routes which needed to be re-procured in 2021. There is therefore a need to quickly design and deliver a permanent structure that is fit for purpose and to carry out modelling to enable the service to better predict and plan to meet demand.

## 2. Recent Service Performance

- Service performance has, as expected, experienced a dip during the mobilisation period for the start of this academic year. This was compounded by the fact that a new provider had to be brought on board at short notice (HATS) following the identification of a provider that was not compliant with our requirements.
- Early September saw some initial problems with route mobilisations
- Performance is now stabilising following this period and recent performance for **September 17th** is as follows:
  - 97.65% routes operated (1040 out of 1065 routes)
  - 99.47% of pupils were transported
  - 91% of all calls were answered

### 3. Service Performance Summer Term 2021

Service performance during the summer term of 2021 was good:

- 99.94% of routes expected were delivered throughout April, May, and June
- 99.44% of routes delivered were on time throughout April, May and June
- 99.95% of pupils expected to travel were transported throughout April, May, and June
- Over 96% calls answered each week (corporate standard is 90%; 4,002 calls since April)
- 85% reduction in bus pass applications taking more than 20 working days to assess since April
- 84% reduction in transport application taking more than 15 working days to assess since April

## 4. The Improvement Journey

There have been well-documented failures in the performance of the Travel Assist Service over a number of years. As a result of this, investment has been made in improving the service and this has paid off with performance improving steadily over the academic year 2020/21.

The improvement journey is documented below:



# The Improvement Journey - Phases

The Improvement Programme was divided into three planned phases:

- **Immediate Actions** – this phase of transformation was designed to address the key failings identified in the EY Report. An Immediate Fixes Plan was designed and has now been completed.
- **Change to Improve** – this phase of transformation focused on stabilising the service and introducing improved ways of working, processes and an improved culture of co-production and user involvement. This period also encompassed the mobilisation of services in time for the Autumn Term 2021, routes were re-procured through the Dynamic Purchasing System. During this period additional staff were recruited on an interim basis to carry out key functions that were under-resourced in the substantive structure in order to ensure a quality service can be delivered
- **Transformation** – this next phase beginning post-mobilisation will focus on designing and implementing a service that is fit for the future and has at its heart a right sized and well-designed structure and set of processes that can deliver a safe and quality service. If Cabinet approve the proposal, the service will move to become part of an Integrated Transport Unit.



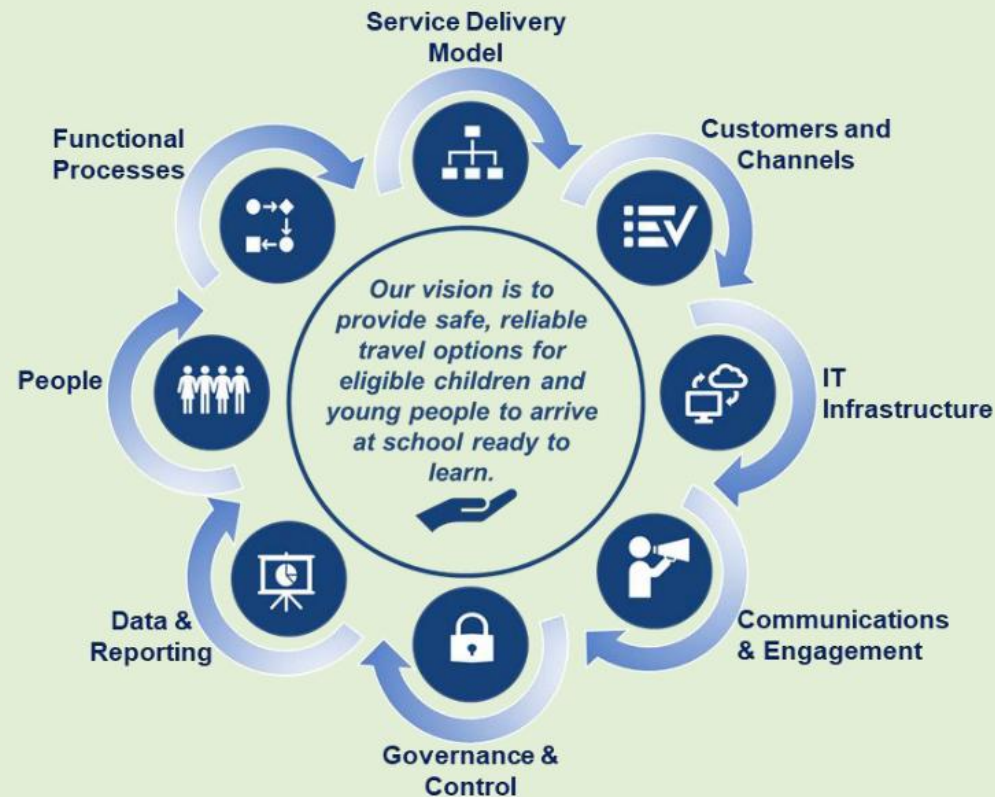
# The Improvement Journey - Focus

Transformation  
Oct 2021 onwards

Change to Improve  
Feb 2021 – Sep 2021

Immediate Actions  
Sep 2020 – Jan 2021

The Improvement Programme was designed to address the weaknesses identified in the EY Report and focuses on all of the areas below:





# The Improvement Journey – Governance and Safeguarding

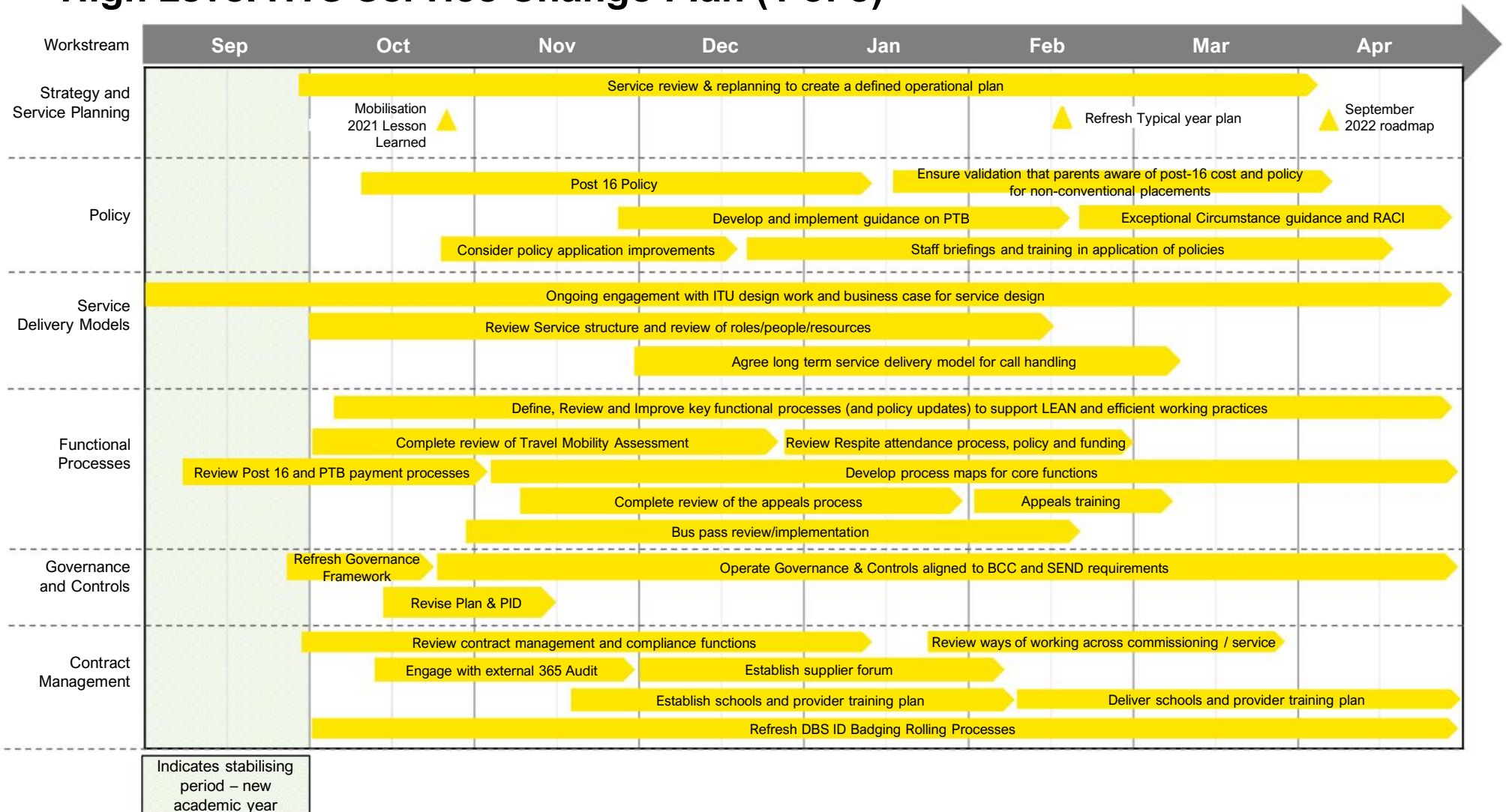


- The Improvement Programme dual reports to the Leader's Task and Finish Group, which is made up of a group of stakeholders, Members and Officers and is chaired by The Leader and to the Home to School Programme Board
- There is a separate Safeguarding Stocktake that meets six weekly that considers progress against recommendations made regarding safeguarding in the Service by Internal Audit, the Weightmans Report and internal reviews into safeguarding practice
- An Internal Safeguarding Review has recommended that a Safeguarding Lead for the service is appointed on an interim basis, whilst permanent structures are designed and implemented and that request is included in this proposal
- The Council has commissioned an audit of all providers which is being carried out by an external organisation (365R)

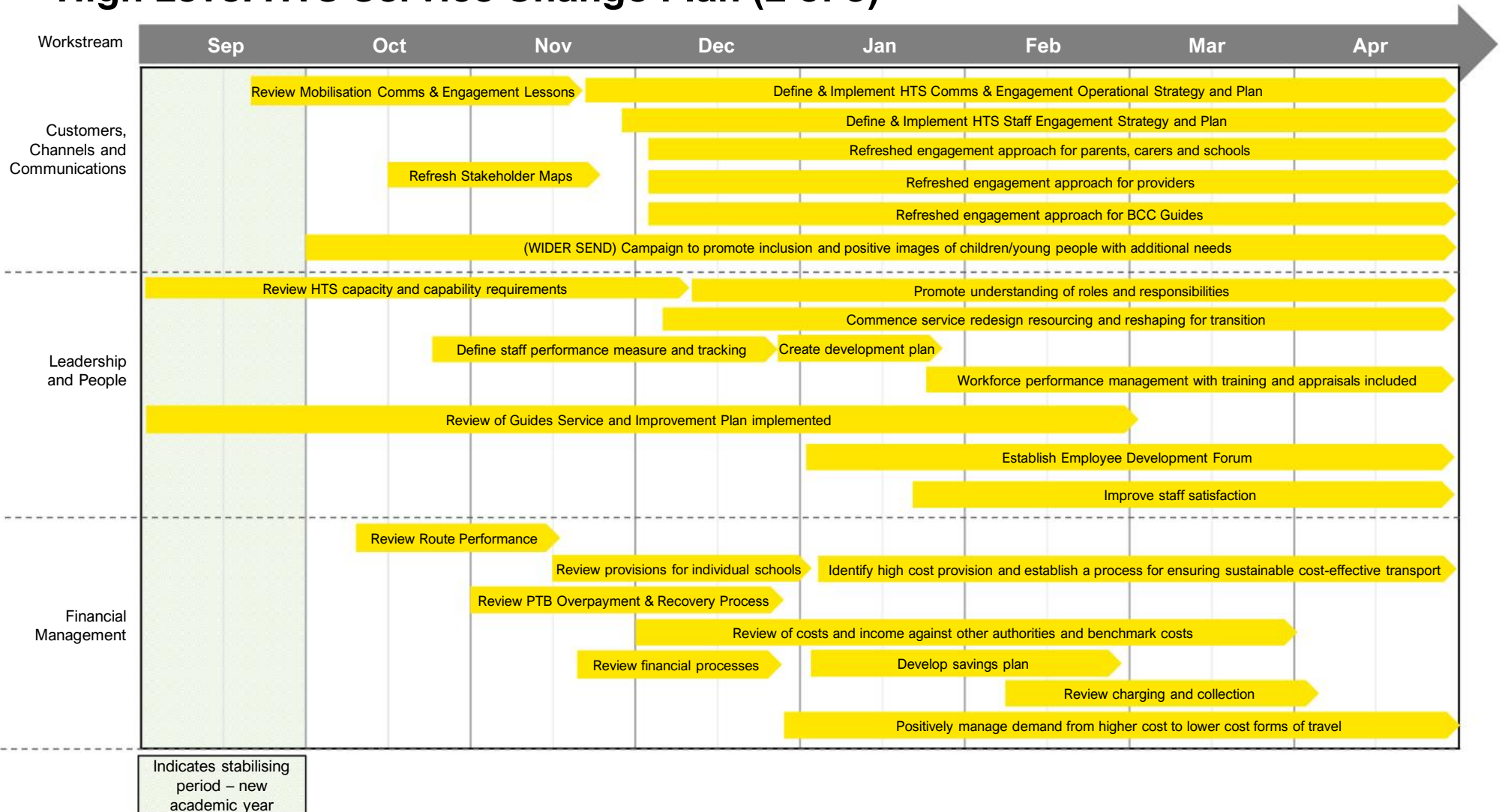
## 5. Transformation – Next Steps

- As the mobilisation period ends (end September) and services are stabilised, the Service will move ahead with implementing ongoing service improvements as shown on the next three slides
- These will demand ongoing transformation resource, which is recognised in the Resources Slide at the end of this slide pack in order to ensure that it is successful
- A proposal will be put to Cabinet in October that the Home to School Transport Travel Assist Service moves to become part of an Integrated Transport Unit (ITU)
- If this is agreed, work will be carried out over the next few months in order to ensure an orderly and effective transition and this is being scoped currently in tandem with the Programme Manager for the ITU

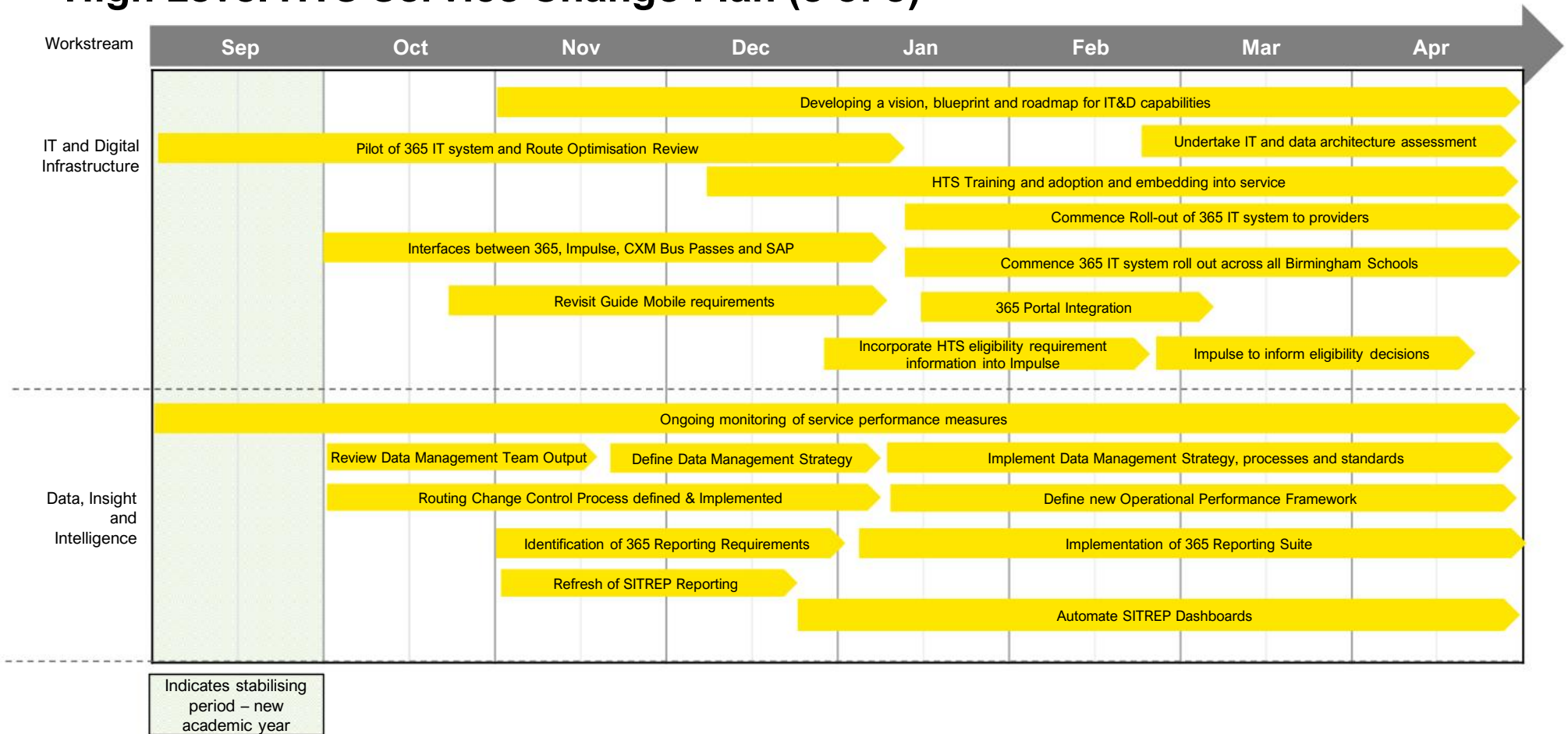
# High Level HTS Service Change Plan (1 of 3)



## High Level HTS Service Change Plan (2 of 3)

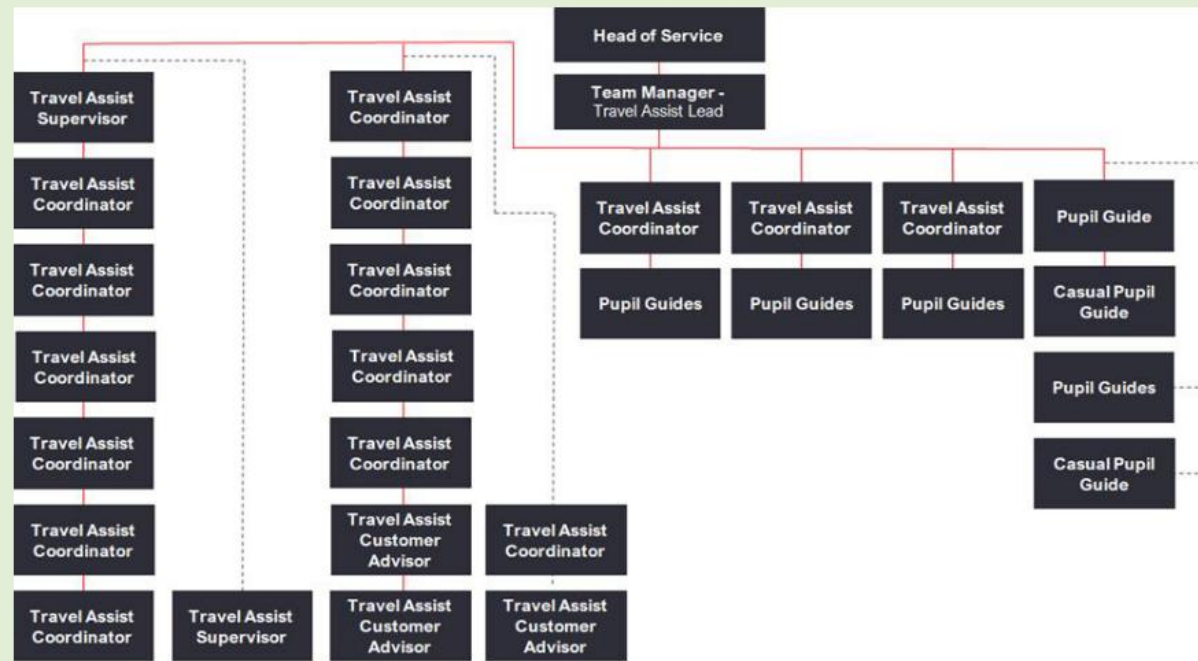


# High Level HTS Service Change Plan (3 of 3)



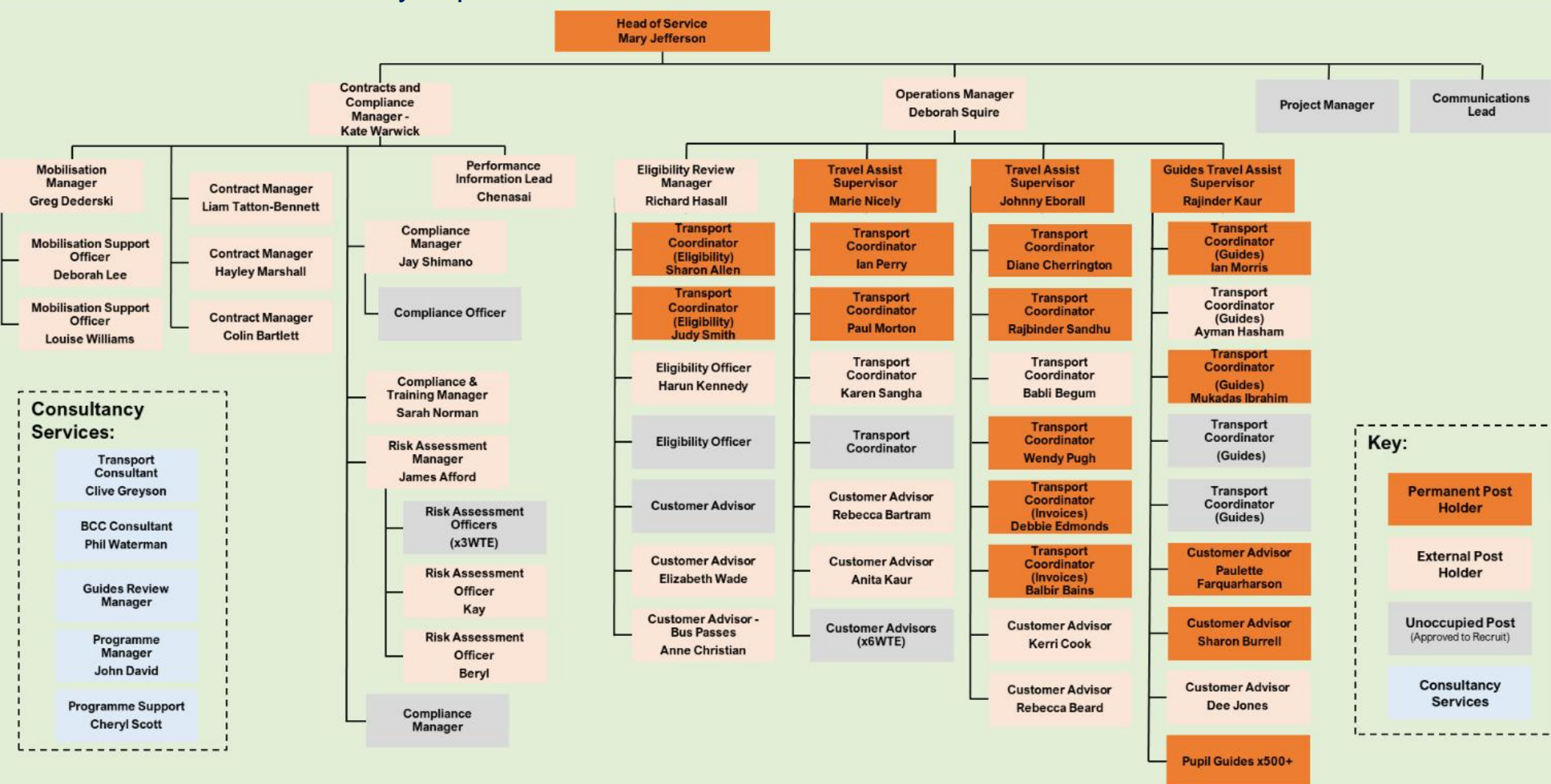
## 6. Service Structure and Interim Functions

- The Travel Assist Service has historically been under-resourced and as a result has under-performed.
- The Cabinet/CLT Paper highlights the fact that the current structure in place relies heavily on interims to delivery key functions. This is because those functions do not exist in the substantive structure yet are integral to safe and successful delivery of services. The substantive structure is shown below and the current structure is shown on the next slide for comparison:





Following work initiated by EY and continued by the Transformation Director and Head of Service, a number of interim roles have been initiated in order to provide an improved service. The structure currently in place is shown below:



## 6. Service Structure and Interim Functions

- These two diagrams illustrate the degree to which additional resource has had to be put in place in order to drive forward the necessary improvements in the service. Funds are requested in the paper being put to Cabinet and CLT to request the continuation of funds to continue these roles until a permanent structure is designed and approved.
- In particular, there is a need to retain the Contract Management and Compliance Function, which since being introduced has been able to improve the service's ability to identify and act on provider non-compliance.
- Work will now be carried out to design a permanent structure for the Service and this will be brought back for a decision in early 2022
- Costings for this interim period are shown in the Resource Slide at the end of this slide pack



## 6. Resource Request

- The request for funding is therefore made for three areas: to fund transformation roles to carry out ongoing improvement work including the roll out of the 365 project and safeguarding improvements, and to fund ongoing interim roles that are delivering key functions that don't exist (or are under-resourced) in the substantive structure but that are integral to safe and high quality service delivery
- A high level outline of these roles is given on the next slide
- Most of these roles are based on estimated costs (unless the person is already in post) so are likely to be at the upper end of the required. Where possible, we will secure staff on secondment or at the lower end of the daily rate in order to reduce the overall cost

## 6. Resource Request

- 1. Transformation Roles:** to deliver the Service Change Plan, carry out ongoing Safeguarding improvements, manage the transition phase before planned move to ITU

Role	Proposed Cost (until April 2022)	Remit
Programme Manager	£93,438	To manage Improvement Programme
PMO Manager	£64,688	To manage Programme Management Office and coordinate activities
365 Project Manager	£93,438	To manage 365 roll out
365 Lead PSO Officer	£64,688	To support the PMO and provision of data governance skillset
365 Lead Data Analyst	£57,500	Supervise data cleansing and other data requirements for 365 rollout
365 Data Analyst x5	£287,500	Support data cleansing and other data requirements for 365 rollout
Guides Review Consultant	£86,250	Carry out review of Guides to improve processes
Organisation Design Lead	£117,013	To carry out work to design a new fit for purpose structure for Home to School Transport Service
Transport Consultant	£71,875	Manages daily relationships with providers and agrees cost variations (role will not be needed once 365 implemented)
Transformation Compliance Officers x6	£215,625	To provide transformational capacity in parallel running to operational service across compliance activities

# Resource Request

**2. Safeguarding Roles:** to deliver the Service Change Plan, carry out ongoing Safeguarding improvements, manage the transition phase before planned move to ITU

Role	Proposed Cost (until April 2022)	Remit
Safeguarding Lead	£113,850	To provide expert leadership of Safeguarding in H2ST and oversee implementation of recommendations from reviews and embedding of new processes
Business Process Mapping	£7,500	To continue work to map H2ST processes and redesign them to ensure safeguarding embedded throughout operations and services
Safeguarding Programme Manager	£134,500	To oversee the programme to deliver safeguarding improvements and consider future options for Safeguarding including bringing the DBS process in house

# Resource Request

**3. Continuation of Interim Functions:** to deliver the Service Change Plan, carry out ongoing Safeguarding improvements, manage the transition phase before planned move to ITU (more detail on final slide)

Role	Proposed Cost (until April 2022)	Remit
Operations Manager	£81,250	To manage Improvement Programme
Eligibility and Process Review Manager	£56,250	To manage Programme Management Office and coordinate activities
Eligibility Assessment Officer x2	£81,250	To manage 365 roll out
Contract & Compliance Manager	£82,500	To manage the Contracts & Compliance function
Performance/ Data Lead	£57,500	To manage the service performance metrics and dashboarding
HTS Data Officer	£50,313	To support the provision of data quality
Compliance & Training Manager	£64,688	To manage school and operator compliance and training requirements
Contract Manager x3	£280,313	To manage the contract across providers
Compliance Manager x2	£115,000	To manage compliance standards across providers

# Resource Request continued

**3. Continuation of Interim Functions:** to deliver the Service Change Plan, carry out ongoing Safeguarding improvements, manage the transition phase before planned move to ITU (more detail on final slide)

Role	Proposed Cost (until April 2022)	Remit
Compliance Officer	£43,125	To support compliance standards and checks across providers
Risk Assessment Manager	£53,906	To manage the Risk Assessment function
Risk Assessment Officer x5	£215,625	To support the completion of Risk Assessments
Comms and Engagement Lead	£57,500	To manage the Comms & Engagement strategy
Customer Care Manager	£93,438	To develop the Customer Care strategy across all stakeholders
Customer Advisors x6	£86,250	To provide customer service support
Guides Coordinator	£28,750	To manage the coordination of Guide resources

## 7. Work Programme for Contracts and Compliance Team

The contracts and compliance team has brought in a number of new processes since its inception in its current form in spring 2021 and will continue to build upon the solid basis of the last 6 months. Tighter DBS and badging processes have added an additional, proven, layer of security around safeguarding, audit and penalty points processes have been rewritten, and a number of Deeds of Variation enshrining the new processes have been drafted, agreed, and sent to operators.

Over the coming months the team will continue to help shape the market by forging stronger relationships with operators, imbuing them with BCC HTS core values in order to deliver the best service to our children and families. In particular it will need to work closely with its newest supplier, HATS, to help them mobilise and establish, help NEAT adjust to new T&Cs, and work with smaller operators to help them navigate the recent changes to the market and to BCC's processes.

The team will work closely with the external 365 audit to establish a firm baseline from which to monitor and report in future, linking in with the 365 Response implementation project team to establish the requirements and input data ready for the system's launch.

It will overhaul the badging process, implement the revised rolling audit process, and rethink how management information is captured and processed in order for the BCC HTS service to more efficiently harness the power of data to move from the back foot, to the leading one.

# EDUCATION AND SKILLS TRANSFORMATION PROGRAMME

## Education and Skills Transformation Programme Resource Plan

AUTHOR(S): D BROOKS



## Document Control

<b>Document title</b>	Housing Management and Capital Investment and Repairs Improvement Programme - Resource Plan		
<b>SRO</b>			
<b>Author(s)</b>	D Brooks		
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0.1	D Brooks	20 September 21	



## Purpose of this document

To identify the resources required to deliver the changes and improvements for the Education and Skills Improvement Programme.

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## 1 Executive Summary

The Education and Skills Directorate needs strategic transformation to ensure it is fit for purpose to deliver high quality services – either directly or through the commissioning and oversight of partner organisations. Birmingham City Council has the ambition to be best in class and to ensure that all children and young people in the city are supported to achieve their full potential.

The recent Ofsted/CQC Local Area SEND Revisit has highlighted however that the Directorate has failed to deliver sufficiently good services.

In light of this, there is a need to do three things:

- immediately address poor service performance of SEND services to schools and families
- make decisions about the most effective delivery model of SEND services and the way the system should be delivered and initiate this change
- and, in light of this, ensure that the delivery model for the Directorate is fit for purpose and the Directorate is effective in its leadership, strategy and oversight

This is a 3 to 5-year programme of change and needs to be adequately resourced in the short and long term

The nature and type of work involved under the Transformation Programme includes:

1. Analysis and studies
2. Service improvement
3. Programmes and projects
4. Performance information, benchmarking and insights
5. IT and Digital Improvements
6. Management, co-ordination and communication
7. Culture Change

There are currently four main areas of work proposed and underneath these will sit a series of smaller projects.

Delivering these programmes and work will require a mix of skills, expertise and experience. Although the Council has many of these resources, they are already committed to other priorities and in the main not available. A request for investment in delivery resources is therefore being made.

This investment will enable the Directorate to carry out vital improvements that will lead to better services for children and young people and their families and will create a more effective and efficient organisation providing a high quality service that meet its statutory duties and enables all children and young people to achieve their full potential.

It is proposed to obtain these resources and capability from a mix of different sources, offering a balance of building a sustainable capability, providing value for money, access to proven capability, speed of mobilisation and low risk.

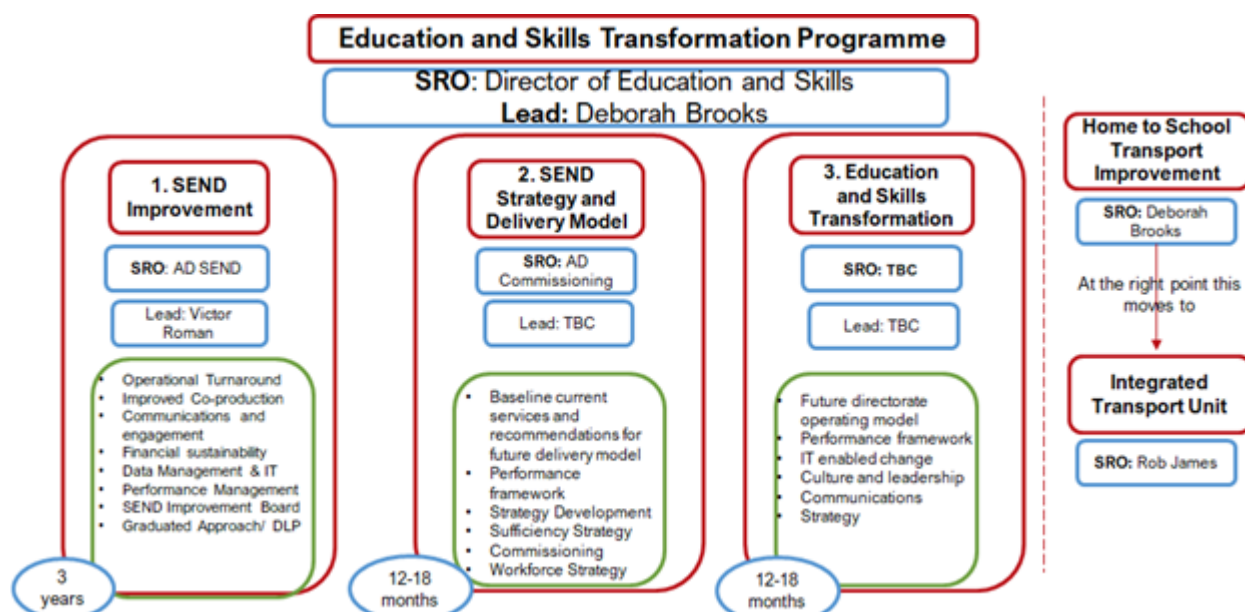
**Estimated investment required over is £12m spread over two years initially, but at this stage funding is being requested for £7.6m as it is recognised that two of the programmes are not yet scoped and more work is needed to be carried out in order to make an informed ask for funding.**

## 2 Education and Skills Transformation Programme

### 2.1 Workstreams

There are four proposed workstreams/projects:

- SEND Improvement
- SEND Strategy and Delivery Model
- Education and Skills Transformation
- Home to School Transport Improvement



There is a need to bring in a range of different resource to deliver this transformation as there is not sufficient capacity or capability within the Directorate to deliver the required transformation on top of existing activity.

E&S already has a Transformation Director and a SEND Programme Manager. These roles need to be supported with project management capacity (interims in the first instance, moving to permanent roles when/if possible).

Workstream 1 ends at the point service performance is good and improvement sustained (estimate 3-4 years)

Workstream 2 ends at the point that the future delivery model and strategy are agreed and delivered so could extend if any decision to move services is delayed or has a high degree of complexity. (estimate 12-18 months)

Workstream 3 ends at the point that the future delivery model is agreed at which point a new project will be instigated (estimate 12-18 months)

Workstream 4 ends at the point the Home to School Transport structure is established permanently within the ITU (timing dependent on Cabinet decision in November).

At this stage funds are requested for scoping only for **Workstream 2** and **Workstream 3**

The nature and type of work involved the Transformation Programme will vary across the different stages of a project or task. The work includes seven different areas;

1. Analysis and studies
2. Programmes and projects
3. Performance information, benchmarking and insights
4. IT and Digital Improvements
5. Management, co-ordination and communication
6. Culture Change and Change Management
7. Service improvement

The work differs in size, complexity and risk.

There is also a request to continue ongoing activity in the Home to School Transport Service that is currently not funded and is carried out by interim staff. These roles involve continuing to deliver a Compliance and Contract Management Function and although not part of the Transformation Programme are included in this report for completeness.

## **2. 2 Work content**

Further details will be worked up but at this stage it is expected that the following set of activities will be carried out.

### **1. Analysis and studies**

Undertaking studies and analysis, at a pre project stage, which may result in a project. To define and scope the item or requirement and determine whether it is viable and worthwhile undertaking. Preparing and submitting requests and gaining approval. This includes studies, options appraisals, papers, business cases and Cabinet Reports

### **2. Programmes and projects**

Against a defined requirement or need, design and plan a change or solution, mitigate any risks, coordinate and manage the resources and deliver the objectives and benefits. This includes developing the design and plan, producing all the project documentation, managing any procurements, confirming the solution works and implementing it. For organisational or operational changes ensuring there is effective communications, understanding the impact of the changes on competences and skills identifying training needs and providing solutions.

### **3. Performance information, benchmarking and insights**

Designing and developing products to provide insights and intelligence on the service and its operation, on the number of activities and insights about the customer and service user. Providing performance information to indicate how the service is performing. The product should provide comparison and trend information supported by appropriate commentary of what the data is showing. When-ever possible the production of the product should be automated, to minimise manual activity. The products should cater for a mix of clients, individual, service and management teams.

#### **4. IT and Digital Improvements**

To enable and support the changes to the Service and its activities, changes will need to be made to the IT applications and tools. To support better customer engagement, increased efficiency and better controls. Minimise “off-line” work and maximise digital data and workflows.

#### **5. Management, co-ordination and communication**

Providing effective governance, management and controls through project management disciplines and mechanisms in line with Corporate standards. Ensuring delivery is undertaken efficiently, in a consistent and controlled manner, with the minimum level of risk. Ensure a consistent approach to planning, controlling, and reporting upon all elements of the programme(s). Providing effective reporting and flow of information. Providing an information hub for all parts of the programme

#### **6. Culture Change and Change Management**

Carrying out work to embed and support culture change in the Directorate. Ensuring staff are adequately engaged in the design and delivery of change and feel ownership.

#### **7. Service Improvement**

Carrying out work that leads to direct improvement of services for children, young people, families and schools. This will include process redesign, pathways redesign, engagement with stakeholders.

#### **Support functions – Finance, HR, Legal, Procurement**

Expertise and capacity will also be required from the different corporate support functions to design and deliver the changes and improvements, manage and mitigate the risks and achieve the benefits.

### **3 Types of resources**

The different stages of a project require a different mix, type and number of resources. Typical resource types are

- Programme Managers
- Project Managers
- Business Analysts
- Data Analysts
- PMO
- Service subject matter experts – SEND experts, education and early years experts
- Change Managers
- Communications Manager
- Corporate support functions
  - Finance
  - Legal
  - HR
  - Training / Employee development
  - Procurement
  - ICT

Further details of the roles and responsibilities will be developed as part of Phase 1 of the programme.

## 4 Assumptions

- The Education and Skills Directorate aspires to ensure that all children in Birmingham are well supported and enabled to achieve their full potential and thrive. Children's Social Care is delivered through Birmingham Children's Trust but the statutory responsibility for all children in Birmingham sits with the Director of Children's Services.
- DfE have appointed a SEND Commissioner to provide views on the future delivery model for SEND in Birmingham. It is assumed that the work of the Commissioner will be closely aligned with the programme of work that looks at the delivery model for SEND and that these will inform one another and in turn inform the programme that looks at the future delivery model for the directorate.
- The programme will include a combination of the following types of work
  - Analysis and studies
  - Programmes and projects
  - Performance information and insights
  - IT and Digital Improvements
  - Management, co-ordination and communication
  - Support functions – Finance, HR, Legal, Procurement
  - Culture Change and Change Management
  - Service improvements
- The costs included will be for identified resources only, they are not the total costs of implementing the different changes and improvements.
- The programmes will be delivered and managed based on professional project management functional disciplines and methods. Resources must have the appropriate and necessary experience and expertise for their roles.
- The programmes will follow a standard project lifecycle approach, as per best practice
- When-ever possible internal Birmingham City Council resources will be used, assuming the individuals have the necessary demonstratable expertise and experience.
- There is limited or no existing project delivery capability or capacity available from within the Service or available from other parts of the Council. It is vital resources have the necessary expertise and experience to deliver the projects and tasks.
- The existing staff have limited capacity to deliver the changes in the timescales required.
- The resource rates used are based on a typical "temporary market" rate – they may vary
- Resources will be available as required from the corporate support functions at no cost unless these are already factored into this bid and considered over and above what would be expected

## 5 Resource plan

To deliver the changes and improvements to Housing Management and the Capital Investment and Repairs Service

Programmes	Roles	Quantity	Duration
1. SEND Improvement	<ul style="list-style-type: none"> <li>Transformation Director</li> <li>Programme Manager</li> <li>Project Managers</li> <li>Performance Officer</li> <li>Project Support Officers</li> <li>Co-Production Officer</li> <li>PMO Coordinator</li> <li>Communications Officer</li> <li>Change Manager</li> <li>SEND Expert Leads</li> </ul>	1 1 5 1 4 1 1 1 1 2	2 years
2. SEND Delivery Model (Scoping Phase)	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Business Analyst</li> </ul>	1 1	3 months
3. Education and Skills Transformation (Scoping Phase)	<ul style="list-style-type: none"> <li>Programme Manager</li> <li>PMO Manager</li> <li>Performance Officer</li> <li>Project Support Officer</li> <li>Policy and Governance Officer</li> </ul>	1 1 1 1 1	3 months
4. Home to School Transport Improvement	<ul style="list-style-type: none"> <li>Programme Manager</li> <li>Safeguarding Expert</li> <li>PMO Manager</li> <li>Project Manager</li> <li>Data Analyst</li> <li>OD Lead</li> <li>Expert Consultant</li> </ul>	2 1 1 1 6 1 2	6 months
Home to School Interim Roles	<ul style="list-style-type: none"> <li>Operations Manager</li> <li>Eligibility Manager</li> <li>Eligibility Assessment Officers</li> <li>Contract and Compliance Managers</li> <li>Compliance Officer</li> <li>Risk Assessment Manager</li> <li>Risk Assessment Officers</li> <li>Communications Lead</li> <li>Project Manager</li> <li>Customer Advisors</li> <li>Guides Coordinator</li> </ul>	1 1 2 6 1 1 5 1 1 6 1	

## 6 Estimated Costs

Programmes	Fy21/22	Fy22/23	Fy23/24	Total
1. SEND Improvement	£1.837m	£2.792m	-	£4.629m
2. SEND Delivery model	TBC Initial Ask £0.090m	TBC		
3. Education and Skills Transformation	TBC Initial Ask £0.226m	TBC		
4. Home to School Transport Improvement	£2.662m			£2.662m
<b>Total</b>	<b>£4.815m</b>	<b>£2.792m</b>		<b>£7.607m</b>

### Assumptions

- The costs included will be for identified resources only, they are the not the total costs of implementing the different changes and improvements.
- The resource rates used are based on a typical “interim market” rate – they may vary
- The costs identified here for two of the workstreams are for scoping only and so this does not reflect the total funding request for the next two years
- It is expected that following the completion of this work there will be a request for increased ongoing spend that is necessary in order to deliver high quality services
- Resources will be available as required from the corporate support functions at no cost
- Service subject matter experts from the different Education and Skills teams will be available as required at no cost, i.e. no allowance has been made for backfill.



## 7 Benefits

	Benefit
1.	To provide the capacity and capability required to design and deliver the changes and improvements needed in order to establish a directorate and a SEND service that is fit for purpose and able to provide high quality services that ensure all children in Birmingham are enabled to achieve their potential and thrive.
2.	To provide needed capacity to undertake studies, options analysis, discussion papers and business cases to support informed and effective decision making including informed place planning and sufficiency planning for SEND. To ensure options and subjects are carefully considered and explored, that will inform change and investments.
3.	The establishment of a Workforce Development Programme, that offers continuous professional development, effective business continuity and succession planning and supports a positive cultural change and supports improvements in the quality of service provided.
4.	Design and deliver the operational and cultural changes required to ensure regulators and Department for Education are content that Birmingham has responded adequately to the SEND Revisit and has the necessary resources in place to improve SEND services for the children and families of Birmingham.
5.	Designing and developing products to provide insights and intelligence on the service and its operation, on the number of activities and insights about the customer and service user. Providing performance information to indicate how the service is performing and changes are delivering their desired improvements.
6.	Better use of IT and Digital applications to improve customer communications, engagement and service and the quality and delivery of a more efficient and effective service for example through the rollout of 365 and the Impulse Nexus Parent and Schools Portals.
7.	Providing effective governance, management and controls through project management disciplines and mechanisms in line with Corporate standards. Ensuring delivery is undertaken efficiently, in a consistent and controlled manner, with the minimum level of risk. Providing effective reporting and flow of information.
8.	Designing and delivering a clear strategy, vision and plan for the children and young people of Birmingham that sets an appropriate level of ambition for the city and is in line with wider strategic intentions. With this in place, it will be easier to set and track achievement and progress against agreed milestones.

## 8 Risks and Issues

Risk / Issue	Impact	Mitigation
Not having adequate project capability and capacity available to deliver the changes and improvements	<ul style="list-style-type: none"> <li>Significant risk the objectives and benefits will not be achieved.</li> <li>The quality of the solutions will be compromised.</li> <li>Will not be able to deliver the programmes in the timescales and budget.</li> </ul>	<ul style="list-style-type: none"> <li>Invest in capacity and capability</li> <li>Decision not to proceed with the changes or improvements</li> <li>Prioritisation of work</li> </ul>
Lack of available capacity within the service teams to support the programmes.	<ul style="list-style-type: none"> <li>The quality of the solutions will be compromised.</li> <li>Will result in lack of ownership and support of the changes and improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritisation of work</li> <li>Planned allocation of capacity</li> <li>Use backfill where necessary</li> </ul>
Lack of available Corporate Services capacity to support the programmes and changes – Legal, Finance, HR, Procurement, etc.	<ul style="list-style-type: none"> <li>Significant risk the objectives and benefits will not be achieved.</li> <li>The quality of the solutions will be compromised.</li> <li>Will result in additional costs as further resources will need to be recruited.</li> </ul>	<ul style="list-style-type: none"> <li>Investment by Corporate Services in additional capability</li> <li>Arranges for short term access to resource</li> </ul>
The assumption that the changes and improvements can be delivered successfully and in a timely manner by existing service teams without additional capability.	<ul style="list-style-type: none"> <li>Significant risk the objectives and benefits will not be achieved.</li> <li>The quality of the solutions will be compromised.</li> <li>Will not be able to deliver the programmes in the timescales and budget.</li> <li>Reduction in service performance and quality as resource is diverted</li> <li>Significant increase in pressure on remaining service team to maintain performance</li> </ul>	<ul style="list-style-type: none"> <li>Invest in capacity and capability</li> <li>Decision not to proceed with the changes or improvements</li> </ul>
Corporate policy to reduce the use of interim resources.	<ul style="list-style-type: none"> <li>Not having adequate project capability available to deliver the changes and improvements</li> <li>Reduction in service performance and quality as resource is diverted</li> <li>Significant increase in pressure on remaining service team to maintain performance</li> </ul>	<ul style="list-style-type: none"> <li>Invest in capacity and capability</li> <li>Decision not to proceed with the changes or improvements</li> </ul>
Not having sufficient funding to support these changes and programmes	<ul style="list-style-type: none"> <li>Prioritisation of the changes and programmes.</li> <li>Delay or failure to deliver of the objectives and benefits</li> <li>The quality of the solutions will be compromised.</li> </ul>	<ul style="list-style-type: none"> <li>Decision not to proceed with the changes or improvements</li> </ul>
DfE appointed SEND Commissioner makes a	<ul style="list-style-type: none"> <li>Significant risk that the direction of travel will be impacted by</li> </ul>	<ul style="list-style-type: none"> <li>Work closely with the SEND Commissioner and</li> </ul>

Risk / Issue	Impact	Mitigation
recommendation that doesn't align with Birmingham's preferred approach	decisions taken outside of BCC control.	ensure consistent data used to inform work across both areas.

## 9 Options

No.	Option	Preferred / Discounted	Impact (positives and negatives)
1.	Obtain resources and capability from existing council sources only	Not preferred	<ul style="list-style-type: none"> <li>• Would build a sustainable capability and capacity</li> <li>• Lower cost</li> <li>• Lack of existing available capacity and capability</li> <li>• Lack of required specialist skills</li> <li>• Slow mobilisation</li> <li>• High risk</li> </ul>
2.	Obtain resources and capability from the temporary market only	Not preferred	<ul style="list-style-type: none"> <li>• Would support building sustainable capability assuming council resource available for knowledge transfer</li> <li>• Higher cost</li> <li>• Fast mobilisation</li> <li>• Access to proven capability</li> <li>• Lower risk</li> </ul>
3.	Obtain resources on fixed term contract terms only	Not preferred	<ul style="list-style-type: none"> <li>• Would support building sustainable capability assuming council resource available for knowledge transfer</li> <li>• Lower cost</li> <li>• Ability to access proven capability</li> <li>• High risk</li> </ul>
4.	Commissioning resources and capability from a provider	Not preferred	<ul style="list-style-type: none"> <li>• Would support building sustainable capability assuming council resource available for knowledge transfer</li> <li>• Higher cost</li> <li>• Fast mobilisation</li> <li>• Access to proven capability</li> <li>• Lower risk</li> </ul>
5.	Obtain resources and capability from a mix of sources	Preferred	<ul style="list-style-type: none"> <li>• Would support building sustainable capability transfer</li> <li>• Medium cost</li> <li>• Fast mobilisation</li> <li>• Access to proven capability</li> <li>• Lower risk</li> </ul>



# Birmingham City Council

## Report to Cabinet

12<sup>th</sup> October 2021



**Subject:** DOMESTIC ABUSE - PART 4 DOMESTIC ABUSE ACT 2021- NEW DUTY ON LOCAL AUTHORITY

**Report of:** Professor Graeme Betts  
Director for Adult Social Care

**Relevant Cabinet Member:** Cllr John Cotton - Social Inclusion, Community Safety & Equalities  
Cllr Tristan Chatfield - Finance & Resources

**Relevant O &S Chair(s):** Cllr Penny Holbrook - Housing & Neighbourhoods  
Cllr Mohammed Aikhlaq – Resources

**Report author:** Revinder Johal,  
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Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 009315/2021		
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 This report seeks retrospective approval for a Section 31 grant received from the Department for Levelling Up, Housing and Communities (DLUHC - formerly MHCLG) to Birmingham City Council to discharge its new duty under Part 4 Domestic Abuse Act 2021 The new duty relates to the provision of support to victims

of domestic abuse and their children residing within safe accommodation. The value of the grant is £3,263,007

- 1.2 The report sets out our approach to utilising this grant to discharge the new duty as outlined in **Appendix 1**.
- 1.3 The grant was received on 1<sup>st</sup> April 2021 for 12 months to 31<sup>st</sup> March 2022.

## **2 Recommendations**

That Cabinet

- 2.1 Provides retrospective approval for the grant received from DLUHC of £3,263,007 to enable the Local Authority to discharge its new duty under Part 4 Domestic Abuse Act 2021.
- 2.2 Notes the delivery of this new duty using the funding, as set out in **Appendix 1**.

## **3 Background**

- 3.1 The Domestic Abuse Act 2021 recently completed its passage through Parliament in April. Part 4 of the Act includes a new statutory duty on Local Authorities relating to the provision of support to victims of domestic abuse and their children residing within safe accommodation.

The new duty on Local Authorities aims to ensure that all victims of domestic abuse have access to the right support within safe accommodation when they need it. This duty is separate to Local Authority housing duties under the Housing Act 1996 and the Homelessness Reduction Act 2017 and does not place a requirement on authorities to provide domestic abuse victims with accommodation.

- 3.2 The new duty places requirements on Tier One authorities, to appoint a multi-agency Local Partnership Board (LPB) to support them in performing certain specified functions. These include:
  - 3.2.1 Assess the need for accommodation-based support for all victims and their children, including those who require cross border support.
  - 3.2.2 Prepare and publish strategies for the provision of support to cover the locality and diverse groups of victims.
  - 3.2.3 Give effect to strategies by making commissioning/de-commissioning decisions to meet the support needs of victims and their children.
  - 3.2.4 Monitor and evaluate local delivery of the strategy.
  - 3.2.5 Report back to Central Government outlining how the functions have been executed under the new duty as above and evidencing spend against this with delivery at a local level.
- 3.3 The grant was distributed to Local Authorities for the period from 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022 only and for the purpose of and the expectation that they start to prepare and fulfil their relevant functions under the duty from that date as if the new

duty were in force and continue to fulfil these functions in line with the duty once it is commenced. Funding for subsequent years has not been confirmed.

3.4 There has been a delay in presenting this report to Cabinet due to a number of clarifications required from DLUHC by the local authority:

- The purpose of the grant being for crisis interventions only rather than a prevention approach.
- At this moment in time, there are no commitments from central government for subsequent years funding which limits the commissioning options for the local authority and the subsequent bidder responses.
- The requirements set by DLUHC for the completion of the needs analysis under the local authority Part 4 duties which are running parallel to the timeframe for committing the funding allocation. Ordinarily the needs analysis would inform the commissioning intentions. This has therefore limited the approaches to commissioning set out below.

3.5 An approach has been developed to deploy the 1-year funding to initially address pressure on existing services. This approach will seek to enhance the support provision for victims in commissioned safe accommodation and enhance delivery within Housing and Birmingham Childrens Trust. Following a needs assessment, a grants prospectus will give opportunities to smaller specialist organisations to bid for monies, which address gaps and considers equality and diversity. **Appendix 1** provides more detail on the approach to be deployed.

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

4.1 Not to accept the grant would have a detrimental impact on the Local Authority's ability to discharge its new statutory duty under Part 4 of the Domestic Abuse Act 2021 and may negatively impact on victims of domestic abuse and their children residing in safe accommodation.

4.2 Deliver the support services in house- This is not an option as the Council does not have the specialist expertise to do this.

4.3 It is recommended that the grant is retrospectively accepted, and support be given to the approach set out.

#### **5 Consultation**

5.1 External consultation and discussion with partners have taken place on a regular basis at the Domestic Abuse Local Strategic Partnership Shadow Board, chaired by Councillor Brennan, Cabinet advisor for domestic abuse.

5.2 Domestic Abuse Commissioned partners were consulted in February and March and meetings were held with internal colleagues from the Neighbourhoods directorate and Birmingham Childrens Trust.

- 5.3 The Vulnerable Adults Citizens Panel has been consulted and have agreed for a representative to take part in moderating the projects.
- 5.4 The following Cabinet Members have been consulted and support the proposal: Cabinet Member for Health and Social Care, Cabinet Member for Homes and Neighbourhoods and Cabinet Member for Vulnerable Children & Families.

## **6 Risk Management**

- 6.1 Risks will be identified, evaluated and controlled in line with the Birmingham City Council Risk Management Methodology 2017.
- 6.2 A full Risk Register has been developed as part of the project management of this recommissioning. The project management, governance and oversight of this re commissioning will be through the Social Justice Commissioning Board chaired by the Assistant Director Commissioning (Adult Social Care) and will report through to the Adults Social Care Management Team chaired by the Director for Adults Social Care.

## **7 Compliance Issues:**

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

The recommended proposal supports the delivery of one or more of our Council's priorities as set out in the Birmingham City Council Plan 2022:

- 7.1.1 Birmingham is an entrepreneurial city to learn, work and invest in - by deploying the funding to provide additional support for victims of domestic abuse we will invest and create local jobs. This will allow local people to develop skills and make the best of economic growth.
- 7.1.2 Birmingham is an aspirational city to grow up in -by providing specialist support to address the traumatic experiences of children living with or witnessing domestic abuse, we will intervene to support children to address, recover from domestic abuse and become resilient. Working with the Childrens Trust, this will enable children and young people affected by domestic abuse to achieve the best outcomes in childhood and inspire them to be ambitious and achieve their full potential.
- 7.1.3 Birmingham is a fulfilling city to age well in – Vulnerable victims of domestic abuse will be supported to recover, become resilient and move on in their journey to be independent citizens who can have real control over their lives and well-being once again.
- 7.1.4 Birmingham is a great city to live in - We will work with our partners to use this funding to support victims of domestic abuse in safe accommodation and help build a City that supports victims to live happier, healthier and more independent lives in their own communities.



- 7.1.5 Birmingham residents gain the maximum benefit from hosting the Commonwealth Games: We will work closely with the Commonwealth Games Team to ensure through our links with the Pure project, that victims of domestic abuse, who are on the road to recovery, can be considered for volunteering development opportunities, thus maximising the benefits of a sustainable Games legacy in the city.

## 7.2 Legal Implications

- 7.2.1 Part 4 Domestic Abuse Act 2021 places a new statutory duty on Local Authorities relating to the provision of support to victims of domestic abuse and their children residing within safe accommodation. This report sets out progress being made on the implementation of this new duty and the utilisation of the funding to meet this.

## 7.3 Financial Implications

- 7.3.1 Funding for the commissioned activity outlined will be met from external funding of £3,263,007 which has been received via a Section 31 grant from DLUHC to meet the new statutory duty as set out in Part 4 Domestic Abuse Act 2021.
- 7.3.2 The grant was distributed to Local Authorities for the period from 01 April 2021 to 31 March 2022 only and for the purpose of and the expectation that they start to prepare and fulfil their relevant functions under the duty.
- 7.3.3 Existing contracts which provide domestic abuse support will be varied upon approval of this report, to increase provision and meet the gaps identified between the current service and that which must be provided under new legislation. Variations are temporary and limited to a total of £2,160, 401.66, as detailed in **Appendix 2**.
- 7.3.4 The remaining funds will be spent on needs assessment, administrative support and the development of a grant's prospectus to give opportunities to smaller specialised organisations to bid for monies, which address gaps arising from the needs assessment and considers equality and diversity. This spend is controllable and will be limited to the remaining grant funding.
- 7.3.5 Reporting on the implementation of the new duty and spend will be expected to both Section 151 officer and the national accountable body that has been set up to provide national oversight of the delivery of the new duty.
- 7.3.6 All commitments are temporary; further extensions and continuation of provision will be dependent on future grant funding amounts.

## **7.4 Procurement Implications**

7.4.1 Adult Social Care will lead on commissioning, in consultation with Procurement colleagues. Procurement will be through a mix of modifications to existing contracts and grant awards.

7.4.2 Delivery will be via modifications to existing contracts that deliver housing and wellbeing support to victims of domestic abuse; project reference P0577.

Under the Public Contract Regulations (PCR) 2015, contracts may be modified without a new procurement procedure where all of the following conditions are met:

- the need for modification has been brought about by circumstances which a diligent contracting authority could not have foreseen;-
- the modification does not alter the overall nature of the contract:
- any increase in price does not exceed 50% of the value of the original contract

These conditions will be met.

7.4.3 Modifying the Vulnerable Adults Housing and Wellbeing contracts means the required conditions would be fulfilled; reducing any risk of a successful challenge to the Council for not procuring the services. This, together with the short timescales, means the risk is considered extremely low.

7.4.4 Service Lead Commissioners in Adult Social Care agree with the proposed modifications.

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

The contract management will be undertaken by staff within Adult Social Care.

## **7.6 Public Sector Equality Duty**

An Initial Impact Assessment has been carried out and no adverse impacts have been identified and a Full Impact Assessment is not recommended at this stage (see **Appendix 3**)

## **8 Appendices**

**Appendix 1** - To detail our approach to utilising the funding

**Appendix 2** - Set out the allocated funding.

**Appendix 3** – Initial Equality Impact Assessment

## 9 Background Documents

DLUHC (formerly MHCLG) Draft Statutory guidance on Part 4 Domestic Abuse Act 2021

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/993825/Domestic\\_Abuse\\_Act\\_-\\_draft\\_statutory\\_guidance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/993825/Domestic_Abuse_Act_-_draft_statutory_guidance.pdf)



## **Appendix 1**

### **Part 4 Domestic Abuse Act 2021 New duty on Local Authority**

#### **1. Purpose of the report**

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- 1.1 To seek retrospective approval for a Section 31 grant received from the Department for Levelling Up, Housing and Communities (DLUHC – formerly MHCLG) to Birmingham City Council to discharge its new duty under Part 4 Domestic Abuse Act 2021. The new duty relates to the provision of support to victims of domestic abuse and their children residing within safe accommodation. The value of the grant is £3,263,007
- 1.2 To outline our approach to utilising this grant to discharge the new duty.
- 1.3 To provide an update to Cabinet on the progress made on implementing Part 4 of Domestic Abuse Act 2021.

#### **2. Background and context**

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- 2.1 Part 4 of the Domestic Abuse Act 2021 places a new duty on local authorities to ensure the provision of support to victims and their children within safe accommodation. It places requirements on us as a tier one authority, to appoint a local partnership board, prepare and publish strategies based on robust needs assessments and give effect to these strategies.
- 2.2 The new duty on local authorities aims to ensure that all victims of domestic abuse have access to the right support within safe accommodation when they need it. To support the implementation of the new duty DLUHC have issued draft statutory guidance for local authorities.
- 2.3 Progress to date

Part 4 Duty	Progress
1. To appoint a local partnership board	<ul style="list-style-type: none"> <li>In March 2020, 1 year in advance, the Domestic Abuse Local Strategic Partnership Shadow Board (DALSP), was set up, in preparation of the implementation of the DA Act.</li> <li>In April 2021 the board moved from its shadow status into a full board.</li> <li>The DALSP board is chaired by Councillor Brennan, Cabinet Advisor for domestic abuse.</li> <li>Maureen Connolly, Chief Executive of Birmingham, and Solihull Women's Aid is vice chair.</li> <li>Membership of the board includes a wide range of senior partners from across the City including statutory partners e.g. West Midlands Police, CCG, hospital trusts and specialist DA providers including Birmingham LGBT.</li> </ul>

	<ul style="list-style-type: none"> <li>Internal partners include Adult Social Care, Housing, Community Safety, Public Health, Corporate Communications and Birmingham Children's Trust</li> </ul>
2. Carry out a Needs Assessment	<ul style="list-style-type: none"> <li>The Birmingham needs assessment goes beyond the requirements of the DA Act and sets out a full needs assessment to establish a clear picture of the prevalence and response to domestic abuse across the City. This will also include the mapping of the key DA pathways, to provide a system's view, which can be reviewed, challenged, and changed with the overall aim of embedding a whole systems approach to supporting victims of domestic abuse.</li> <li>In April 21, specification and tender documentation were issued on the Intend portal, for providers to bid to carry out this work.</li> <li>In June, following evaluation and moderation of the bids submitted, BVSC were awarded the contract. Work is currently underway on the need's assessment.</li> </ul>
3. Develop/Review DA strategy	<ul style="list-style-type: none"> <li>Following the findings of the need's assessment, a review will be carried out on the city's existing Domestic Abuse Prevention strategy 2018 – 2023. The strategy will be refreshed in light of the findings.</li> </ul>
4. Implement the strategy/make commissioning and decommissioning decisions.	<ul style="list-style-type: none"> <li>Commissioning of DA services is led by the Adult Social Care directorate as part of its Vulnerable Adults, Prevention First and Social Justice workstreams. Following the findings of the need's assessment, commissioning/decommissioning decisions on the support services in safe accommodation will be made, in consultation with DALSP board, Health and Wellbeing Board and Community Safety Partnership Board.</li> </ul>

### 3. £3.2m New burdens funding

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- 3.1 In April 2021, Birmingham City Council was allocated £3,263,007 (revenue funding) to discharge its new duty under Part 4 of the DA Act. The funding allocation is for 1 year only and future allocation will be dependent on the next comprehensive spending review. As a result, DLUHC have advised Local authorities that this funding should be spent / committed within the financial year of 2021/22.
- 3.2 With the above 1-year allocation of funding and the tight timescale in which to allocate this, our approach adopts a victim centred focus and is set out as follows:
- Short term- using our knowledge on gaps in support provision for victims in safe accommodation, and to help ease the pressure on existing systems, we have worked with partners to enhance the support provision within our currently commissioned safe accommodation by varying existing contracts. We are also enhancing our internal delivery through working with colleagues in Housing and Birmingham Children's Trust.

- Medium term - Using the evidence from the Needs Assessment to underpin our approach to providing support provision in safe accommodation we will develop a grant/ prospectus to create opportunities for specialist non-commissioned domestic abuse organisations to bid for pots of money to provide support in safe accommodation. Such specialist providers are often smaller organisations that are unable to meet the Council's procurement thresholds for contracted work but provide vital support to victims, often who have protected characteristics. The grant prospectus will set out a clear and transparent process and eligibility criteria that will require, amongst other requirements, compliance with the DLUHC, Women's Aid and Imkaan quality standards. This may include additional local quality assurance as required.

The aim of the grant prospectus will be to ensure that the needs of all victims of domestic abuse are addressed with quality support provision across all settings, regardless of whether victims seek support in commissioned or previously non-commissioned safe accommodation.

- 3.3 Under the short-term approach as outlined above, providers have worked together to ensure the right support provision is in place for all victims of domestic abuse across DA commissioned services and it is to a consistent high quality. Over 20 provider bids have been evaluated and moderated. The support provision includes children's workers for all age groups, family support workers, therapeutic interventions and independent domestic violence advocates (IDVAS) and support for additional bed spaces within refuge provision.
- 3.4 Work has also taken place with colleagues in Neighbourhoods and Birmingham Children's Trust to enhance their support provision for victims of domestic abuse. The Sanctuary scheme in Housing, currently provides victims with physical support to remain in their properties, providing alarms, new locks, and other security measures. A lead worker will now enhance this support by providing victims with dedicated emotional support, needed to address the trauma victims and their children have faced. A children's support worker will also be employed by Birmingham Children's Trust and based at the domestic abuse hub to provide support to families facing domestic abuse and acting as a lead into the children's trust services.
- 3.5 Following approval at the Social Justice board, chaired by Louise Collette, Assistant Director for Commissioning, meeting in August, work has begun to vary contracts.
- 3.6 Appendix 2 sets out the details of the support provision agreed by the panel and Social Justice Board. The total value of the support provision is £2,160, 401.66.
- 3.7 It is important to note that all support provision meets the requirements set out in the new duty and follows the draft guidance as currently set out by DLUHC.
- 3.8 Approval of the spend will also be sought from the Domestic Abuse Local Strategic Partnership Board who under the Domestic Abuse Act, have oversight and responsibility to ensure the delivery of Part 4 of the Domestic Abuse Act.

#### **4. Recommendations**

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- 4.1 That Cabinet provides retrospective approval for the grant received by DLUHC of £3,263,007 to enable the Local Authority to discharge its new duty under Part 4 Domestic Abuse Act 2021.
- 4.2 It also notes the delivery of this new duty using the funding, as set out.





## Appendix 2- Part 4 Domestic Abuse Act 2021

### Part 4 Domestic Abuse Act 2021 — Contract Variation with commissioned providers

Project	Brief description	Costs	Provider
Children's Support workers x 2	CSW will offer a holistic support package; including individual/family support, play sessions, use of ACE's toolkit and links to partners for specialist support as needed.	£56,050.00	Green Square Accord
Young Person DA workers x 2	2 workers (DA hub & St Basil's office) to provide housing related support, advice on safe independent living, how to recognise signs of abusive relationships. Support also will be given to those with complex needs (e.g. mental health, drug and alcohol) including signpost to ensure they are ready to move on.	£101,990.00	St Basil's
Young people support x 6	Children and Young People workers will meet needs of the children and provide activities to suit their personalities while addressing any negativity or destructive patterns which may have come from their individual experiences of DA. Emotionally 'heavy' topics will be addressed using creative therapeutic activities, to ensure they are not weighed down.	£221,688.00	Birmingham & Solihull Women's Aid
Children & Families Support x 1 SW + x 1 SSW	The programme will offer intensive support to victims of DA, including their children, to access specialist emotional and practical support.	£89,745.00	The Salvation Army
Family Support workers x 2	The family support project will provide support to victims and their families whilst in refuge, providing prevention advice and work the family towards recovery and resettlement.	£56,050.00	Green Square Accord
Family Support Worker x 5	These will advocate on behalf of the family, and co-ordinate a joined-up agency response – Housing. Social Workers, Health Professionals, Schools, Nurses, CAMHS.	£184,740.00	Birmingham & Solihull Women's Aid
Family Support Workers x 2	Whole family approach' to the individuals, families and children that access our commissioned services, this will enable work with both the family unit and children affected by DA (individually and in groups), support during pregnancy, an early help focus, healthy relationship work, links to local schools, Children's Trust, CAFCASS etc	£73,735.35	Trident Reach the People Charity
Refuge Workers x 5 for newly acquired x 20 units	Newly acquired accommodation in south Birmingham will house women and up to 4 children. ETA towards the end of the year.	£184,740.00	Birmingham & Solihull Women's Aid

Refuge Workers x 3 for newly acquired 8 bed spaces	Provide intensive support packages delivered in refuge by expert domestic abuse support workers, which will address women's needs holistically and practically through an individualised support plan that directly focuses on the many complex issues she faces.	£110,844.00	Birmingham & Solihull Women's Aid
Refuge Project Workers x 3	Ongoing provision of 8 spaces for young women aged 16-25 with communal space and funding is required from September 2021. Housing Benefit in place.	£147,792.00	Birmingham & Solihull Women's Aid
Therapy Inspired for C&Y - MH workers x 2	Support designed specifically for children and young people with complex and mental health needs. This will include play therapy and child advocacy. Counselling for both children and adults.	£46,032.00	Birmingham Crisis Centre
Therapeutic support x 1 Counsellor	This will offer trauma informed specialist counselling to victims, ensuring they receive person centred service and supported in decision making processes associated with safety planning, self-determination and individual outcomes.	£54,172.88	Trident Reach the People Charity
H&W Activity Provision 624 x 1.5hr sessions	The project will provide well-being and activity group or 1:2:1 coaching across three refugees or dispersed units dependent on the client's needs.	£95,717.16	Trident Reach the People Charity
IDVA x 1 and Complex Needs worker x 1	The IDVA will provide support dealing with the Police, legal advocacy, court/CPS and Sexual Assault and access to children in the event of estrangement. The Complex Needs Worker will support women with complex needs (e.g. mental health, drug and alcohol) including signposting and ensuring they are ready to move on.	£60,547.50	Gilgal Birmingham
Specialist Casework IDVAs: Complex needs; Children at Risk x 8	Specialist Casework IDVAs will have a focus on supporting women with complex needs and supporting women with children at risk.	£295,584.00	Birmingham & Solihull Women's Aid
Lead Worker x 1	Lead worker to support victims in the BCC housing sanctuary scheme	£40,000.00	Cranstoun
GR5 Resource at the DA Hub	To provide a BCT senior practitioner as additional capacity and support to children and families presenting at the DA Hub and help developing pathways of support into the Childrens Trust.	£53,300.00	Birmingham Children's Trust
Male Support worker x 1	A pilot role which will work with Cranstoun (commissioned DA Lead Worker service which also supports male victims), the commissioned homeless services which may be housing male	£33,956.88	Trident Reach the People Charity

	victims within their provision and some partners who sit on the Domestic Abuse Equalities Sub-group.		
Specialist Helpline and Webchat Workers x 5	Provide increased telephone and webchat on DA Health and Wellbeing Hub	£184,740.00	Birmingham & Solihull Women's Aid
Helpline Resource x 2	Expand access to our internal domestic abuse helpline by employing 2x Administrators, covering evenings and weekends with a potential increase in calls from male victims.	£68,976.89	Trident Reach the People Charity
Total		2,160, 401.66	



## Equality Impact Needs Assessment

## Part 4 Domestic Abuse Act

Reference No.	
Responsible Officer	Samantha Tinsley Hunt
Quality Control Officer	Revinder Johal
Accountable Officer	Kalvinder Kohli
1. Purpose of the proposal	<p>The Domestic Abuse Act 2021 recently completed its passage through Parliament in April 2021. Part 4 of the Act includes a new statutory duty on Local Authorities relating to the provision of support to victims of domestic abuse and their children residing within safe accommodation.</p> <p>The new duty on Local Authorities aims to ensure that all victims of domestic abuse have access to the right support within safe accommodation when they need it. This duty is separate to Local Authority housing duties under the Housing Act 1996 and the Homelessness Reduction Act 2017 and does not place a requirement on authorities to provide domestic abuse victims with accommodation.</p> <p><b>Additional resources:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets/domestic-abuse-bill-2020-overarching-factsheet">https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets/domestic-abuse-bill-2020-overarching-factsheet</a></li> <li>• <a href="https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets/statutory-definition-of-domestic-abuse-factsheet">https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets/statutory-definition-of-domestic-abuse-factsheet</a></li> </ul> <p>The Act uses a gender-neutral definition of domestic abuse to ensure that all victims and all types of domestic abuse are sufficiently captured, and no victim is excluded from protection or access to services. Statutory guidance provides more detail on the features of domestic abuse, including recognising that most victims are women.</p> <p>The Act also recognises that domestic abuse can impact on a child who sees or hears or experiences the effects of the abuse and it treats such children as victims of domestic abuse in their own right where they are related to either the abuser or the abused.</p> <p><b>The new duty places requirements on Tier One authorities, to appoint a multi-agency Local Partnership Board (LPB) to support them in performing certain specified functions.</b> These include:</p> <ol style="list-style-type: none"> <li>1. Assess the need for accommodation-based support for all victims and their children, including those who require cross border support.</li> <li>2. Prepare and publish strategies for the provision of support to cover the locality and diverse groups of victims.</li> <li>3. Give effect to strategies by making commissioning/de-commissioning decisions to meet the support needs of victims and their children.</li> <li>4. Monitor and evaluate local delivery of the strategy.</li> <li>5. Report back to Central Government outlining how the functions have been executed under the new duty as above and evidencing spend against this with delivery at a local level.</li> </ol>

	<p>To discharge the new duty a Section 31 grant was received from the Department for Levelling Up, Housing and Communities (DLUHC - formerly MHCLG) to Birmingham City Council. The grant is for the period from 01 April 2021 to 31 March 2022 only and for the purpose of and the expectation that they start to prepare and fulfil their relevant functions under the duty from that date as if the new duty were in force and continue to fulfil these functions in line with the duty once it is commenced. Funding for subsequent years has not been confirmed. The value of the grant is £3,263,007.</p> <p>Birmingham City Council has developed an approach to deploy the 1-year funding to initially address pressure on existing services. This approach will seek to enhance the support provision for victims in commissioned safe accommodation and enhance delivery within Housing and Birmingham Children's Trust. Following a needs assessment, a grants prospectus will give opportunities to smaller specialised organisations to bid for monies, which address gaps and considers equality and diversity.</p> <p>The recommended proposal supports the delivery of one or more of our Council's priorities as set out in the <b>Birmingham City Council Plan 2022</b>:</p> <ul style="list-style-type: none"> <li>• <b>Birmingham is an entrepreneurial city to learn, work and invest in</b> - by deploying the funding to provide additional support for victims of domestic abuse we will invest and create local jobs. This will allow local people to develop skills and make the best of economic growth.</li> <li>• <b>Birmingham is an aspirational city to grow up in</b> -by providing specialist support to address the traumatic experiences of children living with or witnessing domestic abuse, we will intervene to support children to address, recover from domestic abuse and become resilient. Working with the Children's Trust, this will enable children and young people affected by domestic abuse to achieve the best outcomes in childhood and inspire them to be ambitious and achieve their full potential.</li> <li>• <b>Birmingham is a fulfilling city to age well in</b> – Vulnerable victims of domestic abuse will be supported to recover, become resilient and move on in their journey to be independent citizens who can have real control over their lives and well-being once again.</li> <li>• <b>Birmingham is a great city to live in</b> - We will work with our partners to use this funding to support victims of domestic abuse in safe accommodation and help build a City that supports victims to live happier, healthier and more independent lives in their own communities.</li> <li>• <b>Birmingham residents gain the maximum benefit from hosting the Commonwealth Games:</b> We will work closely with the Commonwealth Games Team to ensure through our links with the Pure project, that victims of domestic abuse, who are on the road to recovery, can be considered for volunteering development opportunities., thus maximising the benefits of a sustainable Games legacy in the city.</li> </ul>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Survey(s)</li> <li><input type="checkbox"/> Consultation Results</li> <li><input type="checkbox"/> Interviews</li> <li><input checked="" type="checkbox"/> relevant reports/strategies</li> <li><input checked="" type="checkbox"/> Statistical Database (please specify)</li> <li><input type="checkbox"/> relevant research</li> <li><input checked="" type="checkbox"/> Other (please specify)</li> </ul>

<p>Please include any other sources of data</p>	<p>What sources of data have been used to produce the screening of this policy/proposal? (Please tick all that apply)</p> <p><b>External</b></p> <ul style="list-style-type: none"> <li>• External consultation with partners has taken place on a regular basis at the Domestic Abuse Local Strategic Partnership Board, chaired by Councillor Brennan, Cabinet advisor for domestic abuse.</li> <li>• Subgroups that sit under the above board have also been consulted, this includes the Equalities, Children's and Communications subgroups.</li> <li>• The Equalities subgroup was set up to specifically focus on the needs of domestic abuse victims with protected characteristics. This subgroup has several workstreams that aim to address and provide a tailored support offer to these victims, recognising their intersectional needs and looking to address the additional barriers that they face as a result of their protected characteristics.</li> <li>• Domestic Abuse Commissioned partners were consulted from February onwards and meetings were held with internal colleagues from the Neighbourhoods directorate and Birmingham Childrens Trust.</li> <li>• The Adult social care -Vulnerable Adults Citizens Panel has been consulted.</li> </ul> <p><b>Internal</b></p> <ul style="list-style-type: none"> <li>• Cabinet Members have been consulted and support the proposal: Cabinet Member for Social Inclusion, Community Safety and Equalities, Cabinet Member for Health and Social Care, Cabinet Member for Homes and Neighbourhoods and Cabinet Member for Vulnerable Children &amp; Families</li> <li>• Acting Director for Adult Social Care and Adult Social Care Management Team supports the approach.</li> <li>• Officers from Legal and Governance, City Finance and Corporate Procurement have been involved in the preparation of this report.</li> </ul> <p>Relevant Strategies-</p> <ul style="list-style-type: none"> <li>• Vision and Strategy for the Modernisation of Adult Social Care Cabinet Report October 2017 (Vision Refresh 2020)</li> <li>• Putting Prevention First: Delivering the Vision for Adult Social Care and Health Cabinet Report November 2017</li> <li>• Domestic Abuse Prevention Strategy 2018-2023</li> <li>• Homelessness Prevention Strategy 2018</li> </ul>
<p>6. ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS</p>	<p>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. – See Below</p>
<p>7. Protected characteristic: Age *</p>	<div> <input checked="" type="checkbox"/> Service Users / Stakeholders         <input checked="" type="checkbox"/> Employees         <input checked="" type="checkbox"/> Wider Community         <input type="checkbox"/> Not Applicable       </div> <p>Please select those directly impacted or affected.</p>

8. Age details:	<p>The recommissioning and expansion of Domestic Abuse Services delivered by Birmingham City Council recognizes that anyone can experience domestic abuse and as such our response provides an all age support offer. We take a whole life course approach which includes support provision for children, young people, working age adults and older people.</p> <p>Our existing commissioned providers Birmingham and Solihull Women's Aid (BSWAID) provide support to victims of all ages , ranging from children's workers to support for older victims who may have lived with domestic abuse for many years , through there purple project. BSWAID have also carried out training for frontline officers in Birmingham City Council on recognizing the signs of domestic abuse and supporting older women.</p> <p>Part 4 Domestic Abuse Act 2021 recognizes the devastating impact that domestic abuse can have on children exposed to it in their own home. Part 1 of the Act provides that a child who sees or hears, or experiences the effects of, domestic abuse and is related to the person being abused or the perpetrator is also to be regarded, for the first time , as a victim of domestic abuse.</p> <p>Our proposals to implement Part 4 of the Domestic Abuse Act will provide specialist support provision for children of all ages, affected by domestic abuse in safe accommodation. Working with our commissioned domestic abuse providers and Birmingham Childrens Trust, our proposals ensure that our locally commissioned services have considered and addressed the needs of children affected by domestic abuse. The proposal enhances the current offer of support provision to children and young people and addresses gaps in provision.</p> <p>Our needs assessment, which is currently underway will also identify any further gaps relating to support provision for children, young people, working age and older people in safe accommodation and this will inform our future commissioning/decommissioning decisions.</p>
9.	<p>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.</p>
10. Disability details:	<p>People with learning disabilities experience some form of abuse or discrimination, which can leave them ill-equipped to recognise domestic abuse and don't seek help.</p> <p>Barriers include:</p> <ul style="list-style-type: none"> <li>• Assuming people don't have intimate relationships</li> <li>• Having a rose-tinted view of carers – not all of whom act in the best interests of the person they are looking after.</li> <li>• There may be a power imbalance; if unnoticed or unchallenged, it can cause dependence on the perpetrator through fear of repercussions, such as having to cope living alone or being made to live in a care setting.</li> <li>• Could have additional communication needs</li> </ul> <p>The equalities sub-group includes a specific focus on victims with a physical and learning disabilities, with key partners like Midland Mencap being part of the subgroup. They are working with Birmingham and Solihull women's aid to develop training for professionals to understand the intersectional needs of these victims and as such enabling staff to provide a stronger support offer to such victims.</p> <p>Recommissioning and expanding commissioned contracts and community grants will have a positive impact on people with disabilities. Our needs assessment, which is currently underway will also identify any further gaps relating to support provision for those with disabilities in safe accommodation and wider and this will inform our future commissioning/decommissioning decisions.</p> <p>Failure to do so will mean that citizens will not be able to live their expected outcomes outlined in the Birmingham City Council Plan 2022 (as outlined in the proposal section).</p>



11. Gender details:	<p>All victims should be able to access appropriate support. Whilst both men and women may experience incidents of inter-personal violence and abuse, women are considerably more likely to experience repeated and severe forms of abuse, including sexual violence.</p> <p>Type of domestic violence experience by individuals can include:</p> <ul style="list-style-type: none"> <li>• Coercive control (a pattern of intimidation, degradation, isolation and control with the use or threat of physical or sexual violence)</li> <li>• Psychological and/or emotional abuse</li> <li>• Physical or sexual abuse</li> <li>• Financial or economic abuse</li> <li>• Harassment and stalking</li> <li>• Online or digital abuse</li> </ul> <p>Our current domestic abuse commissioned services provide support for both male and female victims in safe accommodation. Support for males is via Trident Reach and Cranstoun and females via several providers including Birmingham and Solihull Women's Aid.</p> <p>Recommissioning and expanding commissioned contracts and community grants will enhance the current offer and bridge gaps ensuring a positive impact on gender equality, whereby all citizens of Birmingham will be able to access support services in safe accommodation irrespective of their gender identity.</p> <p>Working with our commissioned domestic abuse providers, our proposal will put in place enhanced support provision for women through independent domestic abuse advocates, (IDVAS) and dedicated support workers. Whilst this provision will meet the needs of women, our proposal will also provide a dedicated domestic abuse male support worker and will expand the helpline for all victims including men.</p> <p>Our needs assessment, which is currently underway will also identify any further gaps relating to support provision for both females and male victims in safe accommodation and wider and this will inform our future commissioning/decommissioning decisions.</p> <p>The recommended proposal supports the delivery of one or more of our Council's priorities as set out in the Birmingham City Council Plan 2022 as detailed under number 6. Failure to do so will mean that citizens will not be able to live their expected outcomes outlined in the plan.</p>
12. Gender reassignment details:	<p>Trans people experience domestic abuse and some of them are:</p> <ul style="list-style-type: none"> <li>• controlling behaviours,</li> <li>• threatening behaviours and</li> <li>• trans specific behaviours (made to feel ashamed, guilty, or wrong about their trans background or identity, stopped from taking medication or having treatment needed to express their gender identity (e.g. hormones, surgery), wearing preferred clothes or using the wrong pronouns)</li> <li>• sexual abuse behaviours</li> <li>• physical abuse behaviours.</li> </ul> <p>Recommissioning and expanding commissioned contracts and community grants will have a positive impact on gender reassignment, whereby all citizens of Birmingham will be able to access services irrespective of their gender identity.</p> <p>Our needs assessment, which is currently underway will also identify any further gaps relating to support provision for those who are trans people in safe accommodation and wider and this will inform our future commissioning/decommissioning decisions.</p> <p>The recommended proposal supports the delivery of one or more of our Council's priorities as set out in the Birmingham City Council Plan 2022 as detailed under number 6. Failure to</p>

	do so will mean that citizens will not be able to live their expected outcomes outlined in the plan.
13. Marriage and civil partnership details:	<p>Domestic abuse can affect anyone in a committed relationship, whether it is a marriage or civil partnership. It can be difficult and traumatic, as frequently victims still have strong feelings for their partner and will forgive incidents in which they may end up feeling emotionally or psychologically hurt or physically injured.</p> <p>Domestic abuse can involve:</p> <ul style="list-style-type: none"> <li>• Child abuse</li> <li>• Controlling behaviour</li> <li>• Emotional abuse</li> <li>• Financial abuse</li> <li>• Physical abuse</li> <li>• Psychological abuse</li> <li>• Sexual abuse</li> <li>• Verbal abuse</li> </ul> <p>Domestic abuse can also start with what appears to be harmless behaviour – such as one party losing their temper frequently and causing the other party to be fearful for their own safety – to actual physical assault or verbal abuse of a partner, including belittling them publicly or privately and undermining their confidence to the point they become unable to defend themselves physically, verbally or emotionally.</p> <p>By recommissioning and expanding commissioned contracts and community grants, we will have a positive impact on those victims who are married or in civil partnerships, as all citizens of Birmingham will be able to access support services in safe accommodation irrespective of whether their marital status.</p> <p>Working with our commissioned domestic abuse providers, our proposal will put in place support provision for women through independent domestic abuse advocates, (IDVAS) and dedicated support workers who understand the abuse faced by victims who may have been subjected to this for years in a marriage or civil partnership and how devastating that can be especially where children are also involved. These proposals will help to support victims to rebuild and recover from the trauma they have faced and move on with their children.</p> <p>Our needs assessment, which is currently underway will also identify any further gaps relating to support provision for victims who have been/ currently in a marriage or civil partnership and this will inform our future commissioning/decommissioning decisions.</p>
14. Pregnancy and maternity details:	<p>Domestic abuse can begin or significantly increase whilst a female is pregnant crossing all racial, ethnic, and economic lines. Triggers for this abuse can include increased stress and some partners feel:</p> <ul style="list-style-type: none"> <li>• Upset because this was an unplanned pregnancy</li> <li>• Stressed at the thought of financially supporting a first baby or another baby</li> <li>• Jealous that your attention may shift from your partner to your new baby, or to a new relationship.</li> </ul> <p>Abuse can be inflicted on a pregnant female by a family member, i.e. an intimate male partner, marital/cohabiting partner, parents, siblings, or a person very well known to the</p>

family, or a significant other, (i.e. former partner). When such abuse takes place it is often in the home.

Depending on cultural norms disclosures or discussion of domestic abuse would not be raised with anyone outside of the family unit. However, the likelihood is that females will disclose this with their health care professional. The risks of domestic not only affects the mother to be, but also the unborn child/ren.

Risks to the mother to be:

- Likely to have anaemia, hypertension, and to need hospitalisation because of excessive vomiting and dehydration, blood pressure difficulties, urinary tract infections, and bleeding.
- Greater risk of early labour, being underweight when they deliver, and requiring intervention during labour
- Abuse and controlling behaviour affect the mother's mental health and wellbeing e.g. anxiety, depression, post-traumatic responses, high levels of stress, and substance use are all common effects.

Risks to the child/ren can include:

- The increased the risk of miscarriage, infection, premature birth, low birth weight, emotional harm, foetal injury or death
- Emotional and developmental harm

Control over pregnancy itself can also be used as a tool of abuse to increase the female's dependency – this form of coercive control is called reproductive control e.g. removing or tampering with contraceptives or deny access to family planning or emergency contraception.

By recommissioning and expanding commissioned contracts and community grants, we will have a positive impact on those victims who are pregnant or on maternity, as all citizens of Birmingham will be able to access support services in safe accommodation irrespective of whether they are pregnant or not.

Working with our commissioned domestic abuse providers, our proposal will put in place support provision for women in safe accommodation, that provides support through independent domestic abuse advocates, (IDVAS) and dedicated family support workers that will work both the victim and their children in a trauma informed way.

Our needs assessment, which is currently underway will also identify any further gaps relating to support provision for victims who are pregnant or on maternity, as it is widely recognised that this is a high-risk time for such victims. This is will inform our future commissioning/decommissioning decisions.

The recommended proposal supports the delivery of one or more of our Council's priorities as set out in the Birmingham City Council Plan 2022 as detailed under number 6. Failure to do so will mean that citizens will not be able to live their expected outcomes outlined in the plan.

15. Race details:	<p>People of different ethnicities can face challenges when it comes to reporting domestic violence. Some of the reasons why predominately women may not seek help when experiencing domestic abuse are:</p> <ul style="list-style-type: none"> <li>• Have cultural or religious views that keep them in the relationship</li> <li>• Possess strong ties and loyalty to their race, culture, and family</li> <li>• Distrust law enforcement, the justice system, and social services</li> <li>• Want service providers who look like them, can speak their language, and share their experiences, yet there are very few available</li> <li>• Receive pressure from their communities to keep family matters private</li> <li>• Worry about their legal status or being deported if they seek help<sup>5</sup></li> </ul> <p>Our existing domestic abuse services were commissioned on a diversity competence basis, embedding, and mainstreaming an equality and inclusive approach throughout there service provision. Thus, enabling them to meet the needs of the super diverse population that exists in Birmingham. With 42% of the population coming from ethnic minority communities, our commissioned providers employ staff who reflect the communities they support, have multi language skills and have an in-depth understanding of the intersectional needs of these victims.</p> <p>By recommissioning and expanding commissioned contracts and community grants, we will have a positive impact on race equality, whereby all citizens of Birmingham will be able to access support services in safe accommodation irrespective of their race.</p> <p>Our needs assessment, which is currently underway will also identify any further gaps relating to support provision for those from different races in safe accommodation and wider and this will inform our future commissioning/decommissioning decisions.</p> <p>The recommended proposal supports the delivery of one or more of our Council’s priorities as set out in the Birmingham City Council Plan 2022 as detailed under number 6. Failure to do so will mean that citizens will not be able to live their expected outcomes outlined in the plan.</p>
16. Religion or beliefs details:	<p>Domestic violence can affect people who practice any religion, no religion, multiple religions, or who engage in other spiritual practices. Abusers may employ religious texts and values to harm the survivor:</p> <ul style="list-style-type: none"> <li>• Using beliefs to manipulate someone</li> <li>• Preventing someone from practicing their religious or spiritual beliefs</li> <li>• Forcing someone to violate their religious beliefs or practices</li> <li>• Ridiculing, denying or minimizing someone’s beliefs</li> <li>• Forcing children to be reared in a faith that has not been agreed to</li> <li>• Misusing scripture to justify abusive, dominating, or oppressive behaviour</li> <li>• Using religious guilt to manipulate someone into doing what they want</li> <li>• Questioning someone’s sense of reality</li> <li>• Discounting someone’s sense of right and wrong</li> <li>• Denying a person’s value</li> <li>• Using marital entitlement to justify sexual demands, including marital rape</li> <li>• Forcing someone to witness or participate in ritual abuse, such as animal sacrifice</li> <li>• Manipulating others in the religious community to control and ostracize someone</li> </ul> <p>Recommissioning and expanding commissioned contracts and community grants will have a positive impact on religion or beliefs equality, whereby all citizens of Birmingham will be able to access services irrespective of their religion or beliefs.</p>

	<p>Our needs assessment, which is currently underway will also identify any further gaps relating to support provision for those with religious beliefs, in safe accommodation and wider and this will inform our future commissioning/decommissioning decisions.</p> <p>The recommended proposal supports the delivery of one or more of our Council's priorities as set out in the Birmingham City Council Plan 2022 as detailed under number 6. Failure to do so will mean that citizens will not be able to live their expected outcomes outlined in the plan.</p>
17. Sexual orientation details:	<p>People of different sexual orientation can face challenges when it comes to reporting domestic violence. Some of the reasons why:</p> <ul style="list-style-type: none"> <li>• Verbal harassment</li> <li>• Threats and intimidation</li> <li>• Sexual or physical violence</li> <li>• Outing" or threatening to reveal one partner's sexual orientation/gender identity may be used as a tool of abuse in violent relationships and may also be a barrier which reduces the likelihood of help-seeking for the abuse</li> </ul> <p>Recommissioning and expanding commissioned contracts and community grants will have a positive impact for individuals, whereby all citizens of Birmingham will be able to access services irrespective of their sex Our needs assessment, which is currently underway will also identify any further gaps relating to support provision for those with different sexual orientation in safe accommodation and wider and this will inform our future commissioning/decommissioning decisions.</p> <p>The recommended proposal supports the delivery of one or more of our Council's priorities as set out in the Birmingham City Council Plan 2022 as detailed under number 6. Failure to do so will mean that citizens will not be able to live their expected outcomes outlined in the plan.</p>
18. Socio-economic impacts	<p>Economic abuse involves behaviours that interfere with an individual's ability to acquire, use and maintain economic resources such as money, transportation and utilities. It can be controlling or coercive. It can make the individual economically dependent on the abuser, thereby limiting their ability to escape and access safety. Examples of economic abuse include:</p> <ul style="list-style-type: none"> <li>• having sole control of the family income</li> <li>• preventing a victim from claiming welfare benefits</li> <li>• interfering with a victim's education, training, or employment</li> <li>• not allowing or controlling a victim's access to mobile phone/transport/utilities/food</li> <li>• damage to a victim's property</li> </ul> <p>Recommissioning and expanding commissioned contracts and community grants will have a positive impact as all, victims of domestic abuse will be supported regardless of their socio-economic background. Economic abuse itself will be addressed by dedicated support workers highlighting the effects of economic abuse, recognising it as abuse and supporting victims to overcome this through debt and legal advice.</p> <p>The recommended proposal supports the delivery of one or more of our Council's priorities as set out in the Birmingham City Council Plan 2022 as detailed under number 6.</p> <p>Failure to do so will mean that citizens will not be able to live their expected outcomes outlined in plan.</p>
19. Please indicate any actions arising from completing this screening exercise.	<p>This assessment will be presented as an Appendix to the Cabinet Report, scheduled currently to go to the October Cabinet meeting.</p> <p>Any potential adverse impact identified during the need's assessment will be considered in developing the community grants prospectus.</p>

20. Socio-economic impacts	Domestic abuse affects all people regardless of socio-economic status and the proposals outlined provide support provision to all victims of domestic abuse in commissioned safe accommodation.
21. What data has been collected to facilitate the assessment of this policy/proposal?	Demographic Adult social care commissioned services contractual data Consultation responses  The needs assessment which is currently underway will consider data from across the partnership in relation to those with protected characteristics and intersectional needs. This will inform the refresh of the Domestic Abuse Prevention Strategy and our future commissioning intentions.
22.	The findings of the full need's assessment will be produced at the end of September 2021.
23.	Who was consulted, what are the results of the consultation exercise?  Initial consultation has taken place as outlined above with internal and external partners. Full consultation with partners across Birmingham is underway as part of the need's assessment.
24. Consultation analysis	This will form part of the need's assessment.
25.	Based on the analysis of the data, does the proposal/policy have any adverse impact?  No- the proposal builds on the existing commissioned domestic abuse services which provide support to all victims of domestic abuse in safe accommodation. The proposal enhances this support provision and bridges the gaps of support that currently exist.  The needs assessment will identify and further gaps in provision for those with protected characteristics and these will be addressed through a community grants prospectus. This will give opportunities to smaller specialised organisations to bid for monies, which address gaps and considers equality and diversity.
26. Adverse impact on any people with protected characteristics.	The proposals will not have an adverse impact on those with protected characteristics and their families as outlined above.
27. Could the policy/proposal be modified to reduce or eliminate any adverse impact on any particular group(s)?	N/A
28. How will the effect(s) of this policy/proposal on equality be monitored?	The effects of this proposal will be monitored through the contract arrangements that will be put in place for the commissioned services through a contract variation. The reporting on the performance of commissioned services already takes places on a quarterly basis.  The project management, governance and oversight of this re commissioning will be through the Social Justice Commissioning Board chaired by the Assistant Director Commissioning (Adult Social Care) and will report through to the Adults Social Care Management Team chaired by the Director for Adults Social Care.
29.	Numbers of victims engaged/supported with this provision  Profile of those supported- Ethnicity, age, gender, religious beliefs, sexual orientation etc  Anonymised Case studies on the impact of the support given.

	Please describe the data needed to ensure effective monitoring of this policy/proposal?
30. What data is required in the future to ensure effective monitoring of this policy/proposal?	As above
31.	
32. Are there any adverse impacts on any particular group(s)?  If yes, please explain your reasons for going ahead	No
33. Initial equality impact assessment of your proposal	
34. Consulted People or Groups – consultation process	
35. Informed People or Groups	
36. Summary and evidence of findings from your EINA	<p>Our existing domestic abuse services were commissioned on a diversity competence basis, embedding, and mainstreaming an equality and inclusive approach for all victims of domestic abuse.</p> <p>This proposal builds on the support provision provided by our existing commissioned services, setting out enhanced support provision that will be put in place for all victims of domestic abuse in safe accommodation. This includes dedicated support workers, IDVAS, children’s workers, a male support worker and therapeutic support. These proposals will help to support all victims, to rebuild and recover from the trauma they have faced through domestic abuse.</p> <p>This is in line with our statutory duty as set out in Part 4 Domestic Abuse Act 2021.</p> <p>The needs assessment will also help to further identify any gaps and equality and diversity issues in support provision for victims in safe accommodation, which will be addressed through the community grants prospectus.</p>





# Birmingham City Council

## Report to Cabinet

12<sup>th</sup> October 2021



**Subject:** CONTRACT EXTENSION REQUEST FOR THE COMMISSIONING OF BIRMINGHAM CARERS HUB

**Report of:** Professor Graeme Betts  
Director for Adult Social Care

**Relevant Cabinet Member:** Cllr Paulette Hamilton - Health & Social Care  
Cllr Tristan Chatfield - Finance & Resources

**Relevant O &S Chair(s):** Cllr Mick Brown - Health and Social Care  
Cllr Mohammed Aikhlaq - Resources

**Report author:** Kalvinder Kohli  
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Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 007923/2020		
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: Paragraph 3		

### 1 Executive Summary

- 1.1 The purpose of the report is to approve the extension of Birmingham Carers Hub (PO565) contract for one year from 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023. The contract was originally awarded for a period of two years and nine months from 1st July 2019.

- 1.2 This service is vital in delivering against several Council priorities, which include corporate parenting, improved health and wellbeing, building resilient and independent communities and access to suitable and sustainable support.
- 1.3 Because of circumstances related to Covid-19 Birmingham Carers Hub had to adapt how services were delivered and were unable to fully imbed newly developed services such as dementia support groups involving face to face contact.
- 1.4 The current contract was awarded on 1<sup>st</sup> July 2019, following an open market procurement, for a two year and nine-month period and is due to expire 31st March 2022. Circumstances related to Covid-19 has impacted on both providers and users of the services. Carers and the people they care for are vulnerable due to their caring responsibilities or health issues such as a disability or poor mental health and during these challenging times priorities have changed. For example, carers felt more anxious and unable to leave their homes due to the fear of passing on Covid to the person they care for. Many carers have struggled to obtain their prescribed medication, shop for food and essentials or attend appointments. Birmingham Carers Hub have been working to address the gaps throughout Covid-19 lockdown for example collecting and delivering prescribed medication to carers, enabling access to food banks and providing emergency payments.
- 1.5 Birmingham Carers Hub is continually adapting services for example changing from face to face contact with service users to telephone support and more staff focusing on frontline delivery. This has meant many changes to services and it will take time to revert back once the pandemic has passed. Some changes are beginning to evolve with the offer of face to face support alongside virtual and telephone services. Therefore, to enable Birmingham Carers Hub to focus on carers during these challenging times and to provide the opportunity for the contract to fully deliver against what was commissioned, such as dementia group, the one-year contract extension would enable both a focus on current service delivery and in turn allow enough time for services to readapt and fully develop. In addition, it will mean refreshed timetables for the recommissioning of these services and therefore providers will not have to divert from front line services to writing bids. Birmingham Carers Hub was part of a joint procurement commissioning services for young and mental health carers. Both the Young Carers and Mental Health Carers contracts are seeking a two-year extension which would enable a joint procurement and true partnership working with Birmingham Children's Trust and Birmingham and Solihull Clinical Commissioning Group. A risk assessment can be seen at **Exempt Appendix 1**.
- 1.6 Legal and procurement advice has been sought. Legal advice was required regarding extending contracts under Public Contract Regulations to ensure the correct legislation and regulations were used, for which they provided the formal wording and agreed contracts could be extended. Procurement advice was to seek Cabinet approval to extend the contracts, for which a Procurement Risk

Assessment is provided (**Exempt Appendix 2**). Legal comments can be seen at 7.4

## **2 Recommendations**

2.1 That Cabinet approves:

- A one-year extension to Birmingham Carers Hub (PO565) contract from 1st April 2022 to 31st March 2023.

## **3 Background**

- 3.1 In July 2019 Birmingham Carers Hub (Hub) was commissioned, following an open market procedure, with a contract award until 31st March 2022. The intention was to evaluate the services, in particular new services moving across into the Hub and recommission during 2021/22.
- 3.2 The Hub was jointly commissioned alongside Young Carer and Mental Health Carer services with our partners Birmingham Children's Trust and Birmingham and Solihull Clinical Commissioning Group (CCG). There were individual Lots for Birmingham Carers Hub, Young Carers and Mental Health Carers and the CCG continued with their small grants and dementia services funded by the Better Care Fund for the first year of the commissioned services.
- 3.3 Birmingham Carers Hub contract was awarded to Forward Carers following an open market procedure using the delegated power awarded by the Cabinet report on 24th July 2018 approving consultation on Birmingham Carers Vision and Commissioning Strategy 2017+ and approval for the procurement strategy and subsequent award of BCC contracts to be delegated to the Corporate Director Adult Social Care and Health.
- 3.4 The next step was for the Council and the CCG to combine commissioned services and funding by transferring small grants and the dementia services into the Hub. During the first year BCC and the CCG worked closely with the Hub and as at July 2020 all funding and services for adult carers, including small grants and dementia, are delivered by the Hub.
- 3.5 In preparation for when the contract expired the Council has been evaluating the progress made by Birmingham Carers Hub and the impact of Covid.
- 3.6 Birmingham Carers Hub was performing at a high level and was well on the way to delivering the contractual requirements, in some instances delivering more and then Covid came. Covid had a huge impact on the Hub with registration numbers increasing each quarter as the Hub became the point of contact for carers seeking a vaccine. There was also an increase from carers approaching about the vaccine but going on to seek advice and support.
- 3.7 The Hub coped and adapted well and was able to provide services more virtually and in new emerging areas such as access to food banks. There has been good feedback in relation to the emergency payments provided and funded by the

Hub, which were being spent on basic essentials such as food and utilities. Although these additional payments ceased in July 2021 carers will still have access to Wellbeing Payments provided as part of the contract.

3.8 Throughout Covid services became flexible and adapted to circumstances, with positive feedback for online services such as yoga, and the Hub worked with families around keeping a routine during Covid. Covid meant that it was a difficult time to redesign and fully implement the dementia and small grants pathways providing many challenges, but good progress has been made.

3.9 The annual budget for Birmingham Carers Hub is £2.548m and it is intended to carry this over for the proposed contract extension.

3.10 Proposed changes:

3.10.1 The current contract is due to expire on 31<sup>st</sup> March 2022.

3.10.2 The intended recommissioning of Birmingham Carers Hub is no longer workable, and a one-year extension period is required to the existing contract.

3.10.3 At the current time with the impact of Covid-19 and the lifting of restrictions across the country providers of unpaid carer services are focused on ensuring carers can receive the support they require. Needs may now be new or different due to social isolation such as delivery of food or medication.

3.10.4 If the original procurement timetable is followed it would mean providers would have to divert valuable staff resources from the current pressures faced in adapting services as restrictions are lifted and evaluating and assessing how services should be delivered in a new environment to bid writing and consultation is likely to be a low priority for potential bidders at this time. The proposed new timetable is shown below:

Activity	Reason	When
Cabinet approval to extend current contract for one year.	Covid-19 and lifting of restrictions situation – to enable services to stabilise.	October 2021
BeHeard and other consultation including refresh of strategy and carers commitment	To consult on refresh of strategy and carers commitments.  To consult on commissioning proposals to inform procurement strategy.	October 2021 to January 2022  February 2022 to April 2022
Cabinet approval final commissioning plan (following consultation) procurement strategy and delegated authority to award contract.	To feed-back on consultation and gain approval to progress procurement and for delegated authority to award contract	April 2022

PROCUREMENT		
Invitation to Tender – Issue	To begin tender process	June 2022
Invitation to Tender – Return	Deadline for return of tender	September 2022
Evaluation Period	To evaluate and allow for any interviews to take place	October/November 2022
DPR Approval (Award)	To gain award contract	November 2022
Issue procurement letters and contracts	To formally notify successful and unsuccessful bidders.	December 2022
Mobilisation period including TUPE transfer	To enable services to settle in and staffing to be resolved.	1 <sup>st</sup> January 2023 - 30 <sup>th</sup> June 2023
New Contracts Start	To begin delivering services.	1 <sup>st</sup> April 2023

3.10.5 A risk assessment can be seen at **Exempt Appendix 1** and some of the impacts of deferring any commissioning plans including:

- All staff resources are currently still being diverted into front line duties.
- Impact of Covid-19 is likely to continue into the autumn.
- No resources to write bids.
- Option 2 of the Risk Assessment to extend the current contract for one year appears to be the best option as it incurs the lowest risk and supports providers at this time to cover critical provision.
- A one-year extension provides the opportunity for providers and carers to stabilise again. Due to the duration of the pandemic, associated impacts and further dialogue with the market this is now not workable within the available times scales and a one-year extension is required.
- Providers are managing to keep services and customers at safe levels at this stage, but it is uncertain what we will face in the future.
- Focus needs to be on reducing impact for city and NHS.

## 4 Options considered and Recommended Proposal

### 4.1 Option 1:

Procure and award before 1st April 2022. The procurement would usually take approximately one year and cannot take place without prior consultation which has been delayed as a result of the Covid-19 Emergency. The current timescale available is six months. While there is no requirement to go out to formal consultation, for these services, for completeness of the engagement process and best practice a short formal consultation should be considered to include a refresh of the strategy and carers commitments. The delays in the consultation and timescales now available mean that the procurement cannot be achieved

before the expiry date. It is unlikely that the market would be able to respond in a meaningful way to a procurement at this stage following Covid and associated impacts and the lifting of restrictions due to the impact on existing services. It is also likely that Covid-19 will impact future service delivery and this needs to be factored into the procurement. If the contract is not extended for a one-year period there would be an impact on services both current and in the future. Providers have had to adapt services to meet changing priorities in these challenging times with all staff focused on front line delivery. If the procurement was to go ahead as originally planned and the contract was not extended providers would need have to divert staff to bid writing and associated procurement activity reducing services available to some of our most vulnerable people. Service users would not have the level of service necessary and would begin to struggle with increasingly poor mental health and seeking basic provisions. Services need time to adapt to the changes but also to be able to revert to a more traditional service delivery once the pandemic has passed.

#### Option 2: Recommended Option

To extend the current contract for one year allowing the Hub time to transition services from the current situation and to focus on developing services that were unable to reach full potential such as dementia groups. This will provide a more informed picture of what services could look like in the future and will enable higher quality specifications and ITT documents resulting in more informed bids being received and the right services being delivered. A 60 day Be-Heard consultation can take place in alignment to refreshed timetabling requirements.

This recommended proposal will demonstrate an openness and desire to harvest any additional thoughts, views and opinions from service recipients, stakeholders and citizens. This will allow sufficient time for stakeholders and citizens to respond to the consultation taking into account their needs and vulnerabilities. By progressing the consultation in alignment to refreshed timetabling requirements citizens and stakeholders will be able to focus on the consultation at reflect their needs which may well be different at this current time than pre or post lockdown.

It is not possible to properly procure the contracts before the end date of 31st March 2022. A change in priorities related to Covid-19 has meant both providers and BCC commissioners having to reconsider and refocus service delivery. This has meant appropriate consultation has not been possible or co-design on recommissioned services. Therefore, a robust procurement strategy is not available and in addition there is not insufficient time to go out to market to ensure equity in the bidding process, this is pertinent-particularly if new providers want to express an interest.

Key benefits to the proposed extension include:

- Birmingham Carers Hub has performed well and adapted to the challenging circumstances presented by Covid. The contract will enable the good work so far to be further developed, such as dementia groups being able to meet in person and provide continuity and a clear pathway for Birmingham carers.
- Carers Statutory Assessments can continue with carers knowing where to go to apply and able to become familiar with the services offered by the Hub. Birmingham Carers Hub also offers Wellbeing Assessments for those carers who do not want a Statutory Assessment to ensure that all carers can access the help and support they need.
- There would be no disruption to carers as services adapt to new environments as restrictions are eased.
- Carers would be able to continue in their caring role saving considerable money for health, the economy and the public purse.
- New services that were affected by “lockdown” will be able to flourish and a hybrid of support, face to face alongside virtual, can be provided.
- Joint commissioning and partnership working across adult, young and mental health carers can continue.

## **5 Consultation**

- 5.1 Birmingham Children’s Trust and Birmingham and Solihull Clinical Commissioning Group have been consulted in both their role as joint commissioners and partners in delivering carer services across the city.

Alongside the proposed online consultation period, commissioning officers will be meeting with providers, key stakeholders and service users to refresh the strategy and carers commitments and help to refine commissioning principles.

## **6 Risk Management**

The risk management of this commissioning is overseen by the Social Justice Board. The Board is chaired by the Assistant Director of Commissioning Adult Social Care and has approved the proposal for a one-year extension.

## **7 Compliance Issues:**

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

- 7.1.1 The recommended decisions are consistent with the Council’s priorities, plans and strategies and supports the Vision and Priorities in the Council Plan 2018-2022 as agreed by Cabinet across four priority areas:

- Children – an aspirational city to grow up in: We will inspire our children and young people to be ambitious and achieve their full potential.

- Jobs and skills – an entrepreneurial city to learn, work and invest in: We will create opportunities for local people to develop skills and make the best of economic growth.
- Health – a fulfilling city to age well in: Citizens and communities will have choice and control over their care and improved resilience and independence.
- Housing – a great city to live in: We will work with our partners to build a fair and inclusive city for all.

7.1.2 The decision within this report will contribute and support the delivery of the following strategies:

- Vision and Strategy to Modernise Adult Social Care 2017+
- Health and Well-Being Strategy 2017+
- Homeless Prevention Strategy 2017+
- Financial Inclusion Strategy 2016+
- Domestic Abuse Prevention 2018+
- Transition Strategy 2018+

## 7.2 Legal Implications

7.2.1 The Care Act 2014 set out new legal guidelines relating to care and support for adults and the law to support carers. There are provisions to safeguard adults from abuse or neglect and care standards. In addition, it places clear legal responsibilities on the Local Authority and creates a single duty to undertake carers assessment based on need.

7.2.2 The Children and Families Act 2014 makes provisions for children, families and people with special needs. It seeks to improve services for vulnerable children and introduces new rights for young or parent carers to an assessment on need.

7.2.3 Birmingham Business Charter for Social Responsibility (BBC4SR) will be applied within the threshold of the Charter requirements and contract value. None identified for this proposed decision.

## 7.3 Financial Implications

7.3.1 The current funding for Birmingham Carers Hub is shown in Table one.

Table one

Fund	2019/20	2020/21	2021/22	Total
ASC	£1,394,427	£1,394,427	£1,394,427	£4,183,281
BCF	£1,191,000	£1,191,000	£1,191,000	£3,573,000
<b>Total</b>	<b>£2,585,427</b>	<b>£2,585,427</b>	<b>£2,585,427</b>	<b>£7,756,281</b>



7.3.2 The contract extension funding is shown in Table two.

Table two

Fund	2022/23	Total
ASC	£1,394,427	£1,394,427
BCF	£1,191,000	£1,191,000
<b>Total</b>	<b>£2,585,427</b>	<b>£2,585,427</b>

7.3.3 The BCF contribution is supported by Better Care Fund Commissioning Executive and all funding would be fixed for one year with no expectation of annual inflation or other funding increases.

7.3.4 To mitigate demand outstripping supply the funding is ring fenced across services within Birmingham Carers Hub for example Statutory Assessments, Dementia and Health Liaison project. This ensures that each service has appropriate funds to deliver the need presented which is based on trends over the past two years. There are mechanisms in place for Forward Carers to raise any concerns of demand outstripping supply. Commissioners can then address this and take appropriate action.

7.3.5 Polling completed with YouGov, which found a nationally representative estimate for the prevalence of caring amongst the population as well as the number of hours of care being provided estimates that in the Midlands since the pandemic carers have provided care worth £20.3 billion equating to £80 million daily. The public expenditure costs of carers leaving paid work have been estimated to be £1.3 billion a year. (UK Carers November 2020).

7.3.6 It is estimated there are 107,380 unpaid carers living in Birmingham and without the support and help provided by Birmingham Carers Hub the impacts for the public sector purse, economy and health would be immense.

Carers Statutory Assessments, delivered by Birmingham Carers Hub, are mandatory under the Care Act 2014 and one of the conditions of the BCF pool.

## 7.4 Procurement Implications

7.4.1 Public Contract Regulations (2015) (PCRS) regulation 72(1) permits the modification of contracts during their terms subject to certain criteria being met.

7.4.2 Regulation 72(1)(c) makes provision for the modification of a contract where (i) the need for modification has been brought about by circumstances which a diligent contracting authority could not have foreseen; (ii) the modification does not alter the overall nature of the contract; (iii) any increase in price does not exceed 50% of the value of the original contract or framework agreement.

7.4.3 The need for modification has been brought about by the Covid-19 pandemic which the Council could not have foreseen and which applies nationally and not just to Birmingham. Furthermore, the overall nature of the contract will not be altered and any increase in price will not exceed 50% of the original value of the contract.

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

7.5.1 None identified

## **7.6 Public Sector Equality Duty**

7.6.1 A relevance test to decide whether the planned recommissioning and procurement of the vulnerable adults and housing support has any relevance to the equality duty contained within Section 149 of the Equality Act 2010 of eliminating unfair/unlawful discrimination and to promote equality and human rights commenced February 2019. The screening identified that there was no requirement to assess this further at this stage. As part of the re-commissioning the relevant risk logs will be maintained to allow further consideration which include contract award and mobilisation. The consultation will inform and help develop an Equality Assessment.

## **8 Exempt Appendices**

**Exempt Appendix 1 - Risk Assessment**

**Exempt Appendix 2 - Procurement Risk Assessment**

# Birmingham City Council

## Report to Cabinet

12<sup>th</sup> October 2021



**Subject:** **APPROVAL OF ROUTE TO ZERO NEXT STAGE BUSINESS CASE**

**Report of:** **ACTING DIRECTOR, INCLUSIVE GROWTH**

**Relevant Cabinet Member:** **Councillor Waseem Zaffar – Transport and Environment**

**Relevant O &S Chair:** **Councillor Liz Clements, Sustainability and Transport**

**Report author:** Maria Dunn, Head of Development Policy  
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Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 008305/2021		
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 presents to Cabinet the Route to Zero Next Stage Business Case. The report seeks approval of the creation of a Route to Zero (R20) team, led by the Assistant Director - Route to Net Zero Carbon post which has already been approved.
- 1.2 The report seeks approval of a number of new posts to create a dedicated R20 team to deliver the Council's work to reduce carbon emissions both organisationally and across the City.

- 1.3 The team will draw in external funding, aiming to be financially self-sufficient within 2 years. The report, via the Next Stage Business Case, also seeks:
- 1.3.1 Approval to progress the Wave 1 projects, which are in accordance with the January 2021 Action Plan;
  - 1.3.2 Approval of the strategic framework used for the appraisal and definition of Route to Zero projects. This framework will be used to progress the identification, development, and management of an ongoing suite of carbon-reducing initiatives and projects;
  - 1.3.3 Approval to undertake further work to define and confirm the role of the Council in its commercial approach to defining and delivering its Route to Zero portfolio.

## **2 Recommendations**

This report recommends that Cabinet:

- 2.1 Approves the Next Stage Business Case set out in Appendix 1 to this report, noting that this will establish a new team, self-funded through external grant, to report to the Assistant Director - Route to Net Zero Carbon to provide the enhanced capability and capacity needed to deliver on the Climate Emergency commitment.
- 2.2 Approves use of the Financial Resilience Reserve to fund the net cost of the Route to Zero team in 2021/22 and 2022/23 (estimated at £0.268m in 2021/22 and £1.026m in 2022/23).

## **3 Background**

- 3.1 The Route to Zero (R20) Next Stage Business Case seeks approval to establish the new Route to Zero team.
- 3.2 The 2021/22 figures assume that officers will take up posts in January 2022 and therefore is based on 25% of full year costs. The majority of these costs relate to staffing. The breakdown is set out in the table at Appendix 1. The funding assumes an average cost, based on appointments at the mid-point of the grade for each of the new posts, however, appointments will be positioned on pay scales in accordance with the normal HR policy.
- 3.3 The additional capacity and capability will enable BCC to drive the R20 programme in the short term 2021/22 and 2022/23. From the start of 2023/24, it is expected that the team will be funded by external grants and contributions sourced by the newly created Principal Finance and Bid Officer role.
- 3.4 The R20 team will support the development of business cases to secure carbon reduction which are likely to require long term funding. The R20 team will work to identify and secure funding from the public and private sector. They will actively manage the R20 portfolio to ensure that the R20 opportunity/project pipeline is maintained. The Principal Finance and Bid Officer will also provide critical support

in both developing material and content to support bids, and shaping and packaging bids to secure investment and fund the team.

- 3.5 The financial case for the medium to long term R20 portfolio and its constituent projects beyond 2022/23 will be developed in the series of individual business cases.
- 3.6 The objective of each business case approved for inclusion within the portfolio is that after (and as a result of) implementation a significant contribution is made to reducing the Council's revenue budget requirement.
- 3.7 Detailed cash flows for individual R20 projects will be developed in the individual business cases.
- 3.8 The table at Appendix 1 shows the breakdown of posts within the team and annual cost for each post as well as the other costs associated with establishing the team.
- 3.9 The Assistant Director post was approved at JNC Panel in March 2021. Recruitment has taken place and the successful candidate will commence employment from November 2021 on a reduced hours basis, and will commence full contracted hours on 1<sup>st</sup> January 2022.
- 3.10 The R20 team structure also proposes transferring three existing posts, which currently sit within the Development Policy team, to sit within the R20 team. These posts currently work on sustainability projects and for that reason it is considered that they sit better in the new R20 team. Two of the three posts are intended to be self-funding through income generation, however, the respective income targets are not currently being achieved.
- 3.11 Six new posts are proposed within the R20 team structure. The Portfolio Manager is a grade 6 post and would have responsibility for supporting the Assistant Director and the day-to day management of three posts within the team.
- 3.12 There are three new grade 5 posts. The Principal Portfolio Officer would monitor and manage the portfolio of projects, ensuring that delivery is on track and flagging up any significant issues. The Principal Behavioural Change and Engagement Officer would lead on a programme of behavioural change which is essential to driving down carbon emissions across the city.
- 3.13 The Principal Finance and Bid Officer would lead on generating funding for projects and would be available to help and support all the Council's service areas with funding bids for projects which would seek to reduce carbon emissions.
- 3.14 The Grade 3 Assistant Portfolio Officer would support the whole team and would be responsible for administering the series of regular meetings associated with the R20 programme, including the Climate Assembly, the Internal Working Group and the Advisory Committee.
- 3.15 It is also proposed that a new Personal Assistant post is created to support the Assistant Director. This post would report to the Business Support Manager – Digital and Customer Services.

- 3.16 In addition to the staffing budgets, there is also a one-off pump priming budget of £0.100m (spanning 2021/22 and 2022/23) to be used as a catalyst to leverage additional/external funding to accelerate programme targets; and a consultancy budget requirement of £0.100m per annum for the first two years, which is to fund additional ad hoc specialist advice that is required on a project specific or short-term basis and is therefore not cost effective to retain in-house.
- 3.17 All costs referred to in paragraphs 3.9 to 3.16 have added to them a 20% supplement for central support costs to derive the total additional cost.
- 3.18 The Next Stage Business Case also sets out the programme of work for the team, which includes progressing the Wave 1 projects within the January 2021 Action Plan but also expanding considerably the programme of work to take forward identifiable opportunities and to further reduce carbon emissions both within the Council and across the city.
- 3.19 It is anticipated that the work of the team for the first six months will relate to the creation of systems and processes to implement and measure programme parameters.
- 3.20 After systems and processes are established (i.e. 6 months after the creation of the team), the R20 team will then play a critical role in embedding R20-based practices and portfolio management processes throughout the Council, promoting a fundamental transformation in service delivery with the aim of reducing carbon emissions.
- 3.21 The R20 programme has continued to make progress since January 2021. The Climate Task Force has now transitioned into the Climate Assembly, and the first meeting was held in June 2021. Due to Covid-19 restrictions, this meeting took place online, however, the intention is to hold a hybrid meeting in September 2021, which will form part of the pre COP26 programme showcasing successes to date and looking forward to the next phase of R20 work.
- 3.22 It is proposed that R20 'Star Chambers' will be introduced once the new R20 team is established. These sessions will hold services to account on carbon reduction action planning and will support the on-going reduction of the Council's own carbon emissions.
- 3.23 The Next Stage Business Case also seeks approval for the continuing progression of the Wave 1 projects – these projects were set out within the January 2021 Action Plan and are underway. An annual progress report will be presented to Full Council in January 2022 setting out progress on each of the projects. Approval is also sought for the strategic framework used for the appraisal and definition of R20 projects. This framework will be used to progress the identification, development, and management of an ongoing suite of carbon-reducing initiatives and projects. The suite of projects developed so far is evidence of the Council's commitment to achieving its carbon reduction targets and provides a focus for the Council's R20 journey. However, it does not cover the totality of the work the Council needs to progress. Further, more detailed work in identifying, costing and prioritising

opportunities identified for BCC and more widely across the city is required. It is proposed that the strategic framework applied to the appraisal and definition of the R20 Wave 1 projects is used to continue to review the current projects' carbon impact and adopted and used to evaluate and prioritise subsequent waves of R20 opportunities and projects, expanding scope and reach beyond the projects approved by the Council in January 2021.

- 3.24 This will enable opportunities to be mapped to clearly identify which opportunities should be progressed in favour of others. Those opportunities that have both high attractiveness and high feasibility will be taken forward into subsequent waves in the portfolio. The portfolio of initiatives will be reviewed and updated regularly in the light of evolving information and developments. New initiatives may be added to the development portfolio, and existing ones dropped, in order to maximise the overall (economic and social) return on investment within the Council's affordability envelope.
- 3.25 Additionally, approval is also sought to undertake further work to define and confirm the role of the Council in its commercial approach to defining and delivering R20 portfolio.
- 3.26 Recognising that the Council has finite resources at its disposal and faces many more years of fiscal restraint, it is important to emphasise the role of the Council in delivering its net zero ambition whilst achieving a financially self-funding R20 team within 2 years. This will include:
- Consideration of a range of potential commercial opportunities from investment in existing ventures (for example Tyseley Energy Park), extending existing pilot and pathfinder initiatives (for example the hydrogen bus pilot, electric vehicle charging infrastructure), new and emerging initiatives/technology solutions (example new technologies for reducing energy demand, carbon capture) and generating efficiencies/cost avoidance.
  - Having investability as a focus when defining and packaging projects to attract investment. This will include taking an entrepreneurial approach by working with academia, other local authorities, industry and investors to invite their expertise in tackling common problems e.g. retrofitting existing housing stock across Birmingham.
  - Developing an appreciation and understanding of emerging market technologies capacities, capabilities, and trends and, through advocating the preferred options, secure interest from potential partners.
  - Managing risk at both a project level and a portfolio level, for example larger financial tolerances may be set at project level if the capacity for risk absorption at portfolio level is sufficient and projects that present a risk profile outside the specified tolerance will need to be paused until the risk profile can be reduced or terminated if the risks cannot be mitigated.
  - Creating the appropriate contractual framework for each project and programme, taking account of vendor operational commercial drivers and financial measures.

Adopting proactive partnership models with: SMART quantitative and qualitative measures and incorporating negotiated median and stretch R20 targets; and clarity around BCC obligations and vendor performance goals and measures.

- Active account engagement and management incorporating a shared approach to risk management.

#### **4 Options Considered and Recommended Proposal**

- 4.1 **Option 1- Do not approve the next stage business case** - This option would mean that the R20 team would not be appointed and that the mechanism for taking forward further work beyond the Wave 1 projects is uncertain. The incoming Assistant Director would not have sufficient support to deliver the Route to Zero programme and it would be unlikely that Birmingham would meet its net zero carbon ambitions.
- 4.2 **Option 2 – Approve an amended next stage business case** – the work presented is considered to offer the City Council the best way forward, both in terms of a team structure for progressing the Route to Zero programme, and a clear evaluation framework for evaluating future waves of projects. The team structure has been considered by officers and external consultants Inner Circle. Research has been undertaken to look at team structures in the other Core Cities and the structure has been discussed at the R20 Advisory Committee. It is considered that the team structure sets out to reflect the scale of the challenge, the need for organisational change and the diverse range of work that needs to be undertaken to achieve net zero carbon.
- 4.3 **Option 3 – Approve the next stage business case as set out** - it is considered that this is the best option because the next stage business case has been prepared drawing on expertise and best practice. The team structure identified is considered to be the most appropriate to address the scale and breadth of the challenge of achieving net zero carbon across Birmingham.

#### **5 Consultation**

- 5.1 Consultation has been undertaken with the Cabinet Member for Transport and Environment, the Leader of the Council, and the R20 Advisory Committee.

#### **6 Risk Management**

- 6.1 The Council has made a commitment for the city to become net zero carbon by 2030 or as soon thereafter as a just transition allows and climate change is a corporate priority. Not investing in a team to deliver this commitment risks carbon reduction not being achieved.
- 6.2 The provision of ongoing services by the R20 team is dependent on attracting external funding sufficient to cover all costs from 2023/24. Should it become apparent that the amount of funding available is insufficient, a decision will then need to be made on whether to:



- 6.2.1 Discontinue, or scale back the work of this team – giving rise to the risks highlighted in 6.1
- 6.2.2 Consider an alternative delivery model
- 6.2.3 Fund work of the team with General Fund or other applicable resources, potentially placing additional pressure on the revenue bottom line

## **7 Compliance Issues:**

- 7.1 **How are the recommended decisions consistent with the City Council's priorities, plans and strategies?** The recommendations will position the Council to address climate change which is a corporate priority.

## **7.2 Legal Implications**

- 7.2.1 The creation of the R20 Team will ensure that the Council has a dedicated team to deliver BCC work to reduce carbon emissions. The roles have been evaluated and job descriptions setting out the required targets and responsibilities will ensure that potential candidates are clear on the requirements of the role.
- 7.2.2 BCC must ensure that fair and consistent recruitment practices are followed in relation to the recruitment of these posts including; making sure that the interview panel is representative of protected characteristics including but not limited to gender, race, disability, application forms are anonymised so that candidates are selected for interview purely on the strength of their application and any unnecessary information/requests for data is removed from the application process. BCC's recruitment policies and procedures should be adhered to.

## **7.3 Financial Implications**

- 7.3.1 The report seeks approval of the R20 Next Stage Business Case and associated creation of the R20 team. The team will consist of 10 posts including the Assistant Director Route to Net Zero Carbon, the transfer of 3 existing posts and the creation of 6 new posts as set out in Appendix 1.
- 7.3.2 The ongoing cost of the team will be self-funded through external grant funding sourced by the team.
- 7.3.3 The full cost of staffing the team is estimated at £816k pa including a 20% central support cost allocation and will be fully self-funding from 2023/24. In addition to staff costs, as per table the below, there are non-staff costs in the first 3 years relating to pump priming and consultancy support.
- 7.3.4 A staffing budget attached to one of the posts being transferred into the R20 team is available to fund the new team structure.

7.3.5 Approval is sought in this report to apply resources from the Financial Resilience Reserve to fund the balance of team costs in 2021/22 and 2022/23 whilst self-funding arrangements established.

7.3.6 There are no funding requests for delivery of the Wave 1 projects within this report. The financial case for the delivery of individual R20 projects in the portfolio will be developed on a case-by-case basis including consideration of financing options, managing risks effectively and affordability with the expectation of the portfolio being financially self-sustaining in the long term. Further reports will be progressed for specific funding in respect of delivery of these projects.

7.3.7 The table below provides a high-level summary of the costs of the R20 team:

<b>Spending Requirement &amp; Funding Statement</b>				
	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Costs:</b>				
Staff	208	816	816	816
Non-Staff	60	210	90	0
<b>Total Costs</b>	<b>268</b>	<b>1,026</b>	<b>906</b>	<b>816</b>
<b>Funding:</b>				
Existing Budgets	18	70	0	0
Financial Resilience Reserve	250	956	0	0
Grants and Other External Funding	0	0	906	816
<b>Total Funding</b>	<b>268</b>	<b>1,026</b>	<b>906</b>	<b>816</b>

#### 7.4 Procurement Implications (if required)

7.4.1 No implications.

#### 7.5 Human Resources Implications

7.5.1 Recruitment to the Route to Zero team will be in line with Birmingham City Council's Recruitment and Selection process. In agreement with Birmingham City Council's commitment to mitigate where possible against compulsory redundancy, in the first instance, job opportunities will be made available to employees at immediate risk of compulsory redundancy. There are no implications to existing employees apart from a possible change in line management.

## **7.6 Public Sector Equality Duty**

7.6.1 The Route to Zero Next Stage Business Case has being prepared in line with Section 149 of the Equality Act 2010 in ensuring that public bodies, in the exercise of their functions, have due regard to and consider the needs of all individuals in shaping policy.

## **8 Appendices**

- Appendix 1 – Detailed Finance Table
- Appendix 2 - Route to Zero Next Stage Business Case
- Appendix 3 – Equality Analysis

## **9 Background Documents**

9.1 Council Report - January 2021 - [Decision Details: Route to Zero report \(cmis.uk.com\)](https://cmis.uk.com)

## Appendix 1 – Detailed Finance Tables

Table 1 – Detailed Team Costs

		Costs Breakdown (£000's)				Comment
		2021/22	2022/23	2023/24	2024/25	
<b>Staffing Costs</b>	<b>Grade</b>					
Assistant Director	JNC	38	142	142	142	Recruitment Complete
Portfolio Manager	6	18	73	73	73	New Post
Specialist Energy Manager	6	21	83	83	83	Existing Post (unfunded)
Principal Carbon Policy Officer	5	16	65	65	65	Existing Post (unfunded)
Principal Energy and Sustainability Officer	5	15	58	58	58	Existing Post (funded)
Principal Portfolio Officer	5	15	58	58	58	New Post
Principal Behavioural Change and Engagement Officer	5	15	58	58	58	New Post
Principal Finance and Bid Officer	5	15	58	58	58	New Post
Assistant Portfolio Officer	3	9	36	36	36	New Post
PA to Assistant Director	4	16	46	46	46	New Post
<b>Full Year Staffing Cost</b>		<b>173</b>	<b>680</b>	<b>680</b>	<b>680</b>	
<b>Non-Staffing Costs</b>						
Pump Priming		25	75	0	0	£100k one-off cost straddling two financial years. £75k in first full financial year.
Consultancy		25	100	75	0	
<b>Annual Cost (2022/23)</b>		<b>223</b>	<b>855</b>	<b>755</b>	<b>680</b>	
<i>Less:</i>						
Funded Establishment Post		15	58	0	0	
<b>Additional Base Annual Cost</b>		<b>208</b>	<b>797</b>	<b>755</b>	<b>680</b>	
<i>Plus:</i>						
Central Support Costs at 20%		42	159	151	136	
<b>Additional Total Annual Cost</b>		<b>250</b>	<b>956</b>	<b>906</b>	<b>816</b>	
		Funding Breakdown (£000's)				
Financial Resilience Reserve		250	956	0	0	
Grants and Other External Funding		0	0	906	816	
<b>Total Funding Requirement</b>		<b>250</b>	<b>956</b>	<b>906</b>	<b>816</b>	

# NEXT STAGE BUSINESS CASE

*ROUTE TO ZERO*

INCLUSIVE GROWTH PORTFOLIO



## Document Control

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0.3	Pearl Roberts	30-03-2021	Final Draft reflecting ICC & BCC feedback
1.0	Pearl Roberts	31-03-2021	Final edits by SG and HM
2.0	Maria Dunn	28-07-2021	Edits to update R20 Team Structure, Financial Ask, Governance, Commercial Case
3.0	Maria Dunn	18-08-2021	Edits to reflect changes to team structure and impact on costings

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## 1. Executive Summary

### 1.1 Introduction

This Next Stage Business Case seeks approval:

- To progress the Route to Zero Wave 1 projects that support the Council's ambition to become carbon neutral.
- Of the strategic framework used for the appraisal and definition of Route to Zero projects. This framework will be used to progress the identification, development and management of an ongoing suite of carbon-reducing initiatives and projects.
- Undertake further work to define and confirm the role of the Council as set out in Section 1.3.2.
- To invest £740k per annum, plus a one-off investment of £100k for pump priming, in establishing a Route to Zero team, reporting to the recently (July 2021) appointed Assistant Director-Route to Net Zero Carbon. This Route to Zero team will provide enhanced capability and capacity to lead and direct the Council's Route to Zero programme.

Note: This investment is in addition to:

- Funding approved in February 2021 for the Assistant Director-Route to Net Zero Carbon - £141k p.a.
- Existing funding for 1 fully funded establishment post that will transfer to the R20 Team - £59k p.a.

### 1.2 Strategic Case

#### 1.2.1 The strategic context

In January 2021, Cabinet endorsed the 'Investing in our Future' report which sets an ambitious 10-year vision and provides a clear roadmap on where it wants to be as an organisation and what is needed to get there.

The Council is progressing a cross-cutting corporate delivery portfolio comprising:

- Inclusive Growth: stimulating growth benefitting those who need it while achieving carbon goals. Route to Zero (R20) is one of the key programmes within the Inclusive Growth Portfolio.
- City Help & Support: shifting the emphasis from crisis to presentation.
- Organisational Structure: building trust and stimulating conversations, participation and engagement.
- Fit for Purpose Council: being enabled by a fit for purpose council.

There is an international, national and local strategic imperative to reduce carbon emissions and strenuous effort is being applied at all levels of government to determine how best to achieve net zero targets.

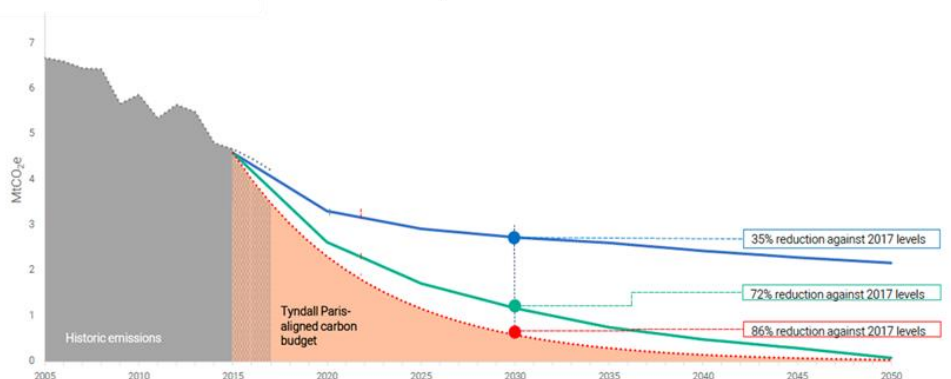
BCC declared a climate emergency on 11<sup>th</sup> June 2019 and made the commitment to take action to reduce the city's carbon emissions and limit the climate crisis. The ambition was set for the Council and city to become net zero carbon by 2030, or as soon as possible thereafter as a 'just transition' allows to deliver the inclusive, clean growth and jobs that are needed to sustain the city's economy. This is the city's 'Route to zero' (R20). On 25<sup>th</sup> June 2019 the Council's Cabinet agreed to add a new priority to the Council Plan which states that Birmingham will be "a city that takes a leading role in tackling climate change".

At an international level the UNFCCC in its February 2021 report highlighted that current levels of climate ambition are very far from achieving Paris Agreement goals. The assessment revealed that the emissions goals, collectively, will only put the world on course to produce 1% less greenhouse gases in 2030 than it did in 2010. In comparison, the reduction will need to be 25% to meet the Paris Agreement's 2°C trajectory and 45% to achieve alignment with 1.5°C. Other notable figures and commentators such as Bill Gates in his guide to tackling global warming, 'How to Avoid a Climate Disaster' highlight the need for an innovation effort at scale with a huge investment in research and development for new technologies that solve the 'hard' to reach areas.

### 1.2.2 The case for change

Consultants Anthesis were commissioned in January 2020 to undertake a study setting out the current emissions baseline for the city and to make recommendations which could be implemented to reduce carbon emissions. Whilst progress has been made in tackling historic emissions, carbon reductions will be harder to achieve over time and will require the Council to determine how best to allocate its limited resources to optimise carbon reductions across the city.

**Figure 1: Projected climate reduction scenarios for Birmingham by Anthesis**



The Anthesis report highlights:

- Total emissions across Birmingham are 5.2m tCO<sub>2</sub>e.
- Emissions across the city, and outside the direct control of BCC, represent 92% of total emissions.
- Emissions directly relating to BCC operations represent 8% of the total emissions.
- Emissions directly relating to BCC operations that are currently in scope for action/ intervention, excluding procurement and social housing represent 1% of the total emissions.
- To stay within the Paris-aligned carbon budget a net reduction of 86% from 2017 levels would be required by 2030.

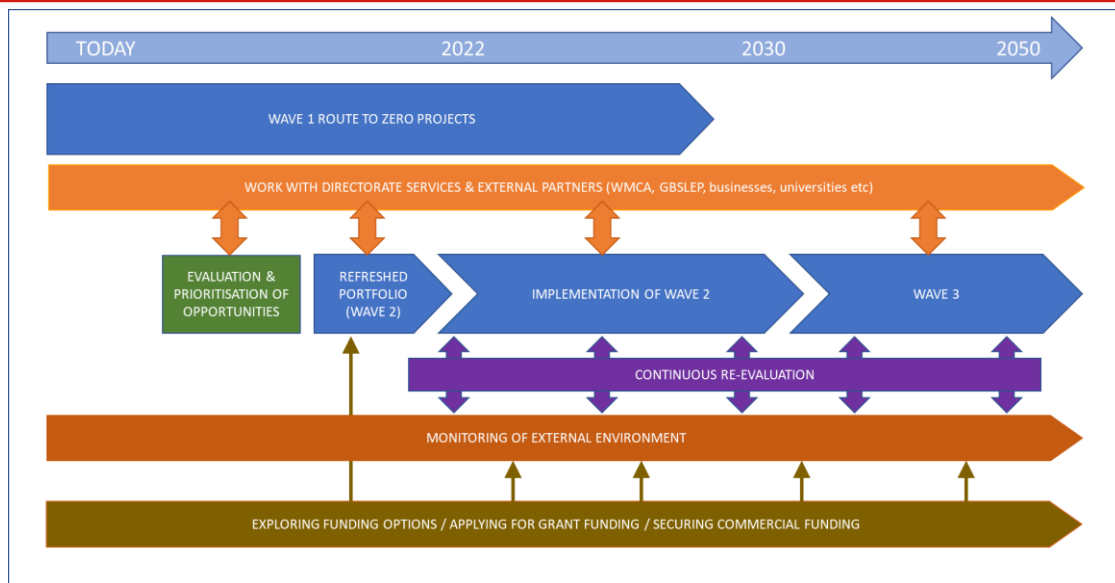
Since the declaration, progress is being made through a series of carbon-reducing activities, as reported to Council in January 2021. BCC recognises that there is much more to do and acknowledges that much of what is required lies outside the direct control of the Council. This will require the Council to use its influence and powers to tackle emissions outside its direct control to assist the city region in tackling climate change, support sustainable regeneration, social inclusion and economic growth, and to lobby externally to attract government and private sector investment and influence national strategies and policies.

### **1.2.3 Route to Zero Strategy**

The scope for the whole of Birmingham achieving a just transition to net zero carbon by 2030 is extremely challenging and unlikely to be achieved. Similarly, the Council's action to tackle its own emissions is tough; it will require concerted action (including consideration of carbon offsets) to be taken at scale and pace.

The strategy, which extends the Council's current approach, is for BCC to provide leadership and set an example, beginning with its own controllable emissions (1% of Birmingham's total emissions), then addressing emissions associated with other activities such as procurement/ supply chain and (7%) and critically, using its influence, planning and other powers to tackle the major part of Birmingham's emissions (92%) that are outside the council's direct control. The strategy is summarised below. It is based on adopting a data-driven, structured analytical approach to determine the solutions that make the biggest contribution towards their carbon zero target, offer the best value for money and are technically feasible.

#### **Figure 2: Route to Zero Strategy**



## 1.3 Economic case – Delivering Route to Zero

### 1.3.1 The journey to net zero

Achieving net zero will require significant investment. At a national level the National Audit Office (NAO) has highlighted the enormous scale of the challenge and the cross-government coordination required to achieve net zero. It has estimated the investment needed at ‘hundreds of billions’ to tackle the unprecedented changes to the way electricity is generated, how people travel, how land is used, how buildings are heated, building flood defences and dealing with the health impacts of global warming. The Climate Change Committee estimated in December 2020 that the UK’s low carbon investment must scale up to £50 billion each year from 2030 to 2050 to deliver net zero. Both the NAO and the Climate Commission have signalled that a major strengthening of UK policies and a major nationwide investment programme are required, led by Government but also funded by private companies and individuals.

At a local level the costs of achieving net zero are highly uncertain, although it is clear that there are a series of long term R20 projects requiring significant investment and the Council will need to play a critical role in attracting and securing investment to progress its net zero carbon ambitions. For example, retrofitting Birmingham’s housing stock (circa. 60,000 homes) is estimated to be between £25,000 to £45,000 per home to EPC ‘C’/‘B’, or up to £2.5 bn in total. The Council is acting to trial work on retrofitting in testing new technologies and the effectiveness of energy solutions to inform its spending decisions recognising that this is an issue that cannot be tackled one house or flat at a time but one that needs a coordinated, area-based renewal programme involving both the public and private sectors.

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### 1.3.2 The role of the Council

Within this context, recognising that the Council has finite resources at its disposal and faces many more years of fiscal restraint, the role of the Council in delivering its net zero ambition and a financially self-sustaining R20 portfolio is to:

- Provide strategic leadership and direction to shape the Council's strategic plans and the R20 portfolio over the next 30 years to get Birmingham to net zero.
- Facilitate the definition and delivery of projects to reduce carbon emissions (a) within the direct control of the Council, (b) with its suppliers, using the levers available to it and (c) in areas outside the direct control of the Council, by stimulating and influencing action across the city.
- Lobby externally to (a) attract public and private sector investment to the West Midlands, and Birmingham City, (b) ensure that regional inputs are made to the development of national strategies and policies and (c) position Birmingham at the vanguard of the zero-carbon agenda.
- Secure funding and other resources to proactively accelerate the pace and scale of R20 projects delivery.
- Engage citizens in understanding what is needed and why, enabling them to be involved in decision making and securing behaviour change in making low carbon choices.

These are expanded in the Economic Case. In due course further analysis will need to be completed to confirm and reinforce the role of the Council in delivering the R20 portfolio and achieving net zero.

### 1.3.3 Route to Zero Portfolio

The R20 Programme is charged with developing a coherent portfolio of carbon-reducing projects and a delivery roadmap that supports the Council's ambition to become carbon neutral. The Council does not have the resources to deliver all R20 opportunities/projects, it will therefore need to prioritise those it pursues using a structured, evidence-based approach to identify those that deliver the greatest contribution. This may mean re-prioritising some existing projects.

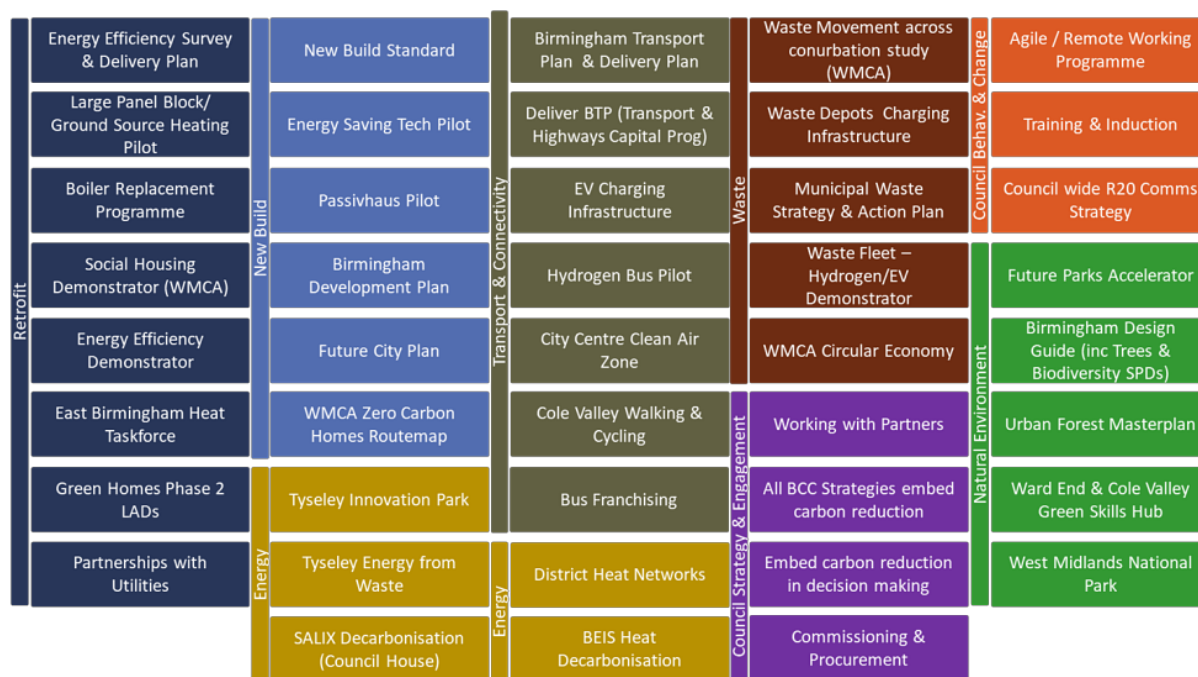
The long list of R20 opportunities and projects includes a series of actions that the Council could undertake over the coming two decades to achieve carbon neutrality for the city identified within the Carbon Emission Reduction Study by Anthesis, June 2020 the Element Energy Report, January 2020, the R20 Report to Council in January 2021 and current Council in-flight and planned projects that have the potential to contribute to carbon reduction. It also includes opportunities emerging through the work of Birmingham's Climate Assembly

(formerly the R20 Taskforce), Government initiatives, and through partners across Birmingham including WMCA, TfWM, GBSLEP, universities and businesses.

The Council has determined that the Route to Zero Wave 1 projects will focus on the priority actions and projects identified in the report to Council in January 2021 alongside a number of in-flight and planned projects that have the potential to contribute to carbon reduction. These are summarised in the figure below.

Note: The R20 Programme is currently supporting delivery of the suite of Route to Zero Wave 1 projects. There is likely to be some adjustment to the constituent projects, any changes will be consistent with the priority action plan reported to Council in January 2021 and will be agreed with the R20 Programme SRO.

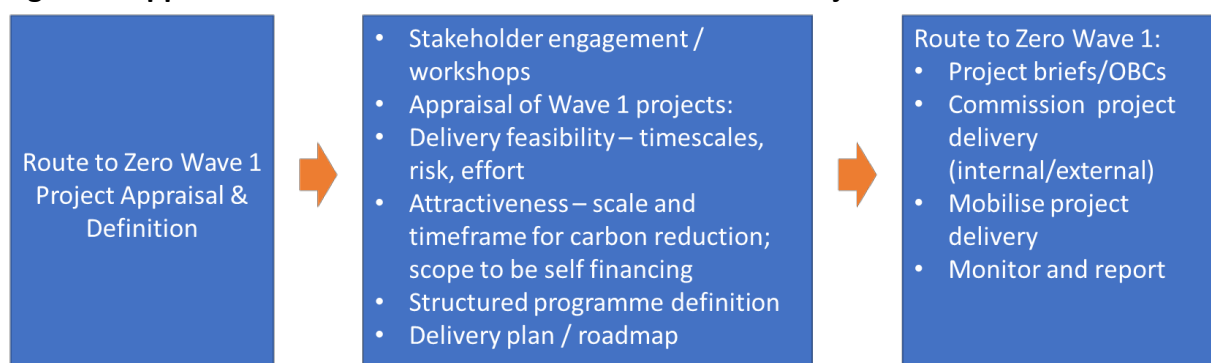
**Figure 3: Route to Zero Wave 1 Projects**



### 1.3.4 Route to Zero Portfolio – Wave 1 Projects

The Route to Zero Wave 1 projects have been subject to a structured review to determine the veracity of their delivery plans, their attractiveness in terms of contribution to net zero carbon and other inclusive growth outcomes in support of a just transition. They have not, at this stage been compared to the wider set of opportunities. They will be re-evaluated alongside other opportunities as the portfolio is refreshed. This is summarised in the figure below; it provides a strategic appraisal framework for the development of subsequent waves of R20 projects.



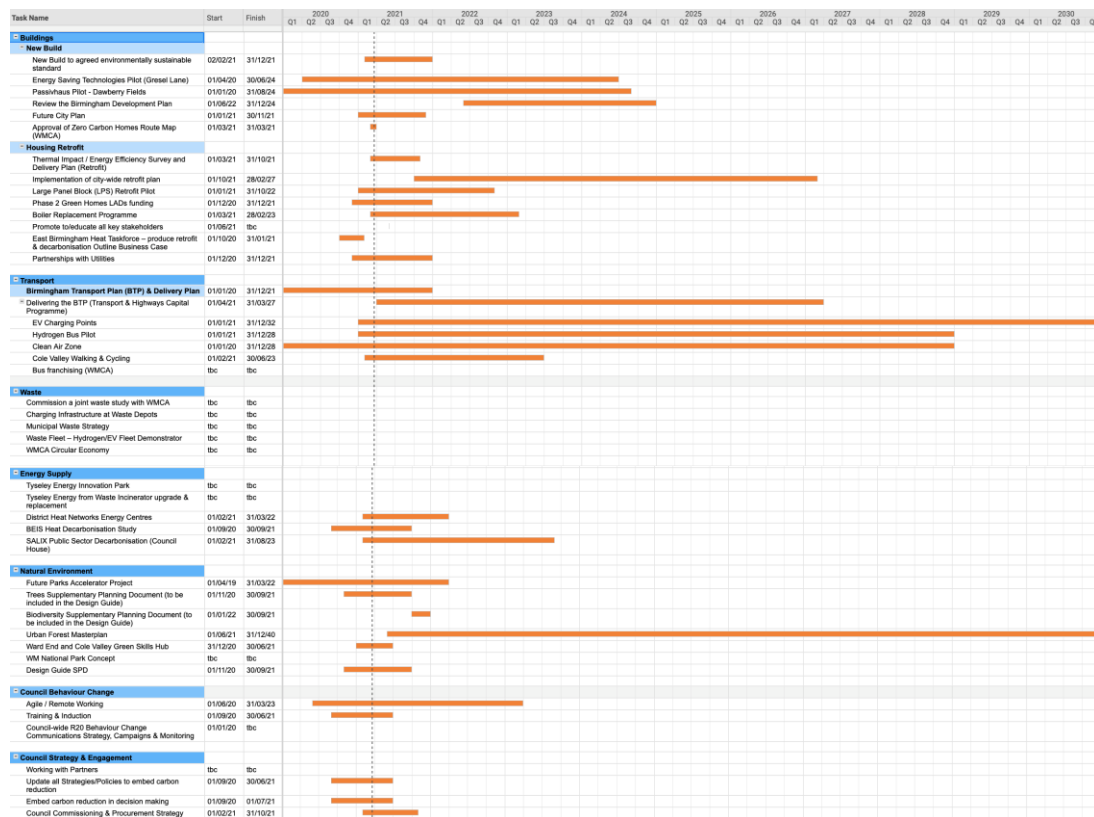
**Figure 4: Appraisal and Definition of Route to Zero Wave 1 Projects**

The initial suite of Route to Zero Wave 1 has the potential to make a contribution of 80,778 tCO<sub>2</sub> emissions savings in 2021-22 (1.8%) to BCC's carbon zero ambitions as shown below.

Theme	Baseline Carbon Emissions (t)		2021/22 Carbon Emission Reductions (t)	
	Council	City-wide	Council	City-wide
<b>Estimated Annual CO<sub>2</sub> Baseline 2019</b>	<b>417,772</b>	<b>4,578,000</b>	<i>n/a</i>	<i>n/a</i>
<b>1) Buildings – Retrofit</b> Large Panel Block Retrofit and Ground Source Heating Pilot Phase 2 Green Homes LADs funding (500 homes) Boiler Replacement Programme (1,000 units)	7,339	3,129,000	2,224 -0.5%	2,224 -0.04%
<b>2) Transport</b> Through delivery of BTP projects in the Transport and Highways Capital Programme in 2021/22	1,191	1,264,000	<i>n/a</i>	51,105 -1.1%
<b>3) Waste</b> Ongoing projects including reconfiguration of household recycling and negotiation of energy from waste contract will deliver carbon savings, but data is not available at this time.	<i>n/a</i>	71,000	<i>Data not available</i>	<i>Data not available</i>
<b>4) Energy Supply</b> Council House LED carbon savings expected but not yet available. Heat network decarbonisation awaiting BEIS recommendations to support creation of business case.	<i>Included within themes 1, 3 and 6</i>	<i>Included within themes 1, 3 and 6</i>	<i>Data not available</i>	<i>Data not available</i>
<b>5) Natural Environment</b> 2021/22 savings through Urban Forest Masterplan with year-on-year incremental increase	<i>n/a</i>	-4,700 (CO <sub>2</sub> sequestration)	<i>n/a</i>	96 -0%
<b>6) Council: Strategy, Engagement &amp; Behaviour Change</b> Green electric for Council properties Through agile/remote working programme	334,861 7,831	<i>n/a</i>	28,597 -6.8%	28,597 -0.6%

<b>Subtotal Annual CO<sub>2</sub> Emissions</b> Council savings: 30,821t City-wide savings: 82,022t			<b>386,951</b> 92.6%	<b>4,495,978</b> 98.2%
<b>New Build</b> Carbon avoided from - Passivhaus Pilot – Dawberry Fields (48 units) - 2,850 units to agreed environmentally sustainable standard - Energy saving technologies pilot at Gresel Lane (36 units)	<i>n/a</i>	<i>n/a</i>	72 -0%	756 -0%
<b>Estimated Annual CO<sub>2</sub> Emissions 2021</b>			<b>386,879</b> 92.6%	<b>4,495,222</b> 98.2%

The summary delivery plan is shown in the figure below.

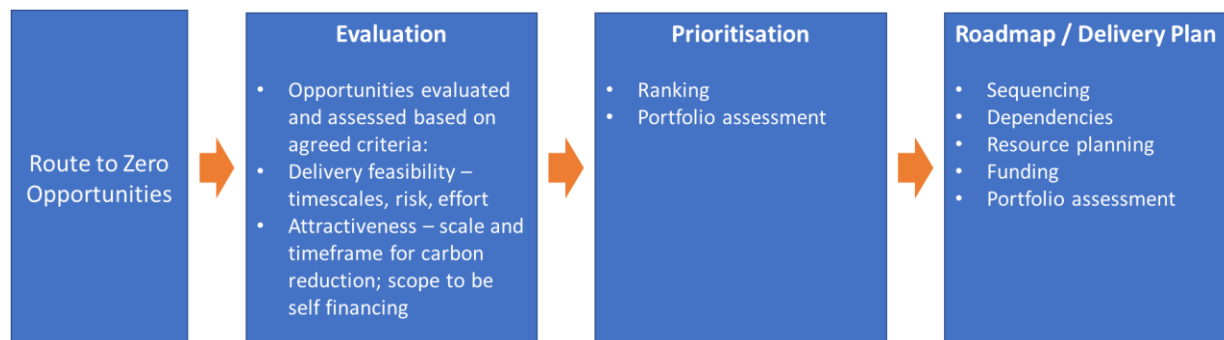
**Figure 5: R20 Wave 1 Delivery Projects: Summary Delivery Plan**

### 1.3.5 Strategic Framework: Route to Zero Portfolio – Future Waves of projects

The suite of projects developed so far is evidence of the Council's commitment to achieving its carbon reduction targets and provides a focus for the Council's R20 journey. However, it does not cover the totality of the work the Council needs to progress. The analysis shows that in addition to projects to address its own emissions, a very significant proportion of what is required lies outside the direct control of the Council and across multiple fronts from mobility and transit, to industrial processes, natural environment and behaviour change. To lock in forecasted and future net zero target reductions, BCC needs to continue to review the current projects' carbon impact and value for money and develop the R20 portfolio to incorporate additional projects, expanding scope and reach beyond the projects approved by the Council in January 2021.

Further, more detailed work in identifying, costing and prioritising opportunities identified for BCC and more widely across the city is required. It is proposed that the strategic framework applied to the appraisal and definition of the Route to Zero Wave 1 projects is adopted and used to evaluate and prioritise subsequent waves of Route to Zero opportunities and projects which will address 'big ticket' items (Wave 2) and take advantage of the evolving political and technological environment (Wave 3).

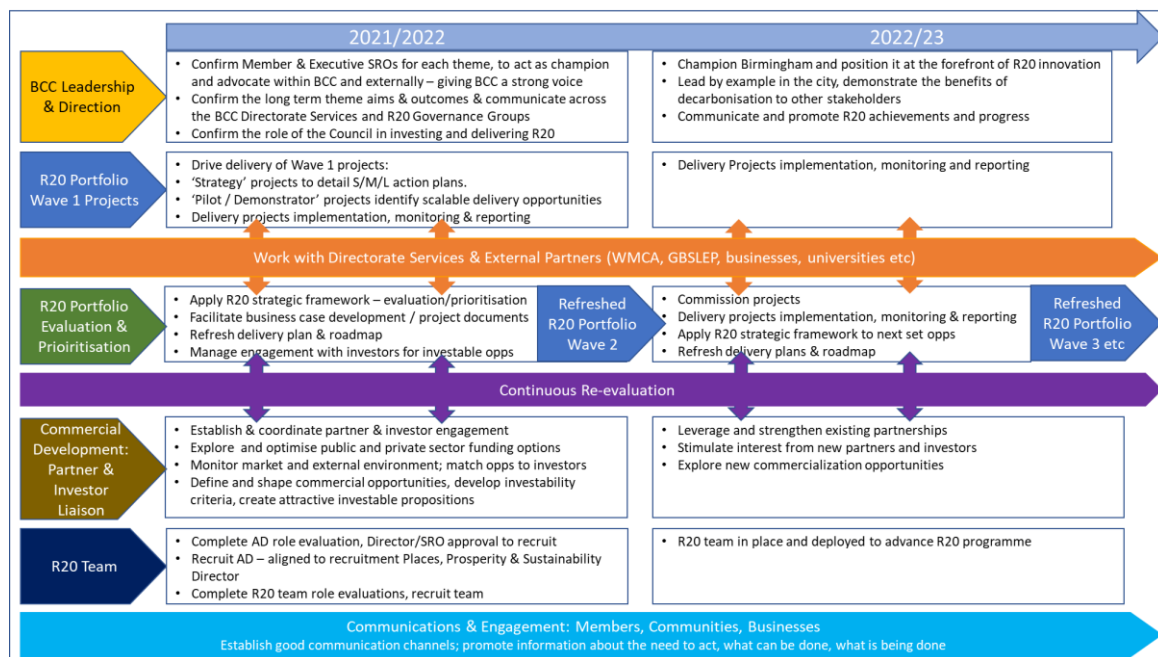
**Figure 6: Strategic Framework – R20 Portfolio Management**



This will enable opportunities to be mapped as shown below to clearly identify which opportunities should be progressed in favour of others. Those opportunities that have both high attractiveness and high feasibility will be taken forward into subsequent waves in the portfolio. The portfolio of initiatives will be reviewed and updated regularly in the light of evolving information and developments. New initiatives may be added to the development portfolio, and existing ones dropped, in order to maximise the overall (economic and social) return on investment within the Council's affordability envelope.

### **1.3.6 Route to Zero Portfolio – Further Development & Implementation Plan**

To deliver on the Council's strategy (as described in Section 1.2.3) the programme of work for the R20 team over the next 24 months is summarised in the figure below. This is described in detail in the Management Case.

**Figure 7: R20 Portfolio Development and Delivery 2021/22 – 2022/23**

## 1.4 Commercial case

Stated simply, the UK and the world have until 2050 to eliminate all carbon dioxide emissions if they are to minimise the worst risks of global warming. BCC's target to become net zero carbon by 2030, or as soon as possible thereafter as a 'just transition' allows and to be a city that takes a leading role in tackling climate change is bold and ambitious and it requires bold and radical action.

Mark Carney, the UN Special Envoy on Climate Action and Finance and UK Financial Advisor for COP26, has emphasised that "the transition to net zero is creating the greatest commercial opportunity of our age.....investing for a net zero world must go mainstream".

BCC has a great opportunity to provide visionary leadership and to adopt a proactive, enterprising and innovative approach to:

- Influence policy – at a national level and at a local level (as it is doing for example through the Birmingham Development Plan, Future City Plan, Birmingham Transport Plan, Urban Forest Masterplan etc).
- Drive the innovation pipeline - investing and backing ideas and pioneering solutions, including investing at the start of the development cycle when they are higher risk, and facilitating their wider adoption which will, in turn, help to bring down the 'price premium' to encourage take-up and sustainability.

- Act collaboratively to advance shared ambitions to reach net zero - co-creating investable, financially attractive propositions:
  - Using local assets and joining up Birmingham's community of partners (WMCA, other local authorities, LEPs, businesses, academics, community groups, interest groups etc) to turn ideas into demonstrators, develop proof cases through pilots and then scaling them to create economically viable, investable propositions and de-risk investment for private finance.
  - Making best use of market expertise, for example inviting academia and industry, together with entrepreneurs to create innovative solutions and solve climate change challenges; this could include retrofitting existing housing stock, carbon capture, manufacturing, construction, human-robot interaction e.g. autonomous vehicles, agritech etc.
- Explain and promote behaviour change to Birmingham's citizens and communities – e.g. to encourage responsible consumption, use of sustainable transport, renewable energy consumption, buying energy-saving appliances, controlling heating to save energy and reducing waste.

Building the commercial case and support for increased 'commercialisation' in order to realise BCC's R20 aims is challenging in the context of ongoing budget pressures, reduced central government funding and increased competition for grant and investment funding.

Developing the R20 portfolio presents an opportunity to manage risks and uncertainties across the portfolio as a whole whereby the occasional failure of individual projects to perform to agreed financial tolerances may be acceptable if there are equivalent (preferably larger) over-achievement against targets on other projects in the portfolio. This will require continuous management and monitoring of risk and uncertainty at both project and portfolio level, with tolerances for risk being set at both levels. This will require a different commercial and risk-based approach whereas much attention is given to maximising opportunities to improve financial performance as to minimising downside risk.

#### **1.4.1 Commercial Approach**

The Council needs to look beyond traditional public funding routes, adopt a more proactive commercial approach and a different approach to risk in developing and implementing its R20 portfolio. This will include:

- Consideration of a range of potential commercial opportunities from investment in existing ventures (for example Tyseley Energy Park), extending existing pilot and pathfinder initiatives (for example the hydrogen bus pilot, electric vehicle charging infrastructure), new and emerging initiatives/technology solutions (example new technologies for reducing energy demand, carbon capture) and generating efficiencies/cost avoidance.
- Having investability as a focus when defining and packaging projects to attract investment. This will include taking an entrepreneurial approach by working with

academia, other local authorities, industry and investors to invite their expertise in tackling common problems e.g. retrofitting existing housing stock across Birmingham.

- Developing an appreciation and understanding of emerging market technologies capacities, capabilities, and trends and, through advocating the preferred options, secure interest from potential partners.
- Managing risk at both a project level and a portfolio level, for example larger financial tolerances may be set at project level if the capacity for risk absorption at portfolio level is sufficient and projects that present a risk profile outside the specified tolerance will need to be paused until the risk profile can be reduced or terminated if the risks cannot be mitigated.
- Creating the appropriate contractual framework for each project and programme, taking account of vendor operational commercial drivers and financial measures.
- Adopting proactive partnership models with:
  - SMART quantitative and qualitative measures and incorporating negotiated median and stretch R20 targets.
  - Clarity around BCC obligations and vendor performance goals and measures.
  - Active account engagement and management incorporating a shared approach to risk management.

This approach will enable the Council to:

- Build intelligent client capability, accelerating R20 outcome delivery through adopting a more commercial mindset to drive maximum value from BCC strategic suppliers, driving out costs and securing long term value.
- Increase the pace and scale of deployment, for example driving increased use of clean energy by mapping opportunities and plans for integrated systems across Birmingham geographies and Council functions to integrate heat, power, transport with spatial planning and digital infrastructure.
- Enable increased synergies and value through collaboration across the city region, sharing resources, increasing purchasing power to reduce unit costs, and maximising value from energy from waste and local heat supply.
- Align R20 projects/initiatives with future funding options. Accessing central government funding aligned to policy reforms/imperatives will require the Council to create a compelling narrative on how the city and region meet national ambitions and position the city as a place to invest in as funding and finance options become available. This is likely to be positively received by central government who are keen to demonstrate progress with 'shovel-ready'/'ready to go' projects. However, BCC also needs to seek ways of generating money out of zero carbon / green projects. This may require taking calculated risks in terms of investment for potentially high returns and benefits (social, environmental and/or economic). Funding and financing opportunities will vary according to project scopes, business needs/gaps, risk profile, required carbon savings, available solutions, methods of service delivery and implementation routes. In summary, potential options could include the following:

Private funding; Public funding (Central government, WMCA, Existing council funds, Other grants); Self-sustaining; Debt financing; Equity financing; Joint ventures; and Public-Private-Partnerships

- Make sound investment decisions e.g. investing in pathfinder projects with the aim of stimulating the market, investing as a 'first mover', investing in providing pump priming investment, making investments in embryonic/emerging green technology companies and taking a longer term view on ROI, borrowing (with due consideration of the many competing demands on the Council's financial assets) and partnership with the private sector.
- Leverage the opportunities presented by the shared ambitions of local authorities in the West Midlands and the WMCA shared ambition to reach net zero; working collaboratively, engaging and lobbying central government and private sector investors to secure maximum impact.
- Harness the ingenuity and innovation across a range of partners including businesses and academia; this could for example include competition-based mechanisms to invite others to tackle the city's 'net zero' challenges such as retrofitting BCC's domestic housing stock of circa 60,000 units; inviting the market to respond to the challenge and bring forward innovative solutions.

#### **1.4.2 Adopting new technologies for sustainability**

Adopting new technologies at scale will be a key enabler to supporting BCC in delivering its net zero ambition. It is recognised that carbon reduction/green technologies and solutions are rapidly evolving, and the Council will need to monitor and evaluate the potential afforded by such solutions/innovations and their adoption. The Council will consider the most appropriate commercial approach in relation to deploying and contracting proven established technologies and in building project-based partnerships around emerging technology.

Reducing carbon emissions across the breadth of BCC services will require a range of technologies to be considered, each of which are at different levels of maturity. Where mature technologies are deployed through R20 projects, it is likely that a more traditional commercial engagement model will be adopted with a focus on cost of acquisition, service, total cost of ownership, and target low carbon measures. Where the Council's R20 projects are 'pathfinders', exploring the application of new technologies, BCC can adopt a more involving partnering engagement model which reflects the learning from earliest innovators, shaping the delivery to align with BCC objectives and establishing a shared roadmap to deliver increasing levels of carbon reduction and other benefits.

BCC also recognises that many of the technologies and innovative solutions needed to get to net zero e.g. carbon capture technologies, low carbon transport and heat innovation do not



yet exist or are in early stages of development and therefore not available at the scale and price point for wide scale adoption.

‘Climate tech’ encompasses a broad set of sectors all engaged in tackling the challenge of decarbonising the global economy, it includes cross-cutting areas, such as carbon capture and storage. Examples of the breadth of technology options are shown below. The Council’s approach to managing the suite of R20 projects as a portfolio enables it to make informed decisions about when and how it determines to pursue such solutions.

**Figure 8: ‘Climate Tech’ Options**

Energy	Mobility & Transport	Food, Agriculture & Landuse	Heavy Industry	Built Environment	GHG Capture & Storage	Climate & Earth Data Generation
<ul style="list-style-type: none"> <li>• Renewable energy generation (e.g. large scale wind and solar power)</li> <li>• Nuclear generation</li> <li>• Grid management</li> <li>• Waste heat capture/conversion/ storage technology</li> <li>• Alternative fuels</li> <li>• Energy storage (thermal or electricity)</li> <li>• Low GHG extraction and maintenance</li> <li>• High efficiency energy intensive electronics, and smart monitoring/ management</li> </ul>	<ul style="list-style-type: none"> <li>• Low GHG Air Transport</li> <li>• Low GHG Shipping</li> <li>• Micro-mobility</li> <li>• Low GHG Light and Heavy Duty</li> <li>• Road transport: EVs &amp; High Efficiency vehicles</li> <li>• Efficient transport systems e.g. public transit and biodiesel innovation</li> <li>• Batteries/Fuel Cells</li> </ul>	<ul style="list-style-type: none"> <li>• Alternative foods/low GHG-proteins</li> <li>• Vertical &amp; urban farming (including aquaponics)</li> <li>• Agricultural biotech/genomics &amp; natural solutions</li> <li>• Precision agriculture &amp; robotics</li> <li>• Low GHG/energy efficient equipment</li> <li>• Earth &amp; Marine protection</li> <li>• Deforestation prevention, reforestation &amp; afforestation</li> <li>• Land use management</li> <li>• Value chain GHG reduction</li> <li>• Low GHG Fertilizers, Pesticides, Insecticides &amp; therapeutics</li> </ul>	<ul style="list-style-type: none"> <li>• Low GHG chemicals (beyond plastics)</li> <li>• Low GHG Iron, Steel and Aluminium</li> <li>• Low GHG plastics or plastic alternatives</li> <li>• Low GHG Concrete and Alternatives for construction</li> <li>• Energy/resource efficient manufacturing processes</li> <li>• Extreme durability for energy intensive materials</li> <li>• Low GHG extraction and supply</li> <li>• Transformative circularity, recycling and materials efficiency solutions</li> <li>• Industrial residuals treatment and management</li> <li>• Low GHG: other materials</li> </ul>	<ul style="list-style-type: none"> <li>• High efficiency fixtures and fittings</li> <li>• High efficiency lighting</li> <li>• High efficiency space-water heating and cooling</li> <li>• Building level (electricity and thermal) storage</li> <li>• Low GHG construction processes</li> <li>• High efficiency urban spaces and communities</li> <li>• Transformative circularity and recycling</li> <li>• Commercial and residential residuals treatment and management</li> <li>• Green building retrofits in major cities</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon capture, usage &amp; storage (CCUS)</li> <li>• Biomass Uptake of CO<sub>2</sub> (excluding afforestation and land management)</li> <li>• Geo-engineering based direct air capture and storage</li> <li>• GHG monitoring and management platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Climate/earth data generation</li> <li>• Low-GHG satellites and sensors</li> </ul>

The investment portfolio is of scale, complex and will require significant funding to complete. Selecting from competing priorities - where, when and how much investment - to achieve net zero will be key consideration for BCC. BCC’s commercial approach will need to evaluate how much of a ‘first mover’ premium it is willing to fund to push to be at the forefront in delivering on its ambitious targets. It is possible, but not certain that Government will compensate early adopters for higher costs. To take advantage of “seed funding” BCC needs to be agile and constantly re-evaluate the business cases for investment as the landscape evolves. With the accelerating evolution of technologies adopting smarter connected capabilities, BCC will need to be mindful of the risks of being a ‘first mover’ as the upgrade pathway may limit access to desired future benefits such as IoT and Analytics enablement, the ability to undertake predictive maintenance or identify citizens in fuel poverty.

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### 1.4.3 R20 Wave 1 Projects – Commercial Opportunities

The R20 programme has identified a series of Wave 1 opportunities which are of scale, commercial in nature and have the potential to contribute significantly to BCC strategic objectives and R20 aims, three of the opportunities additionally have the potential to deliver revenue to BCC. These projects will be a core focus for the R20 programme from April 2021, they include:

- **Retrofit** – for an identified subset of the housing stock, exploring a scale exemplar retrofit and financing project which adopts the principles of the circular economy and identifies private sector investment such that the delivery would be at minimal cost to BCC.
- **District Energy Scheme** – coordinate efforts across a variety of internal BCC and external stakeholders to create a business case to support decarbonisation and expansion of the district energy scheme, which delivers on R20 aims and is revenue generating for BCC.
- **Electric Vehicle Charging Infrastructure** – Explore options to optimise EV charging infrastructure.
- **Procurement** – work to implement intelligent client / category transformation and build a business case to coordinate procurement activity across the wider West Midlands region, targeting delivery of CO<sub>2</sub> savings and lower contract costs, driven by purchasing economies of scale.
- **Low Emission Buses** – working with TfWM and providing leadership across Birmingham in decarbonising transport and driving zero-emission adoption electric / hydrogen buses.

### 1.4.4 R20 Projects - Commercial arrangements

The commercial case for the delivery of individual Route to Zero projects in the portfolio will be developed on a case-by-case basis as required and include consideration of the procurement strategy, risk allocation, contractual arrangements, implementation timescales, commercialisation options and accountancy treatment. This reflects the composition of Wave 1 projects which incorporates both strategic policy and delivery projects and projects at different stages in their development lifecycle. Those projects at formative stages in their development will develop their commercial case in increasing level of detail as they create outline and full business cases in readiness for implementation. A core principle in developing the commercial case within business cases will be the aim to be financially self-sustaining and to assess opportunities to generate a return on investment in the long term.

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#### **1.4.5 R20 Projects - Procurement**

It is anticipated that the Council will commission a range of internal and external partners to develop and deliver defined projects.

The Council will lead by example in its own commissioning and procurement of goods and services. It has undertaken to ensure that the procurement of any external services and delivery partners includes a commitment to reduce/eliminate carbon emissions and to supporting suppliers/partners in the local area where appropriate. Within the Route to Zero Wave 1 portfolio Procurement has initiated a project focused on updating the Council's Commissioning and Procurement Strategy to incorporate more rigorous carbon criteria, work with all commissioned services and major procurements to ensure they have carbon reduction measures and targets in place and ensure that contracts are proactively managed to monitor their effectiveness.

### **1.5 Financial case**

Achieving net zero will require significant investment. The NAO estimates this at 'hundreds of billions.' The level of investment needed underscores the need for the Council to adopt a strategic commercial approach to increase investment for the R20 portfolio.

Investors are increasingly alive to the importance of addressing the priorities of climate change, social justice and poverty. Similarly, Covid-19 has demonstrated the ability for partners to act together and at pace when faced with a global challenge. The economic recovery provides an opportunity to build back better and support a socially just transition.

Investors are actively pursuing options to offer capital funding based on recognising the long term (30-year) investment return benefits to secure up front capital through a combination of public and private sources. Lower interest rates support looking at a range of financial vehicles with a view to investment in low carbon infrastructure. Options include Green city bonds, Green Infrastructure funds, city Angel investment funds, community green grants and crowd funding.

A key role for BCC will be to:

- Secure funding and other resources, optimising use of available public sector funds and developing and cementing relationships with investors.
- Co-create investable, financially attractive propositions, using local assets and joining up its community of partners (WMCA, LEPS, businesses, academics, community groups, interest groups etc) to turn ideas into demonstrators, develop proof cases through pilots and then scale them to create economically viable, investable propositions with a credible route to financing and de-risking investment for private finance.

- Determine the Council's commercial approach in making investment decisions as described in the Commercial case e.g. investing in pathfinder projects with the aim of stimulating the market, investing as a 'first mover', investing in providing pump priming investment, making investments in embryonic/emerging green technology companies and taking a longer term view on ROI, borrowing (with due consideration of the many competing demands on the Council's financial assets) and partnership with the private sector.

The R20 Team will work proactively with both public and private sector partners to identify potential funding sources, shape R20 opportunities (e.g. new technologies, new products, pathfinder projects etc) to be investment ready and lobby for and support bidding and commercial negotiations with investors.

### **1.5.1 R20 Projects – Financial Case**

The financial case for the delivery of individual Route to Zero projects in the portfolio will be developed on a case-by-case basis including consideration of financing options, managing risks effectively, affordability with the expectation of the portfolio being financially self-sustaining in the long term<sup>1</sup> whilst at the same time delivering against its R20 objectives.

### **1.5.2 R20 Wave 1 Projects - Financial expenditure**

As outlined in the Economic Case above, the appraisal of Route to Zero Wave 1 projects indicates that a number of key contributing projects such as retrofit, district heat networks, energy from waste and zero emissions vehicles are at an early stage of development and further development work is required to build fuller business cases and develop investable propositions over the next 6-12 months.

### **1.5.3 R20 Team - Financial expenditure**

It is proposed to establish a dedicated R20 team to take R20 forward (as described in the Management Case). The estimated funds needed for the R20 team are summarised in the table below:

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<sup>1</sup> The R20 portfolio will be managed using a proactive commercial approach to optimise inward investment (from public and private sector sources). Determining the long term portfolio financial sustainability will capture project and wider public sector (economic, jobs, skills, social, health) benefits.

	Cost £ 2021-22 (assumes 25% of total for January to March 2022)	Cost £ 2022-2023	Total
<b>R20 Team salaries (new posts only, excluding AD post and the three existing, transferring posts)</b>	£82,239	£328,955	£411,194
<b>Existing Establishment Posts without Budget (see para.3.x. below)</b>	£36,669	£146,674	£183,343
<b>Additional external consultancy/subject matter expertise (commissioned as required)(1)</b>	£25,000	£100,000	£125,000
<b>Notional pump-priming fund allowance (2)</b>	£25,000	£75,000	£100,000
<b>Support Function Capacity (e.g. Legal, Finance, Procurement, Other)</b>	£41,000	£164,000	£205,000
<b>Total</b>	<b>£209,908</b>	<b>£814,629</b>	<b>1,024,537</b>
<b>Notes:</b> (1) Commissioned as required to support the development/delivery of individual projects. (2) Seed corn funding to stimulate and pump prime pathfinder projects to be in a position to secure future public/private sector investment.			

The financial implications summarised in the table above is focused on the short-term (2021-22 (partial year) and 2022-23). The additional capacity and capability will enable BCC to drive the R20 programme in the short term 2021-22 and 2022-23. A revenue budget necessary to fund the ongoing resource requirements from 2022-23 onwards will be established during the forthcoming Medium Term Financial Planning (MTFP) process.

The R20 team will support the development of business cases to secure carbon reduction, these are likely to require long term funding. The R20 team will work to identify and securing funding from the public and private sector. They will actively manage the R20 portfolio to ensure that the R20 opportunity/project pipeline is maintained. The R20 team

includes a Finance and Bids Manager who will provide critical support in developing material and content to support bids and shaping and packaging bids to secure investment.

The financial case for the medium to longer term R20 portfolio and its constituent projects beyond 2021-22 and 2022-23 will be developed in the series of individual business cases with the objective of the entire portfolio being financially self-sustaining in the long term. Detailed cash flows for individual R20 projects will be developed in the individual business cases.

#### 1.5.4 Overall affordability and balance sheet treatment

The first six months of the staffing establishment costs in 2021-22 (Jan to March) and 2022-23 (April to June) will relate to the creation of systems and processes to implement and measure programme parameters; along with 100% consultant/subject matter expertise and 20% support function capacity and will be classified as transformational in accordance with the Statutory Guidance on the Flexible Use of Capital Receipts 2016 and this expenditure will be funded from the £15m Inclusive Growth 'Transformation' pot, (part of the £65m sourced from capital receipts in 2021-22). The remaining nine months of 2022-23 will be a combination of ongoing transformation (50%) to embed R20 across the Council and 50% operational business as usual. It is proposed that the remainder of the costs for the R20 team to the end of 2021-22 are funded from the Delivery Plan Reserve resources, as agreed during the Council's 2021-22 budget setting:

	Actual Categorisation	Transformational		Revenue		20%		Capital		TOTALS	
		TRANSFORMATION SPEND (Revenue expenditure but capitalisable)		OPERATIONAL SPEND (Revenue expenditure)		SUPPORT FUNCTION CAPACITY - assumed at 20% of revenue spend (Revenue expenditure)		CAPITAL SPEND (Capital expenditure)			
Assumed Categorisation	£k	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23
Transformational	Transformation spend (able to fund from capital receipts up to 31 March 2025 but not thereafter)	0	0	220	599	44	120	0	0	264	719
Revenue	Operational spend (revenue expenditure)	0	0	0	0	0	0	0	0	0	0
Revenue Ongoing	Indefinite Operational (revenue) expenditure	0	0	0	253	0	51	0	0	0	304
Capital	Capital spend that is directly related to the creating of a tangible asset (capitalisable)	0	0	0	0	0	0	0	0	0	0

In line with the commentary at 1.5.3, an appropriately sized revenue budget to finance the ongoing costs will be established as part of the MTFP process.

The R20 team will play a critical role in embedding R20 considerations and portfolio management processes throughout the Council, promoting a fundamental transformation in the delivery of services with the aim of reducing carbon emissions. It is anticipated that this will apply to approximately 50% of future staffing establishment costs and subject to

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Statutory Guidance beyond 2021-22 this may be classified as transformational and chargeable against capital receipts.

The R20 team will play a critical role in embedding R20 considerations and portfolio management processes throughout the Council, promoting a fundamental transformation in the delivery of services with the aim of reducing carbon emissions. It is anticipated that this will apply to approximately 50% of future staffing establishment costs and subject to Statutory Guidance beyond 2021-22 this may be classified as transformational and chargeable against capital receipts.

It is expected that the portfolio will incorporate a balanced mix of cost efficiency, cost reduction and income generating projects. Every effort will be made for the R20 portfolio to be financially self-sustaining in the long term<sup>2</sup>; indeed, the recent (December 2020) Climate Change Committee report “The Sixth Carbon Budget: The UK’s path to Net Zero”<sup>3</sup> highlights that the savings derived from carbon reduction over time have the potential to ‘cancel out’ the investment costs. This objective will primarily be met with government and private sector investment.

## **1.6 Management case**

### **1.6.1 R20 Team: Purpose and Objectives**

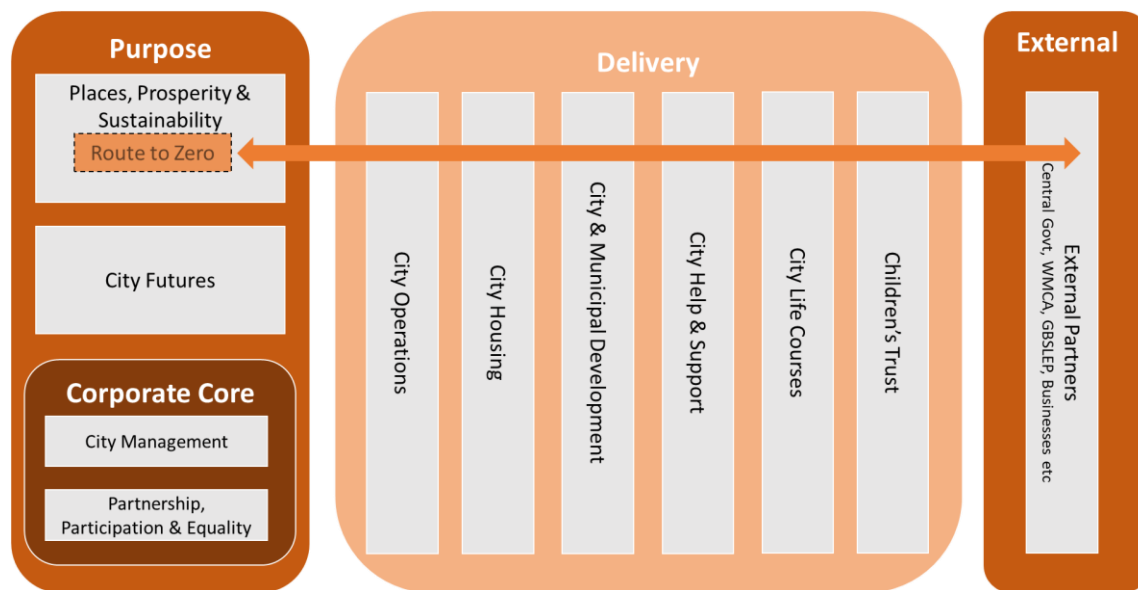
To deliver the Council’s R20 Strategy, it is proposed to establish a dedicated and experienced R20 team within the Places, Prosperity and Sustainability Directorate (as set out in the report endorsed by Cabinet in January 2021 and in the BCC Development Delivery Business Case). The R20 team will, led by a new Assistant Director position and will work with colleagues across the Council and with external partners to lead, shape and progress delivery of the R20 portfolio; this is illustrated in the figure below.

**Figure 9: R20 within the new corporate structure**

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<sup>2</sup> The R20 portfolio will be managed using a proactive commercial approach to optimise inward investment (from public and private sector sources). Determining the long term portfolio financial sustainability will capture project and wider public sector (economic, jobs, skills, social, health) benefits.

<sup>3</sup> <https://www.theccc.org.uk/publication/sixth-carbon-budget/>



The R20 team will be part of the Council's Purpose function, reporting directly to the Director for Places, Prosperity and Sustainability, in some instances it is likely that members of the R20 team may have a dotted reporting line to Delivery units in supporting the delivery of specific R20 projects and opportunities.

The purpose of the R20 team is to support the organisation in delivering its net zero carbon ambition. The team will be focused on R20 strategies, priorities and targets and will commission work from Delivery units. They will drive efforts to progress carbon reduction, aligned to inclusive and resilient growth. The team will bring a mix of strategic, commercial and delivery skills and a dynamic approach to identifying and evaluating opportunities and translating them into realisable projects that enable the portfolio to be financially self-sustaining in the long term. The team will have a fundamental role in leading the shift in behaviours and managing relationships both within BCC and externally with government, WMCA, LEPs, businesses, residents and investors.

The R20 team will perform a critical corporate role in:

- Leading and directing the Council's strategies and policies to address the climate crisis that are inclusive and capable of delivering the route to net zero carbon.
- Working with the Council's delivery functions and partnerships, joining them up and holding them accountable.
- Working with external bodies, including WMCA, GBSLEP and central government departments in shaping and implementing the R20 portfolio.
- Leading on key relationships relevant to R20: international, national, regional, city wide and local - increasing Birmingham's profile, generating investment in R20 across the city, winning consent for change.



The R20 Team will drive forward the R20 strategy and programme of work, coordinating efforts across BCC delivery functions and with external partners. They will operate as a 'think and do' team:

- Bringing together policy, research, emerging solutions and best practice; this will cover policy, strategy, new technology and new products and applying and adapting them for the local context.
- Shaping and developing a coherent and prioritised portfolio of investable R20 projects and plans for action/delivery.
- Commissioning BCC directorates/services and other partners (e.g. WMCA, University of Birmingham, Tyseley Energy Park) to develop and deliver defined projects.
- Positioning Birmingham as a 'testbed' / hub for climate innovation to attract inward investment and green businesses.
- Identifying and securing funding from the public and private sector.
- Continuously managing, monitoring and evaluating the R20 portfolio to ensure it remains relevant, projects are delivered, and defined outcomes and targets are achieved.

The major interfaces between the R20 team and the other change portfolios and entities in the new corporate structure are described below:

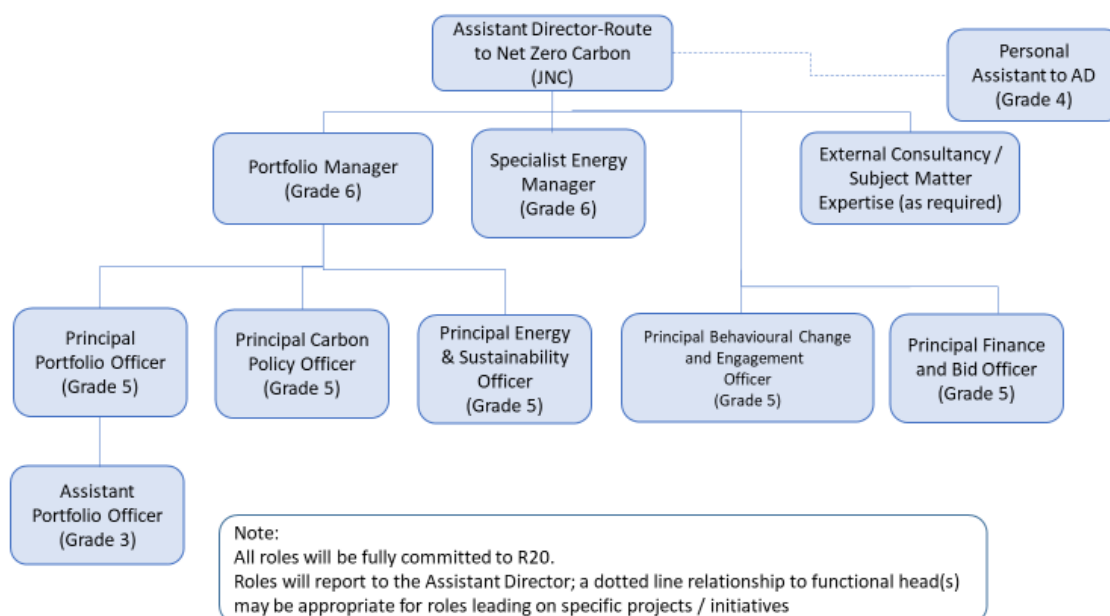
- Places, Prosperity & Sustainability: R20 will ensure that consideration of carbon reduction is embedded in all Purpose functions and programmes e.g. strategic place shaping, strategic asset management, development, industrial and employment strategy.
- City Housing: R20 will ensure all housing stock is managed to agreed environmentally sustainable / energy efficiency standards. It will coordinate expert contributions and provide robust challenge to support the creation of retrofit business case(s) which are ambitious with regard to R20 and wider Council aims such as reducing fuel poverty, creating new low-carbon sector jobs and building low-carbon industries.
- City Operations and City & Municipal Developments: R20 may commission projects for example: to improve the energy efficiency of council owned buildings and other non-housing assets such as leisure centres and schools, to decarbonise transport, to improve waste management and adopt a circular economy strategic approach, to extend use of renewable and low carbon energy.
- City Help and Support: R20 may commission City Help & Support to undertake programmes of work to further some of its socio-economic aims. For example, the development of green skills; construction skills to increase skills levels and support the creation of jobs.
- New Ways of Working: R20 may commission projects which support remote and agile working and innovative uses of new technologies.

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### **1.6.2 R20 Team: Organisation**

The team will be headed by an Assistant Director responsible for leading and driving the development and delivery of the R20 portfolio. The Assistant Director will spearhead BCC's response to the climate emergency, taking a lead role within the Council and externally to establish Birmingham as an exemplar of best practice in the local government sphere. The Assistant Director will have a critical role to play in working across the Council, with political and executive stakeholders, officers across all Directorates and with programme leads within the Inclusive Growth Portfolio. They will also foster relationships and work closely with external partners and investors including for example, influencing government policy by directly engaging with government, working across Birmingham city region with WMCA, the Local Enterprise Partnerships and other public and private sector partners.

The R20 team structure is illustrated in the figure below. Roles and responsibilities for the team have been developed in discussion with senior officers in Planning and Development and with reference to arrangements in organisations (for example, Bristol and Manchester) which are similarly pursuing an ambitious carbon reduction agenda.

**Figure 10: R20 Team: Organisation**

### 1.6.3 R20: Governance Arrangements

BCC has begun to embed governance arrangements which reflect the need for system level change within the Council and also at a city-wide level, this includes:

- A cross party and multi-agency Climate Change Taskforce<sup>4</sup>, was established. The Task Force has helped to shape the priority projects reported to Council in January 2021 which form the basis for the Route to Zero Wave 1 project. The Taskforce was established to support the preparation of the Route to Zero Action Plan, following approval of this Action Plan at Full Council in January 2021, the role of the Taskforce was reviewed and it transitioned to the Climate Assembly in June 2021. The Climate Assembly first met in June 2021 and will meet 3 times per year, providing a platform to share successes and progress updates and to share knowledge and expertise.
- A cross-party R20 Advisory Committee has been set up, which it is expected will meet once per month<sup>5</sup> following the initial mobilisation and set up period to April 2021. The R20 Advisory Committee is chaired by the Cabinet Member for Transport &

<sup>4</sup> The cross-party and multi-agency taskforce is chaired by the council's Cabinet Member for Transport and Environment and includes representation from Conservative, Liberal Democrat and Green councillors, members of the West Midlands Combined Authority, the Local Enterprise Partnerships, Chamber of Commerce and representatives from faith communities and the business, health, education and third sectors.

<sup>5</sup> The group has been established to fulfil a cross party motion, which was agreed at City Council on 15th September 2020, for the creation of an Advisory Committee to oversee delivery of the City Council's own actions and progress towards meeting the net zero target.

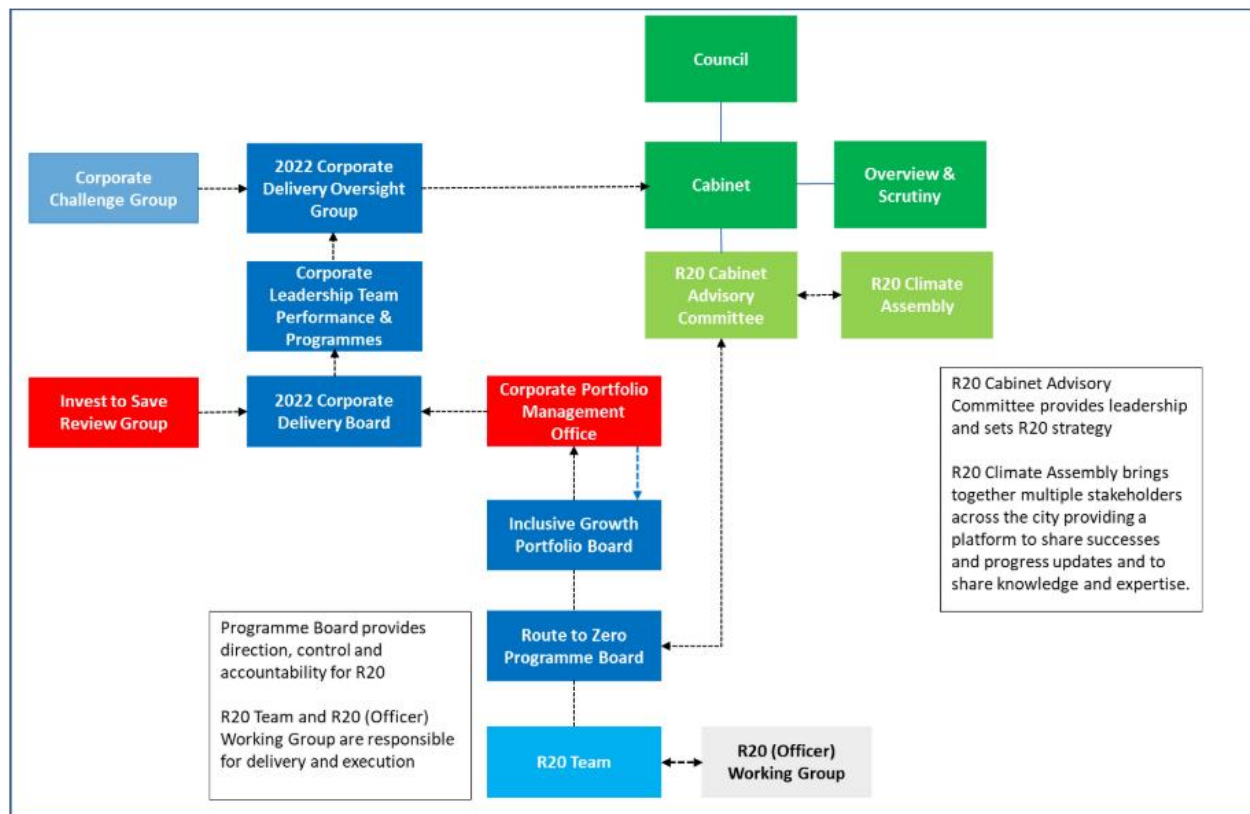
Environment with overall responsibility for leadership and direction of the R20 agenda. The committee is comprised of 3 Cabinet Members, 3 Labour Councillors and 3 Opposition Members R20 will also form part of the council's scrutiny work programme.

- A council internal working group has also been created, including representatives from a number of service areas who are working on delivering the Council's existing commitments, including the early actions outlined in the February 2020 Council Report and those set out within the Route to Zero Action Plan reported to Council in January 2020. The role of the group is to coordinate R20 across council functions and ensure there is cohesive and coherent response in addressing climate issues.

A R20 Programme Board will be established to oversee and drive the work of the R20 portfolio. The primary purpose of the R20 Programme Board is to drive forward its component projects to deliver desired programme outcomes and realise intended benefits. The R20 Programme Board, appointed by the Senior Responsible Owner, includes senior representatives from the areas of the business most affected by the programme, together with any other key support and / or supplier representatives. It is anticipated that specialist officers/project leads will be invited to this meeting as required to present on projects they lead.

The R20 Programme Board will report to the Inclusive Growth Delivery Board. The Inclusive Growth Delivery Board (along with all strategic delivery programmes) report, via the Corporate Programme Management Office (CPMO), through the Corporate Delivery Board, which is the main decision-making body for matters pertaining to the delivery of approved Portfolio programmes, and to the Corporate Delivery Oversight Group, which brings together Members and Chief Officers to oversee the cross-cutting corporate delivery Portfolio. The position of the R20 Programme Board in the Council's governance structure is shown in the figure below.

**Figure 11: R20 Governance**



#### 1.6.4 Management Systems: R20 Portfolio Management – Strategic Framework

The strategic framework used to define, prioritise and develop the Wave 1 R20 projects, as described in the Economic Case, will continue to be used to maintain a sustainable suite of R20 initiatives and opportunities.

#### 1.6.5 Management Systems: Project management arrangements

R20 projects will be managed using corporate standard project management methods and the monthly reporting templates implemented by the Corporate PMO in line with the 'Wheel of Fire' or other structures put in place to manage programmes.

### 1.7 Recommendation

It is recommended that the Council proceed to:

- Progress the Route to Zero Wave 1 projects that support the Council's ambition to become carbon neutral.

- Adopt the strategic framework used for the appraisal and definition of Route to Zero projects to be used to progress the identification, development and management of an ongoing suite of carbon-reducing initiatives and projects (as set out in Section 1.3.5).
- Undertake further work to define and confirm the role of the Council (as set out in Section 1.3.2.)
- To invest £740k per annum, plus a one-off investment of £100k for pump priming, in establishing a Route to Zero team, reporting to the recently (July 2021) appointed Assistant Director-Route to Net Zero Carbon. This Route to Zero team will provide enhanced capability and capacity to lead and direct the Council's Route to Zero programme.

Note: This investment is in addition to:

- Funding approved in February 2021 for the Assistant Director-Route to Net Zero Carbon - £141k p.a.
- Existing funding for 1 fully funded establishment post that will transfer to the R20 Team - £59k p.a.

**Signed:**

**Date:**

**Senior Responsible Owner  
Route to Zero**

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## **2 The Strategic Case**

### **2.1 Introduction**

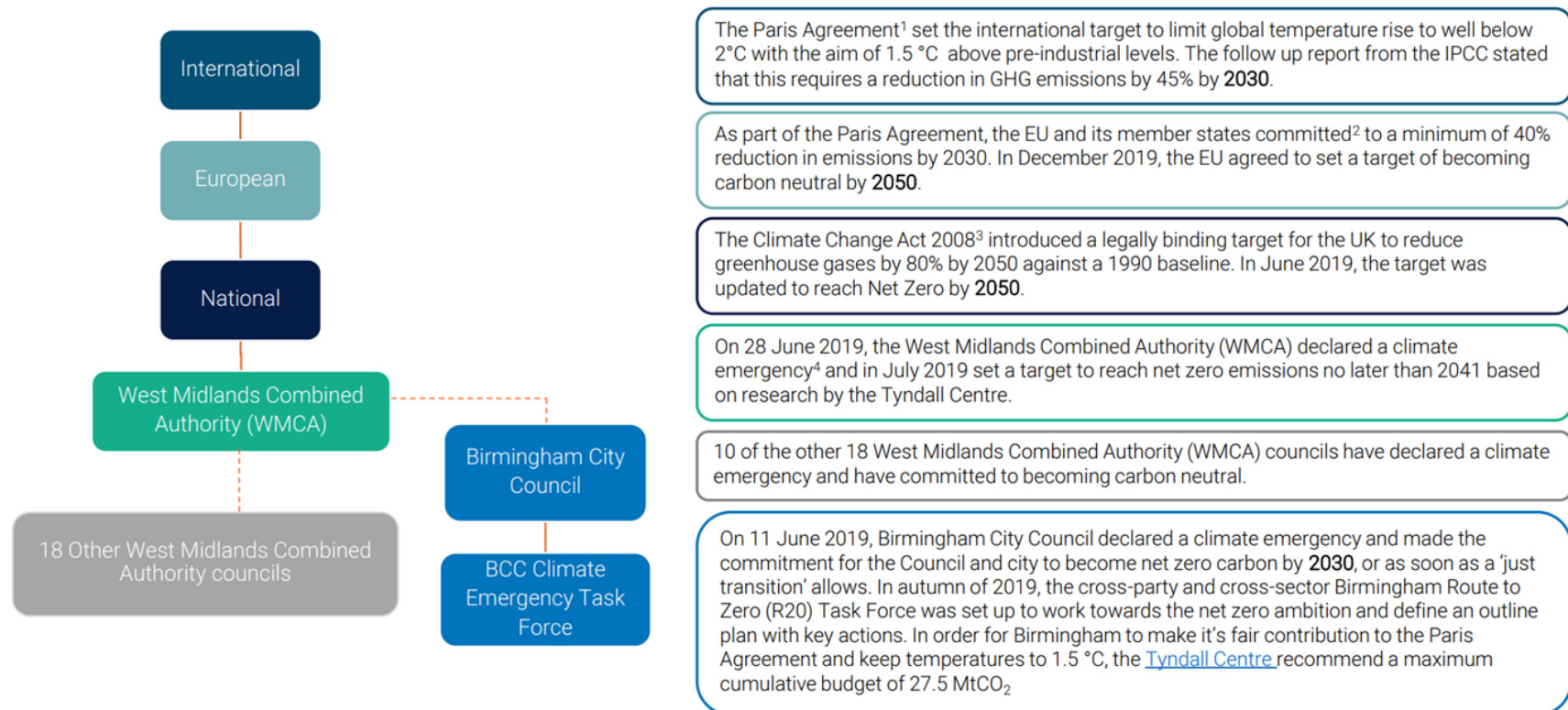
The purpose of this section is to explain how the scope of the R20 portfolio fits within the existing international and national context of climate change regulations and BCC's business strategies, and to set out the compelling case for change. It outlines the proposal to put in place enhanced capability and capacity to develop and deliver a portfolio of investable projects that support BCC's R20 vision for the City Council's operations and the whole city to become carbon neutral.

### **2.2 Part A: the strategic context**

There is an international, national and local strategic imperative to reduce carbon emissions and strenuous effort is being applied at all levels of government to determine how best to achieve net zero targets. This section sets out the initiatives being progressed at international, national and local levels, as highlighted in figure 12 and described below.

**Figure 12: Commitment to act**

## Climate Change Obligations



1- [The Paris Agreement](#) and [IPCC 1.5 Report](#)  
2 - [The INDC of the European Union](#)  
3 - [The Climate Change Act](#)  
4 - [West Midlands Climate Action Plan](#)



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### 2.2.1 Policy and regulatory context

The **UN Framework Convention on Climate Change** (UNFCCC) was established in 1994 with a membership of 197 countries. Its ultimate goal is to prevent “dangerous human interference with the climate system”. The **Kyoto Protocol** was adopted in 1997 and entered into force in 2005. It sets out individual plans and targets for industrialised countries in relation to the United Nations Framework Convention on Climate Change. These countries are to limit and reduce greenhouse gases (GHG) emissions in accordance with their agreed individual targets. The UNFCCC itself requires those countries to adopt mitigation policies and measures and to report back their progress periodically.

The **Paris Agreement** was signed in 2016 and sets out how countries will deliver on their UNFCCC commitments post 2020. The Agreement binds countries to commit to “nationally determined contributions” and establishes procedures to hold them accountable as well as to strengthen ambition in the years ahead. In February 2021 a UNFCCC report highlighted that current levels of climate ambition are very far from achieving Paris Agreement goals. The assessment revealed that the emissions goals, collectively, will only put the world on course to produce 1% less greenhouse gases in 2030 than it did in 2010. In comparison, the reduction will need to be 25% to meet the Paris Agreement’s 2°C trajectory and 45% to achieve alignment with 1.5°C. Other notable figures and commentators such as Bill Gates in his guide to tackling global warming, ‘How to Avoid a Climate Disaster’ highlight the need for an innovation effort at scale with a huge investment in research and development for new technologies that solve the ‘hard to reach’ areas.

November 2021 will see the 26<sup>th</sup> **United Nations Climate Change Conference of Parties**, known as **COP26**, hosted by the UK in Glasgow. The summit aims to bring parties together to accelerate action towards the goals of the Paris Agreement and the UNFCCC. As host of COP26 the UK is aims to inspire climate change action ahead of the conference. The UK and Italy have assumed joint Presidency of COP26 during 2021, calling on all countries to set out ambitious and long-term strategies to net zero emissions in advance and to mobilise around four goals:

- A step change in commitments to emissions reduction.
- Strengthening adaptation to climate change impacts.
- Getting finance flowing for climate action.
- Enhancing international collaboration, including for the COP26 campaigns on energy transition, clean road transport and nature.

The **Climate Change Act 2008** is a UK parliamentary act committing the Secretary of State to ensure that the country’s net carbon emissions for all six Kyoto greenhouse gases are at least 80% lower by 2050 than the 1990 baseline. In order to advise the UK and devolved Governments and Parliaments on tackling and preparing for climate change, the **Committee on Climate Change** (CCC) was founded under the Climate Change Act in December 2008 as an independent non-departmental public body. The CCC advise on setting carbon budgets

as a ceiling on the level of economy-wide emissions that can be emitted in a five-year period. The CCC reports regularly to the Parliaments and Assemblies on the progress made in reducing greenhouse gas emissions. Following the CCC's recommendations, in June 2019 Parliament amended the Climate Change Act to contain a commitment to **net zero greenhouse gas emissions by the UK by 2050**. Furthermore, Parliament introduced the new Environment Bill on 15 October 2019. The bill sets out ambitious propositions to enhance the UK's standards of environmental protection after leaving the European Union. The establishment of a new public body, the Office for Environmental Protection (OEP), which will hold government and public bodies accountable on their environmental commitments, was announced.

In November 2020 the Prime Minister announced a **10-point plan for a green industrial revolution** to help local authorities achieve carbon neutrality and jobs. The government's green industrial revolution aims to provide £12 billion in investment to create and support up to 250,000 highly skilled green jobs in the UK, and spur over three times as much private sector investment by 2030. There will be a particular focus on North East, Yorkshire and the Humber, West Midlands, Scotland and Wales which Birmingham can build on.

The Prime Minister has announced new investment into several core areas which; these are a good fit with Birmingham's net zero carbon ambitions. Investments include:

- **Carbon capture** benefiting regions with industries that are particularly difficult to decarbonise: **£200 million** of new funding to create carbon capture clusters. This will help support 50,000 jobs.
- **Hydrogen:** Up to **£500 million**, including for trialling homes using hydrogen for heating and cooking, starting with a Hydrogen Neighbourhood in 2023, moving to a Hydrogen Village by 2025, with an aim for a Hydrogen Town.
- **Nuclear:** **£525 million** to help develop nuclear plants, and research and develop new advanced modular reactors.
- **Electric vehicles:** the UK will end the sale of new petrol and diesel cars and vans by 2030. Funding to support this acceleration:
  - **£1.3 billion** to accelerate the rollout of charge points for electric vehicles.
  - **£582 million** in grants for those buying zero or ultra-low emission vehicles.
  - Nearly **£500 million** for the development and mass-scale production of electric vehicle batteries
- **Homes and public buildings:** **£1 billion** next year into making new and existing homes and public buildings more efficient, extending the Green Homes Grant voucher scheme by a year and making public sector buildings greener and cutting bills for hospitals and schools, as part of the Public Sector Decarbonisation Scheme.
- **Greener maritime:** **£20 million** for a competition to develop clean maritime technology, such as feasibility studies on key sites, including Orkney and Teesside.
- Other significant investment set out over the last year:
  - **£1 billion** energy innovation fund
  - **£5 billion** for alternative greener ways of travel
  - **£5.2 billion** to create for new flood and coastal defences in England.

The 2021 spring budget saw the UK government place **green investment** at the centre of plans for economic recovery, aligning the goal of economic growth with tackling climate change. The budget supports the Prime Ministers ten-point plan announced in November 2020, which aims to realise a green industrial revolution. Central to the budget is the announcement of the issue of the first sovereign green bond in summer 2021, at least £15bn in government debt will be allocated to supporting “green objectives”. A commitment to future spending on infrastructure will see the UK’s first infrastructure bank open in order to facilitate investment in green industries; beginning with a £12bn initial investment it is expected to unlock at least £40bn of private finance to support the levelling up agenda and net zero emissions. The creation of a carbon markets working group aims to position the UK as the global leading for high quality voluntary carbon offsets, with the potential of supporting new green R&D and regional development projects.

A £4.8bn ‘Levelling Up Fund’ was also announced in the spending review, with the purpose of investing in infrastructure across the UK. The fund, available to every local area is particularly directed toward high priority local projects intended to support growth in ex-industrial areas, this includes projects such as improvements to local transport infrastructure, urban regeneration projects and improvements to cultural heritage. Capacity funding will also be available to support local authorities to develop high quality bids to access the fund. Relevant to Birmingham the fund could support transport improvement projects, upgrading existing building stock and regenerating brownfield sites. Capacity funding could also be allocated to support any future bids.

### 2.2.2 Circular economy

A circular economy is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems (Ellen MacArthur Foundation).

According to the Ellen MacArthur Foundation, the following three principles are the foundations of a new system:

- Design out waste and pollution.
- Keep products and materials in use.
- Regenerate natural systems.

In a traditional economy, organisations and individuals take resources, make something with them and ultimately stop using them; all of which can have significant negative effects on our environment. By implementing a circular system, Birmingham’s economy could take a regenerative approach.

The table below suggests actions the Council and city can take to further develop its circular economy:

City function	Council function & R20 workstream	Actions
<b>Built environment</b>	Planning Buildings Council strategy	Local procurement and waste management of construction materials Refurbishment Retrofitting
<b>Urban mobility</b>	Transport	Vehicle sharing EV charging with green, local waste energy
<b>Urban bio economy / Energy systems</b>	Energy supply Waste	District heat networks from waste energy Heat recovery for public infrastructure
<b>Local production system</b>	Industry	Engagement Incentives Grants Industry partnerships
<b>Circular Economy Legislation and Policies</b>	Council strategy & engagement Council behaviour change	Council / city-wide KPIs Procurement Sharing city Promotional / incentive tax
<b>Awareness, Education and Research</b>	Council strategy & engagement Council behaviour change	Citizen engagement Partnerships Digitalisation

A number of case studies exemplifying how the principles of the circular economy have been implemented in cities around the world is included in Appendix 1.

Within Birmingham and the West Midlands there are a number of circular economy initiatives. The West Midland Combined Authority (WMCA) has set up the WMCA Circular Economy Task Force to set goals and kick start the circular economy. The WMCA state that developing a circular economy in the region will create opportunities to generate economic advantage, safeguard existing jobs and generate additional employment. The Circular Economy Club for Birmingham and the West Midlands organises regular talks which discuss how to apply circular principles to reduce carbon footprint and create healthier communities.

Universities within Birmingham have also been working in partnership with government bodies and industry, in support of net zero carbon commitments and the commercial development of emerging technologies. One such partnership is the Energy Research Accelerator (ERA), a partnership including Birmingham University and Aston University which aims to put the Midlands at the centre of energy innovation. The ERA is a partnership which undertakes innovative research, exploring the barriers, challenges and opportunities

for low carbon technologies, such as creating energy from waste. The research carried out by the ERA contributes to Birmingham and the wider region's energy circular economy.

### **2.2.3 Birmingham City Council resolutions**

BCC declared a climate emergency on 11<sup>th</sup> June 2019 and made the commitment to take action to reduce the city's carbon emissions and limit the climate crisis. The ambition was set for the council and city to become net zero carbon by 2030, or as soon as possible thereafter as a 'just transition' allows to deliver the inclusive, clean growth and jobs that are needed to sustain the city's economy. This is the city's 'route to zero' (R20). On 25<sup>th</sup> June 2019 the Council's Cabinet agreed to add a new priority to the Council Plan which states that Birmingham will be "a city that takes a leading role in tackling climate change". A report on progress, including consideration of the Anthesis report, was considered by full Council in September 2020. A further update was provided to full Council in January 2021 which identified the priority R20 projects and Action Plan.

In January 2021, Cabinet endorsed the 'Investing in our Future' report which sets an ambitious 10-year vision and provides a clear roadmap on where it wants to be as an organisation and what is needed to get there.

The Council is progressing a cross-cutting corporate delivery portfolio comprising:

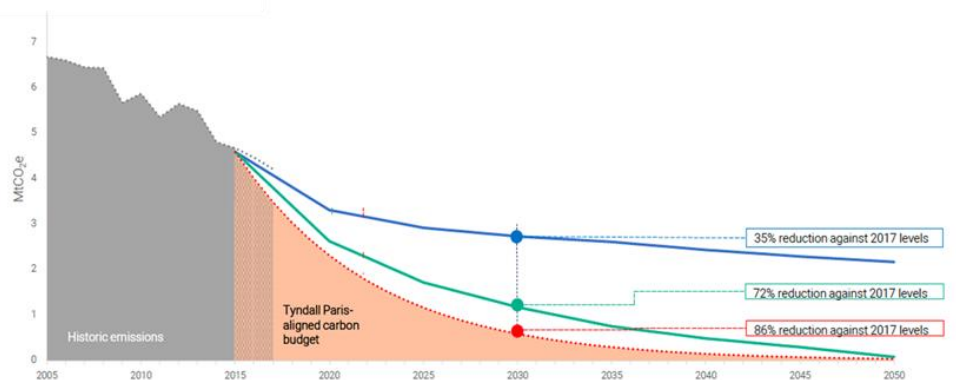
- Inclusive Growth: stimulating growth benefitting those who need it while achieving carbon goals.
- City Help & Support: shifting the emphasis from crisis to presentation.
- Organisational Structure: building trust and stimulating conversations, participation and engagement.
- Fit for Purpose Council: being enabled by a fit for purpose council.

Route to Zero (R20) is one of the key programmes within the Inclusive Growth Portfolio. An annual progress report will be presented to Council in January of each year from January 2022.

### **2.2.4 Birmingham City Council - progress to date**

Consultants Anthesis were commissioned in January 2020 to undertake a study setting out the current emissions baseline for the city and to make recommendations which could be implemented to reduce carbon emissions. Whilst progress has been made in tackling historic emissions, carbon reductions will be harder to achieve over time and will require the Council to determine how best to allocate its limited resources to optimise carbon reductions across the city.

**Figure 13: Projected climate reduction scenarios for Birmingham by Anthesis**



The Anthesis report highlights:

- Total emissions across Birmingham are 5.2m tCO<sub>2</sub>e.
- Emissions across the city, and outside the direct control of BCC, represent 92% of total emissions.
- Emissions directly relating to BCC operations represent 8% of the total emissions.
- Emissions directly relating to BCC operations that are currently in scope for action/intervention, excluding procurement and social housing represent 1% of the total emissions.
- To stay within the Paris-aligned carbon budget a net reduction of 86% from 2017 levels would be required by 2030.
- The report further states that the carbon budget for the Birmingham City region between 2020-2100 is 27.5 MtCO<sub>2</sub>. A consistent annual emissions reduction rate of -12.8% is needed to adhere to this budget. If Birmingham's emissions were to remain at today's levels, the finite carbon budget would run out in 7 years.

Since the declaration, progress is being made through a series of carbon-reducing activities, as reported to Council in January 2021. However, BCC recognises that there is much more to do and acknowledges that much of what is required lies outside the direct control of the council. This will require the council to use its influence and powers to tackle emissions outside its direct control to assist the city region in tackling climate change, support sustainable regeneration, social inclusion and economic growth, and to lobby externally to attract government and private sector investment and influence national strategies and policies.

### 2.2.5 Route to Zero Strategy

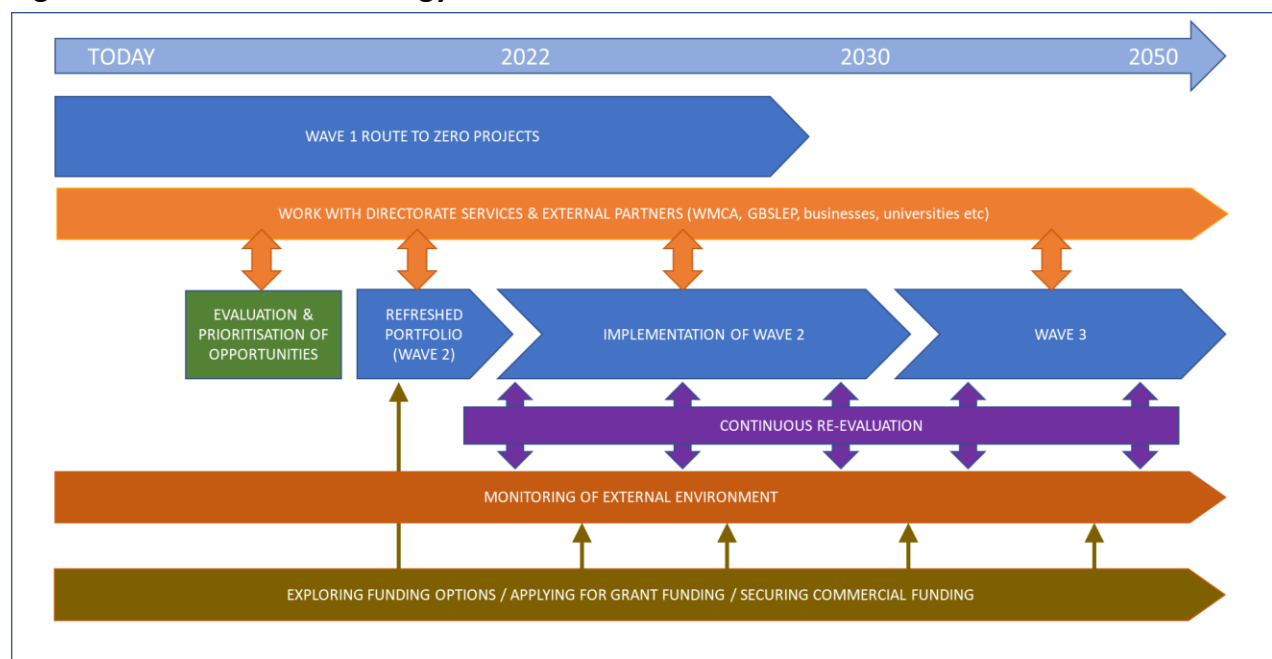
The scope for the whole of Birmingham being carbon neutral by 2030 is extremely challenging and unlikely to be achieved. Similarly, the Council's action to tackle its own emissions is tough; it will require concerted action (including consideration of carbon offsets) to be taken at scale and pace.

The strategy, which extends the Council's current approach, is for BCC to provide leadership and set an example, beginning with its own controllable emissions (1% of Birmingham's total emissions), then addressing emissions associated with other activities such as procurement/supply chain and (7%) and critically, using its influence, planning and other powers to tackle the major part of Birmingham's emissions (92%) that are outside the council's direct control. The strategy is summarised below. It is based on adopting a data-driven, structured analytical approach to determine the solutions that make biggest contribution towards carbon zero target, offer the best value for money and are technically feasible.

This will require a dedicated and experienced R20 team to:

- Provide leadership and direction to influence all BCC functions and services.
- Engage with and secure behaviour change with residents, communities, businesses.
- Work proactively with others across the city and region, including WMCA, Local Enterprise Partnerships, third sector, businesses etc.
- Lobby externally to attract government and private sector investment to the West Midlands, and Birmingham City, ensure that regional inputs are made to the development of national strategies and policies and that Birmingham is seen at the vanguard of the zero-carbon agenda.

**Figure 14: Route to Zero Strategy**



## 2.2.6 Organisational overview and need for systems change

It is recognised that to tackle the legacy of limited and slow decarbonisation efforts, and to transition to a low carbon economy, requires major and rapid system level change both



across the city and within the council itself. To date, internal operations have largely continued to favour a 'business as usual' approach. The 'business as usual' status quo needs to be addressed to achieve organisational wide buy-in and commitment and to embed decarbonisation efforts across all council activities. The scale of the change needed cannot be achieved through incremental changes. Securing change will require a strategic, long-term approach, dedicated resources and external funding to drive new ways of working, particularly incorporating more partnership working and collaborative approaches to projects.

Whilst a significant amount of work is underway (as outlined above), the Council's current internal resources are severely stretched, and work is constrained. There is currently no dedicated R20 portfolio team and there is limited coordination across the council. Section 6 (Management Case) of this Business Case sets out the proposed structure and composition of the additional capacity and capability (R20 Team) to deliver the R20 programme. This resource will sit within the Purpose, Places, Prosperity and Sustainability Directorate.

The Council has recognised that its current resources in the areas of portfolio definition and management, project definition and delivery, business case development, bid development are stretched and that resource availability is constraining the Council's ability to assemble a robust and coherent R20 portfolio and develop R20 projects to the point at which they can be delivered. The shortage of capacity has resulted in a "make do" approach and a range of high profile and competing demands on officers' time that have recently taken precedence (particularly in the context of responding to Covid-19) that results in a high risk of failing to achieve the council's R20 vision and objectives.

In order to achieve net zero carbon, both as an organisation and across the city, the City Council will need to direct significant additional resources to the R20 portfolio.

These resources will operate as a 'think and do' team, performing a critical corporate role in:

- Bringing together policy, research, emerging solutions and best practice; this will cover policy, strategy, new technology and new products and applying and adapting them for the local context.
- Shaping and developing a coherent and prioritised portfolio of investable R20 projects and plans for action/delivery.
- Commissioning BCC directorates/services and other partners (e.g. WMCA, University of Birmingham, Tyseley Energy Park) to develop and deliver defined projects.
- Positioning Birmingham as a 'testbed' / hub for climate innovation to attract inward investment and green businesses.
- Identifying and securing funding from the public and private sector.
- Continuously managing, monitoring and evaluating the R20 portfolio to ensure it remains relevant, projects are delivered, and defined outcomes and targets are achieved.

The key deliverables/outcomes BCC is seeking include:



- A coherent portfolio of carbon-reducing projects that support the R20 vision and objectives.
- Investable R20 projects that are attractive to public sector (Government, WMCA, other agencies) and private sector investors.
- Accelerated delivery of the portfolio of R20 projects.
- Income / financial return from carbon-reducing investments – financial sustainability across the portfolio.
- All areas of the council engaging with R20.
- Proactive collaboration and partnership working with partners and businesses to drive change across the city.

To grasp the opportunities outlined above, the council will need to invest in additional capacity and capability for an R20 team with the following skills sets:

- Creative minds who can identify, evaluate and shape opportunities and who are experienced in managing programme portfolios.
- Persuasive communicators and relationship managers who, for example, can lobby for and optimise partnership working and secure Government/WMCA/private sector investment in R20 opportunities.
- Commercial minds that can shape proposals, lobby and negotiate with investors.
- Subject matter experts for example in transport, housing, energy, natural environment.
- Tenacious minds who are outstanding at execution – ensuring projects are developed and delivered.

The Strategic Case is therefore based on the hypothesis that additional capacity and capabilities deployed by the City Council will:

- Identify, develop and evaluate R20 opportunities.
- Design and shape R20 opportunities.
- Develop a portfolio of investable R20 projects.
- Establish a clear roadmap to achieve net zero.
- Develop OBCs for selected R20 projects.
- Work with others to define, design and deliver projects.
- Lobby for and secure external investment.

The investment objectives and deliverables are detailed in Section 2.3.1 below.

## **2.3 Part B: The case for change**

### **2.3.1 Investment objectives**

The high-level investment objectives for the proposed R20 portfolio are as follows:

#### **Investment Objectives and deliverables**

Investment Objectives	Deliverables
A coherent portfolio of carbon-reducing projects that support the R20 vision and objectives.	<ul style="list-style-type: none"> <li>• Consideration and inventory of current in-flight initiatives and opportunities within the council and with partners aimed at reducing carbon emissions</li> <li>• Development and adoption of a portfolio management approach including portfolio prioritisation criteria</li> <li>• Identification, evaluation and prioritisation of options for addressing each source of BCC emissions</li> <li>• Development and adoption of a framework for evaluating and monitoring the carbon emissions deriving from BCC and council-wide activities/decisions</li> <li>• Definition of a suite of projects and an implementation/delivery roadmap (including initial cost estimates)</li> <li>• Development of technical reports as required and business cases for each of the selected projects</li> <li>• Ensuring all R20 portfolio projects are leveraged to deliver inclusive growth as per City Future Plan</li> </ul>
Investable R20 projects that are attractive to public sector (Government, WMCA, other agencies) and private sector investors	<ul style="list-style-type: none"> <li>• Short-term funding and other resources for the R20 portfolio for the years 2021 and 2022 to ensure progress in line with the council's expectations</li> <li>• Investable R20 project proposals including technical reports as required and business cases for each of the selected projects</li> <li>• Acting as an exemplar, leading the way in the region and nationally in reducing carbon emissions; attracting and leveraging more/earlier funding</li> </ul>
Accelerated delivery of the portfolio of R20 projects	<ul style="list-style-type: none"> <li>• Execution of the defined projects in line with timescales incorporated in project definitions</li> </ul>
Income / financial return from carbon-reducing investments – financial sustainability across the portfolio	<ul style="list-style-type: none"> <li>• Financial self-sufficiency for the portfolio in the medium term -R20 projects with the potential to generate income / financial return</li> </ul>
All areas of the council engaging with R20	<ul style="list-style-type: none"> <li>• Ensuring all relevant stakeholders are involved and/or informed throughout</li> <li>• Acting as exemplars, providing leadership and sponsorship to support behaviour change</li> <li>• Ensuring as much of this activity as possible is embedded in 'business as usual'</li> <li>• Embed R20 in everything the Council does</li> </ul>
Proactive collaboration and partnership working with partners and businesses to drive change across the city.	<ul style="list-style-type: none"> <li>• Working with a wide range of public and private sector partners to define, design and deliver R20 projects</li> <li>• Working with the WMCA and TfWM in joint lobbying to influence strategy/policy and secure funding</li> <li>• Demonstrating leadership, providing direction and acting as an exemplar in encouraging public sector partners, businesses, third sector organisations, educational institutions and individuals to take climate action.</li> </ul>

### 2.3.2 Existing arrangements

The portfolio is currently managed by the Head of Development Policy and two officers. The full extent of the contribution of further BCC staff across other directorates/departments is currently unknown and this effort is uncoordinated, taking place in the absence of a R20 portfolio strategy; with a limited understanding of the contribution that individual projects/initiatives are making to carbon reduction and the overarching carbon reduction trajectory.

A council internal working group has also been created, including representatives from a number of service areas who are working on delivering the Council's own actions and starting to look at taking forward the recommendations from the Anthesis report. The group is expanding to include individual officers working on R20 actions. Action is required to consider the remit and composition of the group to coordinate and embed R20 across council functions and service areas and ensure there is cohesive and coherent response in addressing climate issues.

In addition, Inner Circle Consulting are currently engaged to support the development of the Inclusive Growth programme and the R20 portfolio brief.

The table below summarises the existing resource arrangements within BCC. Further investment is required if BCC is to progress at scale and pace to realise its ambitions.

#### Current BCC resources involved in R20

Role	Posts	% of total time	Annual staff cost £	Annual staff cost £ pro rata
Planning & Development Team	3	10%	£211,425	£33,872 – 72,064

### 2.3.3 Business needs / Gaps between current and desired future state

This section provides a high-level summary of the threats and difficulties of existing arrangements in relation to the desired future state of the portfolio:

#### Organisation:

- There is currently no dedicated, specialist team of resources available to lead the development and delivery of the R20 portfolio across the council and city.
- The R20 portfolio team needs to play an instrumental, cross-organisational leadership function: embedding carbon saving ambitions throughout the Council's services and operations and working proactively with partners such as local authorities and WMCA to deliver shared carbon reduction ambitions and targets.

- The R20 team also has a core role to play in engaging and securing commitment from residents, communities, industry, businesses in the drive to deliver R20 ambitions and behaviour change.

**Process:**

- There is currently insufficient dedicated resource to understand BCC's current baseline and manage the end-to-end process of R20 portfolio management – from conception, through prioritisation, definition and delivery to benefits realisation and monitoring outcomes.
- BCC requires expert staff with relevant experience to develop a technologically-sound and future-proof portfolio of projects for the next 30 years.

**Financial:**

- Progress to date has been part-financed from existing council budgets this is not sustainable given the significant and ongoing pressures on council budgets and the likely level of investment required to make progress in achieving carbon reduction targets.
- Significant effort is required to lobby government, identify and target potential sources of funding and attract public and private sector investors.
- The portfolio needs to be financially self-sufficient in the medium to long term; creating positive return on investments to be reinvested in future projects.

#### **2.3.4 Proposed arrangements – Additional capacity and capability**

To grasp the opportunities outlined in this business case, The Council has determined to invest in additional capacity and capability for a dedicated R20 team, with an associated funding requirement of £1,111,150 for 2021/22 (partial year - Jan to March 2022) and 2022/23. The team will be headed by an Assistant Director (in the process of being appointed (July 2021) and not included in this funding ask) to lead and drive the development and delivery of the R20 portfolio. The Assistant Director will have a critical role to play in working across the council with the political and executive stakeholders; with partners and investors and with government as well as with programme leads within the Inclusive Growth Portfolio.

The R20 team will be responsible developing and managing the R20 portfolio (the approach is described in Section 3 Economic Case).

Details of the R20 team are described in detail in Section 6 Management Case.

#### **2.3.5 Main benefits criteria**

Investment objectives	Main benefits criteria
<b>Carbon emissions reduction</b>	<p>The overriding outcome of the R20 programme is to achieve net zero carbon emissions within the council and across the city, as soon as practicable, thereby contributing to the achievement of global and national target reductions in carbon emissions</p> <p>Reduced carbon emissions</p> <p>Reduced pollution levels</p> <p>Increased sustainable travel</p> <p>Increased public transport usage</p> <p>15-minute community concepts delivered</p>
<b>Accelerated delivery of the portfolio of R20 projects</b>	<p>Execution of defined projects to demonstrate progress in achieving carbon reduction outcomes</p> <p>Delivery of early pathfinders/pilots and potential for scaling</p>
<b>Establishing a financially self-sustaining portfolio of R20 projects in the medium term</b>	<p>Increased value of government and private sector investment secured</p> <p>Financial returns e.g. cost effectiveness through £ saved by tonne of carbon equivalent and opportunities to generate income or reduce costs. For example: Retrofit, District Energy Scheme, Electric Vehicle Charging Infrastructure, Procurement and Low Emission Buses.</p>
<b>All delivery activity across the council and with partners leveraged to embed carbon reduction</b>	<p>Improved coordination and delivery</p> <p>Reduced carbon emissions</p>
<b>Proactive collaboration and partnership working with partners and businesses to drive change across the city.</b>	<p>Enhanced ability to influence strategy/policy and secure funding</p> <p>Demonstrating leadership, acting as an exemplar in encouraging public sector partners, businesses, third sector organisations, educational institutions and individuals to take climate action and reduce carbon emissions across the region</p> <p>Enhanced reputation for the city of through taking a leading role in carbon reduction</p>
<b>Contribution to other Inclusive Growth objectives and outcomes</b>	<p>Healthier citizens, with longer life expectancy</p> <p>Increased prosperity for citizens and the city as a whole, e.g. green jobs creation and local green economy boost</p> <p>Increased employment in the green sector</p> <p>Reduction in the impact of climate change, e.g. fewer heatwaves, floods</p>

Meeting the potential scope for additional investment in delivery capacity and capability should deliver a range of high level strategic and operational benefits and contribute to BCC's strategic outcomes. These are set out in the table below:

### Investment objectives and benefits criteria

### 2.3.6 Main risks

The main business and service risks associated with the potential scope together with their counter measures are discussed in Section 6 (Management Case) and within the risk register in Appendix 5.

### 2.3.7 Constraints

The project is subject to the following constraints:

- Scope: BCC is committed to reducing its own emissions across all areas of operations by 2030. However, only 8% of the total emissions of the city are under the control/influence of the council.
- Financial: budget availability for the project; budget availability to invest in and scale up early pathfinder/delivery projects.
- Resources: availability of sufficient skilled and experienced support to develop and deliver the R20 portfolio.
- Timescales: arrangements for additional resource capacity and capability should be implemented as soon as possible to progress development of the R20 portfolio.
- Legal/constitutional: policies and regulations relating to significant areas of focus (e.g. transport, planning) are determined and set outside BCC.

### 2.3.8 Dependencies

The project is subject to the following dependencies that will be carefully monitored and managed throughout the lifespan of the portfolio:

- This project will be informed by, and will inform other change projects/programmes being conducted within BCC including:
  - Housing Review
  - Our Future City Plan/Vision 2040
  - Birmingham Transport Plan, Birmingham Emergency Transport Plan
  - East Birmingham Delivery
  - Perry Barr Delivery
  - Enterprise Zone and Curzon Delivery
  - Industrial Strategy and Business Resilience
  - New ways of working

- 
- This project will be informed by national legislation and funding and regional transformation/delivery programmes outside the immediate sphere of influence of BCC including:
    - Central government – legislation, funding
    - West Midlands Combined Authority and associated agencies (for example Transport for West Midlands)
    - Businesses across Birmingham

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## 3 The Economic Case

### 3.1 The Journey to Route to Zero

Achieving net zero will require significant investment. At a national level the National Audit Office has highlighted the enormous scale of the challenge and the cross-government coordination required to achieve net zero, estimating the investment needed at 'hundreds of billions' to tackle the unprecedented changes to the way electricity is generated, how people travel, how land is used, how buildings are heated, how to build appropriate flood defences and how to deal with the health impacts of global warming. The Climate Change Committee estimated in December 2020 that UK investment in low carbon must scale up to £50 billion each year from 2030 to 2050 to deliver net zero.

Both the NAO and the Climate Commission have signalled that a major strengthening of UK policies and a major nationwide investment programme are required, led by Government but also funded by private companies and individuals. The Government's Ten Point Plan for a Green Industrial Revolution issued in November 2020, (as described in the Strategic Case Section 2.2.1) illustrates some of the major investment areas that are a good fit with Birmingham's net zero carbon ambitions.

At a local level the costs of achieving net zero are highly uncertain, although it is clear that there are a series of long-term R20 projects requiring significant investment. The Council will need to play a critical role in attracting and securing investment to progress its net zero carbon ambitions. BCC recognises that additional public and private sector investment funding streams will need to be nurtured, developed and secured in order to create a financially self-sufficient R20 portfolio. For example, retrofitting Birmingham's housing stock (circa. 61,000 homes); is estimated to be between £25,000 to £45,000 per home to EPC 'C'/'B', or up to £2.5 bn in total. The Council is acting to trial work on retrofitting in testing new technologies and the effectiveness of energy solutions to inform its spending decisions recognising that this is an issue that cannot be tackled one house or flat at a time but one that needs a coordinated, area-based renewal programme involving both the public and private sectors, using the expertise and enterprise of the market alongside community-based assets.

### 3.2 The Role of the Council

Within this context and recognising that the Council has finite resources at its disposal and faces many more years of fiscal restraint following Covid-19, the role of the Council in delivering its net zero ambition and a financially self-sustaining R20 portfolio is to:

- Provide strategic leadership and direction to shape the Council's strategic plans and the R20 portfolio over the next 30 years to get Birmingham to net zero.



- Facilitate the definition and delivery of projects to reduce carbon emissions (a) within the direct control of the Council (circa. 1%<sup>6</sup> of the city's emissions), (b) with its suppliers (circa 7%), using the levers available to it and (c) outside the direct control of the Council, stimulating and influencing action across the city (92%).
- Lobby externally to (a) attract public and private sector investment to the West Midlands, and Birmingham City region, (b) ensure that regional inputs are made to the development of national strategies and policies and (c) position Birmingham at the vanguard of the zero-carbon agenda.
- Secure funding and other resources to proactively accelerate the pace and scale of R20 projects delivery.
- Engage citizens in understanding what is needed and why, enabling them to be involved in decision making and securing behaviour change in making low carbon choices.

These are expanded in the table below:

Council's Role	Realised by:
Strategic leadership and direction	<ul style="list-style-type: none"> <li>• Having strong political and executive leadership</li> <li>• Having a clear long-term vision, with achievable medium-term objectives</li> <li>• Positioning Birmingham as a place with the ideas, energy and commitment to progress R20 solutions</li> <li>• Championing Birmingham as an attractive investment location for R20 solutions</li> <li>• Taking a proactive and interventionist role to achieve R20, inclusive growth and financial objectives</li> <li>• Leading by example in the city and demonstrating the benefits of decarbonisation to other stakeholders</li> </ul>
Defining and delivering R20 Projects (a) within the direct control of the Council (b) with its suppliers (c) outside the direct control of the Council	<ul style="list-style-type: none"> <li>• Adopting the strategic framework in maintaining a R20 portfolio; select projects that make the biggest contribution towards carbon zero target, offer the best value for money and are technically feasible</li> <li>• Working proactively with others across the city and region, including WMCA, Local Enterprise Partnerships, universities, third sector, businesses</li> <li>• Securing additional capacity and capability to deliver and remove resource constraints on the pace and scale of delivery</li> </ul>
Lobbying externally	<ul style="list-style-type: none"> <li>• Promoting regional inputs to the development of national strategies and policies</li> <li>• Positioning Birmingham as a pathfinder partner in delivering Government policy and objectives</li> <li>• Attracting public and private sector investment to the West Midlands, and Birmingham City</li> <li>• Leveraging existing partnerships to ensure the delivery of multiple benefits from interventions</li> </ul>

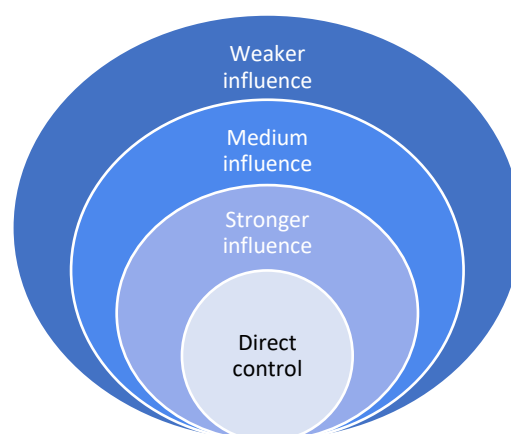
<sup>6</sup> Percentages reported in the Carbon Emission Reduction Study by Anthesis June 2020 report to Birmingham City Council

	<ul style="list-style-type: none"> <li>Stimulating interest from the private sector</li> <li>Partnering with businesses to support their carbon reduction actions</li> </ul>
Secure funding and other resources	<ul style="list-style-type: none"> <li>Exploiting the full potential of available public sector funds</li> <li>Building new and strengthening existing relationships with investors</li> <li>Making and/or promoting strategic investment decisions to facilitate the delivery of R20 projects</li> <li>Proactively seeking commercialisation opportunities</li> </ul>
Communication, engagement and behaviour change	<ul style="list-style-type: none"> <li>Acting as a key information source for climate change action in the city</li> <li>Establishing good communication channels to promote information about the need to act, what can be done and options available</li> <li>Enabling citizen engagement in decision making</li> </ul>

As described in the Executive Summary (Section 1.3.2) the role of the Council is to take direct action to address its own emissions (accounting for just 1% of the city's total annual CO<sub>2</sub> emissions) and also to show leadership and use its influence with a wide range of stakeholders to stimulate action across the city. The figure below illustrates this role and realm of influence:

**Figure 15: BCC's Role in tackling carbon emissions**

Influence	Description
<b>Direct Control</b>	Emissions sources are directly owned or operationally controlled by the Council, such as council buildings or council fleet.
<b>Stronger</b>	Owners and operators of emissions sources are clearly defined but are not directly operated by the Council. For example, emissions related to commercially leased buildings that the council owns but does not operate.
<b>Medium</b>	Emissions sources do not relate to council owned or operated assets, procurement or council led activities, however some convening power may exist with specific actors in the city, such as major businesses within city boundaries.
<b>Weaker</b>	Owners and operators of emissions sources are not clearly defined, influence limited to lobbying central government or trade associations. For example, national planning policy limited the extent of improvement to new build energy efficiency.

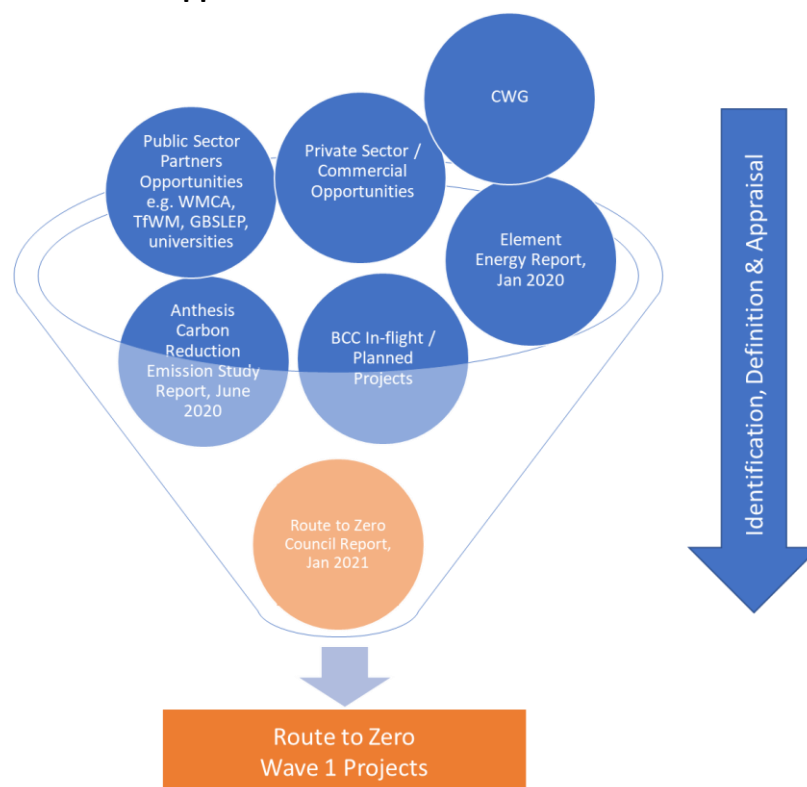


### 3.3 Route to Zero Portfolio

The R20 Programme is charged with developing a coherent portfolio of carbon-reducing projects and a delivery roadmap that supports the council's ambition to become carbon neutral. The Council does not have the resources to deliver all R20 opportunities/projects, it will therefore need to prioritise those it pursues using a structured, evidence-based approach to identify those that deliver the greatest contribution. This may mean re-prioritising some existing projects.

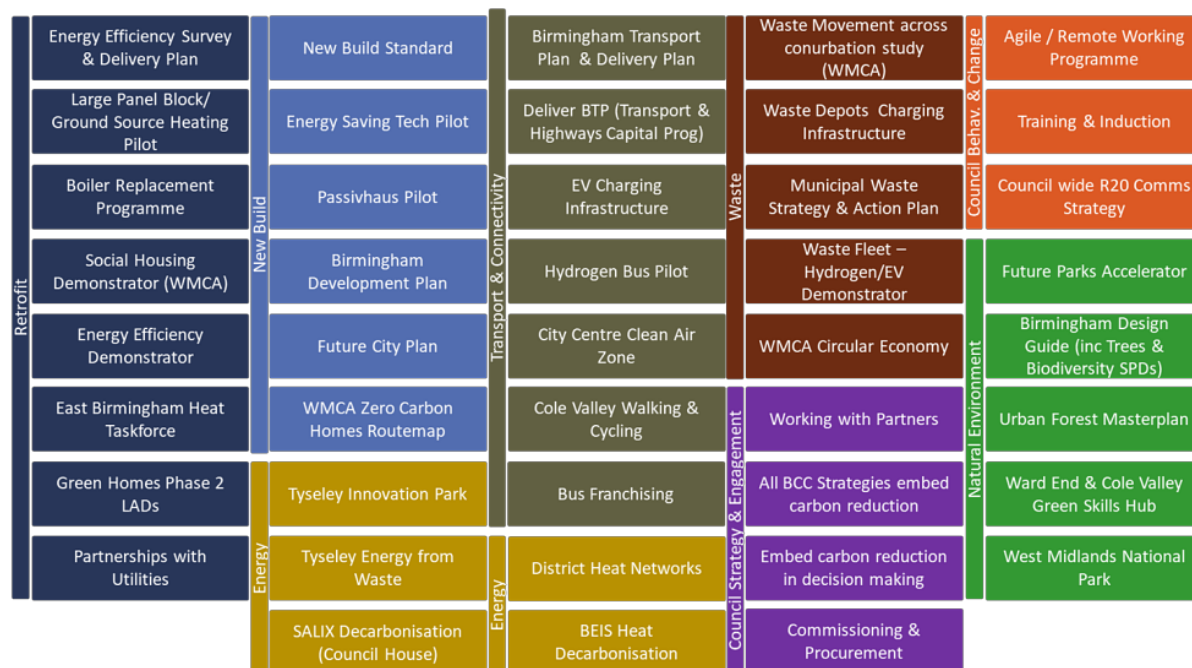
The long list pipeline of R20 opportunities and projects includes a series of actions that the Council could undertake over the coming two decades to achieve carbon neutrality for the city identified within the Carbon Emission Reduction Study by Anthesis, June 2020 the Element Energy Report, January 2020, the R20 Report to Council in January 2021 and current Council in-flight and planned projects that have the potential to contribute to carbon reduction. It also includes opportunities emerging through the work of Birmingham's R20 Taskforce, Government initiatives, and through partners across Birmingham including WMCA, TfWM, GBSLEP, universities and businesses.

**Figure 16: Pipeline of R20 Opportunities**



The Council has determined that the Route to Zero Wave 1 projects will focus on the priority actions and projects identified in the report to Council in January 2021 alongside a number of in-flight and planned projects that have the potential to contribute to carbon reduction. These are summarised in the figure below.

**Figure 17: Route to Zero Wave 1 Projects**

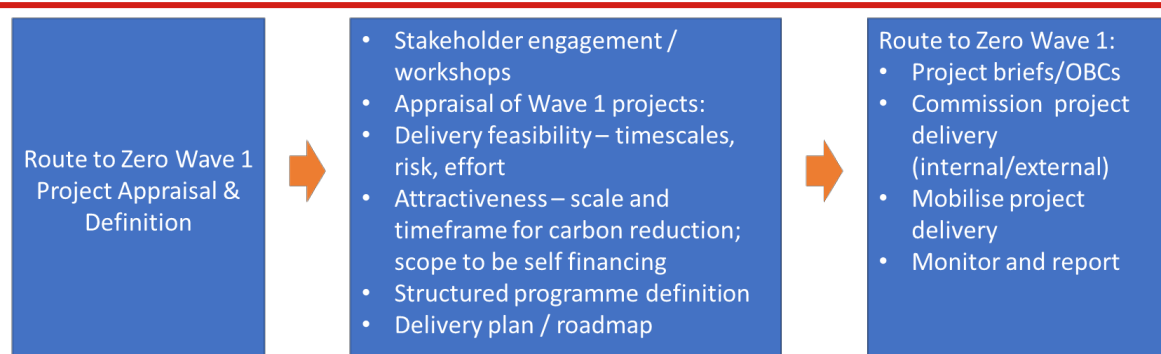


Note: The R20 Programme is currently supporting delivery of the suite of Route to Zero Wave 1 projects. There is likely to be some adjustment to the constituent projects, any changes will be consistent with the priority action plan reported to Council in January 2021 and will be agreed with the R20 Programme SRO.

### 3.4 Route to Zero Portfolio - Wave 1 Projects

The Route to Zero Wave 1 projects have been evaluated through a structured, evidence-based appraisal to determine the veracity of their delivery plans, their attractiveness in terms of their potential contribution to net zero carbon and other Inclusive Growth outcomes in support of a just transition and a high-level economic appraisal. This is summarised in the figure below; it provides a strategic appraisal framework for the development of subsequent waves of R20 projects.

**Figure 18: Appraisal and Definition of Route to Zero Wave 1 Projects**



Each of the Wave 1 project opportunities has been scrutinised based on:

- **Feasibility:** How feasible the delivery of the project is, including matters such as costs, availability of funding, delivery timeframe, implementation considerations.
- **Attractiveness:** How attractive the project is, from the points of view of alignment with the Council's strategic objectives, contribution to net zero carbon, costs to achieve carbon reduction, and other growth benefits such as economic, health and wellbeing etc.

This is illustrated in the table below along with the weighting attached to each Feasibility and Attractiveness criteria which has enabled each of the opportunities to be scored and mapped as shown in the table below and shows those projects that have both high attractiveness and high feasibility and those which should be reviewed and updated in the light of evolving information and developments as the portfolio is reviewed and refreshed.

For those projects that have no associated carbon savings the attractiveness score weighting is adjusted as indicated in brackets.

Category	Criteria	Description	Weight
<b>Feasibility</b>	<b>Cost</b>	Total cost of the project over its lifetime.	<b>25%</b>
	<b>Funding status</b>	Status of securing funding if required	<b>25%</b>
	<b>Delivery time</b>	Total duration of the project from initiation and planning to implementation and monitoring.	<b>25%</b>
	<b>Ease of implementation</b>	The degree of difficulty and rate of success of the project. This indicator assesses the following: - Number on key external stakeholders - Dependency on external stakeholders - Skill, capacity & competency availability - Experience with subject matter & complexity	<b>25%</b>
<b>Attractiveness</b>	<b>Strategic fit</b>	Strategic fit expresses the degree to which BCC's corporate priorities are matching an opportunity's objectives & projected outcomes.	<b>12.5% (20%)</b>
	<b>Cost £ / tCO<sub>2</sub>e saved</b>	Estimated cost per tonne of carbon emissions saved	<b>12.5% (0%)</b>

	<b>Total Carbon Reduction tCO<sub>2</sub>e pa</b>	Net Change in Carbon Emissions (tCO <sub>2</sub> e) – tonnes of Carbon emissions reduced or avoided	<b>12.5%</b> (0%)
	<b>City-wide Net Zero Contribution</b>	A measure of the amount of BCC's carbon emissions remaining in this category after project completion (annualised)	<b>12.5%</b> (0%)
	<b>Health benefits</b>	<ul style="list-style-type: none"> <li>- Air quality</li> <li>- Increased use of active modes of travel</li> <li>- Decreased fuel poverty</li> <li>- Mental health</li> <li>- Physical health</li> </ul>	<b>12.5%</b> (20%)
	<b>Economic benefits</b>	<ul style="list-style-type: none"> <li>- Skills</li> <li>- Money made or saved</li> <li>- Supports green industry growth</li> <li>- Jobs created</li> </ul>	<b>12.5%</b> (20%)
	<b>Equity benefits</b>	<ul style="list-style-type: none"> <li>- Life</li> <li>- Health</li> <li>- Physical security</li> <li>- Legal security</li> <li>- Education and learning</li> <li>- Standard of living</li> <li>- Productive and valued activities</li> <li>- Individual, family and social life</li> <li>- Identity, expression and self-respect</li> <li>- Participation, influence and voice</li> </ul>	<b>12.5%</b> (20%)
	<b>Resilience benefits</b>	<ul style="list-style-type: none"> <li>- Health and wellbeing - Systems that ensure the health and wellbeing of people living and working in the city.</li> <li>- Economy and society - The social and financial systems that enable urban populations to live peacefully, and act collectively.</li> <li>- Infrastructure and Environment - Built and natural systems that provide critical services, protect and connect urban citizens.</li> <li>- Leadership and strategy - The need for informed, inclusive, integrated and iterative decision making in our cities.</li> </ul>	<b>12.5%</b> (20%)

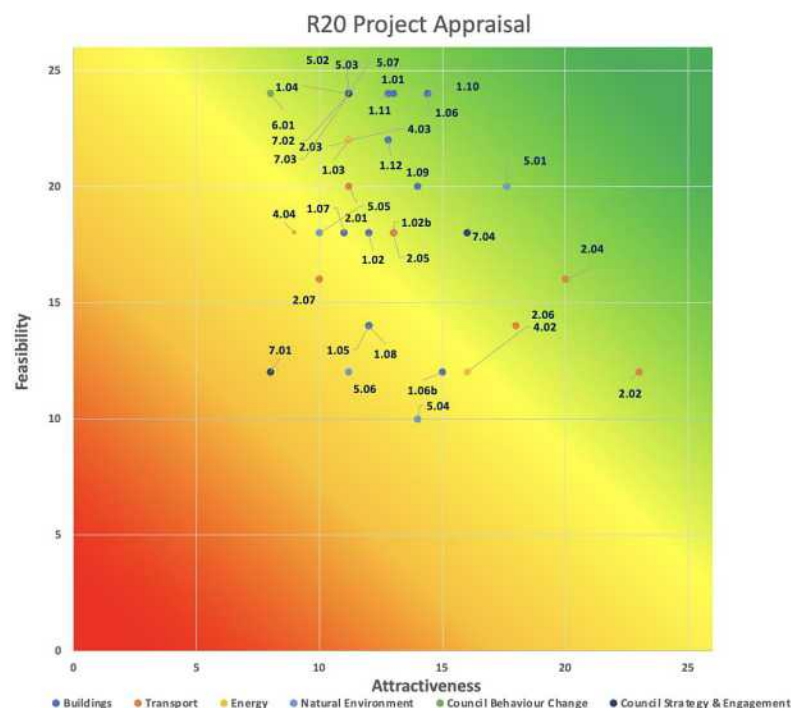
The initial suite of Route to Zero Wave 1 projects is summarised below. Fully developed and implemented they have the potential to make a contribution of 80,778 tCO<sub>2</sub> emissions savings in 2021 (1.8%) to BCC's carbon zero ambitions. The suite of Route to Zero Wave 1 projects as set out in the interim report to the Internal Working Group in February 2021 comprises:

- A mix of projects that will:
  - Provide strategic policy direction for facilitating and influencing action across the city (e.g. Birmingham Development Plan).
  - Embed consideration of carbon reduction in the Council's activities (e.g. incorporating consideration of carbon reduction into the Council's decision making).
  - Deliver carbon emissions reductions (e.g. Passivhaus pilot, Heat Networks, Hydrogen Bus pilot).

- 
- A balance of existing, in-flight projects, projects are ready for implementation and that need to be mobilised and get underway, and projects that are not yet fully defined and where further work is required to develop outline business cases. For example, the appraisal of Route to Zero Wave 1 projects indicates that a number of key contributing projects such as retrofit, district heat networks, energy from waste and zero emissions vehicles are at an early stage of development and further work is required to build fuller business cases and develop investable propositions over the next 6-12 months.
  - A combination of projects at different points in their development lifecycle:
    - Project Initiation: Defining the opportunity, purpose, scope, potential solution(s) and benefits. Creating the strategic outline business case for securing support and resources for further detailed development work.
    - Solution Design: Undertaking detailed design, feasibility and options appraisal work. Creating fuller Business Cases and initial plans for implementation phasing. Securing commitments and resources needed to move to implementation.
    - Implementation readiness: Completing the detailed planning needed to implement the preferred solution(s). Dedicated implementation teams established – including commissioning of delivery partners. Consultation exercises and necessary approvals, including planning permissions. Phased roll-out, including use of shovel ready pathfinders to learn from and create investor/community confidence.
    - Live delivery: The projects and schemes within the projects that are assessed as being delivery ready or “shovel ready”, and where implementation activity is either underway or ready to commence.
  - A combination of short-, medium- and longer-term projects.
  - A mixture of pathfinder/pilot/demonstrator projects to secure support and demonstrate commitment and an ability to deliver, as well as longer term strategic and major infrastructure projects.
  - An approach which is based on co-design and co-delivery with a range of public and private sector delivery partners (e.g. Government, Homes England and key local businesses).



**Figure 19 Route to Zero Wave 1 Projects Mapping**



The project heatmap provides a way for the Council to visually identify a prioritisation pathway for R20 projects; green zone projects are ranked highly and should be prioritised; yellow zone, less attractive but with potential and which require further development work; and amber & red zone for less attractive projects.

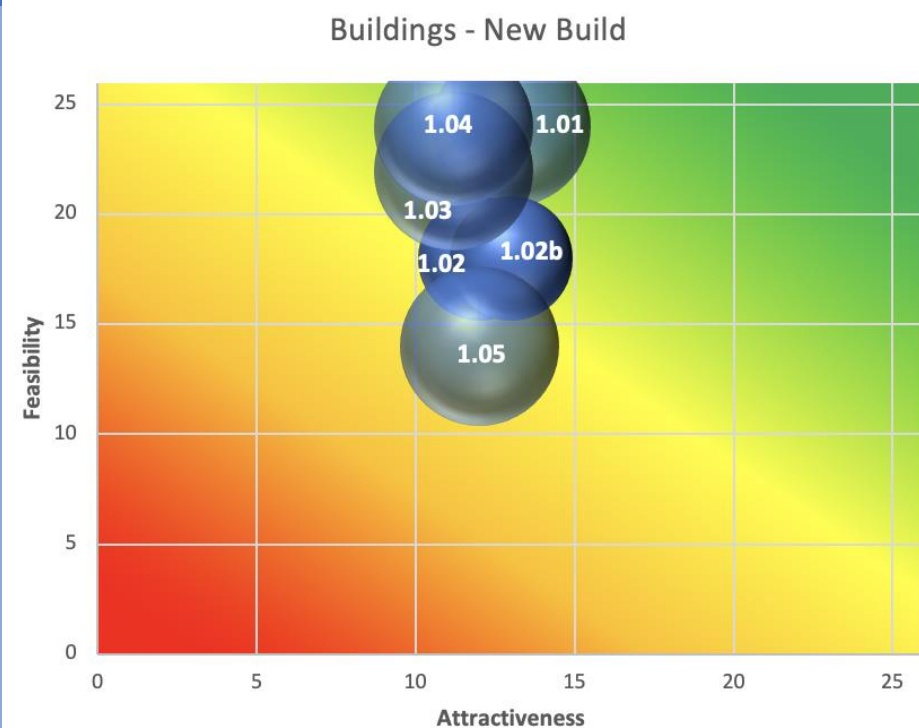
The R20 Wave 1 projects are shown by theme below.

ID	Project name	ID	Project name
1.01	New Build to agreed environmentally sustainable standard	2.06	City Centre Clean Air Zone (CAZ)
1.02	New Build – Energy Saving Technologies Pilot (Gresel Lane)	2.07	Cole Valley Walking & Cycling
1.02b	New Build - Passivhaus Pilot - Dawberry Fields	4.01	Tyseley Energy Innovation Park <i>Currently limited data available</i>
1.03	New Build - Review the Birmingham Development Plan	4.01a	Tyseley Waste Incinerator upgrade & replacement <i>Currently limited data available</i>
1.04	New Build – Future City Plan	4.02	District Heat Networks Energy Centres
1.05	New Build – Zero Carbon Homes Route Map (WMCA)	4.03	BEIS Heat Decarbonisation Study
1.06	Housing Retrofit – Thermal Impact / Energy Efficiency Survey and Delivery Plan	4.04	SALIX Public Sector Decarbonisation (Council House)
1.06b	Housing Retrofit – Implementation of city-wide retrofit plan	5.01	Future Parks Accelerator Project
1.07	Housing Retrofit – Large Panel Block (LPS) Retrofit and Ground Source Heating Pilot	5.02	Trees Supplementary Planning document
1.08	Housing Retrofit – Phase 2 Green Homes LADs funding	5.03	Biodiversity Supplementary Planning document
1.09	Housing Retrofit – Boiler Replacement Programme	5.04	Urban Forest Masterplan
1.10	Housing Retrofit – Promote/educate all key stakeholders	5.05	Ward End and Cole Valley Green Skills Hub
1.11	Housing Retrofit – East Birmingham Heat Taskforce – produce retrofit & decarbonisation Outline Business Case	5.06	WM National Park Concept
1.12	Housing Retrofit – Partnerships with Utilities	5.07	Design Guide SPD
2.01	Birmingham Transport Plan & Delivery Plan	6.01	Agile / Remote Working
2.02	Delivering the BTP (Transport & Highways Capital Programme THCP)	7.01	Working with Partners
2.03	Bus franchising (led by TfWM)	7.02	Update all Strategies/Policies to embed carbon reduction
2.04	EV Charging Points	7.03	Embed carbon reduction in decision making
2.05	Hydrogen Bus Pilot	7.04	Council Commissioning & Procurement



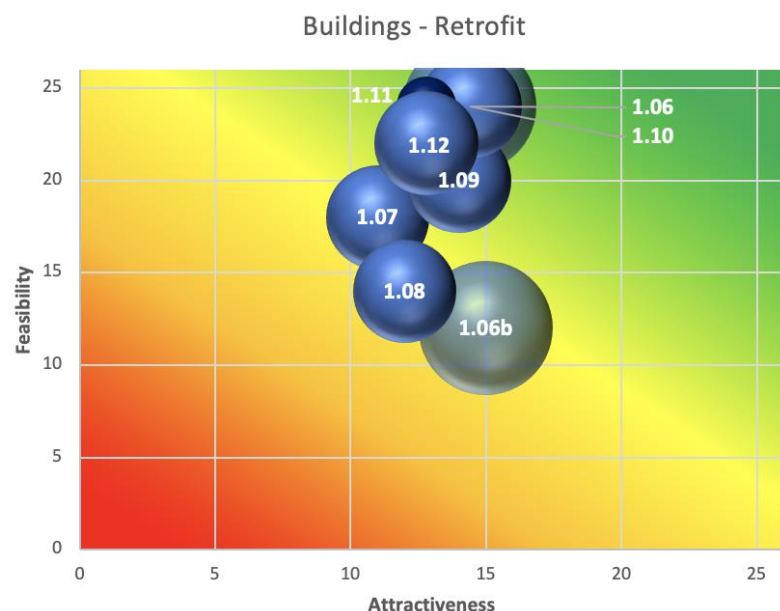
### 3.4.1 Buildings

**Figure 20 R20 Wave 1: Buildings – New Build projects**



ID	Project	Description
1.01	New Build to agreed environmentally sustainable standard	The BCC environmentally sustainable standard will inform all new build by BMHT by 2031; it is planned to be adopted in April 2021
1.02	New Build – Energy Saving Technologies Pilot (Gresel Lane)	This pilot will trial energy saving technologies including solar panels, air source or ground source heat pumps and storage batteries to 36 new homes funded from BCC HRA and ERDF.
1.02b	New Build - Passivhaus Pilot - Dawberry Fields	This Passivhaus pilot will develop 48 units at passivhaus standard for social rent, funded through BCC HRA.
1.03	New Build - Review the Birmingham Development Plan	BDP provides great opportunity for BCC to embed climate policy objectives into planning policy and strategy.
1.04	New Build – Future City Plan	Future City Plan provides significant opportunity to influence planning policy and strategy for the city.
1.05	New Build – Zero Carbon Homes Route Map (WMCA)	WMCA is developing a zero carbon homes route map; further work is needed to engage with WMCA and regional partners to align with BCC's R20 programme.

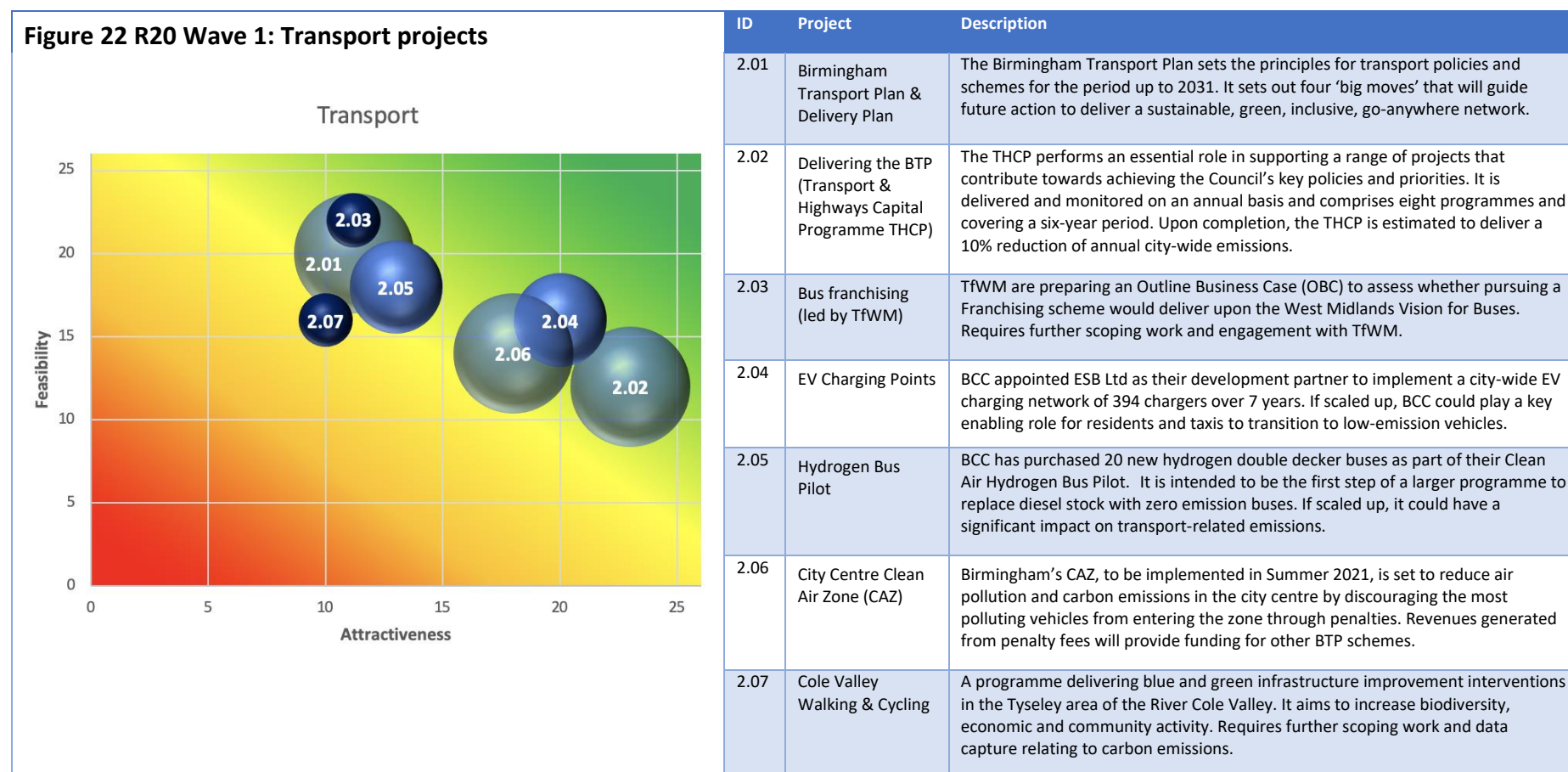
**Figure 21 R20 Wave 1: Buildings – Retrofit projects**



ID	Project	Description
1.06	Housing Retrofit – Thermal Impact / Energy Efficiency Survey and Delivery Plan	The thermal impact / energy efficiency survey can be delivered by Acivico/Panacea within circa 2 months, at no charge to BCC and will highlight options for developing a city-wide plan.
1.06b	Housing Retrofit – Implementation of city-wide retrofit plan	The city-wide retrofit plan is an ambitious undertaking which has the potential to realise significant energy efficiency gains within BCC housing stock, contributing to reduced carbon emissions.
1.07	Housing Retrofit – Large Panel Block (LPS) Retrofit and Ground Source Heating Pilot	Birmingham has the largest stock of LPS blocks outside of London. This pilot will undertake a holistic retrofit programme for an LPS block implementing a number of interventions, including window replacement, upgrading M&E services and replacing white goods, and explore opportunities for ground source heating. A cost- benefit analysis will inform the potential for a wider programme across the city.
1.08	Housing Retrofit – Phase 2 Green Homes LADs funding	The Government has allocated £6.29m to Birmingham for LADs phase 2, in order to support retrofit of existing housing stock in the city. 500 homes have been identified across 5 target areas where contractors can be swiftly mobilised. 67% of funding has to be allocated and spent by September 2021, 100% by December 2021.
1.09	Housing Retrofit – Boiler Replacement Programme	The programme continues work by BCC replacing inefficient boilers with A rated boilers across BCC stock. The works will improve the efficiency of homes across BCC housing stock. The 2021-22 programme will target replacement of 1,000 boilers at a cost of £4m.
1.10	Housing Retrofit – Promote/educate all key stakeholders	All refurbishment programmes include engagement and education for tenants; there is potential to develop a coordinated promotion and education campaign to influence behaviour
1.11	Housing Retrofit – East Birmingham Heat Taskforce – produce retrofit & decarbonisation Outline Business Case	There is potential to make East Birmingham a pioneer/epicentre for retrofit and heat decarbonisation. Exploratory discussions are taking place with Bourneville Village Trust for a retrofit pilot.

	1.12	Housing Retrofit – Partnerships with Utilities	BCC is engaging with utilities, including Agility Eco to make best use of ECO funding to help low-income and vulnerable households install energy saving improvements to their homes.
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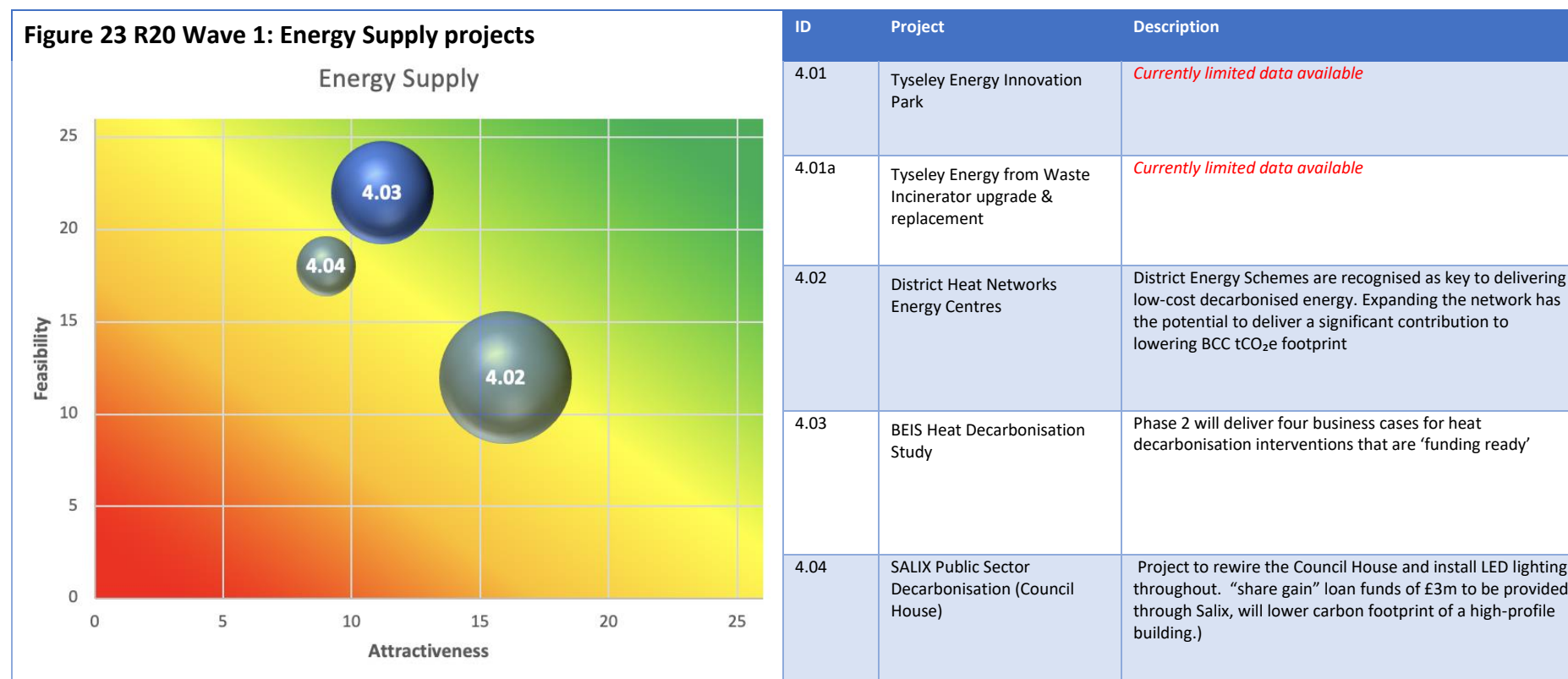
### 3.4.2 Transport



### 3.4.3 Waste

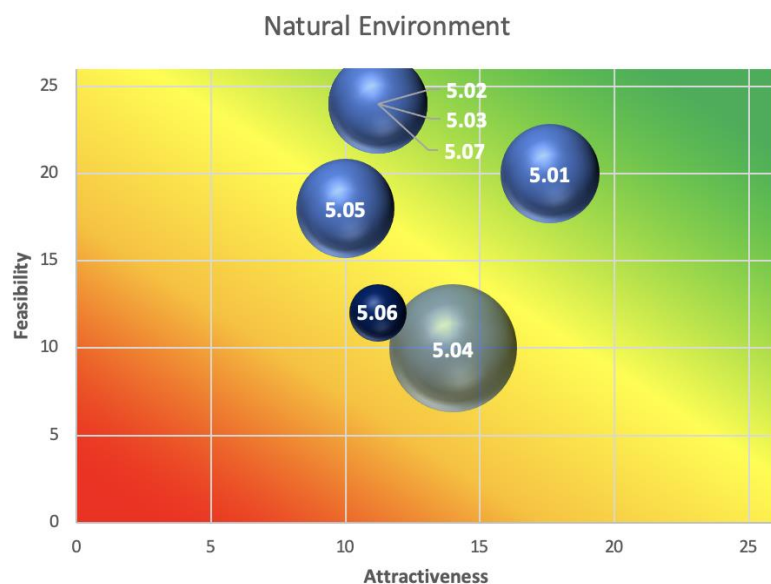
There is currently no data available for projects in this workstream.

### 3.4.4 Energy Supply



### 3.4.5 Natural Environment

**Figure 24 R20 Wave 1: Natural Environment projects**

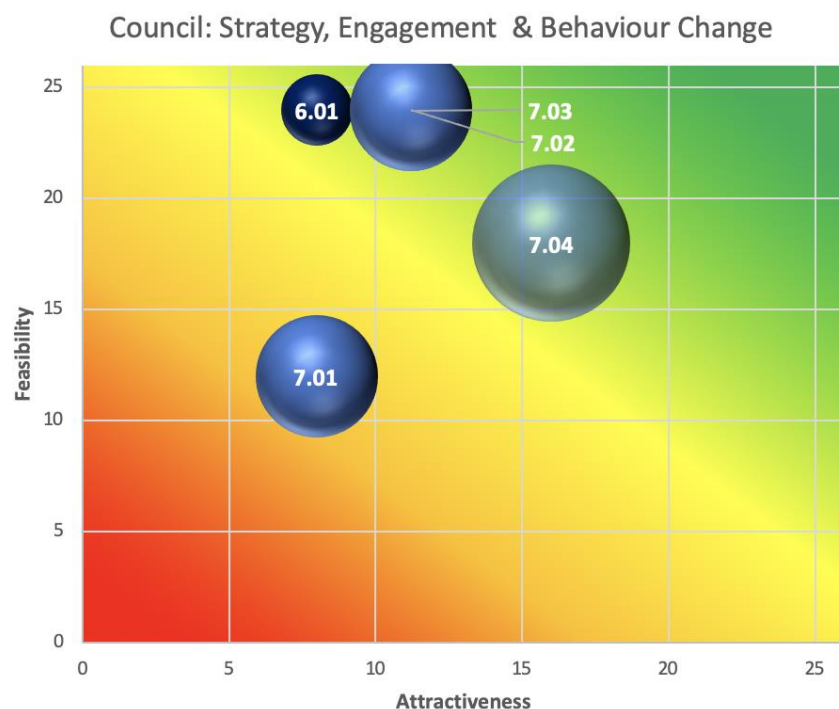


ID	Project	Description
5.01	Future Parks Accelerator Project	A council wide transformation programme with the aim of putting the natural environment at the centre of decision making and policy setting. Four frameworks are promoted to establish a new governance model; environmental justice, healthy city, sustainable finance and citizen involvement. A number of implementation milestones and pilots have been identified within each framework.
5.02	Trees Supplementary Planning document	The SPD will be subsumed into the Birmingham Development Plan, providing best practice guidance related to trees during the planning process.
5.03	Biodiversity Supplementary Planning document	The SPD will be subsumed into the Birmingham Development Plan, providing best practice guidance related to biodiversity during the planning process.
5.04	Urban Forest Masterplan	The Urban Forest Masterplan presents a long-term vision which aims to increase Birmingham's existing stock of natural capital assets and encourage good management, resilience and diversity. With a key goal of increasing the canopy coverages to 25%, the masterplan will support the city's ability to combat urban heat islands, manage water stocks and improve rates of carbon sequestration. The masterplan will identify a time-bound action plan and KPI's. The first consultation is being held in March 2021.
5.05	Ward End and Cole Valley Green Skills Hub	Part of the wider Ward End and Cole Valley masterplan, the proposed green skills hub will consist of training and community facilities in existing facilities. The programme will expand skills and training opportunities, encompassing sector specific pathways, including digital and low carbon.
5.06	WM National Park Concept	Led by WMCA and Birmingham University, the WM National Park concept is in early stages of conception. The concept forms part of the West Midlands zero-carbon strategy and is seen as a key component of the region's green economic recovery.
5.07	Design Guide SPD	The SPD provides guidance during the planning process, promoting best design practice in the built environment. The SPD includes guidance on green infrastructure, promoting biophilic design, biodiversity, urban greening and

		increasing tree canopy. In addition to guidance on sustainably buildings and energy efficiency.
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### 3.4.6 Council Strategy, Engagement and Behaviour Change

**Figure 25 R20 Wave 1: Council Strategy, Engagement and Behaviour projects**



ID	Project	Description
6.01	Agile / Remote Working	A two-year programme to encourage agile working and introduce improvements to home/remote /field working to reduce waste & emissions from Council office buildings and staff travel; and improve staff satisfaction and work performance. Currently a small opportunity since further scoping work beyond 2023 needs to be done.
7.01	Working with Partners	This medium-sized opportunity has low feasibility and average attractiveness scores. It is in the yellow/amber zone which indicates it requires further development work in order to progress delivery.
7.02	Update all Strategies/Policies to embed carbon reduction	Provides the opportunity to embed climate change, net zero carbon objectives in all BCC strategies and policies
7.03	Embed carbon reduction in decision making	Enabling consideration of net zero carbon objectives in all BCC decision making
7.04	Council Commissioning & Procurement	Procurement activities account for 87% of BCC's carbon emissions. Adopting category management and including target tCO <sub>2</sub> e emissions measures in supplier contracts will significantly reduce BCC emissions.



### 3.5 Wave 1 Projects: Carbon Savings

Based on the available data, the table below summarises the contribution the Wave 1 projects in each thematic area are estimated to make to the Council's net zero carbon target in 2021/22.

Theme	Baseline Carbon Emissions (t)		2021/22 Carbon Emission Reductions (t)	
	Council	City-wide	Council	City-wide
<b>Estimated Annual CO<sub>2</sub> Baseline 2019</b>	<b>417,772</b>	<b>4,578,000</b>	<i>n/a</i>	<i>n/a</i>
<b>1) Buildings – Retrofit</b> Large Panel Block Retrofit and Ground Source Heating Pilot Phase 2 Green Homes LADs funding (500 homes) Boiler Replacement Programme (1,000 units)	7,339	3,129,000	2,224 -0.5%	2,224 -0.04%
<b>2) Transport</b> Through delivery of BTP projects in the Transport and Highways Capital Programme in 2021/22	1,191	1,264,000	<i>n/a</i>	51,105 -1.1%
<b>3) Waste</b> Ongoing projects including reconfiguration of household recycling and negotiation of energy from waste contract will deliver carbon savings, but data is not available at this time.	<i>n/a</i>	71,000	<i>Data not available</i>	<i>Data not available</i>
<b>4) Energy Supply</b> Council House LED carbon savings expected but not yet available. Heat network decarbonisation awaiting BEIS recommendations to support creation of business case.	<i>Included within themes 1, 3 and 6</i>	<i>Included within themes 1, 3 and 6</i>	<i>Data not available</i>	<i>Data not available</i>
<b>5) Natural Environment</b> 2021/22 savings through Urban Forest Masterplan with year-on-year incremental increase	<i>n/a</i>	-4,700 (CO <sub>2</sub> sequestration)	<i>n/a</i>	96 -0%
<b>6) Council: Strategy, Engagement &amp; Behaviour Change</b> Green electric for Council properties Through agile/remote working programme	334,861 7,831	<i>n/a</i>	28,597 -6.8%	28,597 -0.6%
<b>Subtotal Annual CO<sub>2</sub> Emissions</b> Council savings: 30,821t City-wide savings: 82,022t			<b>386,951</b> 92.6%	<b>4,495,978</b> 98.2%
<b>New Build</b> Carbon avoided from - Passivhaus Pilot – Dawberry Fields (48 units) - 2,850 units to agreed environmentally sustainable standard - Energy saving technologies pilot at Gresel Lane (36 units)	<i>n/a</i>	<i>n/a</i>	72 -0%	756 -0%
<b>Estimated Annual CO<sub>2</sub> Emissions 2021</b>			<b>386,879</b> 92.6%	<b>4,495,222</b> 98.2%

The R20 Wave 1 projects will in themselves deliver less than 8% reduction of the Council's own tCO<sub>2</sub>e emissions (<2% of City wide). This is perhaps not surprising as Wave 1 projects

comprise a significant number of strategies, policies and studies, such as the Future City Plan, Birmingham Transport Plan, Urban Forest Masterplan and BEIS Heat Decarbonisation Study, which do not in themselves deliver carbon savings but will play a critical role in influencing and changing behaviour across the city.

Additionally, it is not possible to report on the impact of some Wave 1 projects which will deliver on reducing tCO<sub>2</sub>e emissions such as Tyseley Energy from Waste incinerator upgrade and replacement and the implementation of new waste recycling operational practices, as no data is currently available.

R20 Wave 1 projects also include a number of pilots, such as the Passivhaus pilot and the Hydrogen bus pilot. The tCO<sub>2</sub>e impact of these demonstrator projects will only be known once the pilot evaluation has been completed, at this point the benefits will be known and registered.

In addition, Wave 1 projects comprise a number of projects that are at an early stage of development such as retrofit and district heat network expansion. Further development work is required in these areas to build fuller business cases and develop investable propositions over the next 6-12 months.

Procurement, identified in the Anthesis report as the greatest contributor to BCC tCO<sub>2</sub>e emissions, by switching to green electricity has contributed to tCO<sub>2</sub>e emission savings. However, achieving tCO<sub>2</sub>e emission reduction across the breadth of the £2.3bn annual spend will require BCC support the Procurement initiative to introduce category management as this is the route to incorporating vendor target tCO<sub>2</sub>e performance measures by contract.

Therefore, the Wave 1 projects will require a variety of interventions and different types of support from the R20 Team. For example, projects focused on defining strategic policy will be challenged to identify 'SMART' delivery and action plans and targets. "Pilot" or "demonstrator" projects will be developed to identify options to scale their delivery and secure funding.

The BCC carbon reduction ambitions are not satisfied by the Wave 1 projects. It is incumbent on the BCC directorates to work with the R20 Team and external partners to support work to identify additional candidate opportunities for inclusion in the R20 programme to make progress in achieving its net zero carbon target. The next section elaborates on the development of future waves of projects beyond 2021-22.

### 3.6 Future waves of projects

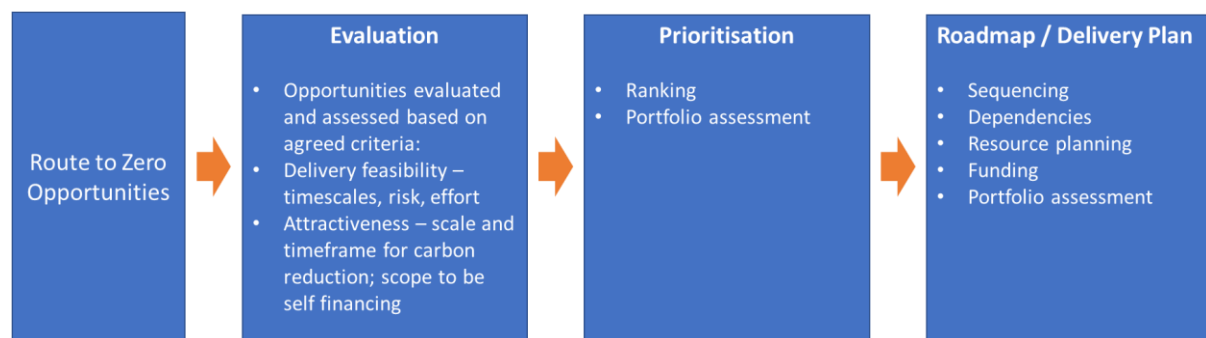
The suite of projects developed so far is evidence of the Council's commitment to achieving its carbon reduction targets and provides a focus for the Council's R20 journey over the next



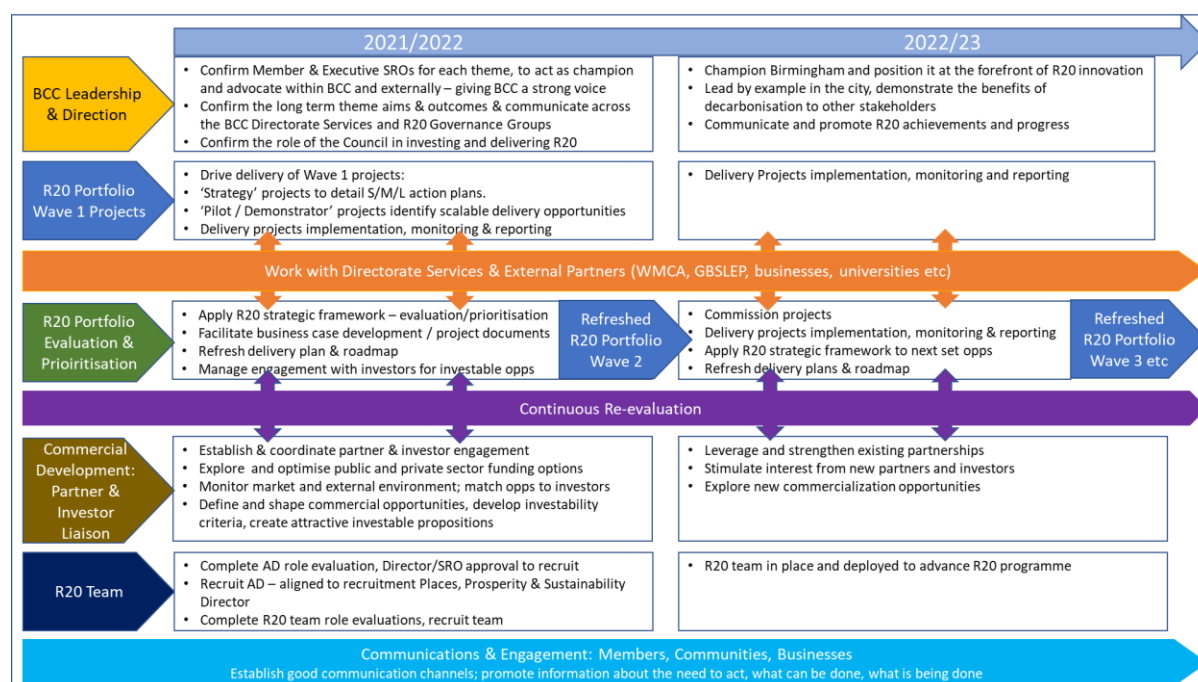
two years. However, it does not cover the totality of the work the Council needs to progress. BCC recognises that in addition to projects to address its own emissions, a very significant proportion of what is required lies outside the direct control of the Council and across multiple fronts from mobility and transit, to industrial processes, natural environment and behaviour change. To lock in forecasted and future net zero target reductions, BCC needs to continue to review the current projects' carbon impact and value for money and develop the R20 portfolio to incorporate additional projects, expanding scope and reach beyond the projects approved by the Council in January 2021.

Further, more detailed work in identifying, costing and prioritising opportunities identified for BCC and more widely across the city is required. It is proposed that the strategic framework applied to the appraisal and definition of the Route to Zero Wave 1 projects is adopted and used to evaluate and prioritise subsequent waves of Route to Zero opportunities and projects which will address 'big ticket' items (Wave 2) and take advantage of the evolving political and technological environment (Wave 3).

**Figure 26: R20 Portfolio Management - Strategic Framework**



The R20 high level plan for the next 24 months is described in the Management Case (Section 6.5.3) and duplicated below.

**Figure 27: R20 Portfolio Development and Delivery 2021/22 – 2022/23**

The plan adopts and incorporates the strategic framework in order to map and prioritise opportunities (as shown in Figure 26 above) to clearly identify which opportunities should be progressed in favour of others. Those opportunities that have both high attractiveness and high feasibility will be taken forward into subsequent waves in the portfolio. The portfolio of initiatives will be regularly reviewed and updated in the light of evolving information and developments. New initiatives may be added to the development portfolio, and existing ones dropped, in order to maximise the overall (economic and social) return on investment within the Council's affordability envelope.

### 3.7 Wave 1 – Scalable / Commercial Opportunities

The R20 programme has identified a series of Wave 1 opportunities which are of scale, commercial in nature and have the potential to contribute significantly to BCC strategic objectives and R20 aims, three of the opportunities additionally have the potential to deliver revenue to BCC. These projects (Retrofit, District Energy Scheme, Electric Vehicle Charing Infrastructure, Procurement and Low Emission Buses) will be a core focus for the R20 programme from April 2021. A summary statement for each of the above is set out in the Commercial Case in section 4.3.

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## 4 The Commercial Case

### 4.1 Introduction

Stated simply, the UK and the world have until 2050 to eliminate all carbon dioxide emissions if it is to minimise the worst risks of global warming. BCC's target to become net zero carbon by 2030, or as soon as possible thereafter as a 'just transition' allows and to be a city that takes a leading role in tackling climate change is bold and ambitious and it requires bold and radical action.

There is no current issue as broad or extensive; it encompasses transportation, electricity generation, heating and cooling residential and commercial buildings, skills and employment, citizen behaviour, hard to abate industrial sectors etc.

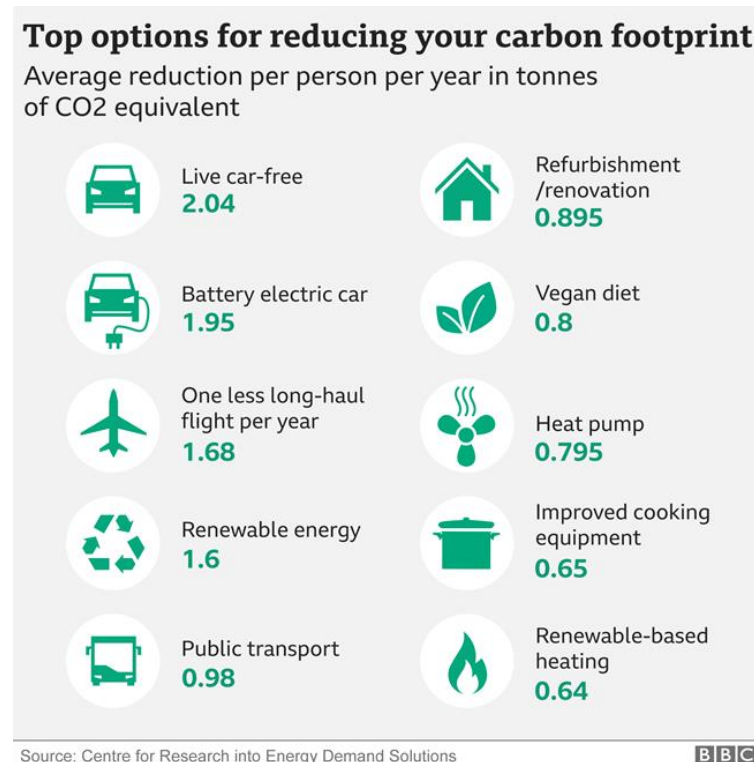
Mark Carney the UN Special Envoy on Climate Action and Finance and UK Financial Advisor for COP26 has emphasised that "the transition to net zero is creating the greatest commercial opportunity of our age...investing for a net zero world must go mainstream".

BCC has a great opportunity to provide visionary leadership and to adopt a proactive, enterprising and innovative approach to:

- Influence policy – at a national level and at a local level (as it is doing for example through the Birmingham Development Plan, Future City Plan, Birmingham Transport Plan, Urban Forest Masterplan etc).
- Drive the innovation pipeline - investing and backing ideas and pioneering solutions, including investing at the start of the development cycle when they are higher risk, and facilitating their wider adoption which will, in turn, help to bring down the 'price premium' to encourage take-up and sustainability.
- Act collaboratively to advance shared ambitions to reach net zero - co-creating investable, financially attractive propositions:
  - Using local assets and joining up Birmingham's community of partners (WMCA, other local authorities, LEAs, businesses, academics, community groups, interest groups etc) to turn ideas into demonstrators, develop proof cases through pilots and then scaling them to create economically viable, investable propositions and de-risk investment for private finance.
  - Making best use of market expertise, for example inviting academia and industry, together with entrepreneurs to create innovative solutions and solve climate change challenges; this could include retrofitting existing housing stock, carbon capture, manufacturing, construction, human-robot interaction e.g. autonomous vehicles, agritech etc.

- Explain and promote behaviour change to Birmingham’s citizens and communities – e.g. to encourage responsible consumption, use of sustainable transport, renewable energy consumption, buying energy-saving appliances, controlling heating to save energy and reducing waste as illustrated in the figure below:

**Figure 28: Reducing your carbon footprint**



Building the commercial case and support for increased ‘commercialisation’ in order to realise BCC’s R20 aims is challenging in the context of ongoing budget pressures, reduced central government funding and increased competition for grant and investment funding.

Developing the R20 portfolio presents an opportunity to manage risks and uncertainties across the portfolio as a whole whereby the occasional failure of individual projects to perform to agreed financial tolerances may be acceptable if there are equivalent (preferably larger) over-achievement against targets on other projects in the portfolio. This will require continuous management and monitoring of risk and uncertainty at both project and portfolio level, with tolerances for risk being set at both levels. This will require a different commercial and risk-based approach whereas much attention is given to maximising opportunities to improve financial performance as to minimising downside risk.

## 4.2 Route to Zero Portfolio – Commercial Approach

BCC has been undertaking commercial activity in different forms for many years. Examples of this include, but are not limited to, trade waste, commercial property and Birmingham District Energy Scheme bringing in revenue to the Council.

The Council needs to look beyond traditional public funding routes, adopt a more proactive commercial approach and a different approach to risk in developing and implementing its R20 portfolio. This will include:

- Consideration of a range of potential commercial opportunities from investment in existing ventures (for example Tyseley Energy Park), extending existing pilot and pathfinder initiatives (for example the hydrogen bus pilot, electric vehicle charging infrastructure), new and emerging initiatives/technology solutions (example new technologies for reducing energy demand, carbon capture) and generating efficiencies/cost avoidance.
- Having investability as a focus when defining and packaging projects to attract investment. This will include taking an entrepreneurial approach by working with academia, other local authorities, industry and investors to invite their expertise in tackling common problems eg. retrofitting existing housing stock across Birmingham.
- Developing an appreciation and understanding of emerging market technologies capacities, capabilities, and trends and, through advocating the preferred options, secure interest from potential partners.
- Managing risk at both a project level and a portfolio level, for example larger financial tolerances may be set at project level if the capacity for risk absorption at portfolio level is sufficient and projects that present a risk profile outside the specified tolerance will need to be paused until the risk profile can be reduced or terminated if the risks cannot be mitigated.
- Creating the appropriate contractual framework for each project and programme, taking account of vendor operational commercial drivers and financial measures.
- Adopting proactive partnership models with:
  - SMART quantitative and qualitative measures and incorporating negotiated median and stretch R20 targets.
  - Clarity around BCC obligations and vendor performance goals and measures.
  - Active account engagement and management incorporating a shared approach to risk management.

This approach will enable the Council to:

- Build intelligent client capability, accelerating R20 outcome delivery through adopting a more commercial mindset to drive maximum value from BCC strategic suppliers, driving out costs and securing long term value.
- Increase the pace and scale of deployment, for example driving increased use of clean energy by mapping opportunities and plans for integrated systems across

Birmingham geographies and Council functions to integrate heat, power, transport with spatial planning and digital infrastructure.

- Enable increased synergies and value through collaboration across the city region, sharing resources, increasing purchasing power to reduce unit costs, and maximising value from energy from waste and local heat supply.
- Align R20 projects/initiatives with future funding options.

Accessing central government funding aligned to policy reforms/imperatives will require the Council to create a compelling narrative on how the city and region meets national ambitions and position the city as a place to invest in as funding and finance options become available. This is likely to be positively received by central government who are keen to demonstrate progress with 'shovel-ready'/'ready to go' projects. However, BCC also needs to seek ways of generating money out of zero carbon / green projects. This may require taking calculated risks in terms of investment for potentially high returns and benefits (social, environmental and/or economic).

Funding and financing opportunities will vary according to project scopes, business needs/gaps, risk profile, required carbon savings, available solutions, methods of service delivery and implementation routes. In summary, potential options could include the following: Private funding; Public funding (Central government, WMCA, Existing council funds, Other grants); Self-sustaining; Debt financing; Equity financing; Joint ventures; and Public-Private-Partnerships

- Make sound investment decisions eg. investing in pathfinder projects with the aim of stimulating the market, investing as a 'first mover', investing in providing pump priming investment, making investments in embryonic/emerging green technology companies and taking a longer term view on ROI, borrowing (with due consideration of the many competing demands on the Council's financial assets) and partnership with the private sector.
- Leverage the opportunities presented by the shared ambitions of local authorities in the West Midlands and the WMCA shared ambition to reach net zero; working collaboratively, engaging and lobbying central government and private sector investors to secure maximum impact.
- Harness the ingenuity and innovation across a range of partners including businesses and academia; this could for example include competition-based mechanisms to invite others to tackle the city's 'net zero' challenges such as retrofitting BCC's domestic housing stock of circa 60,000 units; inviting the market to respond to the challenge and bring forward innovative solutions.

#### **4.2.1 Adopting new technologies for sustainability**

Adopting new technologies at scale will be a key enabler to supporting BCC in delivering its net zero ambition. It is recognised that carbon reduction/green technologies and solutions

are rapidly evolving, and the Council will need to monitor and evaluate the potential afforded by such solutions/innovations and their adoption.

The Council will consider the most appropriate commercial approach in relation to deploying and contracting proven established technologies and in building project-based partnerships around emerging technology.

Reducing carbon emissions across the breadth of BCC services will require a range of technologies to be considered, each of which are at different levels of maturity, for example: the implementation of real time air quality monitoring for BCC in 2019 is an example of adopting mature technology and key to the Council's Clean Air Zone – 'Brum Breathes' programme.

Where mature technologies are deployed through R20 projects, it is likely that a more traditional commercial engagement model will be adopted with a focus on cost of acquisition, service, total cost of ownership, and target low carbon measures.

Where the Council's R20 projects are 'pathfinders', exploring the application of new technologies, BCC can adopt a more involving partnering engagement model which reflects the learning from earliest innovators, shaping the delivery to align with BCC objectives and establishing a shared roadmap to deliver increasing levels of carbon reduction and other benefits.

BCC also recognises that many of the technologies and innovative solutions needed to get to net zero eg. carbon capture technologies, low carbon transport and heat innovation do not yet exist or are in early stages of development and therefore not available at the scale and price point for wide scale adoption.

'Climate tech' encompasses a broad set of sectors all engaged in tackling the challenge of decarbonising the global economy, it includes cross-cutting areas, such as carbon capture and storage. Examples of the breadth of technology options are shown in the figure below:

**Figure 29: 'Climate Tech' options**



Energy	Mobility & Transport	Food, Agriculture & Landuse	Heavy Industry	Built Environment	GHG Capture & Storage	Climate & Earth Data Generation
<ul style="list-style-type: none"> <li>Renewable energy generation (e.g. large scale wind and solar power)</li> <li>Nuclear generation</li> <li>Grid management</li> <li>Waste heat capture/ conversion/ storage technology</li> <li>Alternative fuels</li> <li>Energy storage (thermal or electricity)</li> <li>Low GHG extraction and maintenance</li> <li>High efficiency energy intensive electronics, and smart monitoring/ management</li> </ul>	<ul style="list-style-type: none"> <li>Low GHG Air Transport</li> <li>Low GHG Shipping</li> <li>Micro-mobility</li> <li>Low GHG Light and Heavy Duty</li> <li>Road transport: EVs &amp; High Efficiency vehicles</li> <li>Efficient transport systems e.g. public transit and biodiesel innovation</li> <li>Batteries/Fuel Cells</li> </ul>	<ul style="list-style-type: none"> <li>Alternative foods/low GHG-proteins</li> <li>Vertical &amp; urban farming (including aquaponics)</li> <li>Agricultural biotech/genomics &amp; natural solutions</li> <li>Precision agriculture &amp; robotics</li> <li>Low GHG/energy efficient equipment</li> <li>Earth &amp; Marine protection</li> <li>Deforestation prevention, reforestation &amp; afforestation</li> <li>Land use management</li> <li>Value chain GHG reduction</li> <li>Low GHG Fertilizers, Pesticides, Insecticides &amp; therapeutics</li> </ul>	<ul style="list-style-type: none"> <li>Low GHG chemicals (beyond plastics)</li> <li>Low GHG Iron, Steel and Aluminium</li> <li>Low GHG plastics or plastic alternatives</li> <li>Low GHG Concrete and Alternatives for construction</li> <li>Energy/resource efficient manufacturing processes</li> <li>Extreme durability for energy intensive materials</li> <li>Low GHG extraction and supply</li> <li>Transformative circularity, recycling and materials efficiency solutions</li> <li>Industrial residuals treatment and management</li> <li>Low GHG: other materials</li> </ul>	<ul style="list-style-type: none"> <li>High efficiency fixtures and fittings</li> <li>High efficiency lighting</li> <li>High efficiency space-water heating and cooling</li> <li>Building level (electricity and thermal) storage</li> <li>Low GHG construction processes</li> <li>High efficiency urban spaces and communities</li> <li>Transformative circularity and recycling</li> <li>Commercial and residential residuals treatment and management</li> <li>Green building retrofits in major cities</li> </ul>	<ul style="list-style-type: none"> <li>Carbon capture, usage &amp; storage (CCUS)</li> <li>Biomass Uptake of CO2 (excluding afforestation and land management)</li> <li>Geo-engineering based direct air capture and storage</li> <li>GHG monitoring and management platforms</li> </ul>	<ul style="list-style-type: none"> <li>Climate/earth data generation</li> <li>Low-GHG satellites and sensors</li> </ul>

The Council's approach to managing the suite of R20 projects as a portfolio enables it to make informed decisions about when and how it determines to pursue such solutions.

The investment portfolio is of scale, complex and will require significant funding to complete. Selecting from competing priorities - where, when and how much investment - to achieve net zero will be key consideration for BCC. For example, the target to tackle domestic fuel efficiency and retrofit the circa. 60,000 council owned homes at an estimated cost of £2.5bn over 30 years. Delivering on this aim will create high demand for new technologies such as ground and air source heat pumps, insulation and thermally efficient building façades, and solar PV roofing to supply energy during peak demand and export excess to the grid. With 6.5m council owned properties in the UK, and a Government ambition to retrofit all homes to EPC Band C standard by 2035, demand for these types of technologies will likely outstrip supply in the short term. Increasing demand will bring refinements in production and economies of scale that will reduce unit costs over time.

BCC's commercial approach will need to evaluate how much of a 'first mover' premium it is willing to fund to push to be at the forefront in delivering on its ambitious targets. It is possible, but not certain that Government will compensate early adopters for higher costs. To take advantage of "seed funding" BCC needs to be agile and constantly re-evaluate the business cases for investment as the landscape evolves.

With the accelerating evolution of technologies adopting smarter connected capabilities, BCC will need to be mindful of the risks of being a 'first mover' as the upgrade pathway may limit access to desired future benefits such as IoT and Analytics enablement, the ability to undertake predictive maintenance or identify citizens in fuel poverty.



### 4.3 Route to Zero Portfolio – Wave 1 Projects - Commercial Opportunities

The R20 programme has identified a series of Wave 1 opportunities which are of scale, commercial in nature and have the potential to contribute significantly to BCC strategic objectives and R20 aims, three of the opportunities additionally have the potential to deliver revenue to BCC. These projects will be a core focus for the R20 programme from April 2021 they include:

- **Retrofit** – for an identified subset of the housing stock, explore a scale, exemplar retrofit and financing project which adopts the principles of the circular economy and identifies private sector investment such that the delivery would be at minimal cost to BCC.
- **District Energy Scheme** – coordinate efforts across a variety of internal BCC and external stakeholders to create a business case to support decarbonization and expansion of the district energy scheme, which delivers on R20 aims and is revenue generating for BCC.
- **Electric Vehicle Charging Infrastructure** – Explore options to optimise EV charging infrastructure.
- **Procurement** – work to implement intelligent client / category transformation and build a business case to coordinate procurement activity across the wider West Midlands region, targeting delivery of CO<sub>2</sub> savings and lower contract costs, driven by purchasing economies of scale.
- **Low Emission Buses** – work with TfWM and provide leadership across Birmingham in decarbonising transport and driving zero-emission adoption electric / hydrogen buses.

### 4.4 Route to Zero Portfolio - Future waves of projects

The strategic framework described in the Economic Case (Section 3.6) will be used to identify, evaluate and prioritise subsequent waves of Route to Zero opportunities and projects. The strategic framework enables the Council to take a portfolio approach to both investment and spend decisions to clearly identify which opportunities should be progressed in favour of others and where investments aim to deliver a return to fund further investment.

### 4.5 R20 Projects - Commercial arrangements

The commercial case for the delivery of individual Route to Zero projects in the portfolio will be developed on a case-by-case basis. It will include consideration of the procurement strategy, risk allocation, contractual arrangements, implementation timescales, commercialisation options and accountancy treatment. This reflects the composition of Wave 1 projects which incorporate both strategic policy and delivery projects and projects at different stages in their development lifecycle. Those projects at formative stages in their development will develop their commercial case in increasing level of detail as they create outline and fuller business cases in readiness for implementation. A core principle in developing the commercial case within business cases will be the aim to be financially self-sustaining and to assess opportunities to generate a return on investment in the long term.

#### **4.6 R20 Projects - Procurement**

It is anticipated that the Council will commission a range of internal and external partners to develop and deliver defined projects.

The Council will lead by example in its own commissioning and procurement of goods and services. It has undertaken to ensure that the procurement of any external services and delivery partners includes a commitment to reduce/eliminate carbon emissions and to support suppliers/partners in the local area where appropriate. Within the Route to Zero Wave 1 portfolio Procurement has initiated a project focused on updating the Council's Commissioning and Procurement Strategy to incorporate more rigorous carbon criteria, work with all commissioned services and major procurements to ensure they have carbon reduction measures and targets in place and ensure that contracts are proactively managed to monitor their effectiveness (as described in Section 4.3.4 above).

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## 5 The Financial Case

### 5.1 Introduction

Achieving net zero will require significant investment. The NAO estimates this at ‘hundreds of billions.’ The level of investment needed underscores the need for the Council to adopt a strategic commercial approach to increase investment for the R20 portfolio.

Investors are increasingly alive to the importance of addressing the priorities of climate change, social justice and poverty. Similarly, Covid-19 has demonstrated the ability for partners to act together and at pace when faced with a global challenge. The economic recovery provides an opportunity to build back better and support a socially just transition.

Investors are actively pursuing options to offer capital funding based on recognising the long term (30-year) investment return benefits to secure up front capital through a combination of public and private sources. The current economic climate, characterised by prevailing low interest rates, supports looking at a range of financial vehicles with a view to investment in low carbon infrastructure. Options include Green city bonds, Green Infrastructure funds, city Angel investment funds, community green grants and crowd funding.

A key role for BCC will be to:

- Secure funding and other resources, optimising use of available public sector funds and developing and cementing relationships with investors.
- Co-create investable, financially attractive propositions, using local assets and joining up its community of partners (WMCA, LEPs, businesses, academics, community groups, interest groups etc) to turn ideas into demonstrators, develop proof cases through pilots and then scale them to create economically viable, investable propositions with a credible route to financing and de-risking investment for private finance.
- Determine the Council’s commercial approach in making investment decisions as described in the Commercial case e.g. investing in pathfinder projects with the aim of stimulating the market, investing as a ‘first mover’, investing in providing pump priming investment, making investments in embryonic/emerging green technology companies and taking a longer term view on ROI, borrowing (with due consideration of the many competing demands on the Council’s financial assets) and partnership with the private sector.

The R20 Team will work proactively with both public and private sector partners to identify potential funding sources, shape R20 opportunities (e.g. new technologies, new products, pathfinder projects etc) to be investment ready and lobby for and support bidding and commercial negotiations with investors.

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The table in Appendix 2 outlines some of the different types of Government and other funding that could be used; this list is not exhaustive and other private funding mechanisms will be explored.

### **5.1.1 R20 Projects – Financial Case**

The financial case for the delivery of individual Route to Zero projects in the portfolio will be developed on a case-by-case basis including consideration of financing options, managing risks effectively, affordability with the expectation of the portfolio being financially self-sustaining in the long term whilst at the same time delivering against its R20 objectives.

### **5.1.2 R20 Wave 1 Projects - Financial expenditure**

As outlined in the Economic Case above, the appraisal of Route to Zero Wave 1 projects indicates that a number of key contributing projects such as retrofit, district heat networks, energy from waste and zero emissions vehicles are at an early stage of development and further development work is required to build fuller business cases and develop investable propositions over the next 6-12 months.

### **5.1.3 R20 Team - Financial expenditure**

It is proposed to establish a dedicated R20 team to take R20 forward (as described in the Management Case). The estimated funds needed for the R20 team are summarised in the table below with a total annual cost for staff, an additional budget for external expertise and a pump-priming fund allowance.

### R20 Team short term funding requirements

	Cost £ 2021-22 (assumes 25% of total for January to March 2022)	Cost £2022-2023	Total
R20 Team salaries (new posts only, excluding AD post and the three existing, transferring posts)	£82,239	£328,955	£ £411,194
<b>Existing Establishment Posts without Budget (see para.3.x. below)</b>	£36,669	£146,674	£183,343
Additional external consultancy/subject matter expertise (commissioned as required)(1)	£25,000	£100,000	£125,000
Notional pump-priming fund allowance (2)	£25,000	£75,000	£100,000
Support Function Capacity (e.g. Legal, Finance, Procurement, Other)	£41,000	£164,000	£205,000
<b>Total</b>	<b>£209,908</b>	<b>£814,629</b>	<b>1,024,537</b>
<b>Notes:</b> (1) Commissioned as required to support the development/delivery of individual projects. (2) Seed corn funding to stimulate and pump prime pathfinder projects to be in a position to secure future public/private sector investment.			

At this stage, the analysis of financial implications, as summarised in the table above, is focused on the short-term (2021-22 partial year and 2022-23). The additional capacity and capability will enable BCC to drive the R20 programme in the short term 2021-22 and 2022-23 as described in the Management Case (Section 6.2).

The R20 team will support the development of business cases to secure carbon reduction, these are likely to require long-term funding. The R20 team will work to identify and securing funding from the public and private sector. They will actively manage the R20 portfolio to ensure that the R20 opportunity/project pipeline is maintained. The R20 team includes a Finance and Bids Manager who will provide critical support in developing material and content to support bids and shaping and packaging bids to secure investment.

The financial case for the medium to longer term R20 portfolio and its constituent projects beyond 2021-22 and 2022-23 will be developed in the series of individual business cases with the objective of the entire portfolio being financially self-sustaining in the long term. Detailed cash flows for individual R20 projects will be developed in the individual business cases.

### 5.1.4 Overall affordability and balance sheet treatment

Implementation costs for the R20 team include:

- Recruitment
- Consultancy/Project Management
- Expert advisors / subject matter experts

The first six months of the staffing establishment costs in 2021-22 (Jan to March) and 2022-23 (April to June) will relate to the creation of systems and processes to implement and measure programme parameters; along with 100% consultant/subject matter expertise and 20% support function capacity and will be classified as transformational in accordance with the Statutory Guidance on the Flexible Use of Capital Receipts 2016 and this expenditure will be funded from the £15m Inclusive Growth 'Transformation' pot, (part of the £65m sourced from capital receipts in 2021-22). The remaining nine months of 2022-23 will be a combination of ongoing transformation (50%) to embed R20 across the Council and 50% operational business as usual. It is proposed that the remainder of the costs for the R20 team to the end of 2021-22 are funded from the Delivery Plan Reserve resources, as agreed during the Council's 2021-22 budget setting:

	Actual Categorisation	Transformational		Revenue		20%		Capital		TOTALS	
		TRANSFORMATION SPEND (Revenue expenditure but capitalisable)		OPERATIONAL SPEND (Revenue expenditure)		SUPPORT FUNCTION CAPACITY - assumed at 20% of revenue spend (Revenue expenditure)		CAPITAL SPEND (Capital expenditure)			
Assumed Categorisation	£k	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23
Transformational	Transformation spend (able to fund from capital receipts up to 31 March 2025 but not thereafter)	0	0	220	599	44	120	0	0	264	719
Revenue	Operational spend (revenue expenditure)	0	0	0	0	0	0	0	0	0	0
Revenue Ongoing	Indefinite Operational (revenue) expenditure	0	0	0	253	0	51	0	0	0	304
Capital	Capital spend that is directly related to the creating of a tangible asset (capitalisable)	0	0	0	0	0	0	0	0	0	0

In line with the commentary at 1.5.3, an appropriately sized revenue budget to finance the ongoing costs will be established as part of the MTFP process.

The R20 team will play a critical role in embedding R20 considerations and portfolio management processes throughout the Council, promoting a fundamental transformation in the delivery of services with the aim of reducing carbon emissions. It is anticipated that this will apply to approximately 50% of future staffing establishment costs and subject to

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Statutory Guidance beyond 2021-22 this may be classified as transformational and chargeable against capital receipts.

The R20 team will play a critical role in embedding R20 considerations and portfolio management processes throughout the Council, promoting a fundamental transformation in the delivery of services with the aim of reducing carbon emissions. It is anticipated that this will apply to approximately 50% of future staffing establishment costs and subject to Statutory Guidance beyond 2021-22 this may be classified as transformational and chargeable against capital receipts.

It is expected that the portfolio will incorporate a balanced mix of cost efficiency, cost reduction and income generating projects. Every effort will be made for the R20 portfolio to be financially self-sustaining in the long term; indeed, the recent (December 2020) Climate Change Committee report “The Sixth Carbon Budget: The UK’s path to Net Zero”<sup>7</sup> highlights that the savings derived from carbon reduction over time have the potential to ‘cancel out’ the investment costs. This objective will primarily be met with government and private sector investment.

### **5.1.5 Benefits arising from the programme**

The R20 Programme will establish a dedicated and experienced R20 team within the Places, Prosperity and Sustainability Directorate (as described in the Management Case). The R20 team will, led by a new Assistant Director position work across the council to progress R20 projects, leading and shaping efforts by departmental colleagues and external partners to secure delivery of R20. The investment establishes a team which will be focused on the strategic R20 objectives and targets. They will drive efforts to progress carbon reduction, aligned to inclusive and resilient growth. Investment in the R20 Team enables BCC to deliver on its commitment to become net zero carbon by 2030 or as soon as a just transition allows by developing and delivering a portfolio of R20 projects that will deliver against that target and avoid the costs associated with responding to climate emergencies/events.

The R20 Programme is an investment to lead efforts to ensure BCC delivers on its R20 aims. The team will bring a mix of strategic, commercial and delivery skills and a dynamic approach to identifying and evaluating opportunities and translating them into realisable projects that enable the portfolio to be financially self-sustaining in the long term. The projects falling within the R20 portfolio will support the council on a number of its aims including, reducing fuel poverty, decarbonising energy and transport provision, expanding adoption of electric

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<sup>7</sup> <https://www.theccc.org.uk/publication/sixth-carbon-budget/>

vehicles, creating green spaces for citizens and encouraging the development of green economy skills and industry.

The programme contains many opportunities to deliver financial benefit to the public sector, a number of examples include:

- Improvement in the thermal efficiency of homes which will reduce both fuel poverty and the associated adverse health impact on the most financially vulnerable residents.
- Implementing low-cost energy efficiency measures in schools and colleges can significantly reduce carbon emissions and generate a financial advantage to the participating establishments.
- Transition to Green Energy for Property and Highways portfolios to deliver significant carbon saving.

Examples of savings arising from the examples above are:

- Improvement in Thermal Efficiency: BRE estimates the cost to the NHS of ill-health due to poor housing (characterised as having low thermal efficiency) at £2.5b p.a. The ONS highlights the relationship between health conditions (e.g. respiratory and cardiovascular diseases) and low indoor temperatures and low energy efficiency. Some 25,000 people die each year in the UK as a result of living in cold temperatures much of this is due to living in poorly heated homes<sup>8</sup>. This pro-rates to approximately £50m annually for services provided to BCC residents; if as little of 10% of the impact of poor housing is as a result of thermal inefficiency, that results in £5m per annum of NHS provision avoided.
- In addition, anecdotal evidence suggests that savings to Schools and Colleges through improved thermal efficiency could save around £20k per site annually. 180 schools remain within the BCC estate and so could deliver £3.6m per year of savings with these improved measures.
- While the transition to 100% Green Energy has a net financial cost, initial industry estimates (West Mercia Energy, Total Gap and Power) of the environmental impact are that each £1k spent reduces carbon emissions by 380 tonnes per year.

The objective for this team is to create a portfolio of R20 projects which are self-sustaining in the long term. The team will seek opportunities for commercialisation. They will facilitate the development of business cases for individual opportunities / projects which will identify and capture investment costs, expected savings and revenue generated.

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<sup>8</sup> <https://www.local.gov.uk/sites/default/files/documents/healthy-homes-healthy-liv-db2.pdfv>  
<https://www.local.gov.uk/sites/default/files/documents/healthy-homes-healthy-liv-db2.pdfv>





## 6 The Management Case

### 6.1 Introduction

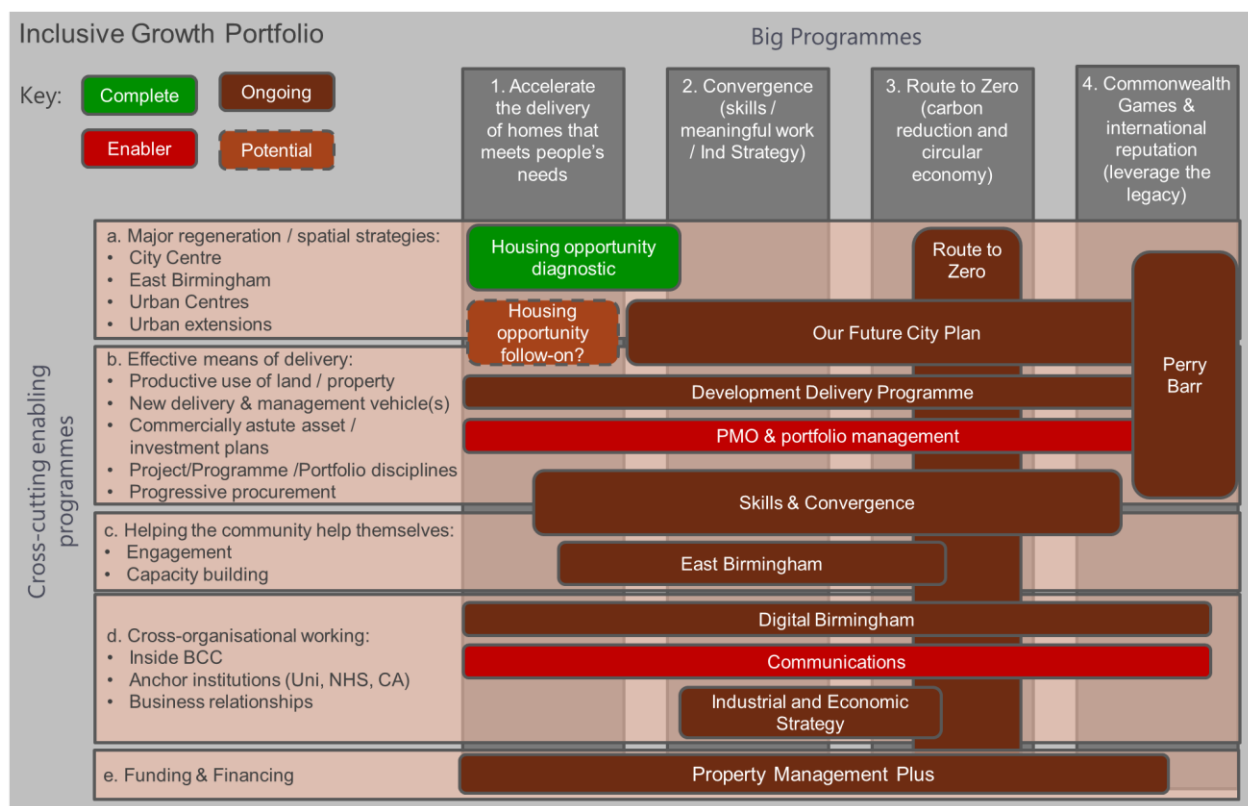
This section of the business case sets out the proposed structure and composition of the additional delivery capacity and capability (R20 team) and addresses how the R20 programme will be delivered.

### 6.2 Proposed R20 team

#### 6.2.1 R20 Team: Target Operating Model

R20 is one of the 'Big Programmes' that make up the Inclusive Growth portfolio; it is relevant to and cuts across all parts of the council as illustrated in the figure below. It also extends to working with a wide range of partners (for example, WMCA, Local Enterprise Partnerships, other local authorities and agencies, businesses and academia).

**Figure 30: Inclusive Growth Portfolio**



R20 is itself a portfolio of projects at both functional and organisation levels. The selection, prioritisation, delivery and control of R20 needs to be coordinated and managed in line with BCC's strategic objectives and capacity to deliver. The goal is to ensure R20 is adequately resourced, reflecting the priority afforded it by Council, enabling the Council to make a stepped change in progressing R20 outcomes and return on investment and maintaining business-as-usual.

While a large number of initiatives have been marshalled under R20, this effort has to date been uncoordinated and has taken place in the absence of a R20 portfolio strategy, with a limited analysis of the contribution that individual projects/ initiatives are making to carbon reduction and the overarching carbon reduction trajectory.

The Council's current internal resources are severely stretched, and work is constrained. In its current state the R20 portfolio falls short of what is required to address the net zero carbon ambition. To create the headroom necessary to identify new projects which reflect the ambition of the Council and progress the projects at pace, the City Council will need to direct significant additional resources to the R20 programme.

The Council has also recognised that its current resources in the critical areas of portfolio definition and management, project definition and delivery, business case development, bid development and commercialisation are stretched. Resource availability is constraining the Council's ability to assemble a robust and coherent R20 portfolio and apply effort to developing scalable R20 projects (e.g. retrofit of housing stock, district heating, transport decarbonisation and EV charging) and exploring potential commercial opportunities.

It is proposed to invest in additional capacity and capabilities through the creation of a dedicated, specialist R20 team.

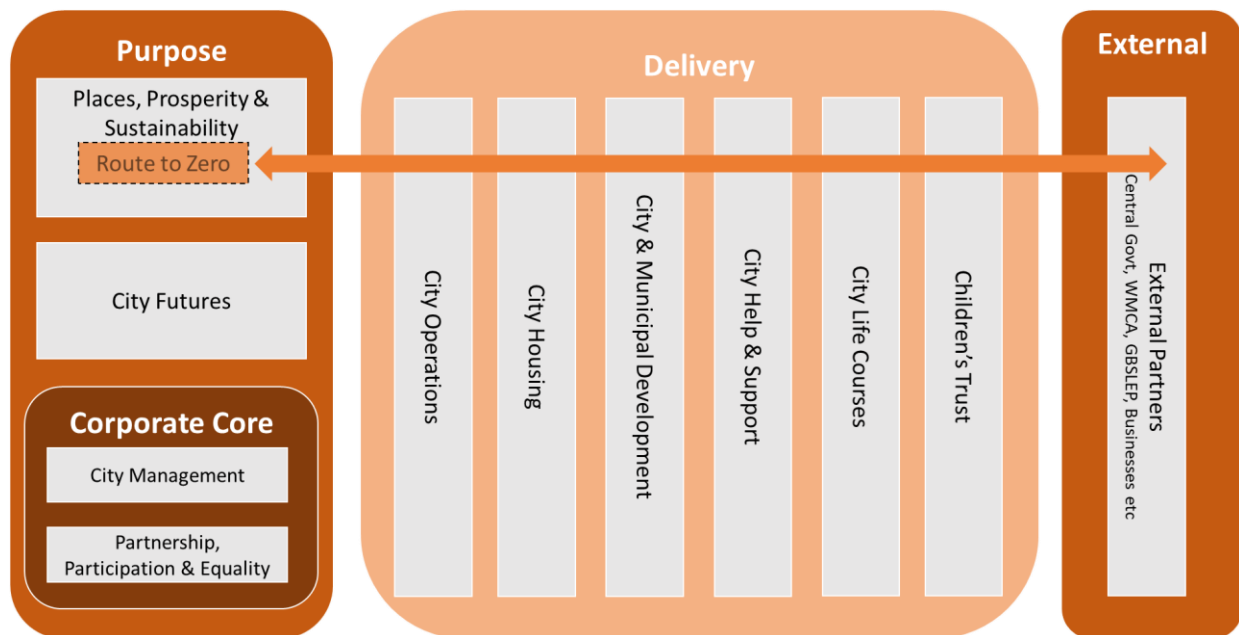
The target operating model for the R20 team within the Places, Prosperity and Sustainability Directorate (Purpose) has been developed and tested through discussions with BCC officers and by reference to the functional teams in place within other local authorities, for example Manchester and Bristol.

### **6.2.2 R20 Team: Purpose and Objectives**

To deliver the Council's R20 Strategy, it is proposed to establish a dedicated and experienced R20 team within the Places, Prosperity and Sustainability Directorate (the principle of appointing an Assistant Director for Climate Change was endorsed by Council in January 2021 and the funding for an Assistant Director-Route to Net Zero Carbon was approved in the mid-term financial Plan in February 2021).

The R20 team will, led by a new Assistant Director position and will work with colleagues across the Council and with external partners to lead, shape and progress delivery of the R20 portfolio; this is illustrated in the figure below.

**Figure 31: R20 within the new corporate structure**



The R20 team will be part of the Council's Purpose function, reporting directly to the Director for Places, Prosperity and Sustainability, in some instances it is likely that members of the R20 team may have a dotted reporting line to Delivery units in supporting the delivery of specific R20 projects and opportunities.

The purpose of the R20 team is to support the organisation in delivering its net zero carbon ambition. The team will be focused on R20 strategies, priorities and targets and will commission work from Delivery units. They will drive efforts to progress carbon reduction, aligned to inclusive and resilient growth. The team will bring a mix of strategic, commercial and delivery skills and a dynamic approach to identifying and evaluating opportunities and translating them into realisable projects that enable the portfolio to be financially self-sustaining in the long term. The team will have a fundamental role in leading the shift in behaviours and managing relationships both within BCC and externally with government, WMCA, LEPs, businesses, residents and investors.

The R20 team will perform a critical corporate role in:

- Leading and directing the Council's strategies and policies to address the climate crisis that are inclusive and capable of delivering the route to net zero carbon.

- Ensuring that R20 is embedded in everything we do by working with the Council's delivery functions and partnerships, joining them up and holding them accountable.
- Working with external bodies, including WMCA, GBSLEP and central government departments in shaping and implementing the R20 portfolio to deliver shared carbon reduction ambitions and targets.
- Leading on key relationships relevant to R20: international, national, regional, city wide and local - increasing Birmingham's profile, generating investment in R20 across the city, winning consent for change.

The R20 Team will drive forward the R20 strategy and programme of work, coordinating efforts across BCC delivery functions and with external partners. They will operate as a 'think and do' team:

- Bringing together policy, research, emerging solutions and best practice; this will cover policy, strategy, new technology and new products and applying and adapting them for the local context.
- Shaping and developing a coherent and prioritised portfolio of investable R20 projects and plans for action/delivery.
- Managing the portfolio from conception, through delivery to benefits realisation, monitoring and evaluating outcomes.
- Advising and engaging teams across the whole Council to support promotion of behaviour change and embed carbon reducing practices in their services.
- Commissioning BCC directorates/services and other partners (e.g. WMCA, University of Birmingham, Tyseley Energy Park) to develop and deliver defined projects.
- Positioning Birmingham as a 'testbed' / hub for climate innovation to attract inward investment and green businesses.
- Identifying and securing funding from the public and private sector.
- Continuously managing, monitoring and evaluating the R20 portfolio to ensure it remains relevant, provides a pathway to net zero, projects are delivered and defined outcomes and targets are achieved.

The major interfaces between the R20 team and the other change portfolios and entities in the new corporate structure are described below:

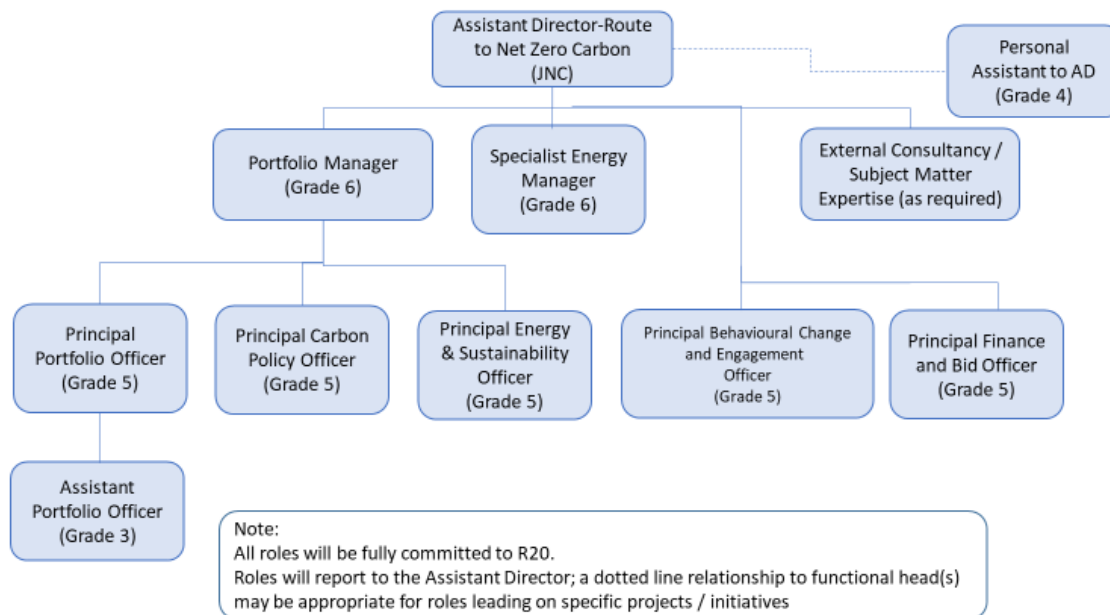
- Places, Prosperity & Sustainability: R20 will ensure that consideration of carbon reduction is embedded in all Purpose functions and programmes e.g. strategic place shaping, strategic asset management, development, industrial and employment strategy.
- City Housing: R20 will ensure all housing stock is managed to agreed environmentally sustainable / energy efficiency standards. It will coordinate expert contributions and provide robust challenge to support the creation of retrofit business case(s) which are ambitious with regard to R20 and wider Council aims such as reducing fuel poverty, creating new low-carbon sector jobs and building low-carbon industries.

- 
- City Operations and City & Municipal Developments: R20 may commission projects for example: to improve the energy efficiency of council owned buildings and other non-housing assets such as leisure centres and schools, to decarbonise transport, to improve waste management and adopt a circular economy strategic approach, to extend use of renewable and low carbon energy.
  - City Help and Support: R20 may commission City Help & Support to undertake programmes of work to further some of its socio-economic aims. For example, the development of green skills; construction skills to increase skills levels and support the creation of jobs.
  - New Ways of Working: R20 may commission projects which support remote and agile working and innovative uses of new technologies.

### 6.2.3 R20 Team: Organisation

The team would be headed by an Assistant Director responsible for leading and driving the development and delivery of the R20 portfolio. The Assistant Director will spearhead BCC's response to the climate emergency, taking a leading role within the Council and externally to establish Birmingham as an exemplar of best practice in the local government sphere. The Assistant Director will have a critical role to play in working across the Council, with political and executive stakeholders, officers across all Directorates and with programme leads within the Inclusive Growth Portfolio. They will also foster relationships and work closely with external partners and investors including for example, influencing government policy by directly engaging with government, working across Birmingham city region with WMCA, the Local Enterprise Partnerships and other public and private sector partners.

The R20 team structure is illustrated in the figure below. Roles and responsibilities for the team are provided at Appendix 4. These have been developed in discussion with senior officers in Planning and Development and with reference to arrangements in organisations (for example, Bristol and Manchester) which are similarly pursuing an ambitious carbon reduction agenda.

**Figure 32: R20 Team: Organisation**

It is anticipated that the composition of the R20 team will be full time permanent employees supported on a case-by-case basis by external expert consultants / solution matter experts as required.

The Portfolio Manager, Principal Portfolio Officer and Assistant Portfolio Officer will take responsibility for a number of thematic projects and programmes. They will mentor and support individual project leads to manage delivery to agreed target outcomes. They will work collaboratively across the R20 Portfolio supporting the evaluation and prioritisation process, the development of business cases and ensuring common adoption of and adherence to documentation, templates and project lifecycle processes. The Portfolio Manager will be responsible for the line management of the Principal Portfolio Officer, the Principal Carbon Policy Officer and the Principal Energy and Sustainability Officer. The Assistant Portfolio Officer will be responsible for administering the series of regular route to zero meetings.

The R20 programme will, through the Principal Behavioural Change and Engagement Officer, facilitate the design and implement the communications strategy, targeting internal and external stakeholder groups. This position will play a crucial role in developing high-quality communications that align to the Council's strategic aims, increase colleagues' engagement in R20 and promote the council's R20 achievements more widely with external communities. This post will also be responsible for designing and implementing a programme of behaviour

change across the Council and the wider city. This post will report directly to the Assistant Director – Route to Net Zero Carbon.

The Principal Finance and Bid Officer will provide critical support in developing material and content to support bids, coordinating contributions from external experts and internal colleagues for major bids, and managing bid quality assurance in order to maximise the quality and completeness of bids ahead of submission. They will also support individual project and consolidated programme reporting on progress to plan, outcomes achieved, and financial performance for R20. This post will report directly to the Assistant Director – Route to Net Zero Carbon.

The Personal Assistant to the Assistant Director-Route to Net Zero Carbon will provide PA support. This post will sit within the current PA reporting structures rather than in the R20 Team.

#### **6.2.4 R20: Governance Arrangements**

BCC has begun to embed governance arrangements which reflect the need for system level change within the Council and also at a city-wide level, this includes:

- A cross party and multi-agency Climate Change Taskforce<sup>9</sup>. The Task Force has helped to shape the priority projects reported to Council in January 2021 which form the basis for the Route to Zero Wave 1 projects. The Taskforce was established to support the preparation of the Route to Zero Action Plan, following approval of this Action Plan at Full Council in January 2021, the role of the Taskforce was reviewed and it transitioned to the Climate Assembly in June 2021. The Climate Assembly first met in June 2021 and will meet 3 times per year, providing a platform to share successes and progress updates and to share knowledge and expertise.
- A cross-party R20 Advisory Committee has been set up, which it is expected will meet once per month<sup>10</sup> following the initial mobilisation and set up period to April 2021. The R20 Advisory Committee is chaired by the Cabinet Member for Transport & Environment with overall responsibility for leadership and direction of the R20 agenda. The committee is comprised of 3 Cabinet Members, 3 Labour Councillors and

<sup>9</sup> The cross-party and multi-agency taskforce is chaired by the council's Cabinet Member for Transport and Environment and includes representation from Conservative, Liberal Democrat and Green councillors, members of the West Midlands Combined Authority, the Local Enterprise Partnerships, Chamber of Commerce and representatives from faith communities and the business, health, education and third sectors.

<sup>10</sup> The group has been established to fulfil a cross party motion, which was agreed at City Council on 15th September 2020, for the creation of an Advisory Committee to oversee delivery of the City Council's own actions and progress towards meeting the net zero target.



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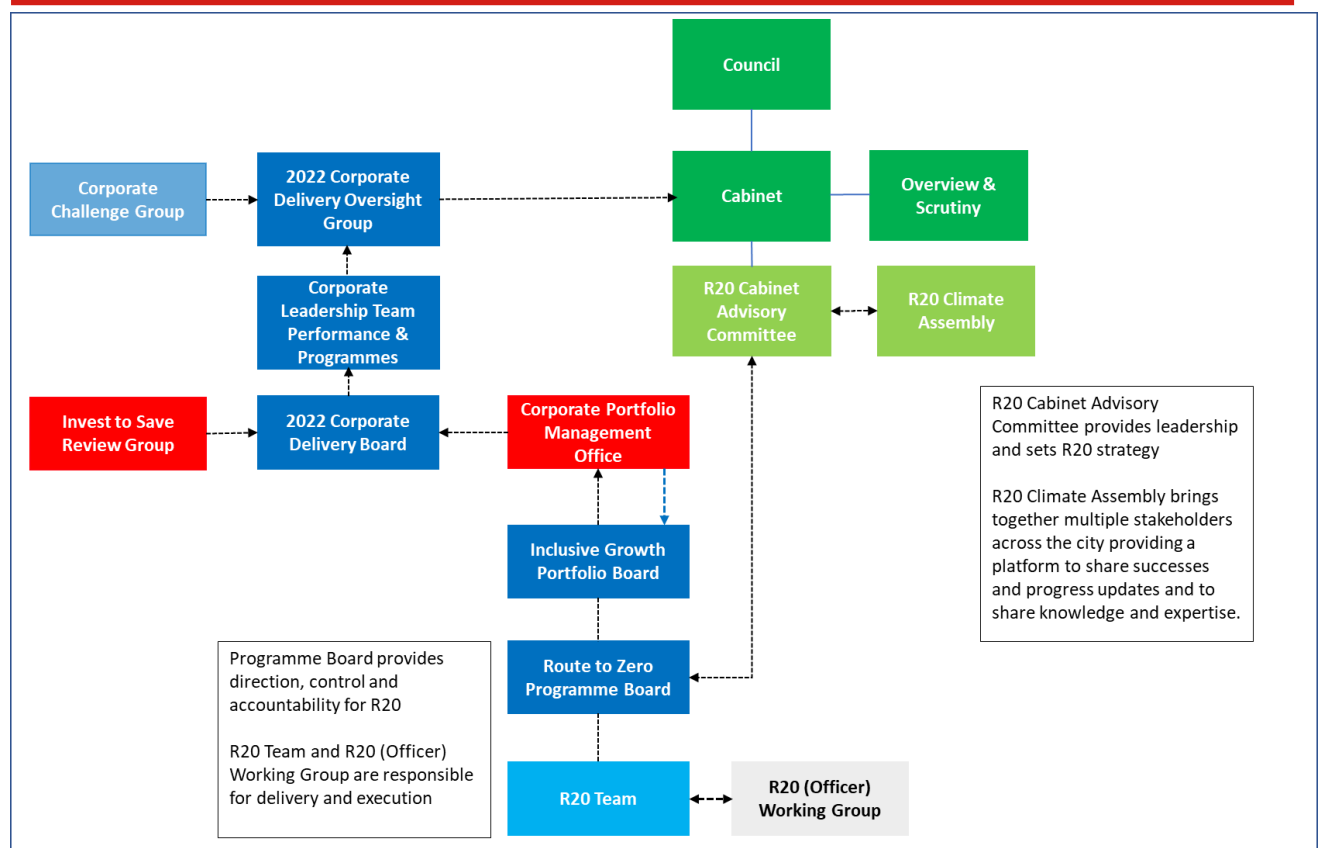
3 Opposition Members R20 will also form part of the council's scrutiny work programme.

- A council internal working group has also been created, including representatives from a number of service areas who are working on delivering the Council's existing commitments, including the early actions outlined in the February 2020 Council Report and those set out within the Route to Zero Action Plan reported to Council in January 2020. The role of the group is to coordinate R20 across council functions and ensure there is cohesive and coherent response in addressing climate issues.

A R20 Programme Board will be established to oversee and drive the work of the R20 portfolio. The primary purpose of the R20 Programme Board is to drive forward its component projects to deliver desired programme outcomes and realise intended benefits. The R20 Programme Board, appointed by the Senior Responsible Owner, includes senior representatives from the areas of the business most affected by the programme, together with any other key support and / or supplier representatives. It is anticipated that specialist officers/project leads will be invited to this meeting as required to present on projects that they are leading.

The R20 Programme Board will report to the Inclusive Growth Portfolio Board. The Inclusive Growth Portfolio Board (along with all strategic delivery programmes) report, via the Corporate Programme Management Office (CPMO), through the Corporate Delivery Board, which is the main decision-making body for matters pertaining to the delivery of approved Portfolio programmes, and to the Corporate Delivery Oversight Group, which brings together Members and Chief Officers to oversee the cross-cutting corporate delivery Portfolio. The position of the R20 Programme Board in the Council's governance structure is shown in the diagram below.

**Figure 33: R20 Governance**



### 6.3 Portfolio Management – Strategic Framework

As described above, R20 is itself a portfolio of projects and initiatives. The strategic framework used to define, prioritise and develop the Wave 1 R20 projects, as described in the Economic Case, will continue to be used to maintain a sustainable suite of R20 initiatives and opportunities and will be managed by the R20 team.

### 6.4 Programme & Project Management

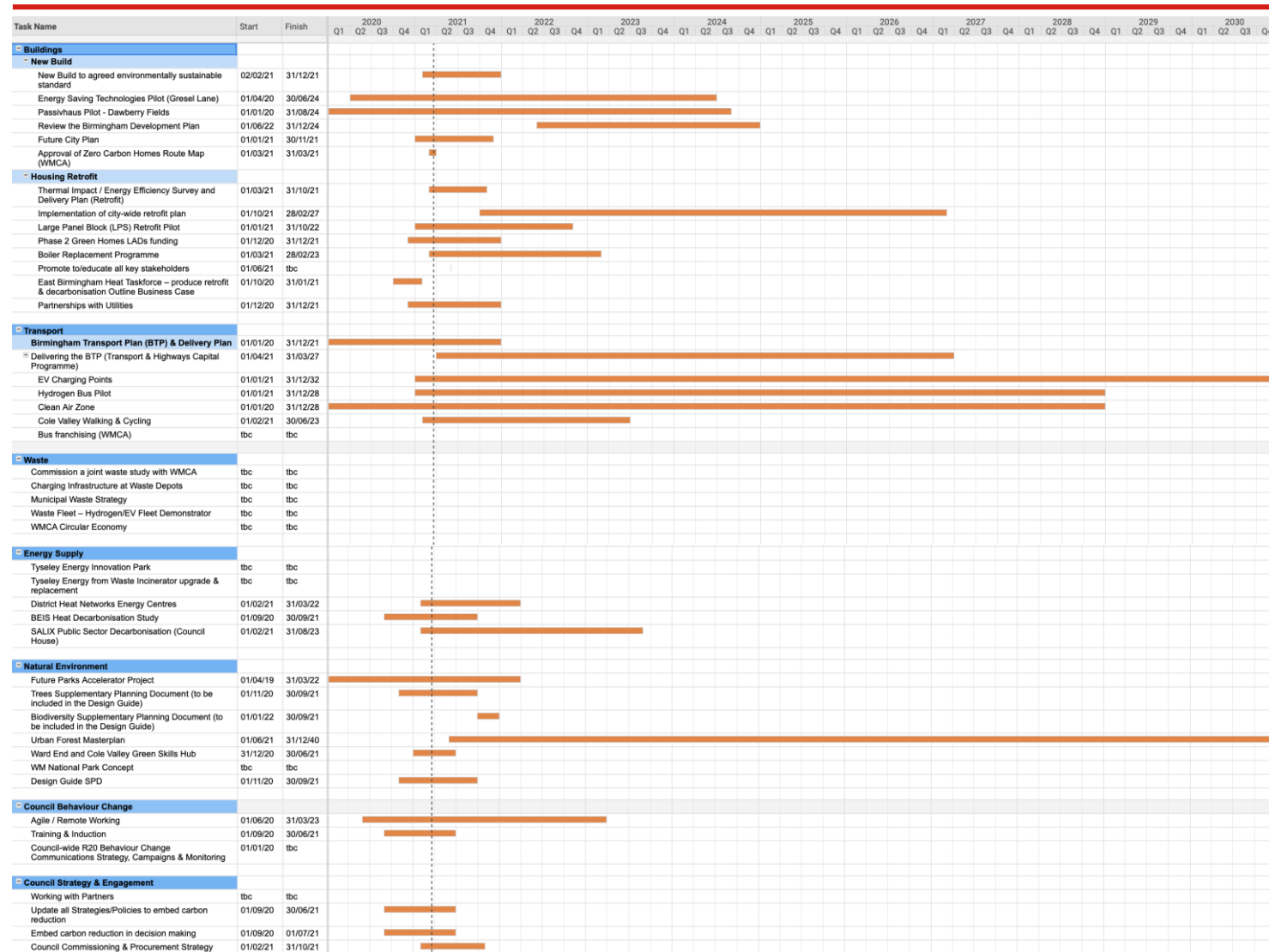
R20 projects will be managed using corporate standard project management methods and the monthly reporting templates implemented by the Corporate PMO in line with the 'Wheel of Fire' or other structures put in place to manage programmes.

### 6.5 Programme Plan

#### 6.5.1 R20 Wave 1 Projects

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The high-level plan for the R20 Wave 1 projects is summarised in the figure below. The tables at Appendix 3 set out the milestones for these projects.



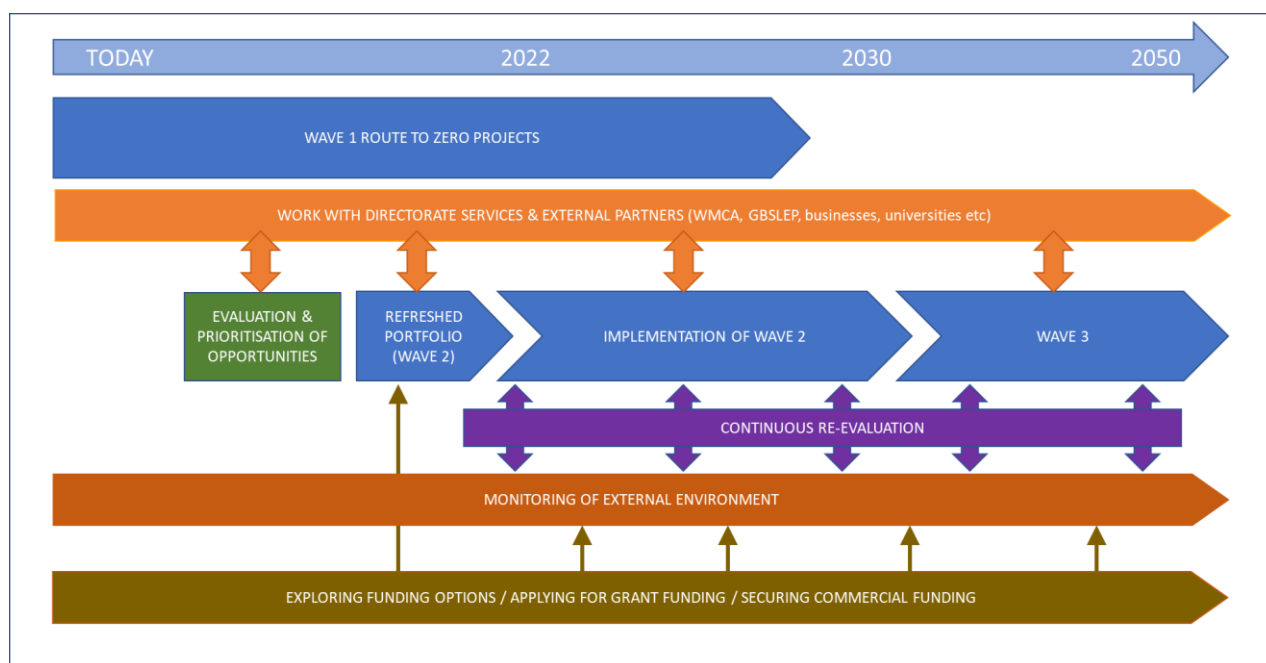
## 6.5.2 R20 Subsequent Waves

Project and programme plans for subsequent waves of R20 projects will be developed as part of the evaluation and prioritisation exercise as outlined in the Economic Case.

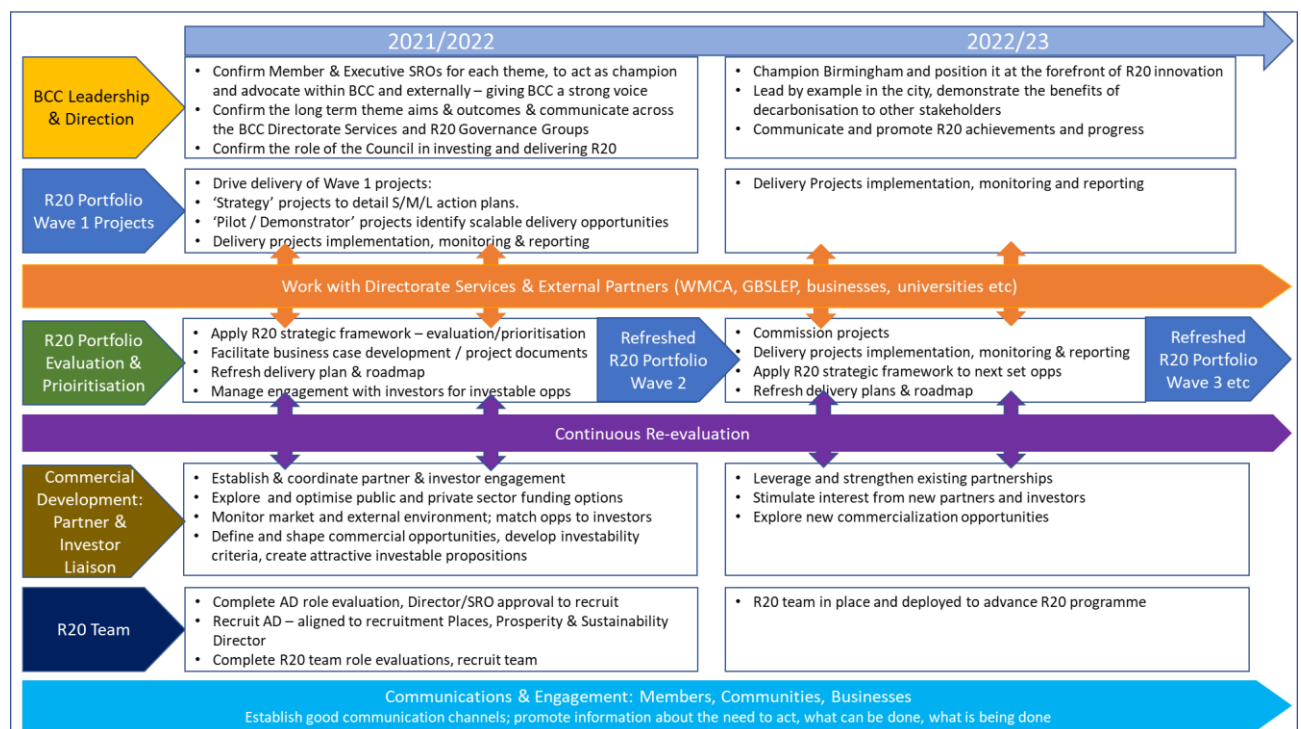
## 6.5.3 R20 Portfolio Development and Delivery

The Council's strategy to its R20 portfolio is set out in the Strategic Case and is summarised below. It is based on adopting a data-driven, structured analytical approach to determine the solutions that make biggest contribution towards carbon zero target, offer the best value for money and are technically feasible.

**Figure 34: Route to Zero Strategy**



To deliver this strategy, the programme of work for the R20 team over the next 24 months is summarised in the figure below:

**Figure 35: R20 Portfolio Development and Delivery 2021/22 – 2022/23**

The programme of work will comprise the following core workstreams:

**Appointing and deploying the R20 Team:** The progress to date in defining the suite of Route to Zero Wave 1 projects as set out in the Economic Case provides BCC with a R20 portfolio baseline; additional capacity and capability is required to continue to develop and drive delivery of the R20 portfolio. The funding to establish a Assistant Director-Route to Net Zero Carbon was agreed by Council in February 2021 and demonstrates the Council’s commitment to delivering its R20 ambitions. The creation of a new Assistant Director R20 position reflects the importance of R20 to the organisation. The City Council are in the process of appointing a candidate to this post.

An exercise to recruit and appoint the remaining R20 team roles will also be required and following approval to proceed, this could take place before the Assistant Director is in post. To progress at pace and maintain momentum BCC will need to continue to put in place transition arrangements to manage the R20 programme and recruitment of the R20 Team.

**Leadership & Direction:** Strong leadership and clear accountability will be key to successfully delivering on the R20 suite of projects. In line with PRINCE2 best practice BCC will appoint a Member lead and a Senior Responsible Officer (SRO) to lead each of the R20 themes (in some cases there may be 2-3 member leads and senior officer leads where projects cross

directorates and portfolio responsibilities). This theme leadership will be responsible for providing each of the projects with strategic guidance and clear objectives and outcomes. They will sponsor the theme projects to staff and members across BCC and also with external partners and impacted communities. The theme leaders will also play a key role in determining the role of the Council, for example in defining its commercial and investment approach.

**R20 Portfolio Wave 1 Projects:** The Route to Zero Wave 1 projects identified as priorities in the report to Council in January 2021 have been subject to a structured review to determine the veracity of their delivery plans, their attractiveness in terms of contribution to net zero carbon and other inclusive growth outcomes in support of a just transition, as described in the Economic Case. This provides a baseline to drive delivery, monitor and report back on progress to Council in January 2022. The Wave 1 projects comprise a mix of projects and will require a variety of interventions and different types of support from the R20 Team. For example, projects focused on defining strategic policy will be challenged to identify 'SMART' delivery and action plans and targets and "pilot/demonstrator" projects will be developed to identify options to scale their delivery and secure funding.

The R20 programme has identified a series of Wave 1 opportunities which are of scale, commercial in nature and have the potential to contribute significantly to BCC strategic objectives and R20 aims, three of the opportunities additionally have the potential to deliver revenue to BCC (Retrofit, District Energy Scheme, EV Charging, Procurement, Low Emission Buses). These projects will be a core focus for the R20 programme from April 2021, they are described in the Commercial Case (Section 4.3).

**R20 Portfolio Evaluation and Prioritisation:** The R20 Team will work across BCC directorates and with external partners to identify additional candidate opportunities for inclusion in the R20 programme. It is proposed that the strategic framework applied to the appraisal and definition of the Route to Zero Wave 1 projects is adopted and used to evaluate and prioritise subsequent waves of Route to Zero opportunities and projects to refresh the R20 portfolio; these will address for example 'big ticket' items (Wave 2) and take advantage of the evolving political and technological environment (Wave 3). The proposals for Wave 2 and subsequent waves will be submitted to the R20 Programme Board for approval to be included in the R20 portfolio. The R20 Team will facilitate projects through the full lifecycle, from selection, through 5 stage business case model approval, delivery and outcome measurement. They will also work with colleagues and partners to shape and define projects and target potential investors to create attractive investable projects.

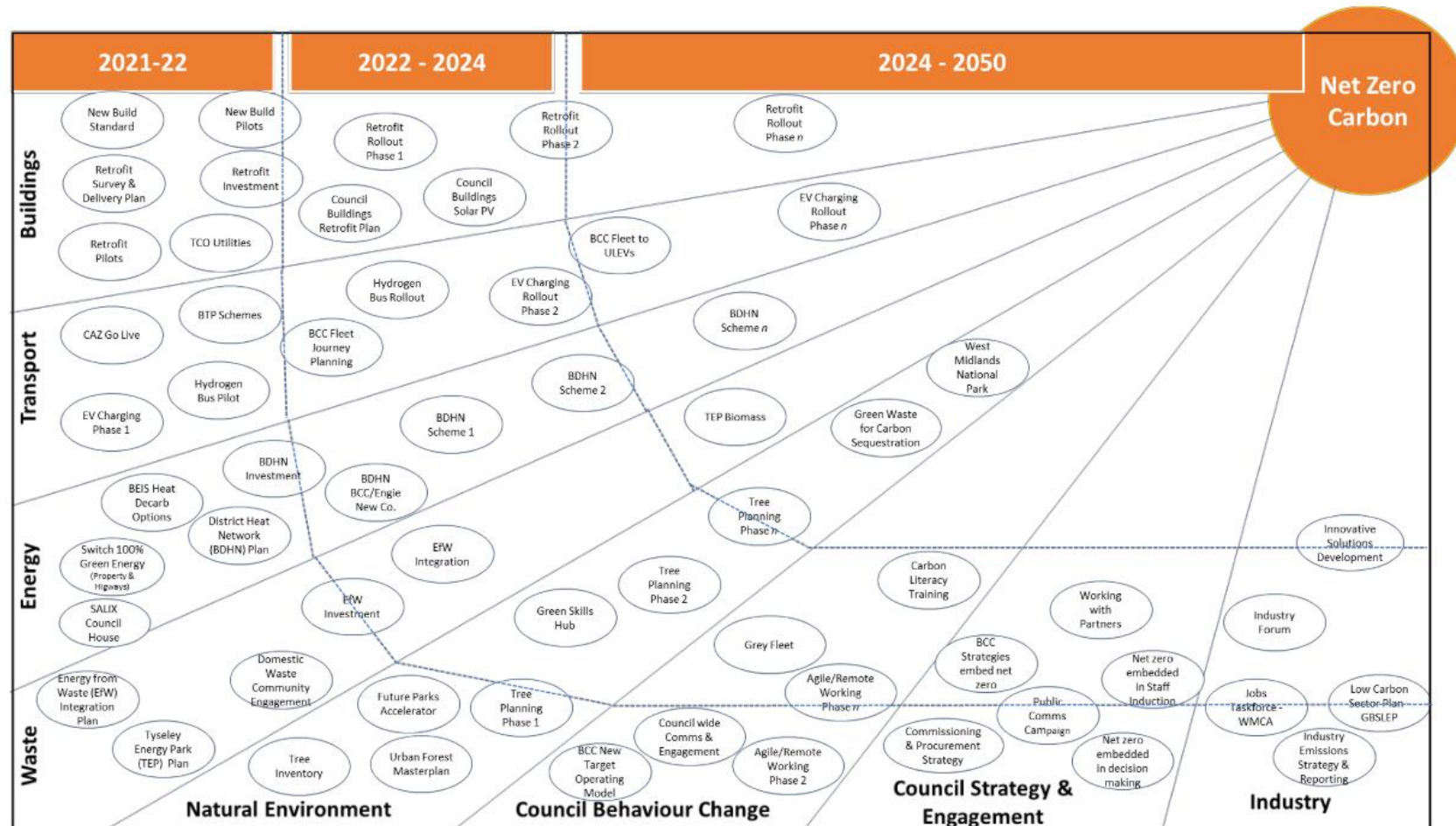
The portfolio evaluation and prioritisation will support the Council in developing a strategic 30-year roadmap to reach net zero carbon, setting out the programmes with the potential to make significant contributions to carbon reductions e.g. domestic household emissions,

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modal shift in transport, carbon sequestration and offsetting. An illustration is provided in the figure below.



**Figure 36: Illustrative R20 strategic roadmap**



**Commercial Development: Partners & Investor Liaison:** Achieving net zero carbon is a significant challenge. Much of what is required lies outside the direct control of BCC. BCC will work proactively with partners across the city to deliver and support the changes needed to achieve net zero carbon. Birmingham intends to spearhead the region's inputs to central government to seek to ensure that the West Midlands, and Birmingham City secure a significant share of available funds and have an influential voice in the development of national strategies and policies relating to zero carbon.

BCC will continue to work closely with the West Midlands Combined Authority (WMCA) and the Local Enterprise Partnerships in accelerating delivery and securing external investment from public and private sector investors. The R20 team will play a key role in engaging the support, expertise, experience and resources of partners, coordinating cross boundary working and supporting the Council to secure funding from several sources including UK Government grants, Municipal Bond Agency and equity investors. The R20 Team will monitor the market to retain currency on emerging funding sources and use cases. They will engage with potential investors to establish the investability criteria applicable to candidate R20 opportunities. For the selected investment route, the R20 Team will facilitate the co-design of attractive commercial investable options. They will also consider new commercial avenues and approaches to partnering.

**Communications & Engagement:** Developing a coherent, Council-wide behaviour change communications and engagement strategy will be core to facilitating change within the Council and with external communities and businesses.

## 6.6 Arrangements for benefits realisation

The performance of the R20 portfolio will be measured against a balanced scorecard of measures that reflect the Council's corporate priorities.

## 6.7 Arrangements for risk management

R20 projects will be managed using the corporate standard risk management approach implemented by the Corporate PMO in line with the 'Wheel of Fire' or other structures put in place to manage programmes.

A copy of the risk register is attached at Appendix 5.

# NEXT STAGE BUSINESS CASE

## Appendices

*ROUTE TO ZERO*

INCLUSIVE GROWTH PORTFOLIO



## Document Control

<b>Document title</b>	Next Stage Business Case – Route to Zero		
<b>SRO</b>	Ian MacLeod		
<b>Author(s)</b>	Maria Dunn, Pearl Roberts, Lewis Rees, Sophie Grimmer, Hannah McShane		
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Version	Author	Date	Summary of changes
0.1	Pearl Roberts	19-03-2021	Initial Draft
0.2	Sophie Grimmer	30-03-2021	Revised Draft
1.0	Sophie Grimmer	31-03-2021	Final Edits
2.0	Maria Dunn	28-07-2021	Edits to reflect amended team structure, roles and responsibilities
3.0	Maria Dunn	18-08-2021	Edits to reflect change to team structure

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## Appendix 1 - Circular Economy Case Studies

### Case Study 1: Ecological criteria embedded in the public procurement process

Berlin, Germany

Established example of a municipality driving more circular considerations by businesses through using ecological procurement criteria to direct its own expenditure. In 2010 the Berlin House of Representatives passed the Berlin Public Procurement Act (BerlAVG). This obliged all public purchasing offices in the state of to apply ecological criteria for their procurement, including the lifecycle costs.

In 2013, the “Decree on the application of regulations for environmentally-friendly purchases and order placements for deliveries, construction work and services” came into force. The regulation contains demanding environmental criteria, including for: office materials, office equipment, cleaning agents and cleaning services, road vehicles, large-scale events, tenders for power supplies, the planning of the office buildings, and for the recycling of commercial waste.

<b>Impact and benefits</b>	<ul style="list-style-type: none"> <li>• Particulate reduction by around 12 tonnes of diesel soot, bringing associated health benefits from cleaner air.</li> <li>• Greenhouse gas reduction by 47%, or 350,000 tonnes of CO2 equivalent.</li> <li>• Wood savings of 9,300 t of wood.</li> <li>• Natural stone saving of 2,000,000 tonnes.</li> <li>• Cost savings of around €38 million.</li> </ul>
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### Case study 2: The largest heat-pump plant in the world to produce heating and cooling

Helsinki, Finland

The Katri Vala Heat Pump Plant, located underground, recycles waste heat from purified wastewater, as well as excess heat from buildings such as data centres.

A rock cave for the heating plant was excavated under the Katri Vala Park, a few kilometres from Helsinki city centre. A high volume of purified wastewater, the heat of which is utilised in the district heat production, flows in the wastewater outflow tunnel 24 hours a day. Heat energy is obtained with heat pumps from purified wastewater, which is led from the Viikinmäki central wastewater treatment plant to the sea. All year-round heat energy is transmitted from the return water in district cooling, and therefore the heat pumps produce both district heat and district cooling. More than 80% of the waste resources the plant uses would be left unutilised without it.

<b>Impact and benefits</b>	<ul style="list-style-type: none"> <li>• 2017 saw production increase to a total of 570,000 MWh, 8% of the heating needed for the city.</li> <li>• Carbon dioxide emissions are 80% lower than alternative heat production using heavy fuel oil.</li> </ul>
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### Case study 3: Amsterdam’s circular economy roadmap and projects in the construction value chain

Amsterdam, The Netherlands

In 2015 Amsterdam commissioned the world’s first city-wide circular economy scan to gain an overview of the key material flows in the City and understand the potential economic and environmental benefits of keeping these materials in higher value uses. These included job and GDP creation, lower GHG emissions and waste disposal.

A focus on two concrete value chains – Construction and Biomass and Food – rendered the concept tangible. Next, the program ‘Learning by Doing’ and the ‘Circular Innovation Program’ were published.

‘Learning by doing’ aims to prove in practice that the circular economy is profitable in all aspects through 20 individual projects, including procurement and land development. The Circular Innovation Program led to 30 projects including support for circular start-ups.

Amsterdam has multiple initiatives in relation to the built environment, notably they have:

- 1) Created a roadmap on circular buildings
- 2) Applied circular criteria successfully to four development tenders
- 3) Created networks for partnerships and training for the supply chain
- 4) Commissioned research and established ‘living labs’
- 5) Incorporated into procurement requirements

<b>Impact and benefits</b>	<ul style="list-style-type: none"> <li>• Potential to create a value of €85 million per year within the construction sector through increased efficiencies</li> <li>• 700 additional jobs can be created</li> <li>• The initial scan estimates that in the construction chain alone, material savings of 500,000 tonnes are possible, which is significant when compared to the current annual import of 1.5 million tonnes of materials. This would save half a million tonnes of CO2 per year – or 2.5% of the current annual CO2 emissions of the city.</li> </ul>
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#### Case study 4: Sharing City Seoul, aiming to engage all 10 million citizens

Seoul, South Korea

Seoul Metropolitan Government launched the Sharing City Seoul program in 2013. The initiative leverages technology to design and support sharing businesses to minimise waste and underused capacity, cut municipal costs and encourage new business opportunities and relationships.

The Seoul Sharing Promotion Committee undertakes the devising of policies for the promotion of sharing, to advise on how to improve various laws and systems, and to review the designation and support for organizations and enterprises that promote a sharing economy.

The online Seoul Sharing Hub is set to not only produce, archive, disseminate, and deliver such information, but also to network with the relevant domestic and over-seas organizations, enterprises, media, and other social areas, and to connect them with various institutes. It also conducts citizen campaigns; and educates business starters, citizens, and government officials about sharing.

<b>Impact and benefits</b>	<ul style="list-style-type: none"> <li>• This initiative aims to cut municipal spending in the long-term, as sharing enables more benefits with fewer resources. Therefore, the government can provide more services to the citizens with a smaller budget eg. open up underused municipality buildings to the community rather than build new spaces.</li> <li>• The Seoul Car Sharing Program includes the City subsidising 50% of car parking spaces for car sharing services, booked through an app. This supported the membership from 373,513, in 2014, to 2.3 million by mid 2018 and tripling of user rates.</li> <li>• The Seoul Bike Sharing Program is the most popular and well-known sharing initiative, with over 11,000 daily users recorded in March 2018.</li> <li>• The Seoul Car Sharing program alone is estimated to have saved 486 tonnes of CO2, due to reduced car ownership.</li> </ul>
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#### Sources:

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<https://www.ellenmacarthurfoundation.org/explore/make-a-circular-economy-pitch-in-your-organisation>

<https://zerowasteeurope.eu/2014/05/steps-to-implement-the-circular-economy-concept/>

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<https://www.ellenmacarthurfoundation.org/explore/cities-and-the-circular-economy>

<https://www.c40.org/researches/municipality-led-circular-economy>

[https://circulareconomy.europa.eu/platform/sites/default/files/circular\\_cities\\_publication.pdf](https://circulareconomy.europa.eu/platform/sites/default/files/circular_cities_publication.pdf)

## Appendix 2 – R20 Funding Opportunities



Theme	Name	Description	£ Amount / Details	Link
Natural Environment	<b>Green Recovery Challenge Fund round 2</b>	A short-term competitive fund to kick-start environmental renewal while creating and retaining a range of jobs in England.	The second round of the Green Recovery Challenge Fund supports nature projects across England with funding worth up to £40m. Grants from the £40m first round of funding were awarded in December 2020. The Green Recovery Challenge Fund is open for applications at two grant levels: - £50,000-£250,000. Deadline 12pm 14 April 2021 - £250,000-£2m. Deadline for Expressions of Interest 12noon 22 March 2021 You must contribute at least 5% of your project costs in cash (partnership funding) for all grants over £250,000.	<a href="https://www.heritagefund.org.uk/funding/application-guidance-green-recovery-challenge-fund-round-2?utm_source=Trustees%20of%20the%20National%20Heritage%20Memorial%20Fund&amp;utm_medium=email&amp;utm_campaign=12212715_GRCF%20round2%20-%20guidance%20published&amp;utm_content=GRCF2%20guidance&amp;dm_i=12AA,79RE3,2M20VU,THC91,1">https://www.heritagefund.org.uk/funding/application-guidance-green-recovery-challenge-fund-round-2?utm_source=Trustees%20of%20the%20National%20Heritage%20Memorial%20Fund&amp;utm_medium=email&amp;utm_campaign=12212715_GRCF%20round2%20-%20guidance%20published&amp;utm_content=GRCF2%20guidance&amp;dm_i=12AA,79RE3,2M20VU,THC91,1</a>
Buildings, Transport, Waste, Energy	<b>Potential: Infrastructure funding</b>	The Government should identify 'priority cities' and set aside £30bn for a pipeline of infrastructure projects by 2040 as part of an expansion of devolution, the National Infrastructure Commission (NIC) has urged.	tbc	<a href="http://www.transport-network.co.uk/NIC-calls-for-priority-cities-to-be-given-30bn-by-2040/17140?actId=ebwp0YMB8s3Mv0I085odUcvuQDVN7aSkYK0N8X3jHgn1QGd2bvPurJ9uCP1IVH&amp;actCampaignType=CAMPAIGN_MAIL&amp;actSource=500887">http://www.transport-network.co.uk/NIC-calls-for-priority-cities-to-be-given-30bn-by-2040/17140?actId=ebwp0YMB8s3Mv0I085odUcvuQDVN7aSkYK0N8X3jHgn1QGd2bvPurJ9uCP1IVH&amp;actCampaignType=CAMPAIGN_MAIL&amp;actSource=500887</a>
Natural Environment	<b>Museums + Heritage Awards</b>	A range of new free-to-enter categories have been introduced which focus on the unique challenges of the pandemic. Closed but still open? Pivoting boldly? Responding rapidly? These seven categories are free to enter and look specifically at the unique challenges posed by the COVID-19 pandemic.	n/a	<a href="https://awards.museumsandheritage.com">https://awards.museumsandheritage.com</a>
Transport	<b>Low-emission vehicles eligible for a plug-in grant</b>	You can get a discount on the price of brand new low-emission vehicles through a grant the government gives to vehicle dealerships and manufacturers.	max £3,000	<a href="https://www.gov.uk/plug-in-car-van-grants">https://www.gov.uk/plug-in-car-van-grants</a>
Transport	<b>Grant schemes for electric vehicle charging infrastructure</b>	Electric Vehicle Homecharge Scheme Workplace Charging Scheme Chargepoint authorisation On-street Residential Chargepoint Scheme Ultra Low Emission Taxi Infrastructure Scheme	Various	<a href="https://www.gov.uk/government/collections/government-grants-for-low-emission-vehicles#electric-vehicle-homecharge-scheme">https://www.gov.uk/government/collections/government-grants-for-low-emission-vehicles#electric-vehicle-homecharge-scheme</a>
Various	<b>Plans to issue a £15bn Green Gilt sovereign bond</b>	The bonds are expected to help finance projects to tackle climate change, fund infrastructure investment and create environmentally friendly jobs across the country.	Various	<a href="https://www.p2pfinancenews.co.uk/2021/03/03/budget-outlines-plans-for-15bn-of-green-bonds-in-2021/">https://www.p2pfinancenews.co.uk/2021/03/03/budget-outlines-plans-for-15bn-of-green-bonds-in-2021/</a>
Buildings, Transport, Waste, Energy	<b>A £22bn National Infrastructure Bank based in Leeds</b>	The UK's first infrastructure bank, which will channel billions of pounds into big projects and help tackle climate change	The bank will have an initial capitalisation of £12bn and is expected to support at least £40bn of investment in infrastructure projects.	<a href="https://www.bbc.co.uk/news/uk-england-leeds-56269234">https://www.bbc.co.uk/news/uk-england-leeds-56269234</a>
Buildings, Transport, Waste, Energy	<b>A string of small-scale development funding pledges</b>	tbc	Various	

Natural Environment	<b>A £15bn Green Gilt and new scheme to grow the offsetting carbon emissions market by investing in projects which save or avoid emissions.</b>	The green gilt framework will detail the types of projects that will be financed to help meet the government's green objectives. The government will offer a green retail savings product through the Treasury-backed National Savings & Investments in the summer of 2021.	Various	<a href="https://www.p2pfinancenews.co.uk/2021/03/03/budget-outlines-plans-for-15bn-of-green-bonds-in-2021/">https://www.p2pfinancenews.co.uk/2021/03/03/budget-outlines-plans-for-15bn-of-green-bonds-in-2021/</a>
Transport	<b>£3 bn bus revolution Bus strategy</b>	<a href="https://www.gov.uk/government/publications/bus-back-better">https://www.gov.uk/government/publications/bus-back-better</a>	Various	<a href="https://www.gov.uk/government/news/prime-minister-launches-3-billion-bus-revolution">https://www.gov.uk/government/news/prime-minister-launches-3-billion-bus-revolution</a>
Natural Environment	<b>Tree planting grants by Woodland Trust</b>		Various	<a href="https://www.woodlandtrust.org.uk/plant-trees/large-scale-planting/">https://www.woodlandtrust.org.uk/plant-trees/large-scale-planting/</a>
Transport	<b>Go Ultra Low City Scheme</b>	Government incentives: - Workplace charging scheme - Plug-in vehicle grant - Electric vehicle home charging scheme	Various	<a href="https://www.goultralow.com/fleets-and-businesses/grants-incentives/">https://www.goultralow.com/fleets-and-businesses/grants-incentives/</a>
Buildings	<b>Green Homes Grant Local Authority Delivery</b>	The Green Homes Grant Local Authority Delivery scheme was launched in August 2020. This £500 million scheme funds energy efficiency and low carbon heating projects for low-income households across England.	Various	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/928816/ghg-lad-phase-1b-guidance.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/928816/ghg-lad-phase-1b-guidance.pdf</a>
Digital	<b>Shared Rural Network (SRN) programme</b>	Government is to provide more than £500 millions of support to extend mobile coverage through the landmark Shared Rural Network. Major post-Brexit infrastructure project will see new and existing phone masts built or upgraded to end poor or patchy 4G signals	£530 million in a shared network of new and existing phone masts	<a href="https://www.gov.uk/government/news/government-breakthrough-on-500-million-support-package-to-boost-rural-mobile-coverage-2">https://www.gov.uk/government/news/government-breakthrough-on-500-million-support-package-to-boost-rural-mobile-coverage-2</a>
Digital	<b>Digital Connectivity Programme</b>	Delivered by the Local Government Association (LGA), the Digital Connectivity Programme is a grant funded programme that builds your council's skills and capacity to take advantage of the opportunities offered by connectivity to your local place and communities.	Each bid will be able to apply for up to £20,000 of funding with councils expected to match fund any funding received from the LGA. This funding should not be used on existing projects where other external funding streams have been contributed to.	<a href="https://www.local.gov.uk/our-support/efficiency-and-income-generation/digital/digital-connectivity-programme">https://www.local.gov.uk/our-support/efficiency-and-income-generation/digital/digital-connectivity-programme</a>
Digital	<b>Local Digital Fund</b>	The Local Digital Fund was announced in July 2018 by the UK Local Government Minister Rishi Sunak of the Ministry of Housing, Communities and Local Government (MHCLG). It aims to help local authorities implement the Local Digital Declaration by funding digital skills training and projects that address common local service challenges in common, reusable ways. The Fund will invest up to £7.5 million during financial years 2018/19 and 2019/20.	Closed - but potential for further rounds  The Local Digital Fund is being used to:  offer digital skills training to all signatories of the Local Digital Declaration for both leaders and delivery teams. Please note, due to the Coronavirus, classroom-based training is currently on hold. In the meantime, we have developed a library of online training courses for local authority staff.	<a href="https://localdigital.gov.uk/fund/">https://localdigital.gov.uk/fund/</a>

Transport	<b>Local Government Support Programme</b>	<p>The Local Government Support Programme helps local authorities decarbonise transport, improve air quality and increase electric vehicle adoption.</p> <p>The programme is fully funded by the Department for Transport and available to all local authorities across England.</p>	<p>Find out more about the range of support available.</p> <ul style="list-style-type: none"> <li>- Help to deliver a public electric vehicle charge point network</li> <li>- Help to facilitate the EV transition</li> <li>- Support with sustainable travel plans</li> <li>- Help to engage with businesses and the community on EVs or sustainable travel</li> </ul>	<a href="https://energysavingtrust.org.uk/service/local-government-support-programme/">https://energysavingtrust.org.uk/service/local-government-support-programme/</a>
Transport	<b>Bus Service Operators Grant: guidance for commercial transport operators</b>	<p>The Bus Service Operators Grant (BSOG) is a discretionary grant paid to eligible transport operators to help them recover some of their fuel costs.</p> <p>This guidance highlights the conditions for eligibility, current rates, and information on how commercial transport operators can apply.</p>	<p>Various</p> <p>This will utilise the £120m announced at the Spending Review for the roll-out of zero emission buses. To drive forward our ambitions, we will learn from this early investment to inform models that will support scaling up of investment, exploring private financing and leasing options. This aligns with the work on the UK Government's new national infrastructure bank.</p>	<a href="https://www.gov.uk/government/publications/bus-service-operators-grant-guidance-for-commercial-transport-operators">https://www.gov.uk/government/publications/bus-service-operators-grant-guidance-for-commercial-transport-operators</a>
Transport	<b>ZEBRA scheme</b>	We will build on existing interest to identify locations that are ready this year deliver hundreds more zero emission buses.	TBC	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/969205/DfT-Bus-Back-Better-national-bus-strategy-for-England.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/969205/DfT-Bus-Back-Better-national-bus-strategy-for-England.pdf</a>
Transport	<b>Transitioning towards Zero Emission Vehicles: feasibility studies</b>	UK registered businesses can apply for a share of up to £7million to develop on-vehicle solutions that address challenges associated with the transition to zero emission vehicles. Funding is from Office Zero Emission Vehicles (OZEV).	£300,000- £600,000	<a href="https://apply-for-innovation-funding.service.gov.uk/competition/869/overview">https://apply-for-innovation-funding.service.gov.uk/competition/869/overview</a>
Transport	<b>Infrastructure solutions for zero emission vehicles</b>	UK registered businesses can apply for a share of up to £10million to develop infrastructure solutions that address challenges associated with the transition to zero emission vehicles. Funded by the Office for Zero Emission Vehicles (OZEV).	£300,000- £800,000	<a href="https://apply-for-innovation-funding.service.gov.uk/competition/873/overview#eligibility">https://apply-for-innovation-funding.service.gov.uk/competition/873/overview#eligibility</a>

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### **Appendix 3 – R20 Wave 1 Delivery Projects: Timeframes and Milestones**

**Theme:** Buildings -New Build  
**Aim:** Decreasing building energy demand and electrifying heating systems

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
1.01	New Build to agreed environmentally sustainable standard	Bali Paddock	02/ 2021	12/ 2021	Initial specification proposals reflecting Arcadis/Capita report and MHCLG consultation to achieve mandatory standard required by 2025	02/ 2021
					BCC Management Team consideration	02/ 2021
					Dialogue with Employers Agents – cost implications of specification and carbon savings impact	02/ 2021
					BCC Mgmt Team confirmation how to progress new build spec	03/ 2021
					BCC Mgmt Team confirmation of the existing schemes where standard is to be applied	Summer 2021
					Specification updated & target schemes identified for new spec (e.g. existing schemes of future)	Autumn 2021
					Adoption	12/ 2021
					Government guidelines on new build specification	04/ 2023
					Refresh standard based on Government Standard and Passivhaus Pilot and Energy Saving Technologies Pilot aligned to annual review	12/ 2023
					Adoption	04/2024 onwards
1.02	New Build – Energy Saving Technologies Pilot (Gresel Lane)	Bali Paddock	04/ 2020	06/ 2024	Scheme identified	04/ 2020
					ERDF Phase 1 Bid submission	07/ 2020
					Planning approval	12/ 2020
					ERDF Phase 2 Bid submission	01/ 2021
					Business Case & Report to Cabinet	03/ 2021
					Employers Agent assessment of carbon savings attributable to energy saving technologies against scheme	03/ 2021
					ERDF Bid outcome	04/ 2021
					Commence Tender	04/ 2021
					Contract Award	09/ 2021
					Start on site	01/ 2022
					Practical completion	06/ 2023
					Training/familiarisation for tenants and BMHT maintenance staff	06/ 2023
					12-month Defects period	06/ 2024
					Monitoring & Evaluation - monthly/quarterly reporting (detailed monitoring plans to be developed); final report after 12 months re recommended use of energy saving technologies and full cost/benefit analysis	06/2023 - 06/2024
1.02b	New Build - Passivhaus Pilot - Dawberry Fields	Bali Paddock	2020	08/ 2024	Site due diligence	2020
					Monthly design meetings	2020-2021
					Planning application submission.	08/ 2021
					Tender process	08/ 2021
					Business Case to Cabinet	07/ 2021
					Authority to accept tender / contract award	12/ 2021
					Start on site	03/ 2022
					Completion	08/ 2023
					Training/familiarisation for tenants and BMHT maintenance staff	08/ 2023
					12 months defect period	08/ 2024
					Monitoring & Evaluation – monthly/quarterly reporting (detailed monitoring plans to be developed); final report after 12 months re recommended use of passivhaus standard and full cost/benefit analysis	08/2023 - 08/2024
1.03	New Build - Review the Birmingham Development Plan	UyenPhan-Han Maria Dunn	06/ 2022	2024	Report to Cabinet setting out BDP review timetable over a 5-year period	10/ 2021
					Evidence, data collation, design studies	tbc
					Draft BDP	tbc
					Consultation	tbc
					Revised BDP	tbc
					Submission of BDP to the Planning Inspectorate for examination.	2024
1.04	New Build – Future City Plan	Gary woodward / Simon Delahunty-Forrest	01/ 2021	11/ 2021	Draft Future City Plan - first stage consultation starts	01/ 2021
					Draft Future City Plan - first stage consultation ends	03/ 2021
					Draft Future City Plan	09/ 2021
					Report to Cabinet (timed to coincide with COP26)	10/ 2021
					Future City Plan published	11/ 2021
1.05	New Build – Zero Carbon Homes Route Map (WMCA)	Maria Dunn	03/ 2021	03/ 2021	Work with WMCA to develop and shape zero carbon homes proposals and route map	03/ 2021
					Presentation to WMCA Board for approval	03/ 2021



**Theme:** Buildings - Retrofit  
**Aim:** Decreasing building energy demand and electrifying heating systems

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
1.06	Housing Retrofit – Thermal Impact / Energy Efficiency Survey and Delivery Plan (Retrofit)	Maz Dad	03/ 2021	10/ 2021	Energy Efficiency / Decarbonisation Survey – scope agreed	03/ 2021
					Energy Efficiency / Decarbonisation Survey & Options Analysis (inc Options to achieve EPC 'C' and 'B')	04/2021 - 05/2021
					Market engagement	06/2021 - 10/2021
					Report to Cabinet	11/ 2021
					Procurement of Delivery Partner(s)	11/2021 - 02/2022
					Energy Efficient Programme Rollout including tenant consultation and post installation training and awareness	02/22 - 02/2027
					Monitoring and reporting	02/23 onwards
1.06b	Housing Retrofit – Implementation of city-wide retrofit plan	Maz Dad / Ian Morris	10/ 2021	02/ 2027	Collate results of survey into a city-wide retrofit plan	10/ 2021
					Report to Cabinet	11/ 2021
					Procurement of Delivery Partner(s)	11/2021 - 02/2022
					Energy Efficient Programme Rollout including tenant consultation and post installation training and awareness	02/22 - 02/2027
					Monitoring and reporting	02/23 onwards
1.07	Housing Retrofit – Large Panel Block (LPS) Retrofit and Ground Source Heating Pilot	Maz Dad / Ian Morris	01/ 2021	10/ 2022	LPS Pilot	01/2021 - 10/2022
					Review and Options and Cost-Benefit Analysis for all LPS Blocks including associated costs and carbon savings	01/21 - 12/2021
					Report to Cabinet	12/ 2021
1.07b	Housing Retrofit – Social Housing Demonstrator (WMCA)	Maz Dad	07/ 1905	44256	Green Homes 1b bid unsuccessful. Scheme currently not proceeding	02/ 2021
					Proposal requested to take forward Social Housing Demonstrator	03/ 2021
1.07c	Housing Retrofit – Energy Efficient Demonstrator	Ian C Morris	07/ 1905	44197	Energy Efficient Demonstrator bid unsuccessful. Scheme currently not proceeding	01/ 2021
					WMCA exploring alternative funding sources	tbc
1.08	Housing Retrofit – Phase 2 Green Homes LADs funding	Paul McGrath	12/ 2020	12/ 2021	Confirmation of £6.29m allocation to BCC	12/ 2020
					Internal discussion and dialogue	01/2021 - 02/2021
					Briefing and Delivery Proposal for consideration by Management Team (Julie Griffin)	02/ 2021
					Report to Cabinet	03/ 2021
					Tender process	04/2021 - 05/2021
					Authority to accept tender / contract award	05/ 2021
					Delivery	06/2021 - 12/2021
					Monitoring and evaluation report	12/ 2021
1.09	Housing Retrofit – Boiler Replacement Programme	Martin Tolley	03/ 2021	Feb 23 onwards	Energy Efficiency / Decarbonisation Survey – scope agreed	03/ 2021
					Energy Efficiency / Decarbonisation Survey & Options Analysis	04 – 05/2021
					Market engagement	06 – 10/2021
					Report to Cabinet	11/ 2021
					Procurement of Delivery Partner(s)	11/2021 – 02/2022
					Energy Efficient Programme Rollout including tenant consultation and post installation training and awareness	02/2022 – 02/2023 (Funding allocated against one year programme)
					Monitoring and reporting	02/2023 onwards
1.10	Housing Retrofit – Promote/educate all key stakeholders	Maz Dad	06/ 2021	tbc	Review existing corporate induction training materials and propose carbon literacy materials	06/ 2021
					Liaise with Housing Team on options for future engagement with service users	06/21+
1.11	Housing Retrofit – East Birmingham Heat Taskforce – produce retrofit & decarbonisation Outline Business Case	Mark Gamble	10/ 2020	01/2021+	First meeting of Community Energy Task Force	10/ 2020
					Continued meetings and liaison of the Community Energy Task Force	01/2021+
1.12	Housing Retrofit – Partnerships with Utilities	Paul McGrath	12/ 2020	2021	Utilities survey	12/2020 - 01/2021
					Confirm legal agreement	02/ 2021
					BCC Statement of Intent (Agility Eco)	03/ 2021
					Publish on BCC Website	03/ 2021
					Data Sharing Agreement with Utilities (GDPR compliance)	tbc
					Monitoring of Flexible ECO uptake	tbc

**Theme:** Transport  
**Aim:** A sustainable, green, inclusive, go-anywhere network

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
2.01	Birmingham Transport Plan (BTP) & Delivery Plan	Ioanna Moscholidou	01/ 2020	12/ 2021	Draft BTP consultation	01 – 04/2020
					Original planned BTP adoption delayed as a result of Covid	09/ 2020
					Delivery Plan scoping	circa. 02 – 03/2021
					Delivery Plan commission third party expertise	circa. 04/2021
					Delivery Plan initial outline	circa 06 – 07/2021
					Policy gap assessment	04 – 06/2021
					Report to Cabinet and BTP adopted	09/ 2021
					Delivery Plan completed	circa. 12/2021
2.02	Delivering the BTP (Transport & Highways Capital Programme)	Ioanna Moscholidou	04/ 2021	03/ 2027	Communication and Engagement	TBC
					TBC	TBC
					Emergency Active Travel Fund Tranches 1 and 2 - Implement City Centre Segments scheme.	TBC
					Emergency Active Travel Fund Tranches 1 and 2- Develop 2-3 additional pop up cycle lanes as part of tranche 2 of the active travel fund, funding permitting	TBC
					Emergency Active Travel Fund Tranches 1 and 2 - Deliver Places for People projects – to reduce traffic in residential neighbourhoods	TBC
					Emergency Active Travel Fund Tranches 1 and 2 - Implement Space for Pedestrians in the local centres	TBC
					BTP - E-Cargo Bikes - Establish training and project partners	TBC
2.03	Bus franchising (TfWM)	Mel Jones, John Myatt	tbc	tbc	Bus franchising - Produce an Outline Business case (led by TfWM)	TBC
2.04	EV Charging Points	Sylvia Broadley	01/ 2021	12/ 2032	OLEV funding secured	2020
					Fast & Rapid Strategy	2020
					Procurement completed – ESB in place	2020
					Phase 1 rollout - 394 Fast and Rapid Charging; first rollout March 2021	2021 - 23
					Wider city strategy	Summer 2021
					Working to stimulate market	2021 onwards
					Phase 2 rollout - 9000 charging points	2023-32
2.05	Hydrogen Bus Pilot	Sylvia Broadley	01/2021	12/ 2028	Funding secured £11m for hydrogen buses, £5.4m for infrastructure inc from CAZ income	F2019
					Buses produced	03/ 2020
					Procurement completed – National Express in place; inc development of national framework	9/2020
					Mobilisation with National Express on operational arrangements including maintenance (hydrogen fuel cells) and skills training	01/21 - 04/2021
					Delivery 20 Hydrogen Buses	04/2021 - 06/2021
					Buses are operational on Sprint route	07/2021 - 08/2021
					Operational, maintenance, skills training programme (National Express)	From 06/2021
					Hydrogen bus services deployed on Sprint route X1 & X51	08/ 2021
					Work with TfWM to align Zero Emissions Bus Policy	01/2021 - 08/2021
					NO2 - evaluation Year 1 review of pilot and benefits	2022
					Transition bus fleet (1500) to net zero – combination of hydrogen (c. 140) and electric buses	2022-2024

**Theme:** Transport  
**Aim:** A sustainable, green, inclusive, go-anywhere network

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
2.06	City Centre Clean Air Zone	Steve Arnold	01/ 2020	12/ 2028	CAZ Business Case	12/ 2018
					Government approval to business case	03/ 2019
					Launch date delayed from 01/2020 to 06/2020	07/ 2019
					Request to postpone launch from Summer to 'early' 2021	03/ 2020
					New launch date for CAZ confirmed as 1 June 2021	10/ 2020
					Handover of MVP for IT	12/ 2020
					Heavy Duty Vehicle Fund £10m – Upgrade & Replace, supports SMEs to purchase/lease new compliant vehicles; retrofit non-compliant vehicles to improve air quality. Live for applications	From 2/1/2021
					Scrappage/Mobility Credit Scheme £10m – for workers earning less £30k p.a. to encourage scrappage non-compliant vehicles. Procurement of partner to run scheme near completion; successful bidders notified Feb 2021. Aim is to do full launch of scheme in April	From 02/2021
					Licensed hackney carriage £15m – Upgrade & Replace, to encourage upgrade through retrofits, purchase of hybrids or EVs. Live for applications	From late 2021
					Start testing live data	03/ 2021
					Silent pay operational agreement ahead of live testing	03/ 2021
					Phase 6 handover	04/ 2021
					CAZ formal agreement between BCC, Secretary of State (DVLA really), vehicle check, payment portal and centralised help desk	04/ 2021
					Operational handover of cameras	End 04-05/2021
					Phase 2 of comms programme - radio, social, postcards to residents in the CAZ, with partners. Now in prep for phase 3	03/2021-07/2021
					CAZ rollout	06/2021
					Start publishing monthly report (TfL model) → tracks changes to traffic volume and composition and air quality on website	From 1st 07/2021
					Setting up a long term tracking system	02/2021 to 12/2021
					Air quality compliance	From 2022 (TBC)
2.07	Cole Valley Walking & Cycling	Naomi Coleman, Helen Jenkins, Mark Gamble	02/ 2021	06/ 2023	BCC land registration and valuation process/approval	02/2021-05/2021
					Project Start	04/2021 - 06/2023
					Arrange SLAs with Delivery Partners	04/2021-05/2021
					Recruit project manager	04/2021-05/2021
					Start date of project manager	05/2021-06/2023
					Process for obtaining licensing and permit	05/2021 - 04/2022
					Delivery of community-led small interventions	06/2021-06/2023
					Canal and litter picking and clearance programme	08/2021-05/2023
					Procurement of contractor services	10/2021-03/2022
					Ecological monitoring by Environment Agency and habitat and species monitoring	06/2021-06/2023
					Delivery of Ackers Adventure common space activation	09/2021-05/2022
					Delivery of Flagship Common Space Activation in Tyseley Park	09/2021-10/2022
					Design of Green space and cycle network improvements	10/2021-11/2021
					Delivery of River Cole/Kingfisher common space activation - Marshland	09/2021-07/2022
					Delivery of River Cole/Kingfisher common space activation - Meadow	09/2021 - 06/2023
					Delivery of woodland management activities	01/2022-03/2023
					Delivery of cycle path improvements	05/2022 - 07/2022
					Delivery of public green space seating area	06/2022-11/2022
					Delivery of Ackers Weir removal/bypass	06/2022-10/2022
					Project evaluation	01/2023-06/2023
					Project finish	06/ 2023



**Theme:** Waste**Aim:** Reducing the amount of waste produced across the city and identifying the most efficient way to deal with the waste that is produced

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
3.01	Commission a Joint Study with WMCA	Darren Share				Tbc
3.02	Charging Infrastructure at Waste Depots	Darren Share, Sylvia Broadley				Tbc
3.03	Municipal Waste Strategy	Darren Share				Tbc
3.04	Waste Fleet – Hydrogen/EV Fleet Demonstrator	Darren Share, Sylvia Broadley				Tbc
3.05	WMCA Circular Economy	Maria Dunn				Tbc

**Theme:** Energy**Aim:** Meeting demand with green energy

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
4.01	Tyseley Energy Innovation Park	Darren Share, Sylvia Broadley				Tbc
4.01a	Tyseley Energy from Waste Incinerator upgrade & replacement	Darren Share, Michelle Climer				Tbc
4.02	District Heat Networks Energy Centres	Derrick Taylor	02/ 2021	03/ 2022	Secure Engie DHN decarbonisation options & estimates	03/ 2021
					Carry out Engie contract options appraisal	03/ 2021
					Assess BEIS/WSP DHN scheme extension options	04/ 2021
					Evaluate BEIS BDEC recommendations	04/ 2021
					WSP to create OBCs for core DHN and agreed options	05/ 2021
					Secure approval of CLT and Legal and Finance	06/ 2021
					Report to Cabinet via governance procedure to approve and recommend chosen options	10/ 2021
					Engage Legal and contract team to discuss current DHN contract renegotiations	11/ 2021
					Commence negotiations with ENGIE	12/ 2021
					Draft DHN requirements for new potential sites identified through the THERMOS tool and approved extension options in collaboration with City Heat Decarbonisation project officer	07/ 2021
					Seek approval to proceed with Market soft test for DHN options with candidate vendors in collaboration with City Heat Decarbonisation project officer. Understand HNIP funding opportunities from HNIP budget.	08/ 2021
					In collaboration with City Heat Decarbonisation project officer, report to Cabinet for approval to proceed with procurement of service providers for DHN identified through THERMOS tool	01/ 2022
					Advertise opportunity to potential DHN operators	03/ 2022
					Discuss EfW options with Waste Management colleagues to include into future Waste Disposal contract to be let between 2024-34	03/ 2022
4.03	BEIS Heat Decarbonisation Study	Sylvia Broadley	09/ 2020	09/ 2021	Stage 1 - desktop analysis of decarbonisation technologies, building topologies, detailed outline profile of intervention prioritisation and carbon impact out to 2050	12/ 2020
					Stage 2 - will deliver four business cases for heat decarbonisation interventions that are 'funding ready'. BEIS will confirm next steps as result of national programme OBC funding	09/ 2021
4.04	SALIX Public Sector Decarbonisation (Council House)	Alice Clark	02/ 2021	08/ 2023	Complete Salix Business Case	02/ 2021
					Calculate carbon reduction from existing lighting to LED	02/ 2021
					Complete full business case with input from finance, procurement and legal	05/ 2021
					Contractors, on-site August	07/ 2021
					Council House handover	03/ 2022
					Council House Extension handover	08/ 2023

**Theme:** Natural Environment  
**Aim:** Protect and enhance the city's natural capital

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
5.01	Future Parks Accelerator Project	Hamira Sultan Nick Grayson	04/ 2019	03 / 2022	Establishing a new governance model for the natural environment, supported by 4 new city-wide / council wide cross sectors frameworks: Environmental Justice, Healthy City, Sustainable Finance and Citizen Involvement	01/2021 - 03/2021
					Period for collecting information, testing dates and the financial ask for Pilots to prepare for Cabinet report	04/2021 - 12/2021
					Environmental Justice outputs by March 2022 - supported 25 x young people (aged 18-25) to increase skills around green spaces. Interactive GIS map and new domain in IMD	03/ 2022
					Health City outputs by March 2022 - 250 residents prescribed green space interventions to improve their health and wellbeing. Bloomberg healthy city domains built into 20 min neighbourhood assessment matrix arriving at area wide population level health measures	03/ 2022
					Citizens Involvement outputs by March 2022 - 250 volunteers sharing regular data about their work in green spaces; collected 250 Earth stories from citizens. Integrated Neighbourhood Network Scheme and Green Birmingham Website and new volunteering mechanism	03/ 2022
					Sustainable Finance outputs by March 2022 - raise £25,000 through sponsorship and fundraising to support works in parks. Framework tested on strategic housing budget and programme and on 20 min neighbourhood asset class, Parks Foundation and community based fund raising capacity	03/ 2022
					Green Governance outputs by March 2022 - identified additional 25 hectares of green accessible space through the new city green space map	03/ 2022
					Employment & Skills Pilot - Ward End, East Birmingham	03/ 2021
					Housing Pilot - Lyndhurst, Erdington, North Birmingham and Druids Heath Estate, Brandwood, South Birmingham	03/ 2021
					Childrens Pilot - Dawberry Fields, Brandwood, South Birmingham	03/ 2021
					Health Pilot - Witton Lodge Community Association, Erdington, North Birmingham	03/ 2021
					Finalise report for Cabinet	12/ 2021
					Finalise pilot delivery dates and financial ask for pilots	01/2022 - 03/2022
5.02	Trees Supplementary Planning document	Simon Needle Uyen-Han-Phan	11/ 2020	Autumn 2021	Public Consultation	02/ 2021
					Updating SPD	06 / 2021
					Cabinet Approval of SPD	07 / 2021
					SPD Adopted	09 / 2021
5.03	Biodiversity Supplementary Planning document	Simon Needle	11/ 2020	Autumn 2021	As above (5.02)	Sep-21
5.04	Urban Forest Masterplan	Simon Needle Uyen-Han-Phan	06/ 2021	2040	First Consultation	03/ 2021
					Inventory and report on tree abundance, diversity and cover	TBC
					Assessment of plantable areas; identifying areas for planting within wards and identifying right tree types	TBC
					Identify and cost opportunities for new tree planting	TBC
					Second Consultation	TBC
					Identify first wave of 'SMART' Actions e	TBC
					Finalise report for Cabinet	Summer 21
					Implementation	Autumn 21 +
					Monitoring and Evaluation	TBC
5.05	Ward End and Cole Valley Green Skills Hub	Mark Gamble	12/ 2020	Jun-21	EOI LEP bid £2m	02/ 2021
					Develop OBC to GBSLEP - development, including commissioning surveys, design work, economic case & carbon savings	06/ 2021
5.06	WM National Park Concept	Simon Delahunty-Forrest	tbcc	tbcc	Work with WMCA to develop and shape proposals	tbcc
5.07	Design Guide SPD	Stuart Wiltshire	11/ 2020	Autumn 2021	Public Consultation	02/ 2021
					Updating SPD	06 / 2021
					Cabinet Approval of SPD	07 / 2021
					SPD Adopted	09 / 2021

Theme: Council Behaviour Change

Aim: Action the Council will take to facilitate internal behaviour change

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
6.01	Agile / Remote Working	Tracy Kirtton	06/ 2020	03/ 2023	Covid survey (health and wellbeing)	06/ 2020
					OBC to cabinet	11/ 2020
					CAZ staff travel survey	TBC
					Power BI map of staff postcodes	04/ 2021
					Home working survey launch	04/ 2021
					Full business case to Cabinet	04/ 2021
					Agile Liaison Officers start (depending on BC outcome)	06/ 2021
					Introduction of quick poll software	06/2021–09/2021
6.02	Training & Induction	Ella Chapman, Tracey Luckman, Ellie Crook	01/ 2021	tbc	Review existing corporate induction training materials and propose carbon literacy materials	01/ 2021
6.03	Council -wide Route to Zero Behaviour Change Communications Strategy, Campaigns & Monitoring	Amit Bratch, Ellie Crook, Derrick Taylor	01/ 2020	tbc	Restart Communications and Engagement Sub Group as part of the review of the R20 Taskforce	06/ 2021

Theme: Council Strategy &amp; Engagement

Aim: Council's role in facilitating change with external organisations such as businesses and the public

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
7.01	Working with Partners	Maria Dunn	tbc	tbc	Develop clear positions to influence, lobby and work in partnership with public sector partners, businesses, academics, third sector, private sector in West Midlands and UK	2030
7.02	Update all Strategies/Policies to embed carbon reduction	Amit Bratch with support from each project lead	01/ 2021	tbc	Schedule of all BCC core strategies / policies identifying plans and dates for review/adoption	03/ 2021
7.03	Embed carbon reduction in decision making	Amit Bratch with support from Tracey Murray/Eleanor Crook	09/ 2020	07/ 2021	Environmental and Sustainability report assessment template and guidance for use with all Cabinet and CMT reports	01/ 2020
					Develop Case Study Exemplars	02/ 2021
					Deliver training, education and awareness sessions	03/ 2021
					Trial Rollout	04/2021 - 06/2021
					Review Trial	07/ 2021
7.04	Council Commissioning & Procurement	Richard Tibbatts	02/ 2021	10/ 2021	Create contracts renewal schedule to inform low carbon development prioritisation	03/ 2021
					E.g. Feb 2021 - switched to 100% green energy for property and highways portfolio through our contract with West Mercia Energy and Total Gas and Power. Additional Cost £62k saving 23,618 tCO2e (£74k inc Schools) saving 4970 tCO2e	02/ 2021
					New procurement target operating model implemented	05/ 2021
					Transition and skills development of staff in respect of category \ market knowledge and emissions reduction trajectory	07/ 2021
					External professional advisor identified and appointed to support implementation of low carbon capabilities	07/ 2021
					Strategy, Policy and operational procedures, SV documentation and Policy updated to incorporate R20 priorities	07/ 2021
					Procurement implications from other R20 workstreams identified	08/ 2021
					Appoint R20 procurement lead, additional external procurement resource recruited to take on new incremental workload arising from R20 programme	08/ 2021
					All corporate and service procurement processes, templates and documentation updated to incorporate R20 priorities	10/ 2021
					Train service areas and contract managers in new low carbon R20 procurement skills \ capabilities	10/ 2021

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## Appendix 4 – Roles and Responsibilities (new posts)



**Job Title:** Assistant Director-Route to Net Zero Carbon

**Reports to:** Director - Inclusive Growth

**Grade:** Assistant Director

### Job Purpose:

The Assistant Director-Route to Net Zero Carbon is a core member of the Council's Inclusive Growth Directorate.

The Assistant Director-Route to Net Zero Carbon job purpose is to act as the lead officer and provide strategic advice on the Council's Route to Zero strategy in response to its Climate Emergency Declaration, net zero target and strategic inclusive growth objectives. To act to optimise opportunities for investment to deliver sustainable net zero objectives, a just transition and inclusive economic growth. To represent the City Council at a national and regional level and work with strategic partners including Government, the Combined Authority, Local Enterprise Partnerships, other public sector partners, private sector partners and investors to bring forward the delivery of route to zero investment that supports the wider objectives of the City Council and meets its net zero carbon goals whilst responding positively to economic, health and social challenges to ensure and enable positive outcomes for residents and businesses. Whilst this post sits within the Inclusive Growth directorate, the postholder will be responsible for working to achieve net zero carbon across the whole organisation, ensuring that Route to Zero becomes firmly embedded in everything that we do. The role requires the ability to set strategy but also to support the delivery of projects on the ground, ensuring that the Council achieves a reduction in its own carbon emissions and drives forward carbon reduction across the City as a whole.

In particular, the Assistant Director-Route to Net Zero Carbon sets the direction and purpose and ensures the delivery of agreed policies, projects and interventions to secure the Council's Route to Zero commitments in the short and long term, taking account of local, regional and national contexts.

- The organisation's vision to be a 'Council of the Future' has been developed closely with members and our partners across the City and provides an exciting and challenging view for the growth of the Birmingham, where every child, citizen and

place matters. Designed to develop our people and communities and to focus on our priorities of children, housing, health, jobs and skills.

- The foundations for the organisation to be a 'Council of the Future' are about being a 21<sup>st</sup> Century Council with 21<sup>st</sup> Century Officers and Councillors. The Assistant Director Route to Zero is critical to the development of these foundations by ensuring that all the appropriate resources and capabilities available to the Council are used to maximum effect, in particular both financial and human capital.
- The role will, through inspiring others identify, drive and secure opportunities to reduce carbon emissions, alongside improving and transforming services. These opportunities will be found across the services directly managed and across the Council as well as influencing a range of partners across the city. Because the pace of improvement needs to be rapid and sustainable the portfolio may change over time, so adaptability and focus on delivery are also critical features.
- The post is at the heart of the Inclusive Growth directorate in leading on development of all parts of the city, in particular new strategies to address the climate crisis that are inclusive and capable of delivering the route to net zero carbon as well as leading and managing the Route to Zero portfolio:
  - Overall management of the Route to Zero function
  - Overall management of the Route to Zero portfolio – across all City Council Directorates, commissioned partners and external organisations
  - To act as the main link on Route to Zero with Government, Combined Authority and other external partners including delivery partners and investors

#### **Key Accountabilities:**

- To support the Chief Executive, Elected Members and colleagues in translating strategic vision and priorities into delivery plans, monitoring their progress on a regular basis and outcomes achieved.
- To work closely with the Director – Inclusive Growth and with Council delivery departments/colleagues and external partners to shape and develop a coherent and prioritised Route to Zero Portfolio of investable projects/interventions and ensure that it is maintained and delivered effectively and efficiently.

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- To provide strong professional and managerial leadership across the organisation, including setting clear objectives and measures, managing performance and resources, and assessing impact/risk.
  - To create a working environment where employees will flourish and deliver services within Birmingham City Council to the highest possible standard.
  - To develop/negotiate joint approaches to Route to Zero service planning and delivery in partnership with all the relevant internal and external services providers and regional and national bodies.
  - To develop and maintain positive and creative relationships with diverse stakeholders including elected members, council officers and other external agencies in order to maximise joint effort and pool resources wherever possible.
  - To develop a robust performance management system for the service to ensure all activities have clear business plans linked to council plans which direct staff objectives both within the service and across the Council.
  - To act as an ambassador for the Council, promoting and enhancing the authority's image, forming strategic alliances and developing effective working relationships on a local, regional and national basis.
  - To ensure the Council is equipped at all times and open to inspection/external assessment in order to maximise opportunities to learn and enhance outcomes and levels of achievement.
  - To ensure all employees, both within the portfolio and across the council, are developed and supported to enable them to reach required competencies to deliver services to both national and local standards through systematic and targeted performance management.
  - To lead and promote good employee relations through staff engagement and regular contact with Trade Union representatives at all levels.
  - To promote the Council's core values and equal opportunities with our communities and staff through personal example, open commitment and clear action.

- To develop a positive working environment encouraging active involvement of employees in shaping the development and co-production of services.
- To foster a cross Council culture by ensuring the overall vision, ethos and values are central to the use of resources through introduction, development and application of appropriate organisational development strategies and delivery plans.
- To lead empowerment of managers and staff to operate within a culture of accountability and shared responsibility for generating and delivering the best possible outcomes.

**Key Results Areas:**

- To lead work across the entire Route to Zero portfolio and its constituent programmes/projects. At the heart of this role is leading the Council's work on achieving carbon neutrality within its own operations and across the city.
- To engage internal partners within the Inclusive Growth Directorate, across all delivery functions and with partners right across the city, overseeing the design and delivery of Route to Zero projects and programmes, ensuring these are joined up and that delivery partners are held to account.

This work is enabled through the development, shaping, agreement and maintenance of the Route to Zero Portfolio and constituent projects and interventions agreed with delivery departments and a range of delivery partners. The Assistant Director ensures that Route to Zero Portfolio delivers against political priorities and manifesto commitments and that it is mandated, funded and integrated into the delivery plans agreed with operational delivery departments and other delivery partners.

- To work closely with Members in assessing the carbon reduction objectives of the city, both now and in the future, and address these and gain support and commitment for the Route to Zero Portfolio Working alongside Members, enabling them to understand their part in achieving agreed outcomes.
- To bring together policy, research, emerging solutions and best practice; including policy, strategy, new technology and new products and applying and adapting them for the local context. Keeping under review developments in tackling carbon emissions and ensuring that the Portfolio is regularly reviewed and updated to remain relevant.
- To commissioning delivery departments and other partners to develop and deliver defined projects. Ensuring the procurement of contracts and services to deliver defined projects are regularly reviewed, monitored and performance managed.

- To position Birmingham as a 'testbed' / hub for climate innovation to attract inward investment and green businesses.
- To act as the Council's core Route to Zero link. To lobby externally to attract public and private sector investment to the West Midlands and Birmingham City, ensure that regional inputs are made to the development of national strategies and policies and that Birmingham is seen at the vanguard of the zero-carbon agenda.
- To identify and secure funding from the public and private sector to implement transformative Route to Zero projects/interventions/solutions.
- To lead the establishment of the Route to Zero Investment and Development Team. [This Team may be in partnership with a university of other research and development function. This team will be established on a self-financing basis]. The Team will work with delivery departments, ensuring the wider work of the Council on climate change and the built environment aligns with Route to Zero.
- To work closely with executive and political colleagues within the Council (including for example the Route to Zero Advisory Group and Climate Change Task Force/ Climate Change Assembly) and with a wide range of partners including WMCA, Central Government Departments, Academia and Industry to deliver sustainable growth while reducing carbon emissions to net zero.

The Assistant Director performs a critical role in delivering the Council's Route to Zero ambitions in collaboration with external stakeholders including Government, WMCA, LEPs, TfWM, businesses, investors, academia, third sector etc. This is enabled through proactive engagement, joint working and an interventionist approach to stimulate, develop and deliver innovative solutions that tackle carbon emissions across the city region. In particular, the Assistant Director will work with partners to create a 'can do' culture, increase the city's profile and maximise investment in the city.

- To build on and make use of established local, regional, national and international networks to support Birmingham's net zero carbon objectives.
- To gain agreement by all parties to Route to Zero portfolio outcomes and performance monitor against these to ensure compliance, ensuring that performance is tracked, and remedial action is taken where necessary. To lead the annual reporting to Full Council on progress against the Route to Zero Action Plan and to lead updates to that Action Plan. Continuously managing, monitoring and evaluating the R20 portfolio to ensure it remains relevant, projects are delivered, and defined outcomes and targets are achieved.

### **Finance and Staffing Dimensions:**



- 
- To provide leadership and management to the Route to Zero Portfolio across the Council and in collaboration with external partners.
  - Overall management for Route to Zero project delivery team:
    - Route to Zero Wave 1 Projects – c.50 projects across 8 themes
    - Subsequent Route to Zero Projects – to be developed
  - To secure investment for the Route to Zero portfolio.
  - To be accountable for the effective management of the Route to Zero budget.

**These duties are neither exclusive nor exhaustive and you may be expected to undertake duties and responsibilities, as directed by the Director – Inclusive Growth.**

**Person Specification:****Job Title:** Assistant Director-Route to Net Zero Carbon**Requirements:** Evidenced by: **a:** application form **b:** test **c:** interview**Knowledge and Experience**

Technical	a	b	c
A relevant professional qualification or equivalent. Educated to degree standard with evidence of continuous professional development.	✓		
A thorough understanding of the statutory and regulatory framework which guides local government/ the public sector.	✓		✓
Experience of proven strategic leadership and consistent achievement as a senior leader in a broadly comparable environment.	✓		✓
Experience of leading significant programmes of corporate and transformational change and which has achieved significant outcomes and generated savings/revenues. Proven track record of execution. Experience in identifying, evaluating and shaping opportunities and managing programme portfolios.	✓		✓
Experience delivering best value through innovative, integrated, client and community focused service provision whilst promoting equal opportunities.	✓		✓
Experience in developing effective working relationships with diverse stakeholders and operating and negotiating with outside agencies	✓		✓
Experience of strategic management and achieving sustainable improvements, with the ability to translate strategic objectives into projects/programmes and delivery plans.	✓		✓
Experience in a senior role with a track record of delivering outcomes in a local authority or equivalent organisation, complemented by relevant experience in transformation delivery / route to zero	✓		✓
Experience of effective budget management at a high level and accountability for strict monitoring and best use of resources.	✓		✓
Experience of applying commercial and business acumen, exploiting new opportunities to achieve output related change and an outward customer facing and community focus. This will include experience of creating new sources of income and securing major funding from public and private sources. Substantial commercial experience in engaging and negotiating with public and private sector investors and managing commissions/contracts to secure agreed outcomes.	✓		✓
Experience and ability to use ICT tools to a basic standard (e.g. Word/ Excel/ PowerPoint), Outlook, Blackberry (or other smart phone), PC/Laptop, other ICT systems etc.)	✓	✓	
Extensive experience at a senior management level of addressing climate change and delivering strategic transformation programmes/ portfolio	✓		✓
Detailed practical understanding of Route to Zero opportunities across a range of disciplines and its transition into implementation. Leading the design, consultation and funding activities necessary to implement transformative interventions.	✓		✓
Experience of successfully managing accountabilities in relation to major funding programmes.	✓		✓
Successful and demonstrable work with diverse communities.	✓		✓

Experience of working closely with elected members and multi-agency partnerships. Excellent stakeholder management and relationship management skills. Ability to work effectively in political environment. Able to challenge stakeholders whilst maintaining excellent relationships.	✓		✓
Experience of managing and controlling substantial budgets, including the negotiation of funding arrangements with external agencies. Substantial commercial experience in engaging and negotiating with public and private sector investors and managing commissions/contracts to secure agreed outcomes	✓		✓
Experience of forming and playing a major role in partnerships, particularly with the private sector.	✓		✓
Leading climate change strategies and delivery of action plans	✓	✓	
Integrating climate action ambitions across Council/organisation departments as a cross-cutting theme, particularly in respect to the delivery of housing, place shaping, energy, transport and economic growth.	✓	✓	
Leading the design, consultation and funding activities necessary to ensure the delivery of meaningful climate change interventions to achieve carbon neutral councils and cities	✓	✓	
Knowledge of best practice of climate action activities such as green transport/energy/housing/local economic growth	✓	✓	

## Competency Framework

Authentic: Sets vision and team direction <i>Enterprising and performing</i>			
Achieving personal work goals and objectives Demonstrates personal strengths in pride and growth; accepts and tackles demanding goals with enthusiasm; works hard and puts in longer hours when it is necessary; seeks progression to roles of increased responsibility and influence; identifies own development needs and makes use of developmental or training opportunities; targets resources on key priorities and outcomes		✓	✓
Entrepreneurial and commercial thinking Demonstrates personal strengths in improvement and prevention, as well as commercial and business acumen; keeps up to date with competitor information and market trends, maintains awareness of developments in the organisational structure and politics; tenacious drive for continuous improvement, demonstrates financial awareness; controls costs and thinks in terms of profit, loss and added value.		✓	✓
Creating and conceptualising - formulating strategies and concepts; Demonstrates a strength in strategic awareness; Works strategically to realise organisational goals; demonstrates creativity, initiative, resourcefulness and resilience, sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account of a wide range of issues across, and related to, the organisation.		✓	✓
Enabling: Develops great staff teams <i>Supporting and co-operating</i>			
Adhering to values and behaviours Demonstrates strong moral compass; upholds public service ethics and values; and demonstrates integrity; promotes and defends equal opportunities, has a personal and professional commitment to trust, builds diverse teams; encourages organisational and individual responsibility towards the community and the environment.		✓	✓
Leading and supervising Demonstrates a strength in acting as a catalyst; a strong leader with energy, flair, resilience and credibility; provides others with a clear direction; inspires, leads, motivates and empowers others; recruits staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate standards of behaviour and tackles underperformance sensitively and effectively.		✓	✓
Collaborative: Builds great relationships and partnerships <i>Interacting and presenting</i>			
Relating and networking Demonstrates a strength in rapport building; easily establishes good relationships with diverse stakeholders including elected members, customers, staff and partners; communicates well with people at all levels, including members, partners and trade union representatives; builds wide and effective networks of contacts.		✓	✓
Persuading and influencing Demonstrates a strength in persuasion; gains clear agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others to maximise opportunities.		✓	✓
Resourceful: Weaves resources to add value to outcomes <i>Adapting and coping</i>			
Adapting and responding to change		✓	✓

Demonstrates strong personal strengths in resilience, bounce back and reconfiguration; maintains a positive outlook; adapts to changing circumstances; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; remains calm and focussed; shows an interest in new experiences and challenges; handles criticism well and responds appropriately.			
<p>Determining and initiating action</p> <p>Demonstrates a strength in judgement and personal responsibility; takes responsibility for actions, projects and people; works under own initiative; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks and sees ideas through to delivery, basing decisions on evidence.</p>		✓	✓

Role Title		Route to Net Zero Portfolio Manager
Term of Contract	Permanent Full-time	
Assumed Start Date	1 <sup>st</sup> January 2022	
Reporting to	Assistant Director-Route to Net Zero Carbon	
Responsibilities	<p>The Portfolio Manager will support the overall status and delivery of Route to Zero. This involves supporting the project and programme governance for the delivery of all projects, including continuous opportunity analyses, project prioritisation and reporting status against Critical Success Factors. The PM will be responsible for the successful delivery of the Route to Zero Portfolio by developing, planning and coordinating a number of significant programmes and enabling projects. The PM will support the Assistant Director in the recruitment process of a new Route to Zero Team and ultimately manage the team on a daily basis.</p>	
Core Skills	<p>We are looking to recruit an experienced and/or qualified Portfolio Manager and who has a good understanding of Portfolio Management methodologies. You will understand the value in applying discipline to the planning and delivery of programmes and projects to ensure they are delivered to Time, Cost and Quality. The ideal candidate has extensive experience managing climate change-related projects and/or programmes and/or portfolios for several years and has the following skills and experience:</p> <ul style="list-style-type: none"> <li>• Significant experience within a similar environment working on portfolio definition and development</li> <li>• Expert knowledge of the project, programme and change management lifecycle and the key stages within it</li> <li>• Track record in proactively engaging and driving change to improve the overall quality of service and practice</li> <li>• Excellent stakeholder management skills</li> <li>• Able to challenge stakeholders whilst maintaining excellent relationships</li> <li>• Excellent communicator</li> <li>• Strong leadership experience</li> <li>• Experience in leading and working closely with business/project/programme leaders</li> <li>• Capable of managing a diverse workload and prioritising work to meet business.</li> </ul>	
Desired Skills	<p>Knowledge and implementation of Climate Change projects</p> <p>Technical knowledge of projects that will reduce Council carbon emissions</p>	
Grade level	6	
Salary	<p>£44,863 - £56,075</p> <p>Max gross pa £82,452</p>	

Principal Route to Net Zero Carbon Finance and Bid Manager	
<b>Role Title</b>	
<b>Term of Contract</b>	<b>Permanent</b> Full-time
<b>Assumed Start Date</b>	1 <sup>st</sup> January 2022
<b>Reporting to</b>	Assistant Director – Route to Net Zero Carbon
<b>Responsibilities</b>	The Finance and Bid Manager will be creative in identifying funding opportunities for Route to Zero. They will prepare winning bids, whilst taking ownership of the end-to-end bid process. The Finance and Bid Manager will be responsible for managing an opportunity from qualification through to contract award, including strategy development, commercial considerations, procurement, partner identification, risk management and contract management. Responsibilities include the introduction and implementation of all necessary bid procedures, governance, and processes.
<b>Core Skills</b>	<p>Bid management from opportunity identification through to project delivery, and will provide valuable input into opportunity qualification, strategies, commercial discussions, and project design.</p> <p>Sound commercial understanding, and risk management skills.</p> <p>Has the ability to manage complex, multi-workstream opportunities.</p> <p>Solid understanding and implementation of internal governance procedures.</p> <p>Experience preparing and promoting compelling bids for funding</p> <p>Have proven and substantial experience of successfully securing funding, ideally for climate change related opportunities.</p> <p>Managed private and public funding contracts</p> <p>Funding partner engagement</p>
<b>Desired Skills</b>	<p>Ideally has a background in sustainability programmes</p> <p>Have proven and substantial experience of successfully securing funding, ideally for climate change related opportunities.</p> <p>As an expert, they'll be able to identify the specialist input required to get strong results linked to sustainability, green economy and inclusive growth.</p>
<b>Grade level</b>	<b>5</b>
<b>Salary</b>	£ 35,745- £43,857 Max gross pa: £64,222

Role Title	Principal Route to Net Zero Carbon Portfolio Officer
<b>Term of Contract</b>	Permanent Full-time
<b>Assumed Start Date</b>	1 <sup>st</sup> January 2022
<b>Reporting to</b>	<b>Route to Net Zero Portfolio Manager</b>
<b>Responsibilities</b>	The Principal Route to Zero Net Zero Carbon Principal Officer will support the team in developing and delivering a long-term portfolio of programmes/ projects to support BCC in achieving their climate action commitments. They will work with teams throughout the organisation along with external stakeholders. Their technical knowledge will help to provide advice and identify and prioritise opportunities for carbon and cost reduction. They will also keep abreast of innovation
<b>Core Skills</b>	Experience developing sound investable business cases Focus on results Project management skills Experience bringing projects through to delivery Experience of working in a large organisation, and successfully delivering
<b>Desired Skills</b>	Experience embedding a proactive approach to carbon emissions management/ reduction across organisations Professional background in climate change action, energy management, organisational travel and fleet, waste management, natural environment or other relevant areas
<b>Grade level</b>	<b>5</b>
<b>Salary</b>	£ 35,745- £43,857 Max gross pa: £64,222



Role Title	Principal Route to Net Zero Carbon Behavioral Change and Engagement Officer
<b>Term of Contract</b>	Permanent Full-time
<b>Assumed Start Date</b>	1 <sup>st</sup> January 2022
<b>Reporting to</b>	<b>Assistant Director - Route to Net Zero Carbon</b>
<b>Responsibilities</b>	The role is key in helping to develop and manage a programme of behavioral change and to-ordinate communications and engagement activity from across the portfolio, ensuring internal and external stakeholders are kept informed about key milestones and ongoing work. The Officer will also develop eye-catching and engaging content for a range of print and digital channels to help generate excitement for the portfolio activities, encourage participation by residents, businesses and industry as well as delivering all communication campaigns and consultations.
<b>Core Skills</b>	We are looking for an experienced communications and engagement officer with all-round skills to build positive relationships with a range of stakeholders both internally amongst staff, members and senior management, and externally amongst resident, local business, community and industry groups. The candidate should have experience in shaing behavioral change programmers, preferably relating to carbon emissions reduction. The ideal candidate will be results driven, highly organised with an understanding of stakeholder engagement and the importance of tailoring the right message to the right audience. They will also have the creativity and technical skills to develop effective, targeted content for a range of digital and print channels.
<b>Desired Skills</b>	The ideal candidate will have experience working on climate change/ energy/ air quality or similar projects.
<b>Grade level</b>	<b>5</b>
<b>Salary</b>	£ 35,745- £43,857 Max gross pa: £64,222

Role Title	Route to Net Zero Carbon Assistant Portfolio Officer
<b>Term of Contract</b>	Permanent Full-time
<b>Assumed Start Date</b>	1 <sup>st</sup> January 2022
<b>Reporting to</b>	<b>Principal Route to Net Zero Carbon Portfolio Officer</b>
<b>Responsibilities</b>	To support the team through a period of development and change, with an ultimate aim of operating slick and efficient processes, and projects whilst

	<p>providing the best service to the Council's customers, residents and businesses. The Route to Net Zero Carbon Assistant Portfolio Officer will be responsible for providing effective quality assurance support and expertise to the Organisation on all aspects of the Portfolio and its programme &amp; project lifecycles whilst supporting the team in delivering digital and technology change. The postholder will be responsible for setting up the programme of regular meetings, managing agendas and ensuring that information is circulated on time.</p>
<b>Core Skills</b>	<p>Providing effective quality assurance support</p> <p>Data analysis support to large organisations, and ideally climate change teams</p> <p>Produce reports &amp; dashboards using various software / data systems to access &amp; generate information.</p> <p>Support project governance processes, ensuring standardisation of all project documentation and effective management of project progress.</p> <p>Contract and supplier management of external technical and data consultants</p>
<b>Desired Skills</b>	Data analysis support to climate change teams in large organisations
<b>Grade level</b>	<b>3</b>
<b>Salary</b>	<p><b>£20,344 - £26,317</b></p> <p><b>Max annual cost £39,133</b></p>



## Appendix 5 – Risk Register

Risk category	Risk description	Date raised	Owner	Mitigation action	Proximity	Current risk assessment		
						5 – Very high, 4 – High, 3 – Significant, 2 – Low, 1 – Very Low		
						Impact	Likelihood	Score
<b>Political</b>	Stakeholders: risk that BCC stakeholders are insufficiently informed of R20 programme, Wave 1 projects and work plan for 2021-22	29/03/2021	Ian MacLeod / Maria Dunn	- Stakeholders will be identified and engaged to ensure alignment on outcomes and targets from April	3	3	3	9
<b>Professional / Managerial</b>	Programme/Theme & Project Leadership: Poorly defined and executed leadership and governance for the R20 programme/themes/projects	29/03/2021	Ian MacLeod / Maria Dunn	- BCC to appoint a political lead and executive lead for each thematic area, and ensure that each project has as a minimum an SRO appointed -R20 Programme Board to be established -Weekly R20 Team meetings -Regular briefings between R20 Team and Director for Inclusive Growth	4	5	5	25
<b>Professional / Managerial</b>	Resources: insufficient capacity within BCC to support the R20 work plan in 2021-22 including Wave 1 project delivery; identification, evaluation, prioritisation of Wave 2 etc; engagement with external partners	29/03/2021	Ian MacLeod / Maria Dunn	Resourcing capacity for Wave 1 projects to be confirmed - R20 team recruitment process -AD post creation approved by Director Inclusive Growth; continue job evaluation and recruitment - Risks to R20 portfolio forward resourcing will	4	3	4	12

				be flagged and requisite amends made to the proposed R20 team.				
<b>Professional / Managerial</b>	R20 Project Evaluation / Prioritisation: availability of core baselining and target carbon zero data/information by BCC officers	29/03/2021		Iterative evaluation process to develop requisite detail / information - ICC research / review of benefits and 'proxy' measures - Collection and collation of data by project will be a key consideration during project delivery and project evaluation	4	5	5	25
<b>Professional / Managerial</b>	R20 Governance: programme board to be established; align programme governance with BCC officer and political governance	29/03/2021	Ian MacLeod / Maria Dunn	- Director Inclusive Growth to establish programme board and interfaces to other governance forums	4	3	3	9
<b>Professional / Managerial</b>	Buildings Retrofit: Strategy and projects to be confirmed. It is unclear what projects/initiatives are in place to deal with retrofit for Council Buildings (incl. schools etc); Commercial Buildings	29/03/2021	Maria Dunn / Housing Team	- Discussion with Housing Officers on retrofit - Retrofit projects to be supported by R20 programme - Thermal Impact / Energy Efficiency Letter of Engagement to be signed in order for Panacea to progress work - Martin Tolley to confirm action on PV Solar proposal and Community Heating proposal	4	4	4	16
<b>Professional / Managerial</b>	Natural Environment: West Midlands National Park concept delayed to Wave 2 projects	29/03/2021	Simon Delahunt y-Forrest	- Ensure programme is considered in future phases	4	2	2	4
<b>Professional / Managerial</b>	EV Chargers - Failure of securing planning approval for EV charger installations across the city	29/03/2021	Sylvia Broadley	Thorough management of the planning approvals process (TOR, consultations, site design, enforcement)	4	5	3	15

<b>Professional / Managerial</b>	Behaviour Change theme: Wave 1 projects do not explicitly address Council-wide behaviour change	29/03/2021	Tracy Kirton	-A strategy and group need to be reactivated	4	4	4	16
<b>Professional / Managerial</b>	New Build: Scope to increase carbon savings by embedding carbon reduction within all aspects of commissioning and procurement activities including construction supply chain	29/03/2021	Bali Paddock	Prioritise introduction of category management in commissioning and procurement	3	4	4	16
<b>Professional / Managerial</b>	New Build: Passivhaus Pilot cost benefit report will be delivered in 2024 upon completion. There is a risk that time is being spent obtaining data which could be obtained from pilots already completed or close to completion on other LA's	29/03/2021	Bali Paddock	<ul style="list-style-type: none"> <li>- Continue to liaise with BCC team to understand what additional information can be obtained from pilots that is not available from existing projects.</li> <li>- Potential that additional benefits are the key driver for pilots rather than carbon reduction</li> </ul>	1	3	3	9
<b>Professional / Managerial</b>	Waste: BCC waste team are unavailable to provide plan milestone scheduling and information on CO2e data and project financial data in support of Wave 1 waste projects	29/03/2021	Darren Share	Continue efforts to liaise with Waste team to secure contributions and data - conscious of current confidential procurement process	5	3	3	9
<b>Environmental</b>	Scale of R20 portfolio: ability to demonstrate reduction in carbon emissions across the portfolio	29/03/2021	Ian MacLeod / Maria Dunn	<ul style="list-style-type: none"> <li>- Stakeholders have been identified and engaged</li> <li>- Information will be collected in an iterative process</li> <li>- Project reviews will interrogate the data collected in order to ensure information</li> </ul>	4	4	4	16

				provided is reliably sourced - Engagement with external partners required to develop next wave R20 projects				
<b>Social</b>	Transport - Birmingham won't meet its carbon targets: BCC has influence over city transportation but needs to play a much stronger influencing role than they currently are (business, residents)	29/03/2021	Ian MacLeod / Maria Dunn	Implement R20 Communications Strategy, proactive engagement with partners (incl. schools, GBSLEP, TfWM)	2	5	5	25
<b>Financial</b>	Financial: Failure to secure fair share of government funding and secure private sector investment to progress R20 projects/initiatives	29/03/2021	Ian MacLeod / Maria Dunn	- National policy and economic statements will continually be reviewed and their impact on the programme assessed	3	3	3	9
<b>Financial</b>	Financial: economic outlook/volatility in economic markets impacts appetite of private sector to invest	29/03/2021	Ian MacLeod / Maria Dunn	- Economic outlook and market data will continually be reviewed against potential impacts on programme	3	3	3	9
<b>Professional / Managerial</b>	Resources: risk that BCC is not able to attract the skilled and experienced resources required for the R20 team	29/03/2021	Ian MacLeod / Maria Dunn	Staff recruitment process will continually be reviewed to ensure that role requirements are being fulfilled by those shortlisted - Where required alternative arrangements (e.g. interim role/ contract role) will be explored to ensure a wide pool of candidates	3	4	3	12
<b>Partnership/ Contractual</b>	Scale of R20 portfolio: Risk that stakeholders are not fully brought into the rationale for and the identified R20 portfolio	29/03/2021	Ian MacLeod / Maria Dunn	- Stakeholders will continue to be identified and engaged - Project reviews will interrogate the data collected in order to ensure information provided is reliably sourced - Partnership working within working groups,	4	4	3	12

				including external and internal stakeholders, will be encouraged and explored				
<b>Professional / Managerial</b>	Resources: To progress exploring the scalability of the 5 identified targeted opportunities (EV Charging, District Heat Scheme, Procurement, Energiesprong, Low Emission Bus) BCC need to prioritise and allocate skilled resources	29/03/2021	Ian MacLeod / Maria Dunn	Candidates with the required skills and capacity based, on the scope of work and target deliverables, will be identified and appointed for each targeted opportunity	4	5	5	25







Title of proposed EIA	Route to Zero Next Stage Business Case
Reference No	EQUA748
EA is in support of	New Service
Review Frequency	Annually
Date of first review	30/09/2022
Directorate	Inclusive Growth
Division	Development Policy
Service Area	N/A
Responsible Officer(s)	<input type="checkbox"/> Maria Dunn
Quality Control Officer(s)	<input type="checkbox"/> Richard Woodland
Accountable Officer(s)	<input type="checkbox"/> Ian MacLeod
Purpose of proposal	To progress the Route to Zero Next Stage Business Case
Data sources	relevant research
Please include any other sources of data	N/A
 ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders; Employees; Wider Community
Age details:	The Route to Zero Next Stage Business Case will improve the quality of the environment for all age groups.  The creation of the team will follow established HR processes.
Protected characteristic: Disability	Service Users / Stakeholders; Employees; Wider Community
Disability details:	The Route to Zero Next Stage Business Case will improve the quality of the environment which will be of benefit to all people regardless of disability.  The creation of the team will follow established HR processes.
Protected characteristic: Sex	Service Users / Stakeholders; Employees; Wider Community
Gender details:	The Route to Zero Next Stage Business Case will improve the quality of the environment which will be of benefit to all people regardless of gender.

all people regardless of gender.

The creation of the team will follow established HR processes.

Protected characteristics: Gender Reassignment

Service Users / Stakeholders;  
Employees; Wider Community

Gender reassignment details:

The Route to Zero Next Stage Business Case will improve the quality of the environment which will be of benefit to all people regardless of disability.

The creation of the team will follow established HR processes.

Protected characteristics: Marriage and Civil Partnership

Not Applicable

Marriage and civil partnership details:

N/A

Protected characteristics: Pregnancy and Maternity

Not Applicable

Pregnancy and maternity details:

N/A

Protected characteristics: Race

Service Users / Stakeholders;  
Employees; Wider Community

Race details:

The Route to Zero Next Stage Business Case will improve the quality of the environment which will be of benefit to all people regardless of race.

The creation of the team will follow established HR processes.

Protected characteristics: Religion or Beliefs

Service Users / Stakeholders;  
Employees; Wider Community

Religion or beliefs details:

The Route to Zero Next Stage Business Case will improve the quality of the environment which will be of benefit to all people regardless of religion or beliefs

The creation of the team will follow established HR processes.

Protected characteristics: Sexual Orientation

Not Applicable

Sexual orientation details:

N/A

Socio-economic impacts

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The City Council is committed to a 'just

	transition' to net zero carbon.
Please indicate any actions arising from completing this screening exercise.	Ensure that all recruitment to the new team is undertaken in accordance with established HR processes.
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	N/A
Consultation analysis	N/A
Adverse impact on any people with protected characteristics.	N/A
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?	Annual reviews of this assessment. Projects within the R20 portfolio will need to undertake their own equality impact assessments.
What data is required in the future?	N/A
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	The proposal will not lead to adverse impacts on any protected characteristics.
Consulted People or Groups	
Informed People or Groups	
Summary and evidence of findings from your EIA	The proposal will not lead to adverse impacts on any protected characteristics.
QUALITY CONTORL SECTION	
Submit to the Quality Control Officer for reviewing?	No
Quality Control Officer comments	The EA is appropriately 'light touch' at this stage reflecting that the report is primarily concerned with securing the necessary staffing resources to help deliver the Council's R20 action plan. The broad assumption at this stage is that the programme will not disproportionately disadvantage any protected groups and will support equality of opportunity for all; however this assumption will be tested as subsequent projects will require their own business cases and detailed

04/10/2021, 12:38

Assessments - Route to Zero Next Stage Business Case

Decision by Quality Control Officer

Submit draft to Accountable Officer?

Decision by Accountable Officer

Date approved / rejected by the Accountable Officer

Reasons for approval or rejection


Please print and save a PDF copy for your records


Julie Bach

Person or Group

Content Type: Item

Version: 41.0

Created at 16/09/2021 05:35 PM by  Maria Dunn

Last modified at 01/10/2021 11:28 AM by Workflow on behalf of  Maria Dunn

equality assessments.

Proceed for final approval

Yes

Approve

Yes

Close



# Birmingham City Council

## Report to Cabinet

12<sup>th</sup> October 2021



**Subject:** Full Business Case - New Build Depot for the Relocation of Montague Street and Redfern Road Depots (Atlas Works)

**Report of:** Managing Director of City Operations

**Relevant Cabinet Member:** Councillor Tristan Chatfield, Cabinet Member Finance and Resources  
Councillor John O'Shea, Cabinet Member Street Scene and Parks

**Relevant O & S Chair(s):** Councillor Mohammed Aikhlaq, Resources  
Councillor Penny Holbrook, Housing and Neighbourhoods

**Report author:** Lesley Steele, Operational Programme Manager, Property Services. Lesley.Steele@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
Bordesley and Highgate Ward and Tyseley and Hay Mills Ward		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 009141/2021		
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
Exempt Appendix 1		
Exempt information Schedule 12A to the Local Government Act 1972 (as amended). Paragraph 3. Information relating to the financial or business affairs of any particular person (including the council). Appendix 1 contains sensitive, commercial information		

### 1 Executive Summary

- 1.1 The purpose of the report is to seek approval of the Full Business Case ( FBC) and the award of the contract for stage 2 of the proposal for the delivery of the construction of a new depot facility to relocate the key activities currently carried

out at Montague Street Depot (workshop facility) and Redfern Road Depot (welfare, ablutions and training facilities).

- 1.2 To formally declare the Redfern Road Depot, Tyseley, B11 2AB surplus as per the site plan Appendix 3 and to progress the marketing of the site.
- 1.3 To illustrate how the additional capital funding to support the proposal is to be financed.

## **2 Recommendations**

- 2.1 Approves the Full Business Case (Appendix 2) to construct a new depot facility to relocate the activities currently carried out at Montague Street Depot and Redfern Road Depot inclusive of fit out, fees and contingency at an estimated capital cost of £13.665m
- 2.2 Approve the award of a contract to Morgan Sindall Construction Ltd for the construction of the new depot for the maximum value of the £11.347m (inclusive of contingency) and for the Director, City Operations to place an order for these works
- 2.3 Authorise the Managing Director, City Operations to instruct Acivico Ltd to progress the project proposal to RIBA Plan of Work to stage 6 (Handover and Close Out) at a cost not to exceed £0.122m.
- 2.4 Delegates the strategy and the commencement of the procurement activity for the supply, installation and ongoing maintenance of the garage equipment for the depot to the Managing Director, City Operations in conjunction with the Assistant Director, Procurement (interim), the Director of Council Management and the Acting City Solicitor (or their delegates) as detailed in paragraph 7.4.2.
- 2.5 Delegates the award of contract(s) for the supply, installation and ongoing maintenance of the garage equipment for the depot to the Managing Director, City Operations in conjunction with the Assistant Director, Procurement (interim), the Director of Council Management and the Acting City Solicitor (or their delegates).
- 2.6 Authorise the Director of Council Management to set aside a capital sum of £1.9m from Prudential Borrowing, as an additional contribution towards the construction of the new depot on the former Atlas Works site. The capital repayment and interest over the 15-year period is £0.147m per annum and contained within the budget envelope of £0.2m per annum saved from the closure of the two sites.
- 2.7 Declares the land and property known as Redfern Road Depot, Tyseley, B11 2AB, shown in Appendix 3, surplus to Council requirements and authorise its subsequent sale. Notes that in accordance with existing surplus property procedures no internal re-use of the property has been identified
- 2.8 Delegates approval to the Assistant Director of Property to set reserves on land and property assets at or above £500,000 should the property be offered for sale at public auction. Notes and approves that the mode of disposal will be agreed



and approved by the Assistant Director of Property in consultation with the Leader.

- 2.9 Approves the setting aside of the capital receipt realised on the sale of Redfern Road Depot sale towards the cost of the project proposal.
- 2.10 Authorises the City Solicitor to negotiate, execute and complete all necessary legal documents to give effect to the above recommendations.

### **3 Background**

- 3.1 Following the sale and lease back of Montague Street Depot to Homes England on the 31<sup>st</sup> March 2020 a report and Outline Business Case (OBC) was presented to Cabinet on the 13<sup>th</sup> October 2020 which approved the proposal to relocate the activities currently delivered out of Montague Street Depot workshop and Redfern Road Depot to a new build depot on the site of the former Atlas Works in Tyseley (Appendix 4).
- 3.2 The purchase of the former Atlas Works Site in Tyseley, was completed on the 7<sup>th</sup> May 2021 with the vendor completing the demolition of the concrete slab and buildings on the site on the 30<sup>th</sup> June 2021. This process took longer than programmed due to further negotiations being required to allow for vacant possession of the site in its entirety.
- 3.3 The original proposal supported the submission of a European Regional Development Fund (ERDF) grant application in the sum of £4m. This would have funded the infrastructure for the installation of a live wire from Tyseley Incinerator to the new facility to provide renewable energy to operate the building together with 40 rapid & ultra-rapid (50kw +) charge points, with future proofing power supply capability to install additional charge points in the future as the fleet converted to electric vehicles. The expression of interest was supported by the ERDF and a grant application submitted in January 2021; however having interrogated the target outcomes that made up the conditions of the grant it was apparent that the council would not be able to meet these targets by the key dates stipulated as we are yet to have a programme for replacing the fleet with suitable HGV electric vehicles. The Service are still looking to pilot suitable replacements but currently there is limited scope on the market. A decision was made not to progress the application further
- 3.4 The current scope has retained some of the works identified in the ERDF application; specifically the infrastructure for the future live wire, a number of electric chargers including a small number of rapid charging points together with the infrastructure to enable additional electric chargers to be installed without having to excavate the site at additional cost and disrupting the onsite operations in the future.
- 3.5 The reduction in the anticipated external funding has had a negative impact on the overall budget available, together with a number of uncontrollable external market factors that have had a detrimental impact on the economy. These range

from; Brexit, the Covid recovery; Unprecedented global demand for certain commodities and raw materials leading to supply issues and increased prices; China's protectionist behaviours ensuring their domestic demand is serviced for products such as steel; In the UK, we are experiencing a mini boom in infrastructure and construction activity as we emerge from COVID. UK infrastructure projects are continuing at pace. All of these factors have impacted on the availability and significant increase in the cost of materials and labour. This is evident when comparing prices from Summer 2020 to current day. This has resulted in the latest cost estimate for the construction works being higher than anticipated and the need to identify additional funding to support the delivery of the proposal.

- 3.6 The project has been developed to RIBA stage 4 (technical design). The new depot will have 2 separate entrances/exits; the access from Kings Road will be for staff, visitors and taxis with the access off Redfern Road specifically for the fleet. The segregation of vehicles will support health and safety on the site. The new building will support the activities delivered from Montague Street and Redfern Road. There will be the re-provision of a new modern workshop/garage with the amalgamation of shared welfare, ablutions, offices and meeting/training spaces to promote efficiency savings by operating one sustainable site rather than two older uneconomical buildings that are in a poor condition and would require substantial investment to make them fit for purpose.
- 3.7 The new depot will require a full fit out of both office furniture. It is proposed that this is replaced with a mix of new furniture and surplus furniture in a good condition from the closure of the Council's Corporate Administration Building (CAB) 1 Lancaster Circus. The ablutions will also require new fixtures and fitting e.g. wet and dry locker storage and benches. The workshop/ garage will require new industrial equipment. The equipment currently in situ at Montague Street is in a poor condition and circa 40+ years old. It would pose a high risk to attempt to dismantle it and refit it with no guarantee that it would function effectively in the new facility.
- 3.8 Planning permission approval is anticipated in September 2021.
- 3.9 The remediation of the site, preparing it for the second phase of works will start in October 2021. The construction of the new build will commence on site in November 2021 with completion anticipated for the end of July 2022, followed by the fit out of furniture, equipment and ICT. It is anticipated that the new facility will be fully operational by mid-September 2022.

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

- 4.1 The options and preferred proposal were outlined in the Cabinet Report and Outline Business Case approved at Cabinet on the 13<sup>th</sup> October 2021. The preferred option entailed the purchase of a new site known as the 'Former Atlas

Works' in Tyseley. The proposal is to build a new depot facility which will combine the WMS functions currently carried out at Montague Street Depot and Redfern Road Depot.

## **5 Consultation**

- 5.1 The Leader of The Council has been briefed on the detail of this project and supports it going forward.
- 5.2 Local elected members have been consulted on this project and support it going forward. The report was presented to members of the Capital Board on the 3<sup>rd</sup> August 2021 who supported it going forward.
- 5.3 Consultation has been ongoing with Waste Management Services managers have been directly involved in the design for the new depot. They have engaged with the WMS staff and Trade Union representatives. This engagement will continue throughout the development of the project.

## **6 Risk Management**

- 6.1 A risk register is appended to the Full Business Case Appendix 2.
- 6.2 The main risks identified are; whether the budget is sufficient to afford the proposal. This in context of the uncontrollable external economic factors which are currently impacting on prices within the construction industry. Inflation and a contingency have been included to mitigate this risk; ensuring the proposal can be delivered within the programme to meet the deadline to vacate the current premises at Montague Street, in line with the lease back agreement with HE. The programme has been reviewed to ensure completion within the terms of the lease back agreement.

## **7 Compliance Issues:**

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

- 7.1.1 The proposal supports the Birmingham City Council Plan 2018-2022 (as updated in 2019) by contributing to the Council's Key Priorities, specifically Outcome 1; Birmingham is an entrepreneurial city to learn, work and live in and outcome 4; Birmingham is a great city to live in. The proposals support the additional climate change commitments agreed by Cabinet on 30th July 2019 following the motion on Climate Emergency passed at the full City Council meeting of 11th June 2019, including the aspiration for the City Council to be net zero-carbon by 2030.
- 7.1.2 The proposal supports the Waste Strategy 2019 – 2034 specifically by supporting the issue of improved air quality by locating new facilities within the Tyseley Environmental Enterprise Zone footprint and investigating the opportunity of linking to the Tyseley Incinerator site for the provision of energy converted from waste products.

7.1.3 The acquisition of Montague St Depot site and the proposed new site on Redfern Road are consistent with the aims set out in both the Birmingham Property Strategy 2018/19 – 2023/24 specifically 3 of the 4 themes: Investment, Growth and Development and Operational.

7.1.4 Birmingham Business Charter for Social Responsibility (BBC4SR):

Morgan Sindall Construction Ltd is a certified signatory to the BBC4SR and has provided an action plan with commitments relevant to the contract. These commitments will be managed and monitored during the contract period (November 2021 – July 2022). A summary of the key commitments is detailed below:

- Local Employment
- Buy Local
- Partners in Communities
- Good Employer
- Green and Sustainable
- Ethical Procurement

Core social value activities to be delivered by Morgan Sindall Construction include:

- A two-year partnership with Eden Girls' Leadership Academy in Bordesley Green which targets year 10 students who may express an interest in seeking a career in the construction industry. The programme includes career guidance, CV writing, work experience and on-site work experience with key suppliers during key stages of the construction process.
- Community engagement targets and a specific Community Engagement Plan (CEP), which relates directly to engaging with neighbours and providing community support close to the Atlas Works project.

Named beneficiaries include: SIFA Fireside Birmingham's main day centre for homeless and vulnerably housed adults; South & City College, Bordesley Green, offering work experience and business awareness to students, especially those from disadvantaged areas or communities; Eco Park, Birmingham - an environmental education centre in the Small Heath area which includes a wildlife gardening demonstration garden promoting sustainable energy, recycling and gardening with wildlife in mind, and the provision of financial support, time and food to Sparkhill Foodbank.

The value of the contracts for garage, ICT equipment and furniture are below the goods and IT thresholds for the application of the BBC4SR.

## **7.2 Legal Implications**

- 7.2.1 Section 120 -123 of the Local Government Act 1972 authorises the City Council acquire, appropriate and dispose of land for the purpose of any of its functions or for the benefit, improvement or development of its area.
- 7.2.2 S1 of the Localism Act 2011 contains the Council's general power of competence, which is circumscribed only to the extent of any pre-commencement restrictions on or any specific post-commencement restrictions of that power, and S111 of the Local Government Act 1972 contains the Council's subsidiary powers to do anything, whether or not involving the expenditure, borrowing or lending of money, or the acquisition or disposal of any property or rights, which is calculated to facilitate, or is conducive or incidental to the discharge of any of its functions.
- 7.2.3 Section 135 of the Local Government Act 1972 authorises the Council to enter into contracts for the supply of goods or materials or the execution of works in accordance with standing orders made by the Council for that purpose.
- 7.2.4 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.
- 7.2.5 Exempt information Schedule 12A to the Local Government Act 1972 (as amended) paragraph 3. Information relating to the financial or business affairs of any particular person (including the Council). Exempt Appendix 1 are considered not to be in the public interest as they contain commercially sensitive information of a financial and business nature, which if disclosed to the public could be prejudicial to a named person, individual or company.

## **7.3 Financial Implications**

- 7.3.1 The financial summary to deliver the proposal is detailed in Exempt Appendix 1.
- 7.3.2 The estimated total capital cost to deliver the project is £13.665m. This is to be funded, as previously agreed from capital receipts from the sale of Montague Street Depot and an anticipated capital receipt from the future sale of Redfern Road Depot together with a sum afforded from Prudential Borrowing.
- 7.3.3 A delegated authority approved on the 11<sup>th</sup> May 2020 approved the release of £0.109m to develop the project to feasibility. A cabinet report and Outline Business Case was approved by Cabinet on the 13<sup>th</sup> October 2020 this released the further sums of £0.740m for Acivico Ltd to develop the proposal to RIBA Stage 4 together with a sum of £0.350m towards remediation costs for the site.
- 7.3.4 The revenue operating costs for Montague Street from 2018/19 and 2019/20 illustrate that the Depot has been operating with a significant annual over spend which can be attributed to an increase in repair and maintenance costs and rates whereas Redfern Road operates within their budget threshold annually but with no surplus. The new facility will operate within the perimeters of the existing combined revenue budget. This will afford the prudential borrowing repayments detailed in the Exempt Appendix 1. The actual running costs of the new facility will be determined after operating the building for a full 12-month period.

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

### **7.4.1 Construction of the New Depot**

7.4.1.1 Cabinet approved the procurement strategy for the construction in the Outline Business Case approved on the 13<sup>th</sup> October 2020 to use Acivico Ltd's Constructing West Midlands 2 Framework Agreement.

7.4.1.2 The contract was tendered in two stages. This allowed for the remediation site works to commence as stage 1 whilst the design of the new depot was completed. The first stage under a Pre-Construction Services Agreement was awarded to Morgan Sindall Construction Ltd. The award for the second stage is the subject of this report for approval to enter into a contract with Morgan Sindall Construction Ltd for the construction of the new depot.

### **7.4.2 Garage Equipment**

7.4.2.1 There is a requirement for the supply, installation and ongoing maintenance for the following garage equipment for the new depot including:

- Diesel/petrol smoke analyser
- Shaker plates
- ATF roller brake test

7.4.2.2 The strategy is being developed and a competitive process will be undertaken either by a further competition exercise using a collaborative framework agreement or a procurement process open to the marketplace advertised on Find a Tender, Contracts Finder and [www.finditinbirmingham.com](http://www.finditinbirmingham.com). The strategy will be approved by the Managing Director, City Operations in conjunction with the Assistant Director, Procurement (interim), the Director of Council Management (Interim) and the Acting City Solicitor (or their delegates)

### **7.4.3 Furniture and Equipment**

7.4.3.1 There is a requirement for the procurement of the following for the fit out to ensure the new depot is operational with contracts being awarded and approved under Chief Officer delegated authority in accordance with the Procurement Governance Arrangements including:

- Office Furniture
- Welfare Furniture and Storage
- ICT, digital equipment and services

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

7.5.1 Professional services to support the project will be provided by Property, Finance, Procurement and Legal Officers who will be engaged to deliver this proposal with technical support for the construction from Acivico Ltd.

7.5.2 A Service redesign is currently being discussed with staff and trade unions.

## **7.6 Public Sector Equality Duty**

- 7.6.1 A copy of the Equality Act 2010 – Public Sector Duty statement together with the initial equality assessment screening are appended – Appendix 5 ref EQUA549. The initial equality assessment carried out discloses that the report recommendations will not have a negative impact on the characteristics and groups protected under the Equality Act 2010 and therefore it is considered that a full assessment is not required for this report.

## **8 Appendices**

- 8.1 Appendix 1 Exempt information
- 8.2 Appendix 2 Full Business Case
- 8.3 Appendix 3 Site plan of the Redfern Road Depot
- 8.4 Appendix 4 Site plan of former Atlas Works Site
- 8.5 Appendix 5 EINA EQUA549

## **9 Background Documents**

- 9.1 Cabinet Report and OBC 13<sup>th</sup> October 2020: Relocation of Montague Street and Redfern Road Depots – Outline Business Case





## APPENDIX 2

## FULL BUSINESS CASE (FBC)

## A. GENERAL INFORMATION

## A1. General

<b>Project Title</b> (as per Voyager)	<b>Full Business Case- New Build Depot for the Relocation of Montague Street and Redfern Road Depots (Atlas Works)</b>		
<b>Voyager code</b>	CA- 01941-05		
<b>Portfolio /Committee</b>	Street Scene & Parks	<b>Directorate</b>	City Operations
<b>Approved by Project Sponsor</b>	Darren Share Assistant Director Street Scene	<b>Approved by Finance Business Partner</b>	Geetha Blood

## A2. Outline Business Case approval (Date and approving body)

Cabinet 13<sup>th</sup> October 2020

## A3. Project Description

The purchase of the Atlas Works site was completed on the 7<sup>th</sup> May 2021 with the vendor's contractor completing the demolition of the buildings and hard standing on the 30<sup>th</sup> June 2021. The Council now have full ownership of the site and have commenced ground investigations, inspections and surveys.

An application for £4.1m external grant funding was submitted to the European Regional Development Fund (ERDF) in January 2021. This would contribute towards the installation of the infrastructure smart integration of renewable energy. However, a decision was made to withdraw the application as it was felt that the Council was not yet in a position to be able to meet the targets set as a condition of the grant. This has led to a review of both the scope of works and the funding package for the proposal. Whilst we will not be delivering the 40 rapid charge points it was felt that it would be a false economy not to install the infrastructure for the live wire and the equipment to convert the energy used to power the building to recycled energy any time from 2023+ .

The proposed new build will amalgamate Montague Street Depot and Redfern Road Depot in to one purpose-built facility. It will include for the re-provision of a modern workshop/garage together with the relocation of the facilities at the existing Redfern Road Depot. This includes parking for the fleet, training rooms, offices and welfare and ablutions. One sustainable site will be created which should generate efficiency savings by disposing of two older uneconomical buildings that are in a poor condition and in need of investment to modernise them.

The contract for the construction of the new depot was awarded to Morgan Sindall Construction Ltd after a further competition exercise using the Constructing West Midlands 2 Framework. They were commissioned in April 2021 and have been working in partnership with Acivico Ltd and the Council to develop the proposal to RIBA Stage 4 in anticipation of starting construction in November 2021. The site remediation works commenced in September 2021.

## A4. Scope

The site includes the land at the former Atlas Works, North side of Redfern Road, Tyseley and 170-172 Kings Road, Tyseley, Birmingham B11 2AS. The scope will include for the remediation of the site and the construction of parking for the commercial fleet, staff and visitors, a new workshop with MOT facility for the public, taxi's and the commercial fleet together with a 2 storey accommodation block housing reception , back of house offices, ablution and welfare facilities for the operational staff and training/meeting rooms.

### A5. Scope exclusions

Electric live wire (infrastructure is included but electric wire will not be available until after 2023+) for recycled energy.

The quantity of rapid chargers detailed in the Outline Business Case (OBC)(circa 40) as these were to be funded from the European Regional Development Fund (ERDF) grant which has not been progressed.

Replacement electric vehicles are out of scope

Works to the existing depots; Montague St and Redfern Road Depots.

## 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 proposal supports the Birmingham City Council Plan 2018-2022 (as updated in 2019) by contributing to the Council's Key Priorities, specifically Outcome 1; Birmingham is an entrepreneurial city to learn, work and live in outcome 4; Birmingham is a great city to live in.

The proposals support the additional climate change commitments agreed by Cabinet on 30th July 2019 following the motion on Climate Emergency passed at the full City Council meeting of 11th June 2019, including the aspiration for the City Council to be net zero-carbon by 2030.

The proposal supports the Waste Strategy 2019 – 2034. It supports improved air quality by locating new facilities within the Tyseley Environmental Enterprise Zone footprint and investigating the future opportunity of linking to the Tyseley Incinerator site for the provision of energy converted from waste products.

Birmingham Business Charter for Social Responsibility (BBC4SR):

Morgan Sindall Construction Ltd is a certified signatory to the BBC4SR and has submitted an action plan with commitments relevant to the contract. These commitments will be managed and monitored during the contract period (November 2021 – July 2022).

### B2. Project Deliverables

*These are the outputs from the project eg a new building with xm2 of internal space, xm of new road, etc*

A remediated brownfield site (see site plan Appendix 5) followed by a new build depot with workshop/ablutions/back of house offices/ meeting and training rooms to support the relocation of activities currently delivered out of Montague St Depot and Redfern Road Depot. External parking for the Redfern Road Depot commercial fleet, vehicles utilising the workshop, staff, visitors and taxis parking supported by electric charging points. Security to include CCTV, perimeter palisade fencing, gates, barrier and a security pod.

The workshop and back of house offices/meeting rooms and ablutions will be fitted out with new equipment and furniture including ICT.

N.B It is proposed that furniture from the closure of Lancaster Circus will be assessed and repurposed for reuse where appropriate e.g. desks, canteen tables and chairs and some soft seating.

The specific works include the following:

- Remediation of the site (former Atlas Works)
- Perimeter fencing, gates and security barriers, boundary treatments
- Security office
- Carpark (commercial fleet, staff, visitors, taxis)
- Electric charging points
- External lighting
- External CCTV

## APPENDIX 2

- New build workshop, reception, ablutions, laundry, welfare, back of house offices, meeting and training rooms.
- Replacement workshop equipment
- New furniture
- ICT infrastructure and equipment
- Internal CCTV

### B3. Project Benefits

*These are the social benefits and outcomes from the project, eg additional school places or economic benefits.*

Measure	Impact
<i>List at least one measure associated with <b>each</b> of the objectives and outcomes in B1 above</i>	<i>What the estimated impact of the project will be on the measure identified – please quantify where practicable (e.g. for economic and transportation benefits)</i>
Co-location of two existing sites will provide benefits of economies of scale	Reduced operational and running costs
The Atlas Works site is outside the Clean Air Zone (CAZ). N.B Montague St is in the CAZ.	Reduces the budget pressure of paying the CAZ charge
Releases 2 poor quality buildings in a poor state of repair.	Supports the Property Strategy by rationalising assets
A modern building promoting the Green Agenda; during the construction phase, materials used and also in green energy used for heating, lighting, power, recycling etc.	Proposal to link (2023+) into Tyseley Energy Recycling Facility via a live wire for recycled energy which will reduce the carbon footprint plus financial savings in energy consumption
Provision of electric chargers for staff/visitors/taxis and commercial fleet	Supports the change over from petrol/diesel vehicles to electric vehicles
Repurpose furniture from Lancaster Circus	Recycling surplus furniture and financial saving (saving on purchasing new and also on disposal cost)
Provides an improved working environment that supports staff morale.	Fit for purpose accommodation including welfare facilities which support new ways of modern working e.g. agile working for back of house administration staff, female ablutions
Releases the Council from ongoing high maintenance requirements at Montague St Depot (which is no longer fit for purpose and a financial liability) and Redfern Road Depot.	Reduced revenue R & M expenditure
Improved H & S on the site by having clear segregation of the public visiting the site and that of operational traffic with areas clearly marked out.	Reduced risk of accidents and near misses
Equalities requirements will be addressed as part of this proposal i.e. the female ablution facilities in the existing facilities are poor	Improved facilities will help to attract more women into the waste management industry sector.

### B4. Benefits Realisation Plan

*Set out here how you will ensure the planned benefits will be delivered*

A Change Control process is in place which tracks changes and any associated cost implications (+/-). The Change requires the client's approval prior to a formal variation being agreed.

A lessons learnt will be held with the client, contractor and Acivico at the end of the project to review successes and failures.

## APPENDIX 2

A project implementation review will be held with the end user after 12 months + of the project being operational to learn what impact the new facility has had on the service.

### B5. Stakeholders

A stakeholder analysis is set out at G4 below. A summary of consultation responses is in the covering Executive report.

## 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.*

#### **Proposed option: New build depot (co-locating Montague Street Depot and Redfern Road Depot)**

Co-location of 2 existing depots to rationalise 2 poor quality assets and to optimise the economies of scale and saving efficiencies and promote sustainability (construction and operationally) in one new depot.

Other options considered but not progressed. These were:

**Do nothing – Close the depot at the end of the lease back period with Homes England.** This would have a serious detrimental impact on service delivery with repercussions on statutory obligations related to waste collection.

**To extend one of the other depots to include the workshop/garage facility.** There is insufficient space available on any of the existing depot sites (Redfern Road, Lifford Lane and Perry Barr Depots) to provide a garage/workshop facility and to incorporate the additional vehicles that would be accessing the sites.

**To purchase a building that could be refurbished and converted to address the requirements.** No suitable property could be identified.

### C2. Evaluation of key risks and issues

*The full risks and issues register is included at the end of this FBC*

The main risks identified are:

Funding - Insufficient budget to afford the proposal. This in context of the uncontrollable external economic factors which are currently impacting on prices within the construction industry.

Programme - ensuring the proposal can be delivered within the programme to meet the deadline to vacate the current premises at Montague Street, in line with the lease back agreement with Homes England.

### C3. Other impacts of the preferred option

*Describe other significant impacts, both positive and negative*

The completion of the new depot will allow for Montague Street to be vacated by WMS and handed back to Homes England who will be able to commence their proposed development of the land.

As stated in the OBC in order to deliver the full scope of works the ERDF grant application needed to be awarded. This was not the case and we are in a position where we must request approval for

## APPENDIX 2

additional capital resources via prudential borrowing.

It is anticipated that 100% of the capital receipt generated from the sale of Redfern Road Depot will be required to contribute towards funding this proposal. A new valuation was carried out which is referenced in the Exempt Appendix 1.

### **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*

Property Services will act as the client project manager on behalf of WMS and instruct Acivico Ltd and other suppliers of goods, services and works. Acivico will administer the construction contract. Waste Management Services will manage and operate the facility on completion.

#### **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).*

The contract for the construction of the new depot was awarded to Morgan Sindall Construction Ltd after a further competition exercise using the Constructing West Midlands 2 Framework.

The procurement strategy for the garage equipment is detailed in paragraph 7.4.2 of the Cabinet report.

Contracts for other requirements to complete the fit out of an operational depot will be tendered and awarded under Chief Officer delegated authority in accordance with the Procurement Governance Arrangements.

#### **D3. Staffing and TUPE implications:**

There are no TUPE implications.

A Service redesign is currently being discussed with staff and trade unions.

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### E. FINANCIAL CASE

*This sets out the cost and affordability of the project*

#### E1. Financial implications and funding detailed in Exempt Appendix 1

#### E2. Evaluation and comment on financial implications:

The proposal is to be funded from capital receipts with a contribution from Prudential Borrowing

#### E3. Approach to optimism bias and provision of contingency

A contingency of approx. 7.5% is included in the overall project cost. This has increased from the 5% included in the OBC. This is felt to be appropriate in the current economic climate.

A rate of 5% has also been included for inflation. Inflation was not included in the OBC. This is to cover the rise in inflation which has risen in the last 6 months moving from a negative rate.

#### E4. Taxation

*Describe any tax implications and how they will be managed, including VAT*

The Council will be able to recover the 20% VAT on payments to the contractor under the normal procedures

### 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

Planning permission

**September 2021**

Cabinet report and FBC approval

**12<sup>th</sup> October 2021**

Planned start date for delivery of the project

**November 2021**

Practical completion

**August 2022**

Fit out

**August/September 2022**

Date Project operational

**Mid-September 2022**

Date of Post Implementation Review

**November 2023**

#### F2. Achievability

*Describe how the project can be delivered given the organisational skills and capacity available*

A project team has been identified with representatives from Property Services, WMS and Acivico Ltd and Morgan Sindall Construction plus specialist support brought in on a needs basis when required. The team all have specific skills and an understanding of their roles. A project management methodology is being followed to ensure programme, change control and variations are all managed.

#### F3. Dependencies on other projects or activities

Planning permission

Funding – identification and approval of prudential borrowing to close the funding gap.

Approval of the Cabinet Report and OBC

Procurement strategy for fit out of the workshop/garage completed to ensure a timely tender process with supply and installation to meet the timescale of the depot opening

Successful delivery of the remediation to ensure timely construction commences

Generating a capital receipt for the sale of Redfern Road Depot to contribute towards the funding proposal.



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### F4. Officer support

**Project Manager:** Lesley Steele, Operational Programme Manager, Property Services

**Project Accountant:** Lisa Pendlebury, Business Analyst, Finance and Governance

**Project Sponsor:** Darren Share, Assistant Director Street Scene

### F5. Project Management

*Describe how the project will be managed, including the responsible Project Board and who its members are*

The project will be managed by Property Services on behalf of the client. Acivico Ltd will be commissioned to administer and manage the construction contract.

A project team has been set up made up of WMS client representatives, Client PM, Acivico and the contractor Morgan Sindall Construction. The project team meet fortnightly to progress the development proposal.

The Project Board will be made up from representatives from Finance, Property Services and Neighbourhoods Directorate.

## 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*

Programme appended Appendix 2A

## APPENDIX 2

### 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*

		Risk after mitigation:	
Risk or issue	mitigation	Severity	Like- lihood
1. Planning permission for new build refused and/or conditions are difficult to meet.	Early consultation has commenced and the application submitted. Any issues will be addressed with the Planner during the development stage to ensure the submission will be supported.	Low	Low
2. Delay in securing vacant possession of the site	BCC took vacant possession on the 30 <sup>th</sup> June 2021. In order to progress the project some assumptions have been made specifically relating to sit investigations and ground conditions. Surveys will now be progressed to determine whether the assumptions are correct.	Medium	Medium
3. The estimated valuation for Redfern Road is not achieved in the sale.	Originally in the OBC we factored in $\frac{3}{4}$ of the value of the valuation we will now look for 100% contribution. The original valuation is 12 months old; a new valuation has been received	Medium	Medium
4. Funding shortfall	A contingency together with a sum for inflation has been included within the overall project cost.	High	High
5. Programme not met	We have acknowledged that the programme is tight and have therefore looked at how we can reduce this by bringing forward the site remediation works to reduce the construction time and have procured a contractor from the Framework on a two-stage approach to consolidate the programme. The contractor has revisited the programme and anticipates a 9-month construction period rather than the original 12 months. There is an element of float built into the contract	Low	Medium
6. Covid 19 impact on project delivery	Government guidance will be adhered to. Social distancing and face masks although not mandatory will be encouraged. Hand sanitiser will be available on site. Anyone who has symptoms or has been in contact with someone testing positive will be asked to self-isolate and to take a test. Employee numbers will be monitored.	Medium	Medium
7. Brexit	The departure from the EU is having an impact on the access to materials and labour and also the cost of materials An Inflation of 5% has been included in the overall construction cost to offset price	High	High



## APPENDIX 2

	increases. The contractor has access to a robust supply chain which will ensure there is sufficient labour available for all trades.		
8. Weather	Inclement weather will impact on the remediation works, ground works and the first phase of construction. The contractor will review the 5-day weather forecast and review activities on site accordingly.	Medium	Medium
9. Departure of key staff	A detailed handover and shadowing process during working notice would be arranged.	Low	Low
10. Service Expectations are not met	Service representatives are part of the project team and are involved in the scope and design of the facility. Expectations are being managed within the budget and programme.	Low	Low

## APPENDIX 2

### 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)*

N/A

## APPENDIX 2

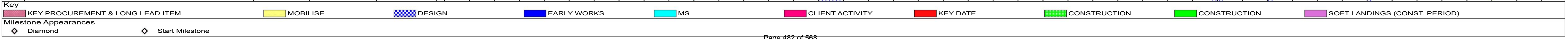
G4. STAKEHOLDER ANALYSIS		
Stakeholder	Role and significance	how stakeholder relationships will be managed
Managing Director City Operations	Overall responsibility/High	Progress updates, highlight reports to summarise progress, milestones, risk and issues.
Assistant Director Street Scene & Parks	Responsible for the service delivery/High	Project Board, highlight reports to summarise progress, milestones, risks and issues
Cabinet Members	Links with cabinet portfolios and functions /High	Progress updates.
Elected Members	Represent the Ward/Medium	Service AD to provide updates
Acivico Ltd/Morgan Sindall Construction	To deliver the construction of the project/High	Meetings, site visits, emails
Waste Management Services	Client/Operational Service provider/High	Meetings, site visits, emails.
Public	End user/ High	Social media, BCC website
Trade Unions	H&S of members/Medium	Progress updates form Depot Managers.



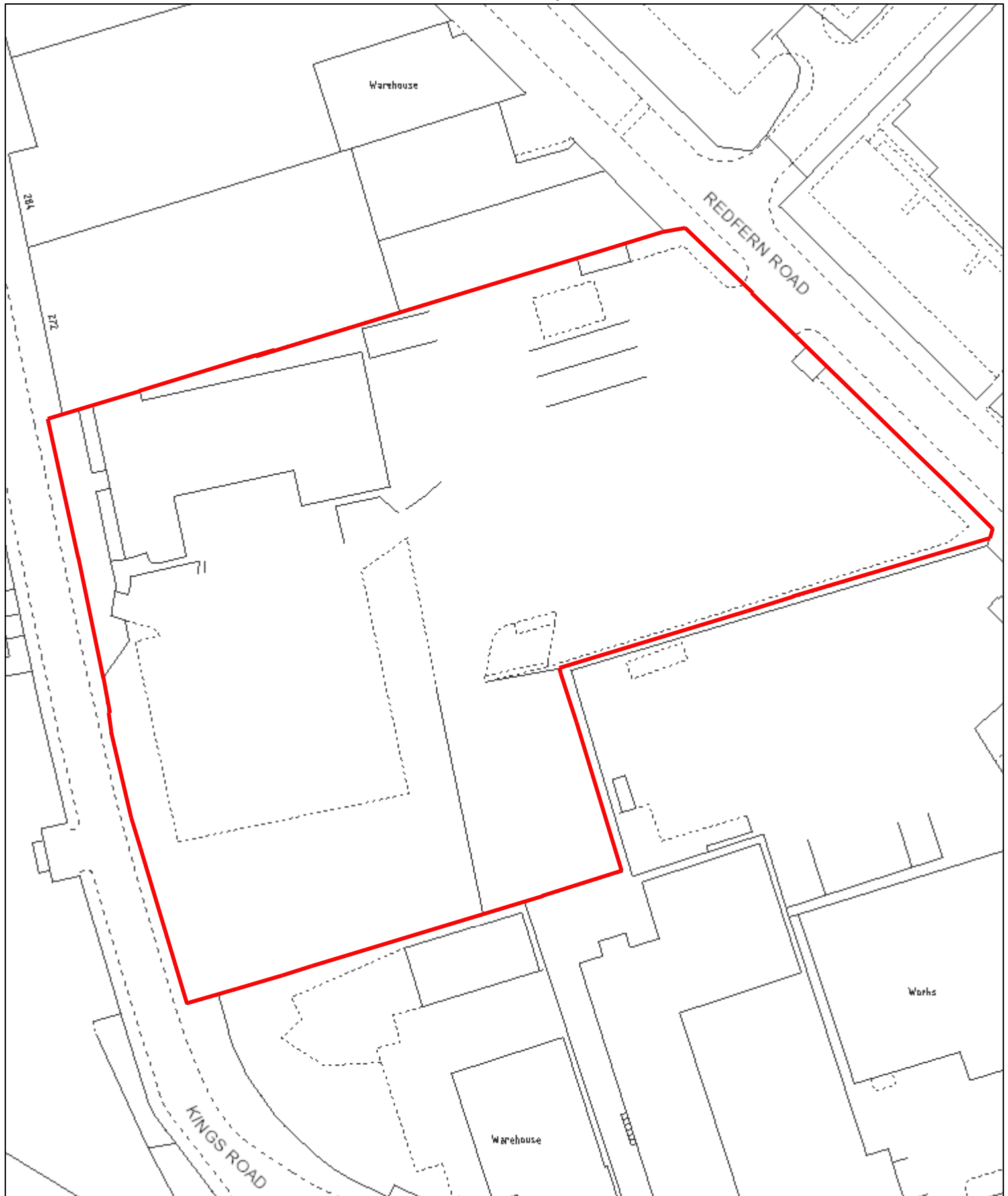












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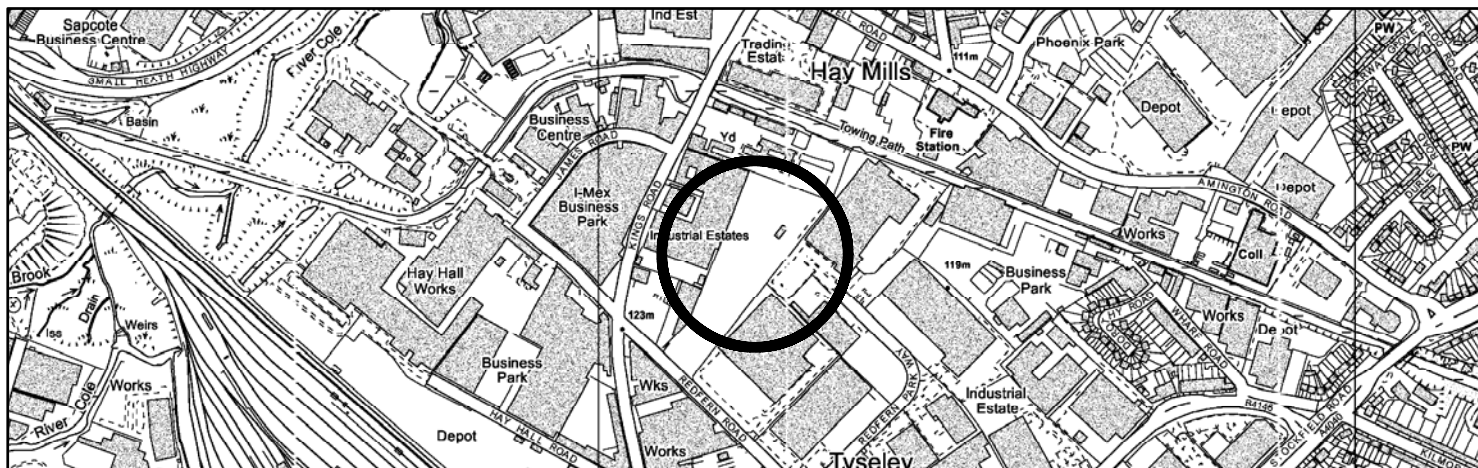
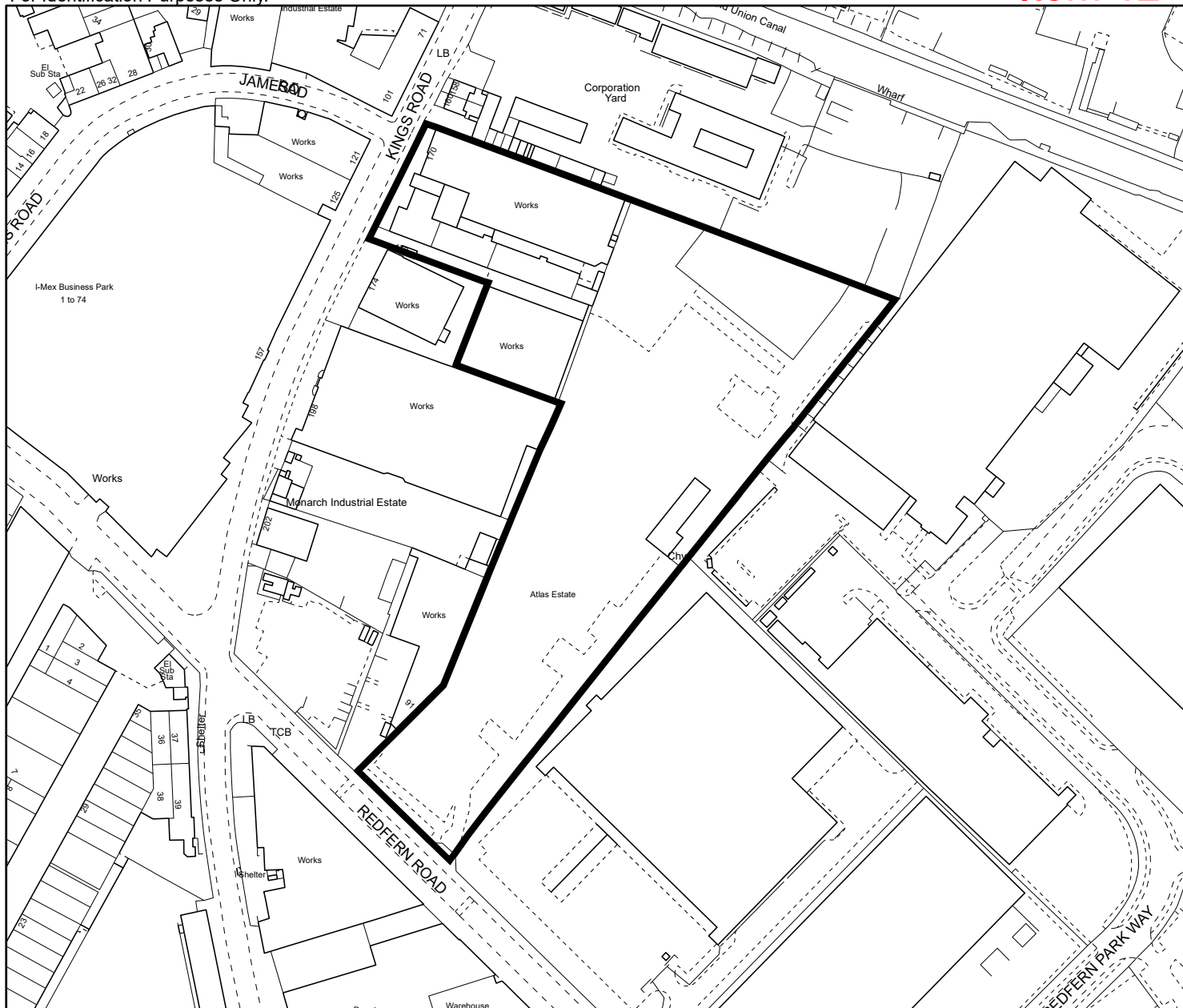
Date of Map Creation: 26/09/2019

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 <b>Birmingham</b> City Council		Kathryn James Assistant Director Property Inclusive Growth Directorate 10 Woodcock Street Birmingham, B7 4BG		
Purchase Of Land At Redfern Road Tyseley		Scale (Main Map)	Drawn	Date
		1:2,500	Bharat Patel	19/05/2020
Page 485 of 568 SP1184SW				



Title of proposed EIA	Relocation of Montague Street and Redfern Road Depots to the Atlas Works Site, Tyseley
Reference No	EQUA549
EA is in support of	Amended Function
Review Frequency	Annually
Date of first review	11/08/2021
Directorate	Neighbourhoods
Division	Street Scene
Service Area	Refuse Collection- Street Cleansing
Responsible Officer(s)	<input type="checkbox"/> Leslie Williams
Quality Control Officer(s)	<input type="checkbox"/> Leroy Pearce
Accountable Officer(s)	<input type="checkbox"/> Darren Share
Purpose of proposal	To close both Redfern Road Depot and Montague Street Depot and to move all operations to a new proposed site formally the Atlas works located in Redfern Road Tyseley
Data sources	Survey(s); Consultation Results; relevant reports/strategies; relevant research
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Not Applicable
Age details:	
Protected characteristic: Disability	Not Applicable
Disability details:	
Protected characteristic: Gender	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

Please indicate any actions arising from completing this screening exercise.

Please indicate whether a full impact assessment is recommended

YES

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.

No particular groups will suffer any adverse impacts

Initial equality impact assessment of your proposal

Consulted People or Groups

Consulted with Joint Trades Unions.

Informed People or Groups

Information sharing with the joint trades unions. Staff informed of changes to depots.

Summary and evidence of findings from your EIA

Consultation has taken place with the joint trades unions and this has been fed back to all employees who may be affected by the new depot. Some of the protected characteristics are further protected by the moving to a purpose-built site that allows for all who work or visit the site are fully protected.

There will be completely segregated facilities for male and female workers and a room for silence should anyone want to spend time to reflect/pray.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

No negative impacts to those with protected characteristics have been identified.

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	17/08/2020
Reasons for approval or rejection	
Please print and save a PDF copy for your records	No
Julie Bach	<input type="checkbox"/> Darren Share
Person or Group	

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Last modified at 08/09/2020 03:39 PM by Workflow on behalf of ☐ Leroy Pearce

Close



# Birmingham City Council

## Report to Cabinet

12<sup>th</sup> October 2021



**Subject:** Sale of Land at Lawson Street Birmingham B4 7AT

**Report of:** Acting Director; Inclusive Growth – Ian MacLeod

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

**Relevant O & S Chairs:** Councillor Mohammed Aikhlaq – Resources  
Councillor Saima Suleman – Economy & Skills

**Report author:** Rob King  
Business Manager - Property Services  
0121 303 3928 / robert.king@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Newtown		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 008894/2021		
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
Exempt Appendices 2, 3 and 5 contain sensitive commercial information on the purchase price and valuation. Exempt information Schedule 12A of the Local Government Act 1972 (as amended) 3. Information relating to the financial or business affairs of any particular person (including the council)		

## **1 Executive Summary**

- 1.1 This report seeks authority for the sale of the surplus Council owned land at Lawson Street Birmingham B4 7AT by the grant of a new lease at a premium to SiG 23 Ltd (Samma Investments).
- 1.2 The subject property has a site area of 1071 sqm approximately and is shown edged bold on the attached plan at Appendix 1.

## **2 Recommendations:**

- 2.1 Authorises the Assistant Director of Property to conclude an unconditional sale of the surplus Council owned land at Lawson Street Birmingham B4 7AT as shown edged bold on attached plan at Appendix 1, and extending to 1071 sqm, by the grant of a new 250 year lease at a premium to SiG 23 Ltd (Samma Investments) as detailed in Exempt Appendix 2.
- 2.2 Notes that the purchaser will also pay a contribution towards the Council's surveyor and legal costs, as detailed in Exempt Appendix 2.
- 2.3 Notes that to demonstrate their commitment, the purchaser has agreed to provide a "cash payment" exclusivity premium as detailed in Exempt Appendix 2 (which would be non-refundable but deductible in the event of sale completion) for an exclusivity period of 4 weeks to unconditional exchange. Simultaneous exchange and completion to occur within the term of the Exclusivity Agreement.
- 2.4 Authorises the City Solicitor to prepare, negotiate, execute and complete all relevant legal documentation to give effect to the above.

## **3 Background**

- 3.1 The subject land is located within a locality of residential and commercial uses close to the City Centre. The land is currently laid out and operated by the Council as a surface level pay and display car park. This use will cease upon completion of sale and all users will be notified.
- 3.2 The land was declared surplus in a report to Cabinet on 22<sup>nd</sup> May 2019. The report also approved the subject property being offered for sale.
- 3.3 The land has previously been offered for sale as part of Birmingham Sites Prospectus (May 2019) without a successful sale recommendation being achieved.
- 3.4 Following the appointment of marketing agents Avison Young, the property has been reoffered for sale to the open unrestricted market by informal tender with a closing date of 22<sup>nd</sup> January 2021.



- 3.5 Tenders were invited on either an unconditional or conditional (subject to planning only) basis, and detailed planning guidance was produced to support and inform the process.
- 3.6 Under the terms of an unconditional sale the purchaser will be required to proceed to an exchange of contracts within six weeks of acceptance of their offer.
- 3.7 The outcome of the tender process, tenders received and recommendations for sale are detailed at Exempt Appendix 2 and in Avison Youngs Marketing Report at Exempt Appendix 3. Exempt Appendix 5 page 3 details Avison Young's estimate of value of the site pre-sale.
- 3.8 The proposed sale represents best consideration and has been validated by Avison Young and the Assistant Director of Property based upon analysis of the bidder's proposals. The offer represents the least risk to the Council in terms of deliverability and overall conditionality.
- 3.9 The City Council Financial Plan 2020-2024 and Financial Plan 2021-2025 agreed in February 2021 approved the flexible use of capital receipts to support the transformation programme and it is proposed that the receipts from this disposal be allocated to support this programme.

#### **4 Options Considered and Recommended Proposal**

- 4.1 **Option 1 - Do Nothing.** The Council is under no obligation to proceed with the proposal and would suffer no reputational consequences if it did not proceed. It would not, however, be in line with the aims of the Property Strategy or the external advice obtained to support delivery of the Strategy. The negotiated capital receipt would not be realised at this time and would not be available to fund the City Council's transformation programme and there would be no guarantee of a future opportunity.
- 4.2 **Option 2 – Dispose of the Property to Council Wholly Owned Company (WOC).** The site is not deemed to be of a strategic value to the Council or a significant development opportunity such that it would wish to retain overall control of the asset through transfer into a WOC.
- 4.3 **Option 3 – Property Retained for Reuse and / or Development by the Council.** In accordance with the Council's surplus property procedures, the property prior to being offered for sale on the open market, has been considered for potential internal reuse, and / or development by the Council to support its business priorities, with no interest expressed or identified.
- 4.4 **Option 4 – Proceed with Agreed Transaction.** It is recommended to proceed with the transaction outlined in this report, in line with the aims of the Property Strategy and the external advice obtained to support delivery of the Strategy, in order to deliver a capital receipt to fund the Council's transformation programme and remove the Council's management obligation.

## **5. Consultation**

5.1 The transaction is recommended by appointed external agent Avison Young – included in the Marketing Report at Exempt Appendix 3.

5.2 The Newtown Ward Member has been notified of the proposed sale of this property.

## **6. Risk Management**

6.1 To meet the expectations of the prevailing property market, the Council has committed to deliver this sale in accordance with delivery milestones set out in the particulars of sale. Failure to meet these milestones would result in a potential loss of the capital receipt.

## **7. Compliance Issues:**

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

7.1.1 The proposed sale transaction and generation of a capital receipt supports the Financial Plan 2021-2025 by generating resources and thus helping to achieve a balanced budget.

7.1.2 It is consistent with Birmingham City Council Plan and Budget 2018-2022 (2019 update) priorities as the additional income helps the Council to meet the aspirations to be an entrepreneurial city to learn, work and invest in – an aspirational city to grow up in, a fulfilling city to age well in, a great city to live in, a city where residents gain the most from hosting the Commonwealth Games and a city that takes a leading role in tackling climate change.

7.1.3 It supports the aims set out in the Birmingham Property Strategy 2018-2023.

### **7.2 Legal Implications**

7.2.1 Sections 120 - 123 of the Local Government Act 1972 authorises the Council and its solicitors to acquire, appropriate and dispose of land. The disposal power in Section 123 of the Local Government Act 1972 is subject to the best consideration test. The Assistant Director of Property has confirmed that the recommended sale, as detailed in Exempt Appendix 2 represents best consideration and satisfies the Council's obligations, under Section 123 of the Local Government Act 1972.

7.2.2 Section 1 of the Localism Act 2011 contains the Council's general power of competence, which is circumscribed only to the extent of any applicable pre-commencement restrictions and any specific post-commencement statutory restriction of the power, and Section 111 of the Local Government Act 1972 contains the Council's ancillary financial and expenditure powers in relation to the discharge of its functions including the disposal and acquisition of property.

7.2.3 The Local Government Act 2003 and guidance issued under it authorises the Council's investment management functions.

7.2.4 Exempt information: Schedule 12A of the Local Government Act 1972 (as amended) 3. Information relating to the financial or business affairs of any particular person (including the Council). Exempt Appendices 2, 3 and 5 are considered to be in the public interest as they contain commercially sensitive information of a financial or business nature, which if disclosed to the public could be prejudicial to a named person, individual or company.

7.2.5 The Council's in-house Legal team will complete all legal matters associated with the transaction.

### **7.3 Financial Implications**

7.3.1 The transaction will generate a capital receipt for the Council, as set out in Exempt Appendix 2. The capital receipt will be available to fund the City Council's transformation programme, in line with the Financial Plan 2020-2024 and the Financial Plan 2021-2025 approved in February 2021, providing resources to support delivery of a balanced budget.

7.3.2 The land is currently laid out and operated by the Council as a surface level pay and display car park. The Council's Financial Plan 2021-2025 includes a budgeted income of £1,124 p.a. Loss of this income will be managed within existing income budgets. Any costs associated with the existing use of the land will cease upon completion of sale.

7.3.3 The purchaser will pay a contribution towards the Council's professional costs related to the disposal as detailed in Exempt Appendix 2.

7.3.4 To demonstrate their commitment, the purchaser has provided a "cash payment" exclusivity premium as detailed in Exempt Appendix 2 (which would be non-refundable but deductible in the event of sale completion) for an exclusivity period to unconditional exchange.

### **7.4 Procurement Implications**

7.4.1 N/A

### **7.5 Human Resources Implications**

7.5.1 Internal resources are used to evaluate and execute the transaction and external consultants have been used to provide an independent assessment of value and sale recommendation.

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

7.6.1 An Equality Assessment has been carried out EQUA710 dated 17<sup>th</sup> June 2021 and is attached at Appendix 4. This identifies no adverse impacts on any groups protected under the Equality Act 2010.

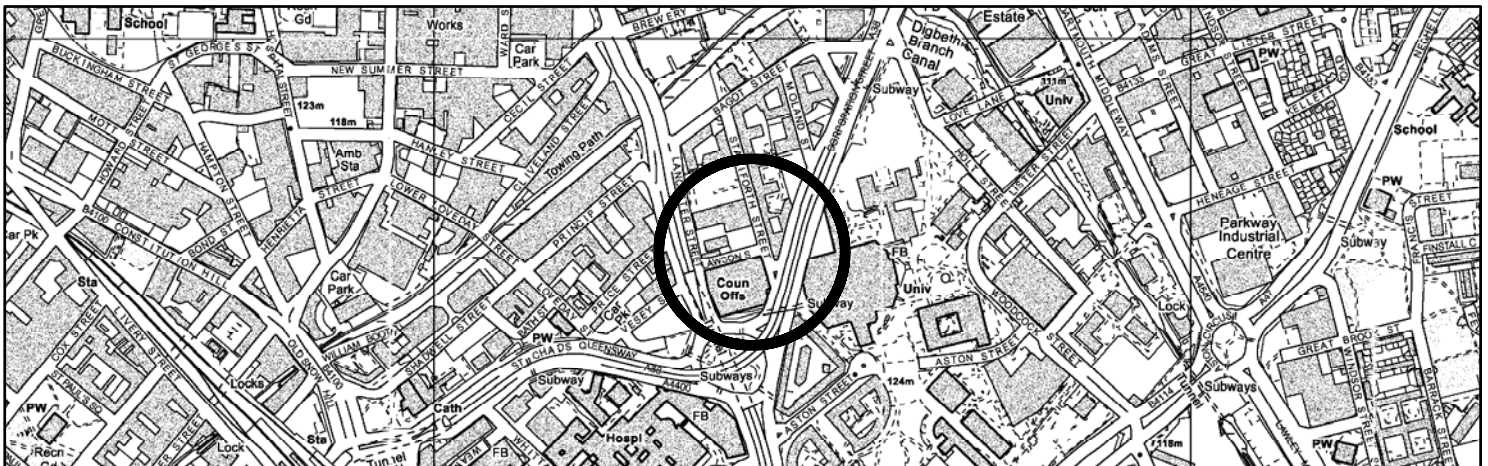
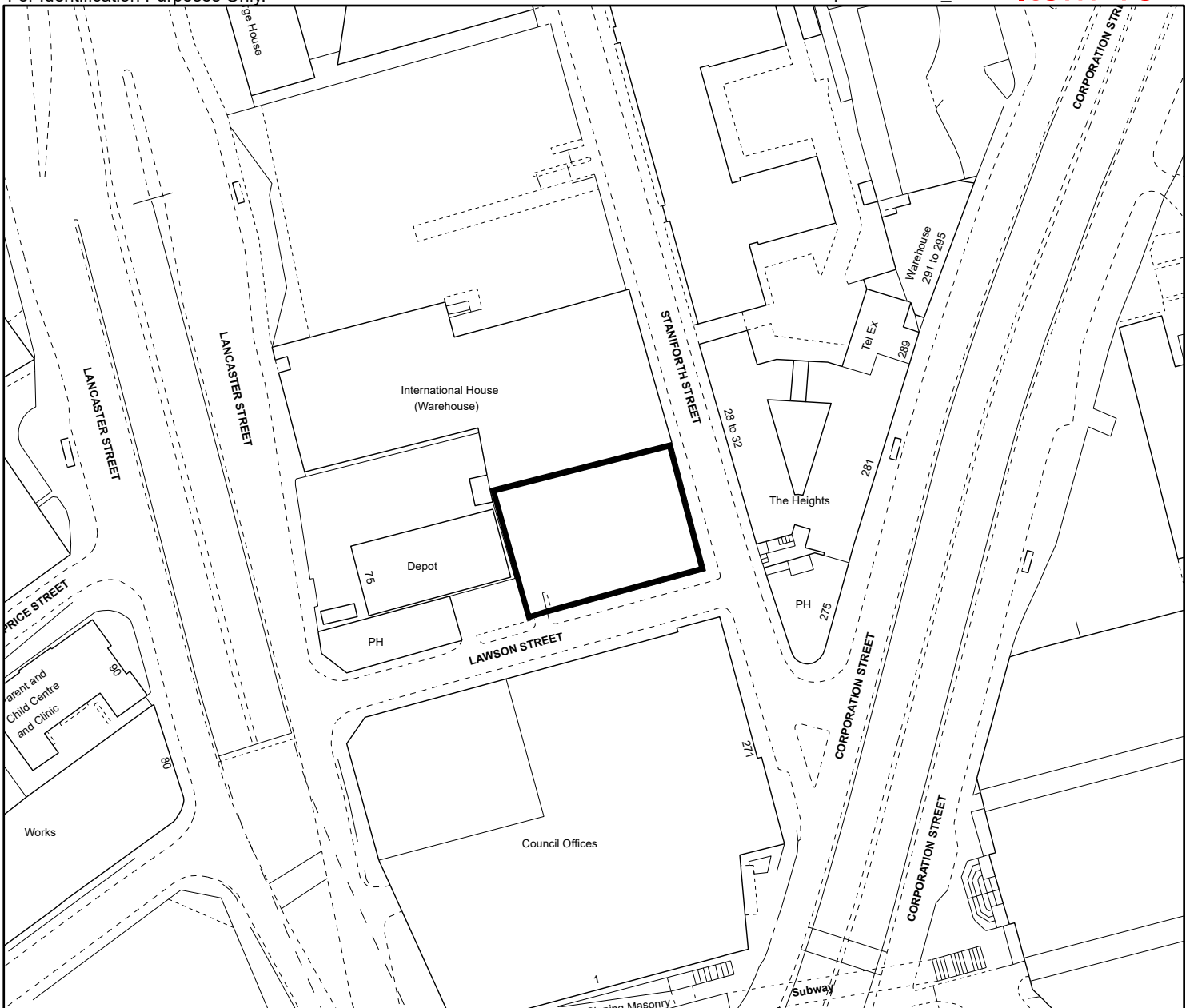
## **8. Appendices**

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

- Appendix 1 – Site Plan
- Exempt Appendix 2 – Recommendations for Sale
- Exempt Appendix 3 – Tender Evaluation Report by Avison Young
- Appendix 4 – Equality Assessment EQUA710
- Exempt Appendix 5 – Avison Young Est of Value Lawson St pg 3

## **9 Background Documents**

- Disposal of Surplus Properties (Approved by Cabinet – May 2019)
- Property Strategy (Approved by Cabinet – November 2018)



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**Birmingham**  
City Council

Kathryn James  
Assistant Director Property  
Inclusive Growth Directorate  
10 Woodcock Street  
Birmingham, B7 4BG

**Car Park Site At  
Lawson Street  
Aston**



Scale (Main Map)

1:1,250


Drawn

Bharat Patel

Date

08/02/2021



Title of proposed EIA	Sale of land at Lawson Street, Birmingham B4 7AT
Reference No	EQUA710
EA is in support of	New Function
Review Frequency	Annually
Date of first review	16/06/2022
Directorate	Inclusive Growth
Division	Property Services
Service Area	Property Valuation & Sales
Responsible Officer(s)	 Felicia Saunders
Quality Control Officer(s)	 Eden Ottley
Accountable Officer(s)	 Eden Ottley
Purpose of proposal	To seek authority for the sale of the surplus Council owned land at Lawson Street by the grant of a new lease at a premium to SiG 23 Ltd (Samma Investments)
Data sources	Consultation Results; relevant reports/strategies
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders; Wider Community; Not Applicable
Age details:	It is not considered the sale of land at Lawson Street, will negatively impact on the grounds of age, on the basis the asset will be owned and managed by an individual who is classified as an adult.
Protected characteristic: Disability	Service Users / Stakeholders; Wider Community; Not Applicable
Disability details:	It is not considered the sale of of land at Lawson Street will have a negative impact on the grounds of disability.  The Council will arrange for signage to be placed on the car park for 2 weeks prior to the closure, and provide a number to call for advice

	and suggestions as to alternative car parking provision.
Protected characteristic: Sex	Service Users / Stakeholders; Wider Community; Not Applicable
Gender details:	It is not considered the sale of of land at Lawson Street will have a negative impact on the grounds of gender.
Protected characteristics: Gender Reassignment	Service Users / Stakeholders; Wider Community; Not Applicable
Gender reassignment details:	It is not considered the sale of of land at Lawson Street will have a negative impact on the grounds of gender reassignment.
Protected characteristics: Marriage and Civil Partnership	Service Users/ Stakeholders; Wider Community; Not Applicable
Marriage and civil partnership details:	It is not considered the sale of of land at Lawson Street will have a negative impact on the grounds of marriage.
Protected characteristics: Pregnancy and Maternity	Service Users / Stakeholders; Wider Community; Not Applicable
Pregnancy and maternity details:	<p>It is not considered the sale of of land at Lawson Street will have a negative impact on the grounds of pregnancy.</p> <p>The Council will arrange for signage to be placed on the car park for 2 weeks prior to the closure, and provide a number to call for advice and suggestions as to alternative car parking provision.</p>
Protected characteristics: Race	Service Users / Stakeholders; Wider Community; Not Applicable
Race details:	It is not considered the sale of of land at Lawson Street will have a negative impact on the grounds of race.
Protected characteristics: Religion or Beliefs	Service Users / Stakeholders; Wider Community; Not Applicable



Religion or beliefs details:

It is not considered the sale of of land at Lawson Street will have a negative impact on the grounds of religion.

Protected characteristics: Sexual Orientation

Service Users / Stakeholders; Wider Community; Not Applicable

Sexual orientation details:

It is not considered the sale of of land at Lawson Street to will have a negative impact on the grounds of sexual orientation.

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

The proposal seeks authority for the sale of surplus Council owned land at Lawson Street, Birmingham by the grant of a new lease at a Premium.

The property is located in the Newtown Ward will form part of an agreed programme of land and property sales to be implemented during financial years 2022-23.

The sale of this surplus property will provide opportunities for individuals and groups to regenerate the area, and will offer the opportunity to regenerate the respective areas, and provide new property and business opportunities to individuals and groups.

There are alternatives for the local community regarding car parking on street, users will be given notice ahead of sale.

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

The Leader of the Council has been consulted regarding the contents of this report and is fully supportive of the report proceeding to an executive decision. Property and Assets Board, Officers from Legal Services, City Finance, and other relevant officers from Inclusive Growth Directorate. Transportation are supportive of the surplus declaration.

Ward Members have been consulted previously regarding the sale of this property and not raised any objection.

The land is located within a locality of residential and commercial uses close to the City Centre. The land is currently laid out and operated by the Council as a surface level pay and display car park. This use will cease upon completion of sale and all users will be notified.

The land is currently operated as a pay and display car park. When the Car Park closes prior to sale (estimated to be late 2021).

Planning guidance confirms residential led development, although sale is unconditional on planning and unrestrictive in terms of future use.

The proposed sale transaction and

generation of a capital receipt supports the Financial Plan 2021-2025 by generating resources and thus helping to achieve a balanced budget.

Realigning the Council's property will provide a catalyst for development and underpin the social fabric of communities across the city.

Members of the community have not been disadvantaged or denied access to participating in this sale process.

Having reviewed all protected characteristics, it has been determined there are no issues which impact negatively on any members of the community and therefore a full equality assessment is not required.

#### QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

Yes

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

17/06/2021

Reasons for approval or rejection

Please print and save a PDF copy for your records

Yes

Julie Bach

Person or Group

Content Type: Item

Version: 20.0

Created at 16/06/2021 12:39 PM by  Felicia Saunders

Last modified at 17/06/2021 12:08 PM by Workflow on behalf of  Eden Ottley

Close



# Birmingham City Council

## Report to Cabinet



12th October 2021

**Subject:** **BORDESLEY PARK (WHEELS SITE) DEVELOPMENT: STRATEGIC BUSINESS CASE UPDATE**

**Report of:** Acting Director, Inclusive Growth

**Relevant Cabinet Member:** Councillor Ian Ward, Leader of the Council  
Councillor Tristan Chatfield, Finance and Resources

**Relevant O &S Chair(s):** Councillor Saima Suleman, Economy and Skills,  
Councillor Mohammed Aiklaq, Resources

**Report author:** Nick Matthews, Project Delivery Manager  
Email Address: Nick.Matthews@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): <i>Bordesley &amp; Highgate</i>		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 007228/2020		
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
Exempt Appendix 3 Information relating to the financial or business affairs of any particular person (including the council)		
Schedule 12A Local Government Act 1972		

### 1 Executive Summary

- 1.1 The Council is the freeholder of the Bordesley Park (formerly Wheels) site and regained control of the site on 31<sup>st</sup> January 2020 following forfeiture of the lease of the site by the previous leaseholder. The site has subsequently been re-let on a short-term lease which expires on 31 October 2021. This report provides an update on the Strategic Business Case and the stages to bring forward the re-development of the site in accordance with the Bordesley Park Area Action Plan adopted by the Council on 14<sup>th</sup> January 2020 (which provides the statutory

local planning framework for the area) including, in the first instance, the procurement strategy for the treatment of invasive species (Japanese Knotweed) and to undertake site investigations, attached at Appendix 2.

- 1.2 Proposals for the site have been progressed following the Cabinet report titled “Wheels Site Development: Strategic Business Case” on the 17<sup>th</sup> March 2020 which gave authority to fund the cost of obtaining control of the site and budget to commence options appraisal and site investigation works. Subsequently, consultants were appointed to advise on property matters, procurement and technical and remediation issues.
- 1.3 This report seeks to approve the release of capital development funding to immediately commence the procurement and removal of Japanese Knotweed, undertake site investigations, install security measures and patrols, site clearance and ecological mitigations in advance of the outcome of the Levelling Up Fund (LUF) grant application to the Government submitted on 17<sup>th</sup> June 2021.

## **2 Recommendations**

- 2.1 Notes the progress on the proposals to bring forward the development of the Bordesley Park (former Wheels site) (shown at Appendix 1 identified within bold area) in accordance with the Bordesley Park Area Action Plan adopted by the City Council on 14<sup>th</sup> January 2020.
- 2.2 Notes that the Council is awaiting the outcome of its Levelling Up Fund (LUF) capital application to the Government totalling £17.145m for the full remediation and provision of services to the site which will enable the Council to retain interest in the site. In the event of an unsuccessful bid the Council will progress the remediation and addition of services and infrastructure with the intention of recovering its costs from a disposal of the site.
- 2.3 Approves the release of development funding of up to £1.2m to progress the development of the site, including the procurement of Japanese Knotweed removal, undertaking site investigations, securing the site, and on-going security (estimates set out in Exempt Appendix 3) to be funded from either the LUF or the future capital receipt from the disposal of the site.
- 2.4 Approves the strategy and commencement of the procurement activity for the removal of Japanese Knotweed on the site as detailed in Appendix 2.
- 2.5 Delegates the award of contracts for the removal of Japanese Knotweed and site investigations to the Acting Director, Inclusive Growth in conjunction with the Interim Assistant Director, Procurement (or their delegate), the Director of Council Management (or their delegate) and the Acting City Solicitor (or their delegate).
- 2.6 Authorises the City Solicitor to take all necessary steps to carry out preparatory work for compulsory purchase order(s) in respect of any of the land shown edged black and hatched black on the plan of the Wheels site and Cambabest

site on Venetia Road in Appendix 1a together with the plans in appendix 1b of the Cherrywood Industrial Estate and the former Meadway Spares site, including the appointment of land referencers, prior to authority being sought for the making and progressing of compulsory purchase order(s)

- 2.7 Authorises the Acting Director, Inclusive Growth to enter into negotiations to acquire any third party owned land interests in the land shown on the plans in advance of the compulsory purchase order(s)
- 2.8 Approves the strategy and award of contract for undertaking site investigations in the site as detailed in Appendix 2.
- 2.9 Notes that an Outline Business Case report will be produced to accept the LUF grant if successful and a Full Business Case report to Cabinet will be produced to finalise the commercial arrangements for either the development and ongoing management of the Bordesley Park site or its disposal.
- 2.10 Authorises the Assistant Director of Property to commence market engagement to establish whether there are early opportunities to bring forward the development which would be subject to further Cabinet approval.
- 2.11 Authorises the Acting City Solicitor (or their delegate) to negotiate, execute, and complete all necessary documentation to give effect to the above recommendations.

### **3 Background**

- 3.1 Bordesley Park is identified as one of ten key growth opportunities (Policy GA7) within the Birmingham Development Plan (adopted in 2017).
- 3.2 On 14 January 2020, the City Council adopted the Bordesley Park Area Action Plan (BPAAP) which seeks to drive forward the regeneration of the area delivering economic and housing growth opportunities to local residents and businesses, enhancing public transport and connectivity and supporting the sustainable growth of the city up to 2031.
- 3.3 The BPAAP identifies the Bordesley Park site and environs as a key area of change (Key Opportunity 1) which has the potential to become an attractive location for high quality employment use which delivers inclusive and sustainable growth, improved transportation and employment and training opportunities.
- 3.4 At the heart of the Bordesley Park area is the Wheels site owned by the City Council (shown at Appendix 1 identified within bold area), a former landfill site which has a number of challenges including contamination, access constraints, a poor environment and significant differences in ground levels. The BPAAP recognises the importance of the facilities at the Wheels site and requires the Council to work with existing occupiers regarding their relocation.
- 3.5 The development of the Bordesley Park area will provide the catalyst for the regeneration of the wider area including Bordesley Green Local Centre and the

adjacent Cherrywood Road and Adderley Park areas. The reasons why the City Council is bringing forward employment development on the site is set out in both the Bordesley Park Area Action Plan (AAP) and the East Birmingham Inclusive Growth Strategy and is a response to the need to address the long standing challenges within East Birmingham. The site will be a catalyst for regeneration in a part of the city where over a quarter of the workforce is unemployed (as evidenced by unemployment claimant counts of 28.2% and 27.3% in Ladywood and Hodge Hill respectively (May 2021)). The development of this underutilised site will create up to 3000 jobs with employment and skills programmes put in place to connect these opportunities to the local community. The proposals will also complement and reinforce other opportunities that will be generated in the area including through the arrival of HS2 in the City Centre at the new Curzon Street Station and the extension of the Midland Metro from the City Centre to Birmingham Airport and the proposed HS2 Interchange Station.

- 3.6 On 31<sup>st</sup> January 2020, the City Council regained control of the Wheels site following non-payment of rent and forfeiture of the lease of the site by the previous leaseholder. A temporary contracted out lease was then granted to one of the former occupiers of the site which expires on the 31<sup>st</sup> October 2021. The occupiers have asked for this lease to be extended, but due to the need to bring the site forward, including the treatment of invasive species, it is not proposed to extend the temporary lease. As matters stand, the City Council will therefore take vacant possession of the site at the end of October and will be responsible for the site's management and maintenance going forward.

Progress to date:

- 3.7 In order to deliver on the strategic policies set out above and secure a comprehensive approach to the area's regeneration, the City Council has engaged consultants to advise on property, procurement, technical and remediation issues.
- 3.8 Following completion of the preparatory work, an option appraisal is being undertaken to inform the proposed direction for the development of the site. The outcome of the options appraisal and the recommended route will be reported in the Full Business Case report which will be reported to Cabinet at a future date.
- 3.9 On the 8<sup>th</sup> June 2021 Cabinet approved the submission of four LUF capital bids (Wheels; Dudley Road; Moseley Road Baths and Library; and Erdington) totalling £64.018 million to the Government. The bid for the Wheels site was for the remediation of the site to allow the land to be utilised for future employment opportunities. The proposed works to be funded by the bid included:

- Full site investigations and ecological surveys
- Remediation and ground excavations
- Treatment of Japanese Knotweed



- Ecological mitigation
- Demolition of structures on site and clearance of materials (namely tyres)
- Utility services diversions and installation
- Highway access improvements
- Land acquisition.

- 3.10 The LUF bid was submitted on the 17<sup>th</sup> June 2021 and for the Bordesley Park (Wheels) site totalled £19.05m (£17.145 from government with City Council co-funding of £1.905m (the LUF guidelines require a 10% contribution)). It is anticipated that the decision on the bid will be received in early Autumn. It is a requirement of LUF that successful bidders commence expenditure this financial year (by the end of March 2022).
- 3.11 Surveys and other technical advisory work have been undertaken in order to bring the site forward for development. Following the receipt of the initial survey reports it is evident that Japanese Knotweed is both widespread and extensive across the site. Overall, the knotweed covers an area of 9160 sq. m. in 26 stands that range from smaller stands up to dense multiple areas of growth. The remediation works to address this will be far more extensive and invasive than first envisaged and it is currently considered that these works cannot be undertaken while the site is operational due to the size and extent of the excavations required. The treatment of the knotweed will also require the provision of appropriate warranties to support the development of the site either by the Council or by others, if disposed of. In order to progress the treatment of the Japanese Knotweed there is a need commence work early in the new year otherwise works will not be able to progress until later in the year due to the bird nesting season.
- 3.12 Site investigations, including bore holes, have been undertaken on the site in the past. Although it is considered that the ground conditions are unlikely to have altered significantly these are not sufficient due to their age to support warranties or future planning applications that will be required on the site. Therefore, there is a need to undertake fresh site investigations.
- 3.13 The property advisory work carried out to date has indicated there is significant market interest in the site. A number of unsolicited approaches for the site, including conditional offers, have been received. The City Council has also separately been approached by a major employer who is looking for a relocation site and this opportunity is currently being considered. In addition, the Council will continue to undertake market engagement to establish whether there are early opportunities to bring forward the development, which would be subject to further Cabinet approval if viable.
- 3.14 The acquisition of sites adjoining the Wheels site has been explored to, both, facilitate improved access, and enhance the marketability of the site. As a result, it is proposed that the Cambabest site on Venetia Road be acquired and the company relocated. Furthermore, City Council tenants on the adjacent

Cherrywood Industrial Estate and former Meadway Spares site will be consulted on relocation to provide this improved site access. Most of the Council tenants are on short term tenancies pending this redevelopment but assistance will be provided to identify alternative accommodation. Compulsory purchase powers will be sought if a voluntary acquisition cannot be agreed. The decision to progress this and any further potential acquisitions will be reported to Cabinet as part of a subsequent FBC report.

- 3.15 In the event that the LUF bid is unsuccessful, the Council will continue site clearance and Japanese Knotweed removal and develop options as to how it secures full remediation and disposal of the site in order, inter alia, to bring forward job creation and business rate growth.

#### **4 Options Considered and Recommended Proposal**

- 4.1 The Strategic Business Case stated that five high level options had been identified at that stage of the project. These were

- Option 1 – Market the Bordesley Park site as is – when vacant, Bordesley Park AAP in place but no remediation. This is not an option if the Council is to use LUF capital grant to remediate the site.
- Option 2 – Market the Bordesley Park site with some remediation and planning guidance / outline planning approval. Not an option in accepting the LUF grant.
- Option 3 - Market individual plots and remediate / provide infrastructure as required by prospective occupiers with the Council not retaining ownership.
- Option 4 – Undertake a procurement process for a development partner and provide funding within the financial model for remediation of Bordesley Park site and the provision of infrastructure with the Council retaining some or no interest in the site.
- Option 5 – the City Council undertakes the development of the Bordesley Park site directly (similar to the model operated by the Council's housing development section, Birmingham Municipal Housing Trust) and either sells completed development (all or part) or retains ownership as on-going income stream (whichever is most advantageous to the City Council).

- 4.2 Since, the delivery options above have been refined in order to explore the following:

- Option A – Unconditional site sale (entire site) - The sale would be unconditional (based on the 'hope value'). The Council would receive an early receipt, but the price would be considerably discounted to reflect the risks, most notably on commercial occupiers and the planning.
- Option B – Conditional site sale (entire site) - The City Council would carry out some remediation (to be determined) which would help to de-risk the

project and seek to recover its costs. Given the contamination on site, the level of work and de-risking proposed might not be sufficiently attractive to potential developers. Without detailed knowledge of end occupier requirements (including loading requirements) the remediation proposed may not be appropriate.

- Option C – Option agreement - This delivery model incorporates an enabling approach to tailor individual plots to the occupier's requirements in terms of detailed remediation and associated building loading requirements. In this option the City Council provides and funds the infrastructure works such as roads, services and statutory undertakers.
- Option D – Development Agreement - This option would involve the City Council carrying out the proposed remediation works and then a sale of the site to a development partner, awarded following a procurement process, to develop out the whole site in agreed phases and in accordance with the Development Agreement. The development partner will then bear most of the risks and bringing market knowledge, delivery expertise and access to finance.
- Option E – Contractual Joint Venture - This option requires the City Council to set up a separate Joint Venture Company (JVCo) with a partner and participate in the delivery of the scheme and sharing profit.
- Option F – City Council to deliver the site (buildings and infrastructure) - This option involves the Council funding all necessary infrastructure and building out the scheme under the guidance of a development manager.
- Option G – Undertake a procurement process for a Development Manager/Partner to deliver buildings (City Council to deliver infrastructure).
- Option H – City Council to deliver part of site for an occupier and sell remainder (conditionally or unconditionally).
- Option I – City Council to deliver part of the site for an occupier and then deliver the remainder.
- Option J – City Council to deliver and sell serviced plots.

Associated risks and the alignment with the Council objectives:

	1. Un conditional freehold disposal – no remediation	2. Disposal with limited remediation and development agreement	3. Disposal of individual plots with remediation	4. Disposal with full LUF work and Development Agreement	5. Corporate Joint Venture	6. Direct Development
Cost of capital	Lowest	Intermediate	Intermediate	Intermediate	Higher	Highest
Risk	Lowest	Low	Low	Low	Higher	Highest

Profit premium (to reflect risk)	Lowest	Low	Low	Low	Higher	Highest
Risk of no/substantially delayed delivery	Highest	Higher	Intermediate	Intermediate	Low	Lowest
BCC control over development rate and quality	Lowest	Low	Intermediate	Higher	Higher	Highest
BCC capital requirement and exposure	Lowest	Low	Intermediate	Low	Higher	Highest
Summary	Uncertain results and returns and does not meet BCC objectives	Uncertain results and returns and might not meet BCC objectives	Might meet BCC objectives	Meets BCC objectives with relatively low risk	Meets BCC objectives but with relatively high risk	Meets BCC objectives but with high risk

Further work to refine these options will be carried out including in the event of the City Council's bid for LUF grant being successful. The LUF grant would replace the Council's borrowing to bring forward the remediation and servicing of the site and potentially enable the Council to generate a revenue income stream. In the event that the bid is unsuccessful, then the Council will continue to remediate and clear the site to a lesser extent and recover its costs from the capital receipt that would result from its disposal on the open market.

## 5 Consultation

- 5.1 There has been extensive and wide-ranging public consultation at each stage of the preparation of the Bordesley Park AAP culminating in the Public Examination into the plan on the 30 May 2019.
- 5.2 Following non-payment of rent the City Council took legal action through the Courts to take control of Bordesley Park, which was granted on the 19<sup>th</sup> November 2019 (with possession on the 31<sup>st</sup> January 2020). A subsequent short term contracted out lease was then agreed with one of the former occupants which expires on the 31<sup>st</sup> October 2021. There has been a request to extend the short-term lease, however this has not been agreed given the need to bring forward the development of the site. This includes the need to address

the extensive Japanese Knotweed on site and also, if successful, incur expenditure this financial year in accordance with the requirements of the LUF bid guidance.

- 5.3 Informal discussions have taken place with Cambabest, who occupy a site on the Venetia Road access into the Bordesley Park site and these will be progressed subject to approval of the FBC. Discussions will take place shortly with tenants at the Council's Cherrywood Industrial Estate and former Meadway Spares site, which are incorporated within the proposed development site and where additional site access may be required.
- 5.4 As the proposals for the Bordesley Park site are progressed, further public consultation will take place including all future planning applications relating to the site.
- 5.5 A Bordesley Park Project Board comprising the Acting Director, Inclusive Growth and senior officers from Planning and Development, Transport and Connectivity, Finance, Legal and Democratic Services, Property Services and Procurement with support from external advisors has been convened to bring forward the development of the site.

## **6 Risk Management**

- 6.1 Risks will be identified, evaluated and managed in line with the City Council's Risk Management Methodology 2017. The initial risks and opportunities are shown in the Risk Register at Appendix 4.

## **7 Compliance Issues:**

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

The decisions recommended in this report will facilitate the development of the Site which contributes to:

- 7.1.1 The Council's Plan 2018-2020 (2019 update) to prioritise jobs and skills for Birmingham to be a great city to succeed in and to be renowned as an enterprising, innovative and green city. The scheme will support inclusive sustainable growth in the number of jobs across Birmingham, invest in infrastructure to develop a modern, sustainable transport system; invest in growth sectors such as manufacturing; and provide training for Birmingham residents so that they can take advantage of sustainable employment. The scheme will deliver on actions within the Council Plan to concentrate on significant areas of opportunity, by facilitating jobs and training opportunities in an area of deprivation within East Birmingham, using the City Council's property assets to bring forward regeneration and investment and by facilitating the expansion of the Metro.

- 7.1.2 The Birmingham Development Plan identifies Bordesley Park (including the Wheels site) as one of ten key growth areas to deliver the objectives of the plan. It also designates the Wheels Site as a Core Employment Area which will make a significant contribution to the city's growth strategy to deliver industrial land and job opportunities.
- 7.1.3 The adopted BPAAP (2020) identifies the former Wheels Site as a key opportunity for change which can become an attractive location for high quality employment uses.
- 7.1.4 The East Birmingham Inclusive Growth Strategy (2021) sets out the strategy for a comprehensive multi-agency approach focussed on East Birmingham that seeks to ensure that the benefits of growth are shared more fairly, providing new opportunities for local people to change their lives for the better and delivering lasting improvements to living standards, education and skills, access to jobs and opportunities, health, the environment, local places and transport. The development of the Wheels Site for employment uses is a key part of the Inclusive Growth Strategy and will be complemented by skills and training programmes to connect the local community to the job opportunities created.
- 7.1.5 The Birmingham Connect Mobility Action Plan sets out a vision to create a transport system which puts the user first and delivers the connectivity that people and business requires. The aim is to improve people's daily lives by making travel more accessible, more reliable, safer and healthier, and using investment in transport as a catalyst to improve the fabric of the city.

7.1.6 **Birmingham Business Charter for Social Responsibility (BBC4SR)**

Compliance with the BBC4SR is a mandatory requirement that will form part of the conditions of contracts for the removal of the Japanese Knotweed and for the site investigations. Tenderers will be required to submit an action plan with their tender that will be evaluated, implemented and monitored during the contract period. This will include measures to provide training and work experience outputs through the tender contract in association with local schools and South and City College.

The social value outcomes to the benefit of the Bordesley and Highgate Ward and the surrounding areas, tenderers will be required to address will include:

Local Employment

- A strong local employment offer with the focus on the hardest to reach groups particularly focused on young people and residents in the Bordesley and Highgate Ward for training and work experience outputs.

### Partners in Communities

- Bidders will need to utilise their community reach and focus their outcomes on community cohesion with sensitivity to local demographics using [www.matchmyproject.org](http://www.matchmyproject.org)
- Working with schools and colleges, in particular South and City College, Birmingham – Bordesley Green Campus to focus on increasing attainment and employment options for those students facing disadvantage.
- A robust understanding and methodology for community engagement.

### Green and Sustainable

- Plans for a carbon neutral position and what activities they are undertaking to achieve that additional to the specification including details relating to transport, materials used and offsetting.

#### 7.1.7 Net Zero Carbon Measures –

The preparation of the Bordesley Park AAP was both supported and informed by a Sustainability Appraisal (a statutory process incorporating the requirements of the European Union Strategic Environmental Assessment (SEA) Directive). Both the SA and the AAP were subject to independent examination by an Inspector appointed by the Secretary of State and found to be sound.

The Outline Business Case is currently being developed for the site and the final approach will determine the remediation of the site. The preferred/chosen option will determine the project approach on the sustainable development methods to be implemented on the development to achieve the reduction of carbon on site by delivering development that utilises green energy and supports the City Council's drive towards zero carbon. Once the option appraisal recommends the best development for the city the project delivery team will work closely with the Route to Zero (R20) team to reduce the city's carbon footprint.

The Birmingham Development Plan (BDP) relates to the sustainability of new developments through TP3 (Sustainable construction) and TP4 (Low and zero carbon energy generation). The new City Council 'Our Future City Plan - Central Birmingham 2040' is currently being progressed. The plan sets the vision for the City Centre for the next 20 years. The City Council's R20 initiative is at the heart of the plan that includes a zero-carbon approach to development.

## **7.2 Legal Implications**

- 7.2.1 The City Council has powers to acquire, appropriate and dispose of land under Sections 120 to 123 of the Local Government Act 1972.
- 7.2.2 The City Council has powers to compulsorily acquire land, including under Section 121 of the Local Government Act 1972 and Section 226(1)(a) of the Town and Country Planning Act 1990.
- 7.2.3 Section 1 of the Localism Act 2011 sets out the Council's general power of competence, which is circumscribed only to the extent of any applicable pre-commencement restrictions and any specific post-commencement statutory restriction of that power, and Section 111 of the Local Government Act 1972 contains the City Council's subsidiary powers to do anything, (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to the discharge of any of its functions.
- 7.2.4 Japanese Knotweed is an invasive plant species listed in Schedule 9 to the Wildlife and Countryside Act 1981. It is a criminal offence for any person to allow that species to grow in the wild. The Council is the prosecuting authority for offences under that Act. Work for eradication of that species is carried out by specialist contractors in accordance with procedures regulated by the Environment Agency.
- 7.2.5 The Council has a duty under Section 13 of the Planning and Compulsory Purchase Act 2004 to keep under review the matters which may be expected to affect the development of their area

## **7.3 Financial Implications**

- 7.3.1 This report seeks to approve the release of £1.2m capital funding through prudential borrowing to immediately commence the procurement and treatment of Japanese Knotweed, site investigations, install security measures and patrols, site clearance and ecological mitigations as set out in Exempt Appendix 3. This is currently unbudgeted but forms part of the £1.905m match funding requirement supporting the LUF bid as per the Cabinet report dated 8<sup>th</sup> June 2021. The bid which was submitted on 17<sup>th</sup> June 2021, included £17.145m LUF grant for this scheme matched by City Council funding of £1.905m. The outcome of the bid is expected in Autumn 2021. If the LUF bid is unsuccessful the £1.2m will be recovered through the capital receipt generated through the disposal of the site.

## **7.4 Procurement Implications**



- 7.4.1 The procurement strategy for the removal of the Japanese Knotweed and the strategy / award for the undertaking of site investigations is set out in Appendix 2.
- 7.4.2 The Council's Manned Security Services Framework Agreement will be used for the security requirements to patrol and secure the site.
- 7.4.3 There is a requirement for fencing and security bollards that will be tendered with contracts awarded approved under Chief Officer delegated authority in accordance with the Procurement Governance Arrangements
- 7.4.4 Any procurement implications for the remediation and for the development of the site will be reported as part of the subsequent FBC report.

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

- 7.5.1 The Council is using existing staff from the Planning and Development service to progress this project.

## **7.6 Public Sector Equality Duty**

- 7.6.1 The Bordesley Park redevelopment scheme will support the delivery of the BPAAP which Full Council adopted on the 14th January 2020. The Equality Analysis attached to this report is attached at Appendix 5, which concluded that the BPAAP will help create a framework that will positively impact on the quality of life of the area's diverse community. A further Equality Analysis will not be required at this stage, as the report recommendations do not have an adverse impact on the groups and characteristics protected under the Equality Act 2010.

## **8 Appendices**

- 8.1 List of Appendices accompanying this report:

- 1. Site plan 1a &1b
- 2. Procurement Strategy; Japanese Knotweed and Site Investigations
- 3. Exempt Appendix – Development Cost Estimates
- 4. Risk Register
- 5. Equality Analysis

## **9 Background Documents**

- 9.1 Adoption of the Birmingham Development Plan 2017 – Cabinet report dated 13<sup>th</sup> December 2016.
- 9.2 Council's Plan 2018-2022 (Update): Cabinet report dated 25<sup>th</sup> June 2019.
- 9.3 Bordesley Park Area Action Plan (BPAAP) 2020 adopted by Council 14<sup>th</sup> January 2020.

- 9.4 East Birmingham Inclusive Growth Strategy 2021 Cabinet report to 9th February 2021 meeting for adoption.
- 9.5 Wheels Strategic Business Case, Report to Council 17th March 2020.
- 9.6 Levelling Up Fund - Tranche 1 Bids, Report to Cabinet 8th June 2021.
- 9.7 Driving Housing and Employment Growth through the City Deal Public Asset Accelerator report: Report to Cabinet October 2014.

Birmingham City Council

**Confidential or Exempt Information not Notified**

**Birmingham City Council**

12th October 2021



**Subject: BORDESLEY PARK (WHEELS SITE) DEVELOPMENT:  
STRATEGIC BUSINESS CASE UPDATE**

**Report of:** Acting Director, Inclusive Growth

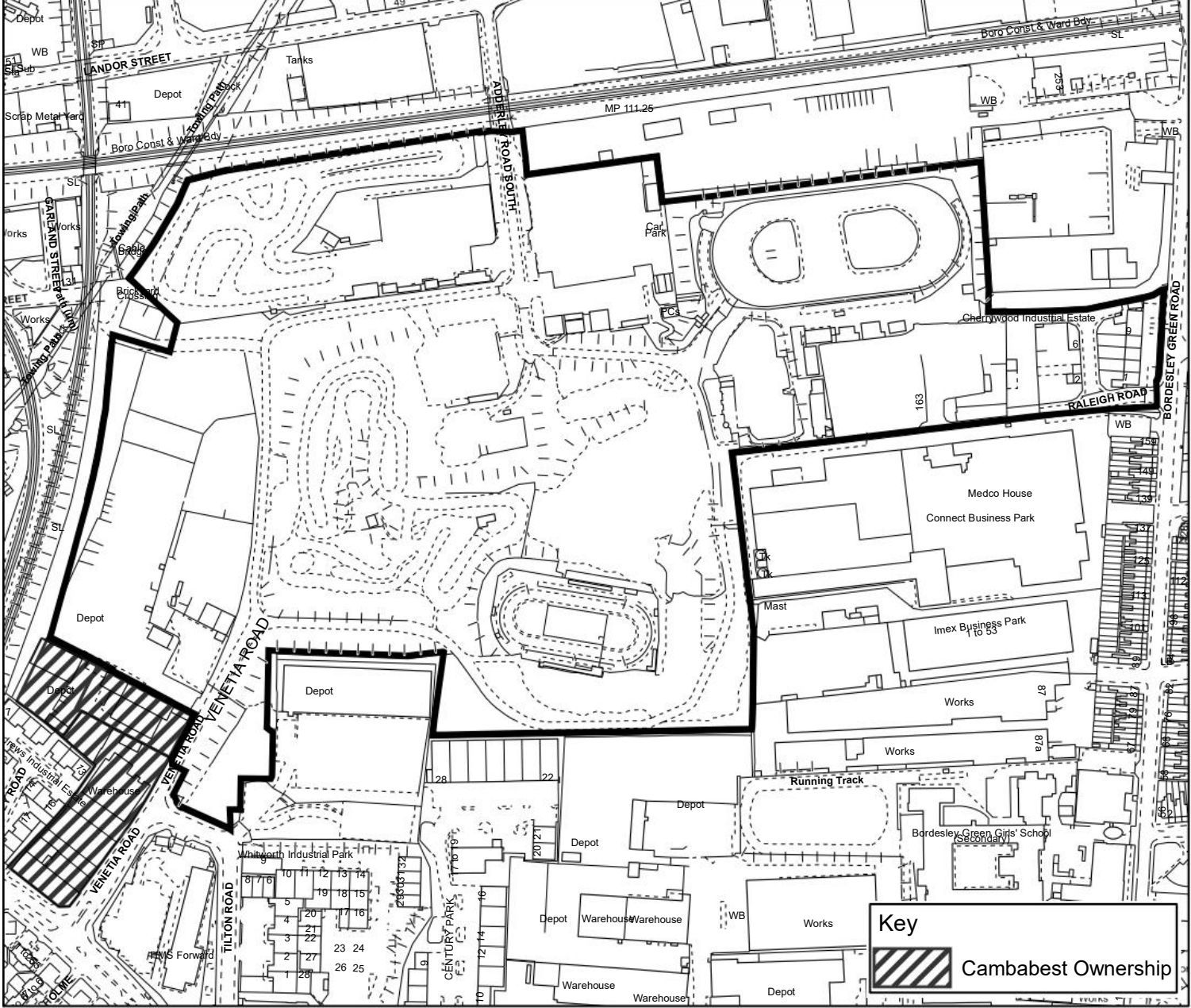
**Report author:** Nick Matthews, Project Delivery Manager

**1) Key Decisions not notified on the Notification of Intention to Consider Matters in Private**



To be completed for Key Decisions not on the Forward Plan 28 days before the Cabinet meeting at which the decision is to be taken.

<i>Reasons for Urgency / why not included on the notification</i>	<i>In accordance with the City Council's Constitution (specifically Part B6.2 xi "Intention to hold part of the meeting in private not notified"), I am writing to seek your agreement to the Cabinet considering a key decision report which was not included in the Notification of Intention to Consider Matters in private. This matter was not included due clarifications required on the procurement route for the Japanese Knotweed because of this we couldn't include on the PPAR. This resulted in the delay of the report and the value of the contract couldn't be included in the public report.</i>
<i>Name, Date and any comments of O&amp;S Chair agreement obtained:</i>	Councillor Mohammed Aiklaq MBE – 16/09/21



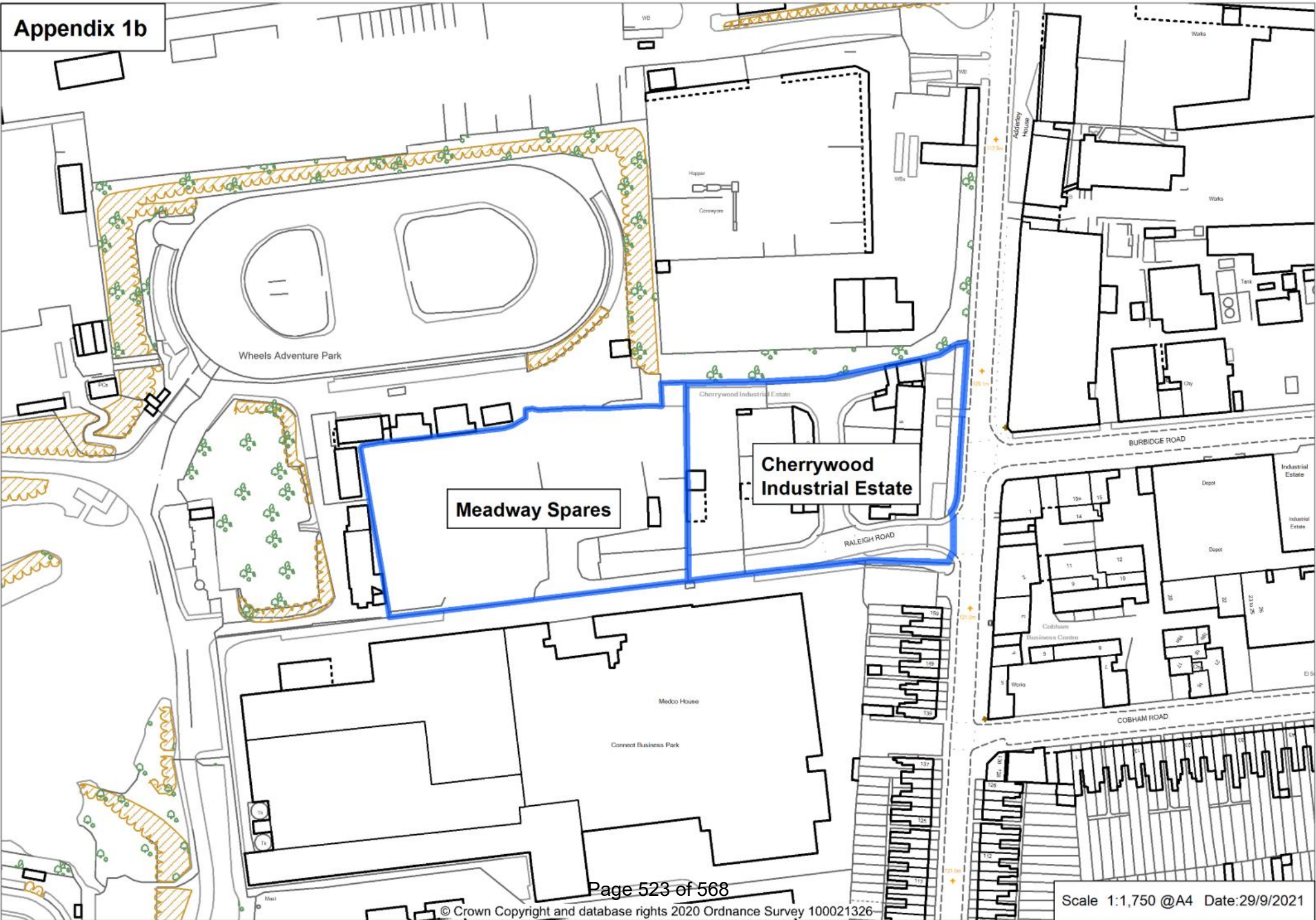


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 <b>Birmingham</b> City Council		Kathryn James Assistant Director Property Inclusive Growth Directorate 10 Woodcock Street Birmingham, B7 4BG		
<b>Bordesley Park Site</b> <b>Adderley Road South</b> <b>Bordesley &amp; Highgate</b>	 O.S.Ref SP0986NW	Scale (Main Map)	Drawn	Date
		1:4,000	Bharat Patel	14/09/2021











**APPENDIX 2****PROCUREMENT STRATEGY****PROCUREMENT STRATEGY FOR THE TREATMENT AND REMOVAL OF JAPANESE KNOTWEED AT THE BORDESLEY PARK DEVELOPMENT SITE****1 Service Requirements**

- Removal of vegetation to allow for the treatment of Japanese knotweed
- Treatment of Japanese knotweed present on site and installation of root barriers where required.

**2 Procurement Options**

The following options were considered:

- To carry out a procurement process - there are benefits as prices will reflect current market conditions and the latest corporate requirements can be included for each tender exercise. For these reasons, this is the proposed route.
- To use a collaborative framework agreement - this option was discounted as there is not a framework agreement in place for the treatment of Japanese knotweed that covers the West Midlands region.

**3 Procurement Approach****3.1 Duration and Advertising Route**

The contract will be for a period of approximately 26 weeks. This period reflects the proposed delivery programme for the project. The opportunity will be advertised via Find a Tender, [www.finditinbirmingham.com](http://www.finditinbirmingham.com) and Contracts Finder.

**3.2 Procurement Route**

The requirement will be tendered using the 'open' route on the basis that:

- There are sufficient suppliers in the marketplace that can provide all the required services
- The service can be clearly defined
- Tenderers' prices will be fixed for the term of the contract.

**3.3 Scope and Specification**

The scope and specification is as follows:

- Removal of vegetation to allow for the treatment of Japanese Knotweed
- Treatment of Japanese Knotweed present on site and installation of root barriers where required.

- Provision of warranty documents covering a period of 6 years transferrable with any sale of the site

### 3.4 Tender Structure (Including Evaluation and Selection Criteria)

The quality / price balances below were established having due regard for the corporate document 'Evaluating Tenders' which considers the complexity of the services to be provided.

Tenders will be evaluated against the specification in accordance with a pre-determined evaluation model.

The evaluation of tenders will be assessed as detailed below:

#### **Assessment A**

The criteria below will be assessed on a pass / fail basis:

<b>Criteria</b>	<b>Evaluation</b>
<b>STAGE ONE - Selection Stage</b>	
Company Information	Pass / Fail
Financial Information (including Insurance)	Pass / Fail
Health and Safety	Pass / Fail
Compliance with Equalities	Pass / Fail
Quality Management	Pass / Fail
Grounds for Mandatory Exclusion	Pass / Fail
Grounds for Discretionary Exclusion	Pass / Fail
Modern Slavery Act 2015	Pass / Fail
Technical and Professional Ability	Pass / Fail
Declaration	Pass / Fail

Those organisations that pass all sections of Assessment A will proceed to the next stage.

#### **Assessment B - Quality (40% Weighting)**

<b>Criteria</b>	<b>Overall Weighting</b>	<b>Sub-Weighting</b>
Service Delivery	<b>100%</b>	40%
Organisation and Resources		20%
Project Methodology		40%

An interview with tenderers may take place if required to clarify their understanding of the requirements and the scoring adjusted accordingly, as appropriate.

Tenderers who score more than the quality threshold of 60% i.e. a score of 60 out of a maximum quality score of 100 marks will proceed to Assessment C – Social Value.

### Assessment C – Social Value (20% Weighting)

#### Social Value (20%)

	Sub-Weighting	Sub-Criteria	Theme Sub-Weighting
Qualitative	25%	Local Employment	20%
		Partner in Communities	50%
		Green and Sustainable	30%
			TOTAL 100%
		BBC4SR Action Plan	Total of financial proxies (£) score
		TOTAL 100%	
Quantitative	75%	BBC4SR Action Plan	Total of financial proxies (£) score
Overall Social Value	10%		

### Assessment C – Pricing (Weighting 40%)

Tenderers will submit a fixed price tender for the treatment of the knotweed and provision of the warranties.

#### Overall Evaluation

The evaluation process will result in comparative quality, social value and price scores for each tenderer. The maximum score will be awarded to the tender that demonstrates the highest for quality. Similarly, the maximum price score will be awarded to the lowest acceptable price. Other tenderers will be scored in proportion to the maximum scores in order to ensure value for money with the recommendation for the contract to be awarded to the first ranked tenderer.

#### 3.5 Evaluation Team

The evaluation of the tenders will be undertaken by the Project Manager, representatives from the Council's technical advisor, Tetra Tech Ltd, supported by Corporate Procurement Services.

#### 4 Indicative Implementation Plan

The implementation plan below has been produced to meet the overall deadline for the project.

Cabinet Approval (Strategy)	October 2021
ITT Issued	November 2021

ITT Return	December 2021
Evaluation Period	December 2021
Cabinet Member and FBC Approval (Award)	January 2022
Contract Start	February 2022

## 5 Service Delivery Management

### 5.1 Contract Management

Tetra Tech Ltd has been commissioned as the project managers for the delivery of the contract reporting the Project Delivery Officer.

### 5.2 Performance Measurement

The following Key Performance Indicators will be included to ensure the delivery of the works is in accordance with the requirements of the contract with appropriate default measures. These include the delivery of the:

- Project delivered to agreed milestones
- Project delivered to agreed scope

## **PROCUREMENT STRATEGY / CONTRACT AWARD FOR THE SITE INVESTIGATIONS AT THE BORDESLEY PARK DEVELOPMENT SITE**

### **1. Service Requirements**

- The provision of site investigations to inform the ground conditions of the site

### **2. Procurement Options**

The following options were considered:

- To carry out a procurement process – this option was discounted on the basis that the Crown Commercial Services Project Management and Design Services Framework Agreement was used for the original commission and no additional benefit would be realised from carrying out a tender process advertised to the open market.
- Use a collaborative framework agreement - As the CCS Project Management and Design Services Framework Agreement Framework Agreement was used for the original commission for technical advice, it is considered that there would be no benefit from utilising an alternative framework. This is recommended option.

### **3. Procurement Approach**

#### **3.1 Duration**

The contract will be for a period of approximately 12 weeks.

#### **3.2 Scope and Specification**

The scope and specification for the site is as follows:

- An updated Phase 1 Geo-Environmental Desk Study
- A Topographic Survey of the site (subject to access arrangements)
- Carrying out a ground investigation across the Wheels Site
- Provision of a Factual Report on the results of the ground investigation
- Provision of warranties for the Factual Ground Investigation Report and the Desk Study
- Provision of an interpretation of the results of the investigation to BCC for their information

#### **3.3 CCS Project Management and Design Services Framework Agreement**

- 3.3.1 This framework agreement provides access to project management services. The protocol for the use of the framework agreement is either direct award or a further competition exercise is undertaken with the opportunity to be sent to all framework providers against the lot. It is recommended that the direct award mechanism. In accordance with the CCS framework agreement guidance, it is permissible to use direct award where the customer identifies this as the most appropriate route and on the basis that it is an urgent requirement where the delay caused by undertaking a further competition exercise would be detrimental to the outcome.
- 3.3.2 It is recommended that a contract is awarded to Tetra Tech Ltd by direct award on the basis that they have been identified as the most suitable provider on the CCS framework to meet the Council's requirements for this contract with the availability to deliver the assessment within the tight timescale of the Council. Engaging another supplier is not a practical option due to the familiarisation time required for an organisation to hit the ground running for a time-limited services to support a major project.

#### 3.4 Indicative Implementation Plan

Cabinet Approval (Strategy and Award of Contract)	October 2021
Contract Start	w/c 18 <sup>th</sup> October 2022

#### 3.5 Service Delivery Management

##### 3.5.1 Contract Management

The contract will be managed by the Project Delivery Officer.

##### 3.5.2 Performance Management

Formal contract management measures will be included as a requirement of the contract including key performance indicators around service levels.

# BORDESLEY PARK (FORMER WHEELS SITE) AND ENVIRONS

## Risk Register

Version No: 5 Last Updated Date: 25/08/2021

### RISK GUIDE

↑ LIKELIHOOD	4	Almost Certain	Material	Severe	Severe	Severe
	3	Likely	Tolerable	Material	Severe	Severe
	2	Possible	Tolerable	Material	Material	Material
	1	Unlikely	Tolerable	Tolerable	Material	Material
			Minor 1	Medium 2	Major 3	Critical 4
	IMPACT →					

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

Threat Response: Avoid, Reduce, Fallback, Transfer, Accept, Share

Opportunity Response: Enhance, Exploit, Reject, Share

Risk ID	Proximity	Detailed Description	Impact	Probability	Score	Risk Response and Mitigation Measure	Residual Risk		
							Impact	Probability	Score
1 BUDGET									
1.1		Risk that the Council may overspend in the pre-development phase when procuring various advisers at the expense of the project costs. If not correctly budgeted, services will cost the council far more than first anticipated having an adverse effect on project costs	3	3	High	<b>Threat Response: Reduce</b>  Reduce this threat by budgeting the spend on various advisers formulating cost estimates for each based-on knowledge of procuring the relevant services from those within the council, e.g. transportation to advise on potential cost of transportation advisers based on their knowledge of market/work which is required on project.  Continual management and review of projects and risks being undertaken.	3	2	Med

1.2		Risk that the Levelling Up Fund not awarded	4	3	High	Preparation of LUF application. A regular officers working group has been established on the City Council's LUF programme.	3	3	Med
1.3		Insufficient revenue resources to fully cover inventory growth	4	3	High	Revenue provision subject to Corporate/Directorate review.	3	3	Med
1.4		Profiled LUF spend target not met	3	2	Med	Project management in place to monitor delivery and spend.	2	2	Low
1.5		There is a general risk to the budget that there will be overspend due to unforeseen circumstances leading to a rapid increase in the cost of a particular service.	4	3	High	<b>A) Threat Response: Reduce</b>  This can be mitigated against by engaging with experts throughout the project and providing cost estimates for the procurement of services and imposing contingency's to be better equipped for unforeseen costs.	3	2	Med
						<b>B) Threat Response: Fallback</b>  Ensure adequate provisions such as termination, indemnity insurance and break clauses are present within contracts to limit the impact this will have on delivery of the project.	3	2	Med



2 PROCUREMENT & CONTRACT MANAGEMENT									
2.1		Delivery Agent or Sub-contractor goes into liquidation during service delivery.	3	1	Med	<b>Threat Response: Reduce</b>  Financial security checks to be made as part of tender evaluation process and before entering into contract.	2	1	Low
2.2		The services procured by Birmingham City Council do not have the necessary expertise to deliver the service.	4	2	Med	<b>Threat Response: Reduce</b>  This risk is reduced by explicitly specifying Birmingham City Council's requirements in commissioning briefs and invitation to submit tenders, outlining what the particular service needs to provide.	2	1	Low
2.3		Variability of capital costs - Construction costs to increase in the future	3	3	Med	Develop robust financial forecasts. Adjust forecasts to account for any predicted rate change.	2	1	Low
2.4		Impacts of Covid-19 pandemic on possible restrictions to movement and labour supply causing delays and Impacts Brexit/Covid 19 pandemic supply of materials	3	3	Med	Project team to monitor potential impacts on project and reassess frequently.	3	2	Med
2.5		Contractors experience financial difficulties.	4	3	High	It is proposed to procure the works through current frameworks, in house resources or partner frameworks. Financial checks will be carried out during tender evaluation processes.	3	1	Med

2.6		Legislative risks Government legislation to significantly alter the prospects of the scheme	3	3	Med	The LUF is allocated and ring fenced with the government being committed to deliver necessary infrastructure and maximise synergies with other programmes	2	2	Low
<b>3 OUTPUTS</b>									
3.1		The opportunity for extra funding outside of the Asset Accelerator to increase likelihood of report gaining Cabinet approval, therefore keeping the project on schedule.	4	3	High	<b>Opportunity Response: Exploit</b>  Consider potential extra funding such as LGF grants/LEP funding and if these are feasible as a way of financing the project further.	2	1	Med
3.2		Risk that there are adverse articles and press coverage regarding the project pre-development and during the development phases particularly surrounding the Wheels Park. This may result in public opposition to the project.	3	3	High	<b>Threat Response: Reduce</b>  Reduce the potential for public opposition and negative press coverage to the project by organising press conferences and inviting local media to these at key stages of the project e.g. the press conference announcing the project and plans for the area.	2	2	Med
3.3		Jobs opportunities created are not connected to local community	3	2	Med	Employment and skills programme to be put in place via City Council's Employment Access Team	2	2	Low

3.4		Reduced demand for employment floorspace	2	2	Low	Demand for employment land in Birmingham has been identified by a number of research studies with a significant shortage of industrial and logistics space at the moment.	2	1	Low
3.5		<p><b><u>REPUTATIONAL RISK</u></b></p> <p>At the full Council meeting on the 14<sup>th</sup> January 2020 in adopting the Bordesley Park AAP it was resolved that in doing so confirms that it will work with the licensees of the Wheels Site to explore potential opportunities for those activities to continue on alternative sites or, once vacant possession has been obtained by the council, on the Wheels site in the short-term, if a suitable agreement can be reached with the licensees.</p> <p>Licensees could contact the press further on this issue.</p>	3	3	High	<p><b>Threat Response: Reduce</b></p> <p>Following several meetings a short term contracted lease was agreed with one of the occupiers in July 2020. This lease expires on October 31<sup>st</sup> 2021 and given the need to bring the site forward the occupier has been informed that the lease will not be extended.</p> <p>Officers will continue to meet the licensees and, this will include exploring potential alternative sites. This can be further reduced when the Council hold press conferences with local journalists to announce plans for the area and the project. The Council can outline the benefits the development will have on the local area and Birmingham's economy as a whole.</p>	1	3	

4 RISK REGISTER									
4.1		There is a risk that the risk register is not properly monitored. If this happens then when risks are materialising, we are not in a position to mitigate against them. If overlooked, we cannot minimise the impact potential threats are having nor be able to capitalise on opportunities.	4	3	High	<b>Threat Response: Avoid</b>  Ensure that the risk register is monitored and updated fortnightly at the minimum. Set up outlook alerts to designate a space during a fortnightly period to check the register.	2	1	Low
4.2		Risk that there is a failure to take advantage of opportunities to support the scheme (including funding opportunities) when they arise to optimise and ensure that the council achieves its planned objectives.	4	3	High	<b>Threat Response: Reduce</b>  Make sure that responsible officers are aware of all potential opportunities and that there is a responsibility to discuss these at the regular project group/board meetings and ensure opportunities are considered and responded to if appropriate.	2	1	Low




5 SUPPORT AND ENGAGEMENT									
5.1		<p><b>Possession of the Wheels Site</b></p> <p>To secure possession of the Wheels site in accordance with the Court Order. To continue negotiations with the licensees of the Wheels site regarding the end of the temporary contracted out lease and to explore relocation options.</p>	3	3	High	<p><b>Threat Response: Reduce</b></p> <p>A temporary contracted out lease was agreed with one of the occupiers on the site which expires on the 31<sup>st</sup> October 2021. Discussions will continue with the temporary leaseholder to ensure possession of the site to the Council at this point.</p>	2	2	Med
5.2		<p>Opportunity to engage with local businesses and public in the wider area who are outside the AAP boundary to ensure they are kept in the loop and the development can benefit them.</p> <p>It is also important to ensure the council engage with local businesses, notably the adjacent Cambabest site to test any appetite to develop and maximise the outcomes of the project.</p>	3	3	High	<p><b>Opportunity Response: Exploit</b></p> <p>To engage with neighbouring landowners to maximise the opportunities to develop and meet the objectives of the project, including potential CPOs.</p>	1	2	Low
6 CLEARANCE AND ACQUISITIONS									

6.1		When acquiring and clearing land to improve existing access and junction improvements to the site, there is a risk the council can spend more than budgeted on acquiring the land.	3	2	Med	<b>Threat Response: Reduce</b>  Have a plan B for the point of access into the site. If it is too costly or it proves to not be the best point of access, plots in the north-west corner have been identified as a potential secondary option.	3	1	Low
6.2		There are risks to the security of the site once the current Wheels Park tenants have vacated it. Complications can have an adverse effect on the timescales and costs involved with the project if it does not remain secure by BCC. For example, vandalism, health and safety, unauthorised encampments, anti-social behaviour and crime all pose a risk if the site is not kept vacant and secure.	3	2	Med	<b>Threat Response: Avoid</b>  Have a site management plan and commission a security company (access security) to keep the site secure and under BCC control during its vacancy.	1	1	Low
6.3		There is a risk that the structures on the site could become dilapidated and a health and safety risk,	4	2	Med	<b>Threat Response: Reduce</b>  The site needs to be secured with buildings demolished when appropriate. This reduces the risk of harm to the public as they are unable to access an unsafe site.	2	1	Low

6.4		Following the end of the contracted out temporary lease there is a risk that vacant possession may be resisted.	3	2	Med	Negotiation with the licensees is on-going. Identify legal options to secure possession of the site in the event of trespass.	1	1	Low
<b>7 ATTRACTING INVESTMENT</b>									
7.1		<b><u>ADVERTISING INVESTMENT OPPORTUNITY</u></b> Market interest in developing the site could be lost if economic climate changes as result of the uncertainties due to BREXIT.	4	3	High	<b>Risk Response:</b> Reduce  To commence the procurement of Development/Investment Partner(s) in 2022/23.	2	1	Low
7.2		The City Council will work with the licensees	3	3	High	<b>Risk Response:</b> Accept  Accept this risk as a consequence of the development.	2	2	Med

		regarding relocation opportunities – this will include the speed skating club that works with both schools / young people as well as elite athletes.				<b>Risk Response: Reduce</b>  The Bordesley Park AAP incorporates proposals to improve the parks and green infrastructure in the area as well as promoting cycling and walking, all of which will support active lifestyles and well-being as well as improving health.	2	2	Med
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Title of proposed EIA	WHEELS SITE DEVELOPMENT: STRATEGIC BUSINESS CASE
Reference No	EQUA434
EA is in support of	New Strategy
Review Frequency	Two Years
Date of first review	27/05/2020
Directorate	Inclusive Growth
Division	Transportation and Connectivity
Service Area	Project Delivery
Responsible Officer(s)	 Hussein Kudah
Quality Control Officer(s)	 Janet L Hinks
Accountable Officer(s)	 Simon Garrad
Purpose of proposal	To approve the cost associated in producing an Outline Business Case to set out the key aspirations and requirements for the development of the site, including site surveys, transportation study, remediation and market research.
Data sources	Consultation Results; relevant reports/strategies
Please include any other sources of data	Bordesley Park Area Acton Plan (BPAAP)
ASSESS THE POTENTIAL IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Not Applicable
Age details:	<p>The overall impact of the change envisaged in the BPAAP will benefit the wider community.</p> <p>The Wheels regeneration will provide positive impacts by enhancing employment opportunities which will be targeted at the local community.</p> <p>The Proposals and policies within the BPAAP all sit within the context of the Birmingham Development Plan, for which an Sustainability assessment and Equality assessment have also been produced.</p>
Protected characteristic: Disability	Not Applicable
Disability details:	

Protected characteristic: Gender	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:	
Please indicate any actions arising from completing this screening exercise.	<p>Equalities has been considered at each stage of the BPAAP plan-making process and includes the completion of an Equalities Assessment Initial Screening form in 2013 that was revised in 2016 and revised further in 2018 prior to the submission of the BPAAP to the Secretary of State. Following Examination in Public on 20 May 2019 there are no modification to the version of that is now proposed for adoption (the Planning Inspectorate found the plan to be sound with no need for modificcation).</p> <p>The proposals and policies within the wheels project and the winder BPAAP will be monitored as they progress. This will include reviews of the equities impacts of the plan at a regular intervals.</p>
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	Consultaion will take place during the development of the FBC.
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?	To be agreed during the Full Business Case development.
What data is required in the future?	To be agreed during the Full Business Case development.
Are there any adverse impacts on any particular group(s)	No
If yes, please explain your reasons for going ahead.	No
Initial equality impact assessment of your proposal	<p>The Cabinet report is seeking to approve the descriptive document, and the relevant procurement strategy.</p> <p>The BPAAP identifies the Wheels site and Environs as a key area of change (Key opportunity 1) which has the potential to become an attractive location for high quality employment use which delivers inclusive and sustainable growth, improved transportation and employment and training opportunities.</p> <p>The Birmingham Development Plan identifies Bordesley Park (including the Wheels site) as one of ten key growth areas to deliver the objectives of the plan. It also designates the Wheels site as Core Employment Area which will make a significant contribution to the city's growth strategy to deliver industrial land and job opportunities.</p> <p>The Council's Plan 2018-2020 to prioritise Jobs and Skills for Birmingham to be a great city to succeed in and to be renowned as an enterprising, innovative and green city. The Scheme will support inclusive sustainable growth in the number of jobs across Birmingham, invest in infrastructure to develop a modern, sustainable transport system; invest in growth sectors such as manufacturing; and provide training for Birmingham residents so that they can take advantage of sustainable employment.</p> <p>The Scheme will deliver on actions within the Council Plan to concentrate on significant areas of opportunity (by facilitating jobs and training</p>

opportunities in an area of deprivation within East Birmingham), to use the Council's property assets to bring forward regeneration and investment and by facilitating the expansion of the Metro.

The submitted version of the BPAAP was then considered by the planning Inspectorate at an Examination in Public on the 30 May 2019. This included attendance by individuals and organisations occupying site within the affected areas who had maintained objections to the Wheels regeneration.

There has been a positive response to the policies and proposals within the AAP. The main objections have been from the affected property owners including the occupiers of the wheels site which is the focus of the proposed project.

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

The Wheels Project proposals will deliver on actions within Bordesley Park Area Action Plan approved by City Council on 14 January 2020 for which an Equality Analysis was undertaken. This Equality Analysis has been reviewed and it is concluded that the development of the Wheels site will have an impact on certain groups (individuals and organisations occupying the wheels site). However, those effects are not a result of the protected groups and characteristics under the Equality Act 2010, and in any case are considered positive impacts, with mitigation measures in place where appropriate. Such positive impacts include enhanced employment opportunities which will be targeted at the local community. The Council are currently in discussions with individuals and organisations occupying the wheels site to assist them in finding relocation site.

Overall there has been support for the positive proposals and improvements included within the AAP which will support growth and regeneration with the Bordsley Park area.

A full assessment is not required at this stage as the report seeks approval to develop proposals capable of being assessed for equality purposes. When firm proposals are developed, another report will be required for Cabinet and it will provide specific elements of the Wheels site development programme that will need a further equality assessment.

#### QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

Corrected Cabinet to City Council. Can proceed to Accountable Officer  
14.02.2020

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

19/02/2020

Reasons for approval or rejection

Please print and save a PDF copy for your records

Yes

Content Type: Item

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Close



# Birmingham City Council

## Report to Cabinet

Date: 12<sup>th</sup> October 2021



**Subject:** **PLANNED PROCUREMENT ACTIVITIES (NOVEMBER 2021 – JANUARY 2022)**

**Report of:** **ASSISTANT DIRECTOR – PROCUREMENT (INTERIM)**

**Relevant Cabinet Member:** **Councillor Tristan Chatfield, Finance and Resources**

**Relevant O &S Chair(s):** **Councillor Mohammed Aikhlaq, Resources**

**Report author:** Steve Sandercock, Assistant Director, Procurement (Interim)  
Email Address: [steve.sandercock@birmingham.gov.uk](mailto: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 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 November 2021 – January 2022. 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 Notes the planned procurement activities under chief officer delegations set out in the Constitution for the period November 2021 – January 2022 as detailed in Appendix 1.

## **3 Background**

- 3.1 At the 1 March 2016 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 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.
- 3.2 In line with the Procurement Governance Arrangements 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.
- 3.3 This report sets out the planned procurement activity over the next few months where the contract value is between the procurement threshold (£189,330) and £10m. 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.
- 3.4 It should be noted that the procurement threshold has changed from £164,176 to £189,330 and will apply from 1<sup>st</sup> January 2020 for a period of 2 years.
- 3.5 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.
- 3.6 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.
- 3.7 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 report approved by Council Business Management Committee on 16 February 2016 set out the case for introducing this process. The options considered are:

- To refer the procurement strategy and contract award of individual procurements to Cabinet for decision.
- To continue with the existing process – this is the recommended option

## **5 Consultation / Engagement**

5.1 This report to Cabinet is copied to 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 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 Details of all relevant implications will be included in individual reports.

### **7.3 Financial Implications**

7.3.1 Details of how decisions will be carried out within existing finances and resources will be set out in the individual reports.

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

7.4.1 This is a procurement report and the implications are 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.

## **8 Background Documents**

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

- 1. Appendix 1 - Planned Procurement Activity November 2021 – January 2022
- 2. Appendix 2 – Background Briefing Paper
- 3. Appendix 3 – Exempt Information
- 4. Appendix 4 – Notification of Minor Amendments

## APPENDIX 1 – PLANNED PROCUREMENT ACTIVITIES (NOVEMBER 2021 – JANUARY 2022)

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
Strategy / Award	Cash Collection Service	P0734	To collect, transit and deliver cash and cheques from and to various sites across the Council servicing educational establishments, leisure centres, adult education centres, office buildings, homeless centres and other locations where customers use cash, coins and cheques as forms of payment for services rendered.	4 years	Finance and Governance	Finance and Resources	Lee Bickerton	Andrea Webster	04/01/2022
Approval to Tender Strategy	City Dressing to Support the Hosting of the Commonwealth Games 2022	TBC	To support the hosting of the Commonwealth Games 2022 and improve the visitor experience, there is a requirement for spectaculars and enhancements to dress the city. These will be situated across the city; in the centre, in the proximity to games venues and on main arterial routes and would typically include: •Banners and flags •Art installations and sculptures •Pavement graphics and building wraps •Building lighting and lighting shows	Various	Commonwealth Games	Leader	Guy Olivant	Joanne Martin / Charlie Short	22/11/2021
Strategy / Award	Professional Services for the Birmingham Transport Plan Delivery Plan	TBC	There is a requirement for technical professional services to support the creation of the Birmingham Transport Plan Delivery Plan.  The services required include: •Review of work previously undertaken. •Assessment and sifting of proposed schemes. •Assessment of carbon reduction potential of implementing the proposed schemes. •Scheme development guidance. •Creation of implementation plan. •Financial modelling for scheme development and delivery. •Review of societal impacts of rapid transport decarbonisation in Birmingham •Stakeholder pre-consultation engagement. •Full public consultation. •Creation of monitoring and evaluation framework.	1 year	Inclusive Growth	Transport and Roads	Carl Tomlinson	Ioanna Moscholidou / Charlie Short	22/11/2021
Strategy / Award	Birmingham Smithfield Development Economic Adviser	TBC	Economic Adviser services are required to support the production of the Business Cases through the provision of strategic economic advice, economic modelling, economic appraisal and associated transportation appraisal.	5 years	Leader	Transport and Roads	Ian Harris / Guy Olivant	Marlene Slater / Charlie Short	22/11/2021
Strategy / Award	SAP Netweaver Upgrade	TBC	The has a portfolio of SAP applications to support business functions in Human Resources, Payroll, Finance, Procurement and reporting.	1 year	Digital and Customer Services	Deputy Leader	Lee Bickerton	Claire Penny	22/11/2021
Approval to Tender Strategy	Professional Services to Support the Residential Property Acquisition Programme	TBC	There is a requirement for professional services to support the buying of these properties. The services to ensure the completion of the purchase include:  •Sourcing of properties •Valuation of properties •Undertaking condition surveys •Negotiation of price •Manage conveyancing process	1 year	City Housing	Homes and Neighbourhoods	Carl Tomlinson	Bill Pickbourn / Charlie Short	22/11/2021
Amendment - Strategy / Award	Water Supply and Waste Water Services	TBC	Following the deregulation of the water supply market in April 2017, it has been permissible to purchase water and billing services from other licenced water retailers authorised to provide the services. The services provided are provision of metered and unmetered water supplies, waste water and surface drainage services.	2 years	Finance and Governance	Finance and Resources	Lee Bickerton	Adele Rawlins	22/11/2021

## **APPENDIX 2**

### **BRIEFING NOTE ON PLANNED PROCUREMENT ACTIVITIES** **CABINET – 12<sup>th</sup> October 2021**

<b>Title of Contract</b>	<b>Cash Collection Service (P0734)</b>
Director / Assistant Director	Assistant Director, Service Finance
Briefly describe the service required	To collect, transit and deliver cash and cheques from and to various sites across the Council servicing educational establishments, leisure centres, adult education centres, office buildings, homeless centres and other locations where customers use cash, coins and cheques as forms of payment for services rendered.
What is the proposed procurement route?	A further competition exercise or a direct award will be undertaken using the Eastern Shires Purchasing Organisation's Cash Collection and Cash and Valuables in Transit Services Framework Agreement. An option appraisal will be carried out to determine the most cost-effective route
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The Council has a mixed economy of provision comprising: <ul style="list-style-type: none"> <li>i. A contract with G4S Cash Solutions (UK) LTD that expires on 30<sup>th</sup> September 2022 and</li> <li>ii. An "in house" team manages the collection, processing and banking of income collected from pay and display parking machines</li> </ul>
If single /multiple contractor negotiations is proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	Not applicable.
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 is not the capacity within the Council to deliver all the cash collection requirements.
How will this service assist with the Council's commitments to Route to Zero?	The specification will require the services to be delivery in way that reduces or minimises both direct and indirect carbon emissions. Reporting to the Council of "contract related" CO2 emission reductions will also be a requirement.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	The Council does not have a statutory duty to provide this service. However, this service is required to collect and deliver cash and cheques safely and securely.
What budget is the funding from for this service?	This contract will be funded within existing Directorate's approved budgets and Schools devolved budgets.
Proposed start date and duration of the new contract	The proposed start date is 1 October 2022 for a period of 4 years.

<b>Title of Contract</b>	<b>City Dressing to Support the Hosting of the Commonwealth Games 2022</b>
Director / Assistant Director	Programme Director, Commonwealth Games 2022
Briefly describe the service required	<p>To support the hosting of the Commonwealth Games 2022 and improve the visitor experience, there is a requirement for spectaculars and enhancements to dress the city. These will be situated across the city; in the centre, in the proximity to games venues and on main arterial routes and would typically include:</p> <ul style="list-style-type: none"> <li>• Banners and flags</li> <li>• Art installations and sculptures</li> <li>• Pavement graphics and building wraps</li> <li>• Building lighting and lighting shows</li> </ul> <p>The Organising Committee's (OC) contract has recently been awarded with the rates reflecting current market conditions. Synergies with both the Council and the OC's requirement will ensure value for money. CSM Sport &amp; Entertainment LLP will be required to be certified to the BBC4SR and provide actions relevant to the value of the contract.</p>
What is the proposed procurement route?	To use the OC's Look, Signage and Wayfinding Contract with CSM Sport & Entertainment LLP, in accordance with its terms. Where requirements are not suitable to be procured via this contract, an open procurement process will be undertaken advertised on <a href="http://www.finditinbirmingham.gov.uk">www.finditinbirmingham.gov.uk</a> . Find a Tender and Contracts Finder.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	These is a new requirement.
If single /multiple contractor negotiations is proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	Not applicable.
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 these are one-off projects to enhance the city and must be in line with the Organising Committee's Look and branding.
How will this service assist with the Council's commitments to Route to Zero?	The specification will require the equipment to be delivered in such a way that reduces or minimises carbon emissions. A commitment has been made that the Commonwealth Games will be net carbon neutral overall.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	The Council does not have a statutory duty to provide this service. The enhancements will support the look and feel of the city in the run up to and during the Commonwealth Games 2022 and its legacy. Some elements of the service to be provided are required to fulfil the Council's obligations under the terms of the Host City Contract.
What budget is the funding from for this service?	This contract will be funded from the approved overall budget for the Council's contribution to the costs of hosting the Birmingham 2022 Commonwealth Games.
Proposed start date and duration of the new contract	Various start dates and durations prior to the start of the Commonwealth Games.

<b>Title of Contract</b>	<b>Professional Services for the Birmingham Transport Plan Delivery Plan</b>
<b>Director / Assistant Director</b>	Phil Edwards, Assistant Director, Transport and Connectivity
Briefly describe the service required	<p>There is a requirement for technical professional services to support the creation of the Birmingham Transport Plan Delivery Plan.</p> <p>The services required include:</p> <ul style="list-style-type: none"> <li>• Review of work previously undertaken.</li> <li>• Assessment and sifting of proposed schemes.</li> <li>• Assessment of carbon reduction potential of implementing the proposed schemes.</li> <li>• Scheme development guidance.</li> <li>• Creation of implementation plan.</li> <li>• Financial modelling for scheme development and delivery.</li> <li>• Review of societal impacts of rapid transport decarbonisation in Birmingham</li> <li>• Stakeholder pre-consultation engagement.</li> <li>• Full public consultation.</li> <li>• Creation of monitoring and evaluation framework.</li> </ul>
What is the proposed procurement route?	A further competition exercise will be undertaken using the Council's Transportation and Development Professional Services Framework Agreement.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a new requirement.
If single /multiple contractor negotiations are proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	Not applicable.
Has the In-House Preferred Test been carried out?	Yes, and as this is a one-off contract for technical professional services and the test demonstrated this is not suitable to be carried out in-house as there are not the skills and capacity to deliver internally.
How will this service assist with the Council's commitments to Route to Zero?	The service will provide a delivery plan for the Birmingham Transport Plan, which will identify viable and sustainable transport schemes and interventions required to rapidly decarbonise transport in Birmingham. These will increase active travel and the use of public transport and reduce car usage. The Birmingham Transport Plan delivery plan will be compliant with the Council's Birmingham Connected Transport Strategy, Birmingham Development Plan, and Our Future City Plan.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	The development and subsequent delivery of the Birmingham Transport Plan contributes to the Council's Statutory responsibilities under the Network Management Duty set out in the Traffic Management Act 2004 concerning the expeditious movement of traffic. Similarly, the Transport Plan supports the requirement under the Road Traffic Act 1988 with regard to road safety.
What budget is the funding from for this service?	The costs for the service will be funded from the Birmingham Transport Plan Infrastructure budget which is within the Infrastructure Development sub-programme of the Transport & Highway Capital Programme approved by Cabinet in February 2021.
Proposed start date and duration of the new contract	The proposed start date is January 2022 for a duration of 12 months.

<b>Title of Contract</b>	<b>Birmingham Smithfield Development Economic Adviser</b>
Director / Assistant Director	Ian Macleod – Director, Inclusive Growth
Briefly describe the service required	<p>Cabinet approved the Birmingham Smithfield Development Partner Contract Award report dated 15 December 2020 for the Council to enter into a Joint Venture Agreement with Lendlease Europe for the development of Birmingham Smithfield.</p> <p>There are obligations on the Council to produce Business Cases to secure development funding and economic advisory services are required to support the production through the provision of strategic economic appraisal with supporting transportation appraisal for the scheme.</p>
What is the proposed procurement route?	It is proposed to carry out a further competition exercise using the Homes England Research and Economic Analysis Professional Services Framework Agreement.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a new requirement.
If single /multiple contractor negotiations are proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	Not applicable.
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 is not the skills or ability within the Council to provide these services.
How will this service assist with the Council's commitments to Route to Zero?	The service will identify, appraise and seek to maximise measure within the Smithfield Development that will support the Council's journey to net zero by 2030.
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 these works to be delivered. However, the Council has a legal obligation to produce Business Cases to secure development funding under the Birmingham Smithfield Development Joint Venture Contract 28 June 2021.
What budget is the funding from for this service?	The services are funded from the Birmingham Smithfield Development budget with funding from the GBSLEP Enterprise Zone Fund.
Proposed start date and duration of the new contract	The proposed start date is December 2021 for a period of 5 years.

<b>Title of Contract</b>	<b>SAP Netweaver Upgrade</b>
Director / Assistant Director	Peter Bishop, Director, Digital and Customer Services
Briefly describe the service required	The Council has a portfolio of SAP applications to support business functions in Human Resources, Payroll, Finance and Procurement. Whilst the transition from SAP to Oracle Fusion Cloud takes place via the 1B ERP Programme, there is a requirement for support for SAP Netweaver for a further period. Since the expiry of the existing contract the support has been delivered under its terms and conditions.
What is the proposed procurement route?	A further competition exercise will be undertaken using the Crown Commercial Services Software Design and Implementation Services Framework.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The existing contract expired on 31 <sup>st</sup> December 2020.
If single /multiple contractor negotiations is proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	Not applicable.
Has the In-House Preferred Test been carried out?	Yes, and there is not the relevant skills and capabilities within the Council to support SAP Netweaver
How will this service assist with the Council's commitments to Route to Zero?	The specification will require the service to be delivered in a way that reduces or eliminates their carbon footprint as appropriate.
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, without support in place for the SAP Netweaver would severely impact on several key/critical services currently utilised in the provision of statutory services to the Citizens of Birmingham.
What budget is the funding from for this service?	This is funded from the IT&D base budget RBF24 L9Y0 A00.
Proposed start date and duration of the new contract	The proposed start date is 1 <sup>st</sup> December 2021 for a duration of up to 12 months.



<b>Title of Contract</b>	<b>Professional Services to Support the Residential Property Acquisition Programme</b>
Director / Assistant Director	Julie Griffin, Managing Director, City Housing
Briefly describe the service required	<p>Cabinet approved the Acceleration of City Housing Transformation to enable reduction in Temporary Accommodation report on 27<sup>th</sup> July 2021 that authorised acquiring up to 230 residential properties.</p> <p>There is a requirement for professional services to support the buying of these properties. The services to ensure the completion of the purchase include:</p> <ul style="list-style-type: none"> <li>• Sourcing of properties</li> <li>• Valuation of properties</li> <li>• Undertaking condition surveys</li> <li>• Negotiation of price</li> <li>• Manage conveyancing process</li> </ul>
What is the proposed procurement route?	An open procurement process advertised on Find-a-Tender, <a href="http://www.finditinbirmingham.gov.uk">www.finditinbirmingham.gov.uk</a> , and Contracts Finder.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a new contract.
If single /multiple contractor negotiations is proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	Not applicable.
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 or capacity for a project of this size.
How will this service assist with the Council's commitments to Route to Zero?	The specification will require the construction to be delivered in a manner that reduces or minimises both direct and indirect carbon emissions through the reduced transport
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	The Council does not have a statutory duty to provide this service. However, these services will provide the Council's policy to reduce bed and breakfast temporary accommodation.
What budget is the funding from for this service?	This contract will be funded from the approved Corporate Transformation Programme budget.
Proposed start date and duration of the new contract	The proposed start date is 1 <sup>st</sup> February 2022 for a period of 12 months.

## **APPENDIX 4**

### Notification of Minor Amendments

This appendix provides the rationale for minor amendments to PPAR previously agreed by Cabinet in May 2020 which highlights the changes made to the original and revised PPAR items below for reference.

<b>Title of Contract</b>	<b>Water Supply and Waste Water Services</b>
Briefly describe the service required	Following the deregulation of the water supply market in April 2017, it has been permissible to purchase water and billing services from other licenced water retailers authorised to provide the services. The services provided are provision of metered and unmetered water supplies, waste water and surface drainage services.
What is the proposed procurement route?	Further competition under CCS Framework – RM3790 Water, Wastewater and Ancillary Services.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There is not a current contract in place for the services. However, the services have been provided by Water Plus Ltd, a joint venture company set up by Severn Trent (the Council's previous supplier) and United Utilities since April 2017 on this organisation's terms of business. It will expire on the commencement of the replacement contract.
If single /multiple contractor negotiations is proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	Not applicable.
Is the Council under a statutory duty to provide this service? If not what is the justification for providing it?	There is no statutory duty for this contract. However, the Council requires the contract to support the delivery of services under a wide range of primary legislation including the Health and Safety at Work Act 1974.
Has the In-House Preferred Test been carried out?	We do not have the skills or resources in-house to deliver this through a self-supply license.
How will this service assist with the Council's commitments to Route to Zero?	Social value represented 20% of the Framework award criteria. Wave are committed to delivering OFWATs decarbonisation targets for the water industry along with the wholesaler, Severn Trent.
What budget is the funding from for this service?	Funding is from existing approved directorate and school budgets.
Proposed start date and duration of the new contract	The proposed start is November 2020 for a period of 2 years with option to extend for 1 year.
What is the estimated annual value and what is the basis for this amount?	Based on a 2% saving on the deemed rates currently charged by Water Plus - £2.76m annually.

**REVISED AMENDMENTS BELOW HIGHLIGHTED IN YELLOW:**

<b>Title of Contract</b>	<b>Water Supply and Waste Water Services</b>
Briefly describe the service required	Following the deregulation of the water supply market in April 2017, it has been permissible to purchase water and billing services from other licenced water retailers authorised to provide the services. The services provided are provision of metered and unmetered water supplies, waste water and surface drainage services.
Is the Council under a statutory duty to provide this service? If not what is the justification for providing it?	There is no statutory duty for this contract. However, the Council requires the contract to support the delivery of services under a wide range of primary legislation including the Health and Safety at Work Act 1974.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There is not a current contract in place for the services. However, the services have been provided by Water Plus Ltd, a joint venture company set up by Severn Trent (the Council's previous supplier) and United Utilities since April 2017 on this organisation's terms of business. It will expire on the commencement of the replacement contract.
What budget is the funding from for this service?	Funding is from existing approved directorate and school budgets.
What is the proposed procurement route?	It was originally proposed to run a further competition under CCS Framework – RM3790 Water, Wastewater and Ancillary Services as this was the only framework available at the time. However, there is now an alternative 3 <sup>rd</sup> party framework agreement available provided by West Mercia Energy and Yorkshire Purchasing Organisation (YPO) which is single supplier (Wave Utilities) and offers more robust contract management, multiple billing options to accommodate both Corporate supplies and schools and includes a 20% social value element. The CCS framework did not offer this.
If single /multiple contractor negotiations is proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	Not applicable.
Proposed start date and duration of the new contract	The proposed start is January 2022 for a period of 2 years with option to extend for 1 year. Work is currently being undertaken on clearing any historic debt with Water Plus that would lead to supply transfer objections and resolving outstanding billing queries.



**Planned Procurement Activities – 12<sup>th</sup> October 2021****For Public Report****ADDENDUM TO PUBLIC REPORT****Additional item added due to urgency**

<b>Title of Contract</b>	Southside Public Realm Works
Director / Assistant Director	Phil Edwards, Assistant Director, Inclusive Growth
Briefly describe the service required	<p>The Cabinet Members for Transport and Environment and Finance and Resources approved the Full Business Case and award of a contract to nmnc plc in the report dated 10<sup>th</sup> February 2021. On 4<sup>th</sup> October 2021, nmcn plc entered into administration and there is an urgent] requirement] for the completion of the works by another organisation with the ability, capacity and financial robustness to complete the works: The scope of the works includes:</p> <ul style="list-style-type: none"> <li>• Providing a consistent, high-quality paving material palette between the south of Hill Street through to Hurst Street and Ladywell Walk.</li> <li>• A new pedestrianised square on Hurst Street to be used as a new event space.</li> <li>• Improvements to street furniture, including de-cluttering, upgrading lighting and new trees.</li> <li>• Improving pedestrian crossings at the Smallbrook Queensway junction.</li> <li>• Improving segregation to the existing contra flow cycleway on Hill Street.</li> </ul>
What is the proposed procurement route?	<p>To enter single contractor negotiations with CPC Civils Ltd. In the event that agreement to conclude the award of contract with CPC Civils Ltd is not reached, negotiations will be entered into with another suitable and available organisation for the works above.</p> <p>If these negotiations are not successful, a contract will be required to make good the exposed areas using a suitable framework agreement whilst any strategy for the future of the scheme is formulated].</p>
What are the existing arrangements? Is there an existing contract? If so when does that expire?	<p>The existing contractor has entered into administration and does not have the ability to finish the works. The existing contract will be terminated once a replacement arrangement is awarded to ensure contractual assurances are in place with no break.</p>
If single /multiple contractor negotiations is proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	<p>This was an unforeseen event and there is not time to carry out a procurement exercise for the completion of the works to mitigate cost increases, safety issues with the site and stakeholder satisfaction.</p> <p>CPC Civils Ltd is best placed to undertake the completion of the works that will mitigate the risk to the project as they are currently satisfactorily delivering the City Centre Public Realm scheme that is of a similar nature. CPC Civils Ltd has significant experience of working in the city centre having recently delivered works in nearby locations for Severn Trent, Engie and the WMCA. The negotiations will look to realise any efficiencies from the delivery of schemes within close proximity through a shared compound and ensure rates are reflective of current market conditions such that they provide best value.</p>

	CPC Civils Ltd will be required to be certified to the BBC4SR and produce commitments proportionate to the estimated value to the supplier of the contract.
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 the period of this contract.
How will this service assist with the Council's commitments to Route to Zero?	The specification will require the service to be delivered in a way that reduces or eliminate their carbon footprint, in particular with transport.
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 Southside public realm works are required to be completed to improve the visitor experience to the city centre and assist with the facilitation of economic growth.
What budget is the funding from for this service?	The scheme will be funded by the existing approved budget from Greater Birmingham and Solihull Local Enterprise Partnership Economic Zone (EZ), Section 106 and third-party contributions.
Proposed start date and duration of the new contract	The proposed start date is November 2021 for a duration of up to 15 months.

# Birmingham City Council

## Report to Cabinet

12 October 2021



**Subject:** APPOINTMENTS TO OUTSIDE BODIES

**Report of:** City Solicitor

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

**Relevant O &S Chair(s):** Cllr Carl Rice, Chairman of Co-ordinating Overview and Scrutiny Committee

**Report author:** Celia Janney, Committee Services

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

### 1 Executive Summary

- 1.1 The report seeks the approval of the Cabinet to the appointment of representatives to serve on outside bodies detailed in the appendix to this report.

### 2 Recommendations

- 2.1 That Cabinet agrees to appoint representatives to serve on the Outside Bodies detailed in the appendix to this report.

### **3 Background**

- 3.1 At a meeting of all Councillors on 11 July 2017, the City Council approved changes to the Constitution that set out those appointments that are reserved to the full City Council to determine. All other appointments of Members and officers to outside bodies shall be within the remit of Cabinet to determine and the proportionality rules will not automatically apply.

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

- 4.1 These appointments are a matter for the Cabinet to determine, in accordance with the City Council's current Constitution.

### **5 Consultation**

For appropriate items, the Secretaries to the Political Groups represented on the Council.

### **6 Risk Management**

- 6.1 The main risk of not making appointments might lead to the City Council not being represented at meetings of the bodies concerned. It is always important in making appointments to have regard to the City Council's equal opportunities policies.

### **7 Compliance Issues:**

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

7.1.1 The appointments are consistent with the legal and constitutional requirements of the City Council.

#### **7.2 Legal Implications**

7.2.1 As set out in paragraph 7.1.1 above.

#### **7.3 Financial Implications**

7.3.1 There are no additional resource implications. Where applicable, those implications arise at the time that the relevant body, or a grant to it, is established.

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

7.4.1 Not applicable.

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

7.5.1 Not applicable.

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

7.6.1 As set out in paragraph 6.1 above.



## **8 Background Documents**

- 8.1 Report of the Council Business Management Committee to City Council on 11 July 2017 “Revised City Council Constitution”; along with relevant e-mails/file(s)/correspondence on such appointments.

**Attached:** Appendix to Report to Cabinet – 12 October 2021 - Appointments to Outside Bodies



**APPENDIX 1****APPENDIX TO REPORT TO CABINET 12 October 2021**  
**APPOINTMENTS TO OUTSIDE BODIES****1. Summary of Decisions**

On 15 August 2017, Cabinet resolved under decision number 004096/2017 that the practice be continued of contacting each representative when their term of office is due to expire to ascertain whether they are willing to be re-appointed and that, unless indicated otherwise in the report to Cabinet, it will be understood that such representatives are not willing to be re-appointed.

**2. Annual Appointment**

Further to the meeting on the 29 June 2021:-

**Birmingham Children's Trust CIC**

Suzanne Dodd is willing to be appointed, to fill vacancy.

Therefore, it is

**RECOMMENDED:-**

That Cabinet agrees appoint Suzanne Dodd as Director, for the remainder of the term i.e. 12 October 2021 until 28 June 2022.

