BIRMINGHAM CITY COUNCIL

CABINET

TUESDAY, 07 SEPTEMBER 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) 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.

Birmingham City Council
Report to Cabinet
07 September 2021

Subject:	BIRMINGHAM CITY COUNCIL PERFORMANCE AND PROGRESS AGAINST DELIVERY PLAN DURING Q1 2021-22
Report of:	Rebecca Hellard Director of Council Management (Interim)
Relevant Cabinet Member:	Councillor Brigid Jones, Deputy Leader
Relevant O &S Chair(s):	Councillor Carl Rice – Co-ordinating O & S Committee
Report author:	Varun Sitaram – varun.sitaram@birmingham.gov.uk

Are specific wards affected? If yes, name(s) of ward(s):	☐ Yes	☑ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference:	☐ Yes	☑ No
Is the decision eligible for call-in?	☐ Yes	☑ No
Does the report contain confidential or exempt information? If relevant, provide exempt information paragraph number or reason if confidential:	☐ Yes	☑ No

1 Executive Summary

1.1 This report provides Cabinet with details of the performance of the Council during Quarter 1 of 2021-2022 (April-June 2021) against the commitments and outcomes set out in the Council's Delivery Plan, which was presented to and approved by Cabinet on 10 November 2020.

1.2 Performance is reported to Cabinet against the 'Vital Signs' indicator set, which presents performance in relation to service effectiveness and efficiency and provides an updated position in relation to performance reporting against our Commonwealth Games indicator set.

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2 Recommendations

2.1 That Cabinet notes the performance of the Council during Quarter 1 of 2021-22 (April-June 2021) against the commitments and outcomes set out in the Council's Delivery Plan.

3 Background

3.1 Cabinet approved the Council's two-year Delivery Plan in November 2020. This plan set out the overall policy direction of the Council and included a detailed set of milestones and timescales for specific commitments that would be delivered over the life of the plan, and a comprehensive performance framework comprising three sections:

- **Vital Signs** of service effectiveness and efficiency, which is reported quarterly to Cabinet
- Delivery and legacy of the **Commonwealth Games**, which is reported quarterly to Cabinet
- An annual report to Cabinet setting out the Council's view of the **'state of the city'** in relation to key issues that stretch beyond the Council's own performance, on which the Council will work with our partners to address.

3.2 2020/2021 Quarter 3 and Quarter 4 performance reports using this new performance framework were presented to Cabinet earlier this year, in March and June respectively. This Quarter 1 report uses the same performance framework, providing an understanding of progress in key areas.

3.3 The format of this report has been refined to provide a more succinct overview of performance in the main body of the report. The report is structured in the following way:

- Section 4 identifies key messages on performance, such as: main achievements and delays to delivery. It includes summary tables showing status and direction of travel for Vital Signs and Commonwealth Games indicators.
- Work has been undertaken to return to systematic benchmarking of indicators to place our performance in the context of core cities and other statistical neighbours. Work to reinstate benchmarking will continue with an update to be provided in Quarter 2.
- Appendix 1 provides a breakdown of performance for each Portfolio, containing Vital Signs and Commonwealth Games indicators information (a summary table and full indicator set) and performance narrative that has been structured to identify notable delivery / achievements, delays to delivery / areas requiring attention, and risks and barriers to delivery.

4 Overview of performance

4.1 This section provides a summary of performance, firstly providing Vital Signs and Commonwealth Games indicator summary tables. The section then discusses

the main achievements, delays to delivery and barriers / risks encountered during Q1.

4.2   Where data has not been available for publication, this is being addressed through two specific actions. Firstly, relationships between the corporate centre and directorates is being strengthened in order to better establish the pipeline of information. Secondly, Performance Star Chambers are being reintroduced to ensure stronger accountability. A further update on these activities will be provided in Q2.

4.2.1 Vital Signs and Commonwealth Games indicators

The table below provides an overall summary of Q1 performance for Vital Signs and Commonwealth Games indicators. It shows the overall status (Blue = completed, Green = progressing to plan, Amber = some issues requiring attention, Red = critical issues requiring attention) The table shows the following:

- There were 46 indicators showing a positive direction of travel in Q1, with 31 indicators showing negative direction of travel
- 23 indicators were progressing on plan,
- Data are not yet due or not available for 65 indicators.

Table 1: Quarter 1 Direction of Travel & overall status

OVERALL STATUS:	Q1 Direction of travel:			Data not available or not yet due	TOTAL
	△ ▽ Positive	▶ No change	▽ △ Negative		
BLUE	18	4	4	1	27
GREEN	13	17	5	0	35
AMBER	4	1	9	0	14
RED	8	0	9	0	17
Trend / N.A.	3	1	4	64	72
TOTAL	46	23	31	65	165

The table below provides an indicator of direction of travel during Q1 for Vital Signs and Commonwealth Games indicators, broken down by portfolio.

Table 2: Quarter 1 Direction of Travel by Portfolio

Portfolio	Q1 Direction of travel			Data not available or not yet due	Total
	△ ▽ Positive	▶ No change	▽ △ Negative		
Leader	5	2	1	4	12
Deputy Leader	7	0	7	3	17

Children's Wellbeing	10	3	6	7	26
Education, Skills and Culture	0	1	4	4	9
Health and Social Care	6	1	4	14	25
Finance and Resources	3	0	2	1	6
Homes and Neighbourhoods	3	1	6	7	17
Social Inclusion and Equalities	3	0	0	19	22
Transport and Environment	0	5	0	5	10
Street Scene and Parks	3	3	1	1	8
Commonwealth Games[1]	6	7	0	0	13
TOTAL	44	22	30	69	165

4.2.2 Q1: main achievements, delays to delivery and barriers / risks

This section summarises the main achievements, delays to delivery, and barriers to delivery identified in Q1. Further details regarding these issues can be found in Appendix 1, which provides a breakdown of performance by Portfolio.

Main achievements:

Leader's Portfolio
- Lendlease and the City Council finalised a joint venture contract which is an important milestone for the Smithfield scheme.
- Perry Barr 2040: "A Vision for Legacy" consultation document has now been launched which sets out how the Council and partners will maximise the benefits of the Commonwealth Games.
- The Sutton Town Centre Masterplan has been adopted, with round 1 bids for Levelling Up Fund submitted; we have developed an initial proposal for a large-scale "levelling up" of East Birmingham-North Solihull with a first tranche of eight projects has been mobilised.
- We have also met our housing development target.
- Our 'Be Bold Be Birmingham' branding was launched during this quarter. This branding will continue to be rolled out across various media as we approach the Commonwealth Games.
- Our Business & Tourism Programme is now underway following the appointment of the Tourism officer on 12 April 2021.
- The Major Sporting Events Strategy was approved by Cabinet in July 2021. During Quarter 1, discussions have continued with British Triathlon regarding legacy events and a full bid has been submitted to World Athletics to host the Road Race Championships in 2023 or possibly 2025.

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[1] Only 6 indicators were included in the the Quarter 4 performance report. This report contains information on additional 7 indicators for which activities have started.

- A revised legal scheme for the control of Street Trading and a new policy framework has been implemented. This provides a new legal framework for the control of street trading across the city and is the first revision in over three decades.

Deputy Leader's Portfolio
- The New Ways of Working progressed the development of the Full Business Case (as submitted to Cabinet in July).
- The amended Corporate Complaints policy was introduced in April to ensure a consistent cross Council approach to complaints management.
- Progress has been made on the Application Platform Modernisation which is delivering new data centre and cloud hosting capabilities to reduce Council operating costs. The Programme overall is on schedule with the major milestone achieved of the exit of Fort Dunlop Data Centre achieved 3 weeks early.
- The second phase of the Shared Care Record project is nearing completion which will see access being rolled out to social workers within Adult Social Care.

Children's Wellbeing Portfolio
- Work to improve the administration of Education, Health and Care Plans (EHCPs) in the city is showing some impact as there has been an upward trajectory in the number of EHCPs being finalised within twenty weeks. The quality of EHCPs will be prioritised over the coming months.
- In the percentage of assessments completed within 45 working days Birmingham Children's Trust continues to perform better than both the national average and our statistical neighbours.
- In the percentage of Initial CP Conferences (ICPCs) held within 15 working days where Birmingham Children's Trust consistently perform better than the England average and our statistical neighbours.
- A 'Wellbeing census' is currently being piloted in 25 schools. A results dashboard will be available by September 2021. City-wide roll-out of this is due to commence in February/March 2022.

Education, Skills and Culture Portfolio
- The early milestone in our commitment to ensure sufficient school places has been achieved as the review of primary places has been completed. An approach to surplus primary places was launched during the spring term and continues to be monitored. Since its launch, the work has received recognition from the DfE as a beacon of good practice and the learning and methodology will be shared with other authorities in a workshop

- Birmingham's Relationships and Health Education programme was launched to all primary schools in June 2020 and has been shared widely across other local authorities
- Work is progressing to achieve demonstrable and substantial schools' savings through PFI through the creation of a 'Task and Finish' group and reporting structure into Education and Skills DMT
- BRAP have been commissioned to deliver a range of anti-racism workshops for schools and are now entering the research phase with the University of Birmingham
- Interest in filming in the City remains strong as the number of filming days facilitated by Film Birmingham in 2019/2020 exceeded target.

Health and Social Care Portfolio
- The roll-out of the Three Conversations model is now complete and we continue to embed the principles and processes which support the model. Implementation of the new Discharge to Assess (D2A) model replaces the need to roll out the full Three Conversations model in a hospital setting, as D2A focusses on not assessing for long term care and support needs in hospital setting. However, the strengths-based principles very much reflect the day to day work of the teams. It has been determined that BIA and Safeguarding Teams are now out of scope for the rollout due to the legal framework for these services. Again, strengths-based working is reflected in these service areas through approaches such as 'Making Safeguarding Personal.' All of our Social Work workforce is familiar with the model and agree that it has impacted positively on citizen outcomes and enabled better and personalised outcomes for our local citizens.
- Our BICP Care Homes programme has been scoped, deliverables agreed, and task and finish groups established. Groups are now mobilising and agreeing detailed milestone timescales.
- Development on the approach to assist people to live independently at home continues and performance has remained stable during the quarter - the number of long-term admissions into residential or nursing care per 100,000 over 65-year-olds has reduced significantly
- A business case for investment in a transformed technology enabled care offer has been approved for implementation. Work is now underway to appraise options for the delivery model and to develop a commissioning strategy
- Consultation with citizens has supported the development of an initial draft of the housing assistance policy, identifying the priority areas where support is most wanted
- Ten thousand pounds of grants have been allocated as part of the personal budget pilot with equipment and resources delivered to 26 young people
- Teams have progressed the development of the infant mortality strategy by baselining the city's position in relation to the national rate and that of our statistical neighbours.

Finance and Resources Portfolio

- CIPFA supported the delivery of the first quarterly self-assessment, which confirmed the successful achievement of 3* rating earlier than planned. This has been held up as exemplar progress.
- BCC has now achieved Foundation Status on the Thrive At Work employer accreditation scheme, highlighting the work being done around employee wellbeing and supporting mental health through the pandemic.
- The new appraisal process has been successfully implemented, with appraisals decoupled from pay increments and refocused on performance.
- Progress on each of the Finance, HR and the Procurement Target Operating Models has been reported this quarter
- The Capital programme for 21/22 was approved. Work is now underway to explore the scope of the 25-year capital programme, and to agree a plan for development.

Homes and Neighbourhoods Portfolio

- Of particular note, again, is households where homelessness is prevented. A significant percentage of cases have been closed with a positive outcome as a result of the homelessness prevention funding being used to either secure deposits or reduce arrears, redirecting single vulnerable people to suitable housing providers or negotiations with families to prevent exclusion
- 49 homeless cases were relieved in June 2021, of which 37 secured accommodation or maintained existing accommodation. The service is also working with private sector landlords to help families into good quality affordable accommodation.
- The £2m Celebrating Communities fund has been launched with support being given to groups within the City to develop their bids.
- There continues to be key progress on Exempt Accommodation inspections despite Covid-19 restrictions, with a total of 273 properties inspected since November 2020, in response to complaints, safeguarding or health and safety concerns.

Social Inclusion and Equalities

- A multi-agency partnership led by the Council has been established to drive the campaign to make Birmingham a Living Wage City. We are in the process of finalising the submission for accreditation and, as part of this work, we have successfully engaged flagship retailers and anchor organisations within the city
- The Equalities Star Chamber has met regularly during this quarter, holding Officers and Cabinet Members to account for the delivery of our Equality Objectives, the Workforce Race Equity plan, the improving and strengthening of our corporate approach to Equality Impact Assessments and the discharging of our duties under the Equality Act.

- Despite advisors from both the Council's own Neighbourhood Advice Team and our Third Sector advice provider partners largely still working from home, we have met our income maximisation targets for this quarter and ensured that Birmingham citizens have benefitted from an additional £ 3,371,978 of income.
- A Domestic Abuse (DA) Strategic Partnership Board is now in place with partners fully engaged. New sub-groups to ensure there is an effective focus on Children and Equalities and Diversity have been introduced.
- A City Housing domestic abuse strategy has been developed and completed, linking closely to the Core City Strategy and following a full review adopting BRUM methodology
- The Community Safety Partnership's Strategic Thematic Group for Gangs, Violence and Serious Organised Crime has started the development of a new Serious Violence Strategy.

Transport and the Environment Portfolio
- The launch of Birmingham's Clean Air Zone took place on 1st June with the introduction of daily charges from 14 June 2021. We are already seeing positive results from its introduction – after payments were introduced the percentage of unique non-compliant vehicles entering the Clean Air Zone reduced from just over 18% to just over 12%; and the daily average number of all unique vehicles entering the Clean Air Zone reduced from just over 100,000 vehicles to just over 95,000.
- The consultation report for the Birmingham Transport Plan has been published and the draft plan is being updated, with a view to adopting a final plan in October 2021.
- Delivery continues on the capital projects, including the various Perry Barr transport schemes, Snow Hill and Southside public realm schemes, University station, Sprint on the A34 and A45, Metro Westside extension and preparatory works for the HS2 Curzon station.
- We held the first meeting of the climate assembly in June 2021 with over 100 people registering to attend and are putting in place monitoring arrangements so we can better measure progress and the impact of our actions. We have also started to explore possible opportunities and initiatives to expand our action plan in order to increase our impact on carbon emissions.

Street Scene and Parks Portfolio
- The Future Parks Accelerator (FPA) Programme was extended until May 2022 by the National Trust and Heritage Lottery.
- The community and volunteer offer was relaunched on 29th March 2021 and is now up and running. The Council is continuing to work with the Birmingham Open Spaces Forum (BOSF) to identify gaps and to support groups. The £10k seed funding invested with them has generated £98k worth of grants which provides funding for the local friends and parks groups to use to support their activities or for them to use towards a larger bid.

- The procurement process to conclude the City's waste contracts is on target.
- All services have remained operational, for example, grass cutting, street cleansing and refuse collection, however we are still operating in line with Covid-19 restrictions and experiencing localised disruption from time to time.
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- In June, we launched a major investment in street cleansing - £7.2 million of spending on a number of new initiatives. These included mobile HRCs, additional crews to clear black bags, doubling the graffiti service, additional funding to support volunteer groups, strengthening the enforcement and recruiting specialist environmental wardens for the wards most blighted by fly tipping.

Delays to delivery / areas requiring attention:

Leader's Portfolio
- In relation to the Business Growth Programme, 3 new jobs have been logged for this quarter, bringing the overall total for the programme to 200. This does not represent the true number of jobs created - collection of data and logging has been delayed due to Covid. We expect to update the data collection by the end of quarter 2.
- We have experienced some delays on other projects during this quarter including the Snow Hill Growth Strategy, Moor Street improvement scheme, Bordesley Park Area Action Plan and Peddimore. Reasons for delays vary but action is being taken to mitigate impact.

Deputy Leader's Portfolio
- The business rates collection level was below target at the end of Q1 due to ongoing Covid restrictions effecting businesses' ability to pay. The Revenues service is working on developing greater use of text messaging for communication to help increase uptake of payment and reduce need for further action. An evaluation of potential options is currently underway.
- In Adult Social Care, the implementation of the shared care record working across the Health & Social Care system has progressed. Two outstanding items remain: one is an issue found in testing that needs to be corrected and the other around linking BCC IT Support with the Shared Care Record project support. These issues have resulted in go live being pushed back from the 5 July to the 26 July 21.
- In Community Safety, the Hostile Vehicle Mitigation sub-group has continued to meet, during this quarter however the majority of planned protect work, including exercising, has remained paused due to Covid-19. Plans are for it to recommence later in 2021.

Children's Wellbeing Portfolio

- In the joint area local SEND re-visit of July 2021 Ofsted and CQC found: "The area has made sufficient progress in addressing one of the 13 significant weaknesses identified at the initial inspection. The area has not made sufficient progress in addressing 12 significant weaknesses". However, performance across the Children's Wellbeing Portfolio is within tolerances, and in several areas is above average.
- SEND Specialised Teams are working across groups of schools in local areas and are making sure there is a team around a school and groups of schools. The alignment of teams across the 6 localities is under development and has not yet been implemented.

Education, Skills and Culture Portfolio
- The proportion of years 12 to 13 who are not in employment, education, or training (NEET) has increased through April and May from 2.89% to 3.02%. NEET performance for June 2021 has not yet been published. Birmingham is performing in line with the national average, with May being the first month in which Birmingham's NEET % was above the national average (3.0%). However, NEET has been progressively increasing through the previous quarter both for Birmingham and nationally.
- We anticipate the number of NEET young people increasing as the academic year ends and more young people seek out support in securing places for September 2021. To mitigate against this the BCC 14-19 Partnership and Careers Service teams have worked with schools to identify young people potential at risk of NEET to secure a post-16 offer or work-based opportunity.
- There has been a delay with finalising requirements to improve existing storage arrangements at Birmingham Museum & Art Gallery/Museum Collection Centre, associated to design work and funding. A report will be submitted to the Capital Programme Board for investment in the design work element required.

Health and Social Care Portfolio
- The number of miles travelled on free bicycles provided by the Council continues to be impacted by Covid-19. However, the service has adapted to restrictions by holding more one to one cycling activities so that they can still engage with the City's most vulnerable citizens. Please note that miles travelled figures are based on participants miles cycled during The Active Wellbeing Society delivered sessions and Community Cycling clubs only.

Finance and Resources Portfolio
- A Composite Finance Resilience Index has been worked up nationally with CIPFA. CIPFA are now finalising the Index.

Homes and Neighbourhoods Portfolio

- Tenant engagement review has been delayed due to Covid-19 but is progressing as far as is practicable. Following a procurement exercise, an independent organisation has been identified to support the review, they are due to commence on 30th July 2021.
- The number of households living in temporary accommodation continues to be an underperforming KPI. Mitigations are being worked through, including with alternative suppliers. In June 2021 the number of households accommodated outside the City and in Bed and Breakfast has reduced in comparison to the May 2021 snapshot.
- The completion of 33 blocks sprinkler works has slipped to September 2021 with six Tenant Management Organisation/leaseholder blocks potentially slipping further due to high levels of refusals.
- The property assessment of the condition and requirements for all cemeteries and crematoria has been delayed due to Covid-19. Maintenance work on land drainage and infrastructure is being prioritised until the assessments have been completed.

Social Inclusion and Equalities
- We have experienced challenges in providing some of the data for our indicators in this quarter as a result of the West Midlands Police IT upgrade, we do anticipate that this will be resolved for Q2. This has specifically affected indicators relating to ASB; hate crime and violence in public places.
- The Council has internal, cross-directorate meetings in place to ensure a corporate approach to tackling domestic abuse and providing support services for our staff. HR have themed months planned to drive uptake in Domestic Abuse training, which is currently low. A survey has been carried out to understand the impact of Domestic Abuse within the organisation. There are concerns that only 40% of staff who responded would feel comfortable accessing the Council's Safe Space and only 3% comfortable discussing this with their manager.

Transport and the Environment Portfolio
- The Council received a response this quarter to its updated business case to Department for Transport in respect of its Highway Maintenance and Management PFI contract. Further business cases on the future approach to the project now have to be submitted.
- An initial commercial agreement within the parameters approved by Cabinet was reached between all project stakeholders in June. This has extended the timescale for a way forward with restructuring of the project to December 2021.

Street Scene and Parks Portfolio
- The number of missed collections has reduced from 2019 but it is still not as we would like to see it and therefore, we are working hard to fix persistent problems. There has also been a spike in refuse collection crew members

having to self-isolate owing to younger family members in the same household contracting Covid-19 which is impacting on performance.

- Residents are sorting and recycling more and the service has collected more kerbside recycling as a result, the increased residual waste due to homeworking, increased online shopping etc. has meant the recycling figure has remained static

Cross-cutting barriers to delivery:

- We continue to deal with the economic impact of the pandemic as we emerge from lockdown measures. This has impacted Council services in a range of different ways, such as:
  - o severe financial challenges to the lives of many individuals and families resulting in significant demand for welfare benefit and debt advice services
  - o increased levels of benefit claims and additional work to progress Social Isolation Payments.
  - o BCC staff capacity and availability of outside contractors has been a barrier to delivery in some cases.
  - o Household waste collection has been impacted by access issues relating to people continuing to work from home (greater numbers of parked cars in roads) and a spike in refuse collection crew members having to self-isolate owing to younger family members in the same household contracting Covid-19.
  - o A phased reopening of day centres began from the 26th of April 2021 and most day centres are now open. Those that are not open are closed due to building restrictions or buildings not being big enough to allow for social distancing. Due to social distancing, not all citizens have been able to return or have chosen not to return, as guidance changes this is constantly under review. A review was presented to the Health and Social Care Overview and Scrutiny Committee on the 23rd of July 2021.
- The long-term impacts will require ongoing monitoring and consideration of potential mitigating actions.

5   Next Steps

5.1   This report serves as the basis for discussions of performance with Overview and Scrutiny.

5.2   The next quarterly performance report will be presented to Cabinet in December 2021.

6   Consultation

6.1   None required.

7   Risk Management

7.1   The Council has an established approach to risk management which is set out in the Strategic Risk Register. Strategic and operational risks will be reviewed in light of this report.

8   Compliance Issues:

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

8.1.1   There are no specific recommended decisions included within this report. However, the methodology used for reporting performance is consistent with the City Council's priorities, plans and strategies, supporting the Council's stated commitment to improvement.

8.2   Legal Implications

8.2.1   None

8.3   Financial Implications

8.3.1   Implications are set out in Medium Term Financial Plan

8.4   Procurement Implications (if required)

8.4.1   None

8.5   Human Resources Implications (if required)

8.5.1   None.

8.6   Public Sector Equality Duty

8.6.1   There are no additional Equality Duty or Equality Analysis issues as a result of this report

9   Appendices

Appendix 1 – Detailed report by Portfolio of Vital Signs and Commonwealth Games indicators

Appendix 1 – Full details of performance by Portfolio

A1: Leader's portfolio

A1.1: Summary of Q1 Vital Sign KPI data

The table below summarises vital sign KPIs and direction of travel for the Leader's Portfolio.

	Q1 Direction of travel:			Data not yet available or not applicable	Total
OVERALL STATUS:	△ ▽ **Positive**	▶	▽ △ **Negative**		
BLUE	3			1	4
GREEN	2	1			3
AMBER					0
RED			1		1
Trend / N.A.		1		3	4
Total	**5**	**2**	**1**	**4**	**12**

A1.2: Achievements, areas requiring attention and barriers to delivery

The box below summarises Q1 performance to highlight what we are doing well, less well, and identifying barriers and risks

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Notable delivery / achievements: Where have we performed well? What are we doing to build on and learn from these?

- Smithfield reached an important milestone as Lendlease and the City Council finalised a joint venture contract for the £1.9bn scheme
- Work on our Perry Barr Masterplan has continued at pace and engagement with community and stakeholders, which will inform our Regeneration Framework, was launched early July with our "Perry Barr 2040: A Vision for Legacy" consultation document
- The draft Smethwick to Birmingham corridor framework is being prepared and amendments are now underway following consultation with stakeholders
- The Sutton Town Centre Masterplan has been adopted and round 1 bids for Levelling Up Fund to support 3 urban centres have been submitted
- Work has also started on site for the Digbeth Public Realm Scheme and on the redevelopment of the former Curzon Station building within our City Centre Enterprise Zone.
- Additional Restrictions Grant (ARG) funding is now complete with total spend of £32.9m for the programme as a whole and with 11,800 businesses supported. We anticipate additional top-up ARG funding of £7m, available from mid- July 2021 and running to end of March 2022. We estimate that the total funding has safeguarded 23,600 jobs based on an average of 2 per business
- Our 'Be Bold Be Birmingham' branding has been launched during this quarter and will be promoted in a number of ways including in city dressing and e mail signatures. This branding will continue to be rolled out across various media as we approach the Commonwealth Games.
- Our Business & Tourism Programme is now underway following the appointment of the Tourism officer on 12 April 2021.

- Our City Operations Directorate has contributed to key priorities such as the Smithfield Development, Commonwealth Games, the Trade, Tourism and Investment Programme and regenerating High Streets. This work had continued alongside the Directorate's efforts as part of the Council's ongoing response to the pandemic. For example, enforcement activities have been targeted towards seeking compliance with the relaxing of restrictions. Formal action has been focussed on premises that flagrantly breach the legislation and expose the public to serious risks of infection.
- Alternative delivery models, compliant with Covid-19 requirements, has again been strong across all front-line services during this and previous quarters. Officer time and resource has been dedicated to the Council's ongoing response to the pandemic. This has included specific activities to work in support of businesses, high streets, communities, cultural sector and leisure, as well as close engagement with Business Improvement District partners across the City to support businesses throughout the periods of lockdown and phased re-opening.
- The Major Sporting Events Strategy was approved by Cabinet in July 2021. During Quarter 1, discussions have continued with British Triathlon regarding legacy events and a full bid has been submitted to World Athletics to host the Road Race Championships in 2023 or possibly 2025.
- A revised legal scheme for the control of Street Trading and a new policy framework has been implemented. This provides a new legal framework for the control of street trading across the city and is the first revision in over three decades.

Delays to delivery / areas requiring attention: *Where is performance off track? What is being done to bring performance back on track in these areas*

- In relation to the Business growth Programme, 3 new jobs have been logged for this quarter, bringing the overall total for the programme to 200. This does not represent the true number of jobs created - collection of data and logging has been delayed due to Covid. We expect to update the data collection by the end of quarter 2.
- We have experienced some delays on other projects during this quarter including the Snow Hill Growth Strategy, Moor Street improvement scheme, Bordesley Park Area Action Plan and Peddimore. Reasons for delays vary but action is being taken to mitigate impact.

Risks and barriers to delivery

- Our commercial tenants continue to deal with the economic impact of the pandemic as we emerge from lockdown measures, and the team have delivered ongoing support through the agreement of flexible payment plans and the management of any rent arrears which have accrued since March 2020. The Government's extension of the moratorium on debt recovery now prevents commercial landlords from taking action to recover unpaid rent until at least 1st April 2022, and this remains a key risk in terms of the amount of invoiced rent the Council may actually collect during 2021/22
- The food inspection programme is a national programme set by the Food Standards Agency (FSA) and each local authority has a statutory duty to deliver their interventions. The programme has been suspended until 1st October 2021. The service has been advised by the FSA of the outline detail in respect of the new recovery programme and that it is considered safe for planned interventions to be delivered from this date. At this stage, preparatory work for commencing food inspections is being undertaken, including target setting, for when the programme recommences.

- The partnership bid to transform Erdington High Street was unsuccessful, as announced by Government in December 2020. Following dialogue with MHCLG, a submission for the project was made to the Levelling Up Fund in June 2021.

A1.3: Full list of regulatory judgements and vital signs KPIs

The table below provides full details and Q1 data for regulatory judgements and vital signs KPIs.

Cabinet Member Portfolio: Leader

External Regulatory Judgements	Date of Judgement	Judgement
Food Standards Agency (FSA)	Dec-19	Fourth stage of performance concerns for FSA, report to FSA Board for possible intervention- This is on hold due to COVID
British Standards Institution: ISO 9001: 2015 for Trading Standards	Dec-20	Accredited - This will be the last year that we seek accreditation
Health and Safety Executive- adequacy of health and safety enforcement programme	None recently	Programme adequate
Eastside Judicial Review against the decision of the planning authority to grant planning permission.	N/A	N/A

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
L01	Determine major applications within 13 weeks	60%	98%				△	🟦

Measure reported quarterly and figures show performance for each quarter period.

Targets achieved

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
L02	Determine minor applications within 8 weeks	65%	98%				△	🟦

Measure reported quarterly and figures show performance for each quarter period.

Targets achieved

L03	**Determine other applications within 8 weeks**	80%	96%	△	🟦

Measure reported quarterly and figures show performance for each quarter period.

Targets achieved

L04	**The number of jobs created through the Business Growth Programme**	110	3	▽	🟥

This is a cumulative measure and figures show year-to-date performance.

3 new jobs have been logged for this quarter, bringing the overall total for the programme to 200. This does not represent the true number of jobs created - collection of data and logging has been delayed due to Covid. We expect to update the data collection by the end of quarter 2

L05	**Public sector investment in the Enterprise Zone**	£15,700,000	£19,700,000	N/A	🟦

This is a cumulative measure and figures show year-to-date performance.

£19.7m of public sector infrastructure investment to support development activity in the Enterprise Zone. Public Sector infrastructure investment in this period relates to Eastside Locks and City Park Gate EZ Sites.

L06	**Number of new homes completed in the City across a range of tenures through the Birmingham Municipal Housing Trust (BMHT) and InReach development programmes**	Rent: 85 Sales: 69 Total: 154	12 15 27	△	🟩

This is a cumulative measure and figures show year-to-date performance.

Targets achieved

L12	Proportion of residents aged 16 to 64 claiming out of work benefits compared to West Mids. and national average	B'ham:	14.9%			▶	⬛
		WM	10.1%				
		U.K:	9.0%				

		May result	**Aug result**	**Nov result**	**Feb result**		

This is a monthly measure with figures reported a month in arrears (i.e. May, August, November and February).

The number of working age residents claiming out of work benefits in Birmingham decreased in May, down by 1,021 to 109,186. The out of work benefit rate decreased by 0.1% points to 14.9% in May. The rate also decreased regionally (-0.2% points) and nationally (-0.3% points). As the rate decreased more slowly in Birmingham the gap with the region and the GB rate has increased in May and is also larger than it was in August 2020.

L10	Deliver 8 key corporate campaigns (with a success rating of 80% of above) linked to the priorities outlined in the Delivery Plan			N/A	N/A

Campaign plan to be aligned with the new communications strategy, which is currently being developed.

L11	Increase the reach and engagement levels of all the BCC corporate social media accounts by 10% per year	247,762	231,094	△	🟩

Followers on the corporate social media accounts (Twitter, Facebook, Instagram, You Tube, LinkedIn & Tiktok) grew by 2.6% during the first quarter.

| L07 | **Percentage of national Trading Standards target met** | NYD | NYD | N/A | N/A |

This is an annual measure reporting a year end position at quarter 4 only.

NB: The commentary below was already approved as part of last month's May 2021 (M2) performance report. As KPI commentaries are only reported corporately on a quarterly basis, the commentary has been included as part of this report for corporate submission purposes.

ILLEGAL MONEY LENDING TEAM (IMLT)
In 2020/2021, the UK and the rest of the world was engulfed in the coronavirus pandemic and therefore significant restrictions were placed on travel and the working environment. The pandemic resulted in backlogs within the justice system and some intervention action. As we move out of lockdown, the service is now faced with some backlogs, in particular, court cases involving trials and in respect of postponed warrants etc. During this period the England IMLT received a total of 431 reports of illegal money lending (IML), a decrease of 81 compared to the previous year. The North West region was the source of most reports at 99, followed by the North East region with 98 reports. The remaining reports were apportioned as follows: Central England Trading Standards Authorities region 56 reports, Greater London region 44 reports, Yorkshire and Humberside region 35 reports, East of England Trading Standards Authority region on 29 reports, East Midlands regions 27 reports, South West region 24, and Trading Standards South East region 19 reports. Most reports came from caller/source, comprising 129 reports, followed by the police with 120 reports, victim referral with 90 reports, 31 reports from the housing sector, 15 reports from Trading Standards Service. The remaining 46 reports were from sources including CAB, Gambling Commission, DWP, Credit Unions and Crime stoppers. There were 152 reports created as operations. There were 193 reports created as incidents, and 86 reports of additional information relating to a previous referral. The prioritisations of the reports received this year have been graded as follows: 26 Gold, 27 Silver and 99 Bronze. The incidents recorded on Crimson have not been included in these figures as they are classed as passive intelligence and are generally treated as 'no further action' therefore do not attract a priority grading. 14 Operations resulted in warrants being executed this year, culminating in 25 arrests and the seizure of cash and documentation relating to illegal money lending. The 2021/22 budget for the England IMLT saw an increase of 2% and the team is currently recruiting three newly created apprentices to work within the team. THE REGIONAL INVESTIGATION TEAM The CEnTSA Regional Investigation Team have continued to progress the investigations significantly despite the COVID-19 restrictions. Several investigations have been completed and are now in the court systems. The focus of the investigation this year has been the main suppliers identified in the original problem profile. In December, the team, supported by Birmingham Trading Standards and the IMLT, led on a multi-agency exercise in relation to a large-scale counterfeit clothing factory in Leicester that had been identified as a source of counterfeit products being supplied to significant Operation Beorma nominals. Other partner agencies involved included Leicestershire Police, the Gangmasters Labour Abuse Authority, Immigration Enforcement, Fire Service as well as partners from the Anti-Counterfeiting Group (ACG).Three separate units were identified within the same building, and £5 million worth

of counterfeit products were seized, including 500,000 loose labels waiting to be attached to blank products. The seizure is believed to have been the largest of its kind for a decade. In a separate exercise the following week, the team seized approximately 2,000 items of counterfeit products (clothing, perfumes and accessories) from a supplier who was on his way to Wellesbourne market in Warwickshire. The market value of the goods seized is estimated at approximately £30,000. This enforcement work had a huge impact on the counterfeiting community in the run up to Christmas as the factory housed suppliers to those operating from a number of markets across the UK.A significant amount of intelligence has been identified as a result of this year's activities and this will provide information to support further work, potentially for the team, but it is also likely that intelligence of counterfeiting activity can be disseminated to local Trading Standards services across the UK for their consideration and potential action. The ACG presented the Central England Regional Investigations Team, Birmingham Trading Standards and the National Trading Standards Intelligence Team with a special joint award in recognition of their anti-counterfeiting enforcement work primarily relating to this operation. The budget for 2021/22 has seen an increase of £6,000 on the core budget, and also a bid to continue with Operation Beorma has been granted an award of £220,000; an increase of £60,000 on last year's bid.

| L08 | **Percentage delivery of Food Inspections completed against recovery plan agreed by the Food Standards Agency and BCC** | N/A | | N/A | N/A |

Performance for this measure is reported on a quarter on quarter period.

The food inspection programme is a national programme set by the Food Standards Agency (FSA) and each local authority has a statutory duty to delivery their interventions. The programme has been suspended until 1st October 2021, the service has been advised by the FSA the outline detail of the new recovery programme, and that it is considered safe for planned interventions to be delivered from this date. At this stage preparatory work for commencing food inspections is being undertaken, including target setting, for when the programme recommences. We will be in a position to advise on this at the next quarterly review.

| L09 | **Percentage of successful prosecutions (case proved by service Environmental Health, Licensing and Trading Standards)** | **Establishing baseline** | **100%** | ▶ | 🟩 |

Figures show year to date performance.

The year-to-date (April 2021 - June 2021) result is 100% which has surpassed the year-to-date target of 99%.

A2: Deputy Leader's portfolio

A2.1: Summary of Q1 Vital Sign KPI data

The table below summarises vital sign KPIs and direction of travel for the Deputy Leader's Portfolio.

	Q1 Direction of travel:			Data not available or not yet due	Total
OVERALL STATUS:	△ ▽ **Positive**	▶	▽ △ **Negative**		
BLUE	2				2
GREEN	2				2
AMBER	1		3		4
RED	1		4		5
Trend / N.A.	1			3	4
Total	7	0	7	3	17

A2.2: Achievements, areas requiring attention and barriers to delivery

The box below summarises Q1 performance to highlight what we are doing well, less well, and identifying barriers and risks

> **Notable delivery / achievements**: Where have we performed well? What are we doing to build on and learn from these?
>
> - The Clean Air Zone went live on the 1 June and the Contact centre handled 1,370 calls (answering) 86%, with volumes slightly higher than expected
> - The Revenues service have managed the Covid Restart Grants programme for businesses which closed to new applications on 30 June 2021. The total now paid is £44.8 million to around 6,450 businesses
> - During Q1, the New Ways of Working progressed the development of the Full Business Case (as submitted to Cabinet in July). Work was completed allowing the exiting of the Council House with interim arrangements put in place to use the Council House Extension. Work has also progressed in preparation for the return to using Woodcock Street in August.
> - The ICT Hub at Lancaster Circus has continued to provide a vital service to support the Council with around 2400 visits during the month. IT&D also dealt with almost 30,000 service calls during Q1 responding to around 95% within SLA timescales
> - The revised Business case for the Insight programme was approved and a statement of works developed.
> - Progress has been made on the Application Platform Modernisation which is delivering new data centre and cloud hosting capabilities to reduce Council operating costs. The Programme overall is on schedule with the major milestone achieved of the exit of Fort Dunlop Data Centre achieved 3 weeks early
> - A Digital Inclusion strategy looking at how we address concerns across the wider city has been developed and is due to be taken to Cabinet for approval in early Autumn. Work has also begun on the refresh of the Council's Digital strategy
> - During Q1 the Contact Centre responded to approx. 584k calls (up from 427k and 433k in 2020 and 2019 respectively). Around 90.8% of these were answered (above the target of 90%). Customer Services continued to support the Covid response work answering around 11k calls. Numbers in June accounted for

around 43% of the quarters Covid response calls reflecting the increase in cases across the City	

Delays to delivery / areas requiring attention: *Where is performance off track? What is being done to bring performance back on track in these areas*

- The business rates collection level was below target at the end of Q1 due to ongoing Covid restrictions effecting businesses' ability to pay. The Revenues service is working on developing greater use of text messaging for communication to help increase uptake of payment and reduce need for further action. An evaluation of potential options is currently underway.
- In Adult Social Care, the implementation of the shared care record working across the Health & Social Care system has progressed. Sharing data from our Care First system started on the 10 Feb 2021 and minor work has continued during this quarter to address slow response times for NHS partners receiving the data.
- Two outstanding items remain: one is an issue found in testing that needs to be corrected and the other around linking BCC IT Support with the Shared Care Record project support. These issues have resulted in go live being pushed back from the 5 July to the 26 July 21
- In Community Safety the Hostile Vehicle Mitigation sub-group has continued to meet, during this quarter however the majority of planned protect work, including exercising, has remained paused due to Covid-19. Plans are for it to recommence later in 2021

Risks and barriers to delivery

- The Benefits team have continued to respond this quarter to COVID related demands with increased claims and additional work to progress Social Isolation Payments.
- This additional activity has resulted in longer processing times for new housing benefits claims but after exceeding the processing target in April this has now moved to within the planned 15-day response

A2.3: Full list of regulatory judgements and vital signs KPIs

The table below provides full details and Q1 data for regulatory judgements and vital signs KPIs.

Cabinet Member Portfolio: Deputy Leader

External Regulatory Judgements	Date of Judgement	Judgement
Housing Benefit (Subsidy) Assurance Process	2020 for 2019/20 Subsidy Year	External audit letter received, and no issues highlighted
Ensure compliance with the Data Security and Protection (DSP) Toolkit	Pass/Fail	PASS

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
DL01	Average number of days to process new housing benefit applications	15.00	16.28				△	🟥

This measure reports a year to date average at the end of each reporting period (i.e. June, September, December, March).

The figure for the first quarter is above our target for the year due to Covid leading to a 100-150% increase in applications to our various benefits since the start of the pandemic. The Service has also had to administer the Self Isolation Payments with a much higher volume than expected. An off-site arrangement is now in place and the overall outstanding work is coming down quickly. The England average for Q4 2020-21 (last published data) was 19 days. Performance improved to below 15 days in July.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
DL02	Average number of days to process changes to housing benefit	5.00	5.44				△	🟥

This measure reports a year to date average at the end of each reporting period (i.e. June, September, December, March).

Performance is slightly above target for the quarter for the same reasons as outlined in DL01.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
DL03	Council Tax collection rate	90.23%	28.48%				△	🟦

This is a cumulative measure and figures show year to date performance.

Performance for the quarter ending in June was ahead of the profile set and on target to meet the year-end collection rate. The additional Council Tax Hardship relief granted to people on low incomes has helped to reduce the overall amount of tax to collect.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
DL04	Council tax paid by Direct Debit	62.00%	69.80%				△	🟦

Figures show year to date performance.

This KPI is ahead of target due to the council tax support hardship payment reducing the percentage of accounts with a balance not on Direct Debit and the service continuing to push Direct Debit as its preferred method of payment.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
DL05	Collection of business rates in year	91.80%	28.28%				▽	🟥

This is a cumulative measure and figures show year to date performance.

The business rate collection rates is below target for the quarter due to ongoing COVID restrictions effecting businesses ability to pay. Recovery activity has also been limited with the courts imposing restrictions on the number of cases. Achieving the year-end performance target remains a risk dependent on the economic recovery in the City.

DL06	**Percentage of housing rents collected during the year**	94.60%	85.86%	△	🟩

Figures show year to date performance.

Despite limitations in the cases that can be taken through the courts (because of COVID restrictions on evictions), performance is ahead of profile. We have exceeded our monthly collection target. Some recovery action has been resumed and we are carrying out limited evictions. Enforcement action is still restricted, and the value of arrears is significantly higher than we would expect at this point in the year, however, we continue to support our tenants by signposting, supporting and guiding where necessary and appropriate.

DL07. 1	**Total number of Freedom of Information (FOIs) received (i) and percentage of FOIs actioned and responded to in a timely manner (ii)**	Number:	605	▽	🟧
		Percentage: 85%	78.3%		

Measure reported a month in arrears. Quarter information available to report is an average of the first two months in each quarter. These figures will be updated to reflect the full quarter at the next reporting period.

During Q1 the number of monthly Freedom of Information requests has continued to increase with 231 in June. The Q1 cumulative figure of 605 was around a third higher than the corresponding time last year (447). The target of responding to 85% of requests in timescale was missed partly due to staff absence but also the complexity of some of the request requiring more time to process. A programme of work is under way to improve how Freedom of Information requests are progressed and additional resourcing is also being recruited to support City Operations and City Housing with governance requests

DL07. 2	**Total number of Subject Access Requests (SARs) received (i) and percentage of SARs actioned to and responded to**	Number:	98	△	🟩
		Percentage: 85.0%	89.0%		

in a timely manner (ii)

Despite an increase in the level of complexity of Subject Access Requests there has been an improvement in the number being completed within the required timescale with the quarterly figure standing at 89% and exceeding the target of 85%. The number of requests also showed an increase on the same quarter last year (98 this year against 82 in Q1 2020/21)

| DL08 | **Customers registering satisfaction with the Council** | **64.0%** | **58.0%** | | △ | 🟥 |

Figures show year to date performance.

The target for customer satisfaction has been set at 64%, this cover service enquiries and requests for services via the following channels – calls, emails and webchat. The webchat score for Q1 is 60%, therefore 4% below the target. The highest volume of responses are in relation to Housing Repairs, Waste and Council Tax and dissatisfaction is due to the following:
- Repairs - Delays in repairs and lack of communication from contractors
- Waste - Missed collections and delays in new garden bins being delivered
- Council Tax - The dip in satisfaction is mainly in relation to annual bills and also the fact that reminders and final notices being issued.

We are working closely with council directorates on improving service performance and root causes.

| DL09 | **Online transactions in comparison to telephone calls** | **43%** | | | **N/A** | **N/A** |

Data will be available for reporting in Quarter 2.

| DL10 | **Percentage of Complaints responded to in 15 working days** | **90%** | **77%** | | △ | 🟧 |

Figures show year to date performance, reported a month in arrears.

The total volume of complaints received citywide in Q1 was 4065. With the introduction of the new complaints process this figure now contains complaints previously dealt with locally where performance has not always been centrally measured. This has increased the overall level of complaints recorded and the target completion rate of 90% has been missed. During this quarter additional staff have been recruited who are joining and being trained up. This will lead to an improved rate of performance next quarter and also ensure that learning from complaints can be used to drive service improvement.

DL11	Number of complaints received per thousand customers	N/A	1.2 **Complaints per 1000 customer**		N/A	N/A

1.2 complaints per thousand customers were received in Q1 compared to 1.4 in Q4. The primary reason for the slight decrease this quarter was due to the poor weather in Q4. This drove up complaint volumes in Housing Repairs and Waste management significantly due to poor weather conditions. The complaint numbers in Q1 of 2020/21 were significantly lower (0.7 per thousand) however Covid did result in lower numbers of complaints reported across most services.

DL13	The number of data breaches that have occurred.	Trend	22		△	🟥

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

This is a monthly measure and it is 'red' as it is being compared to the number of breaches reported in March 2021, which was 10. Over the last quarter the Council have been further improving its awareness of security with staff with an enhanced communication and training campaign which has improved the visibility and learning from data breaches during this period.

DL14	Percentage compliance to the WCAG2.1 AA Accessibility standard for Birmingham.gov.uk	98.50%	97.00%		▽	🟧

This is a cumulative measure and figures show year to date performance.

On target on the AA compliancy for Birmingham.gov.uk, one identified issue pending resolution following the latest CMS release which has identified an issue on the page templates. Awaiting a solution and fix date from our suppliers.

DL15	Number of BCC websites that meet the international WCAG 2.1 AA accessibility standards.	Trend	8.00		△	⬜

This is a cumulative measure and figures show year to date performance.

No change to the number of compliant sites across the council. Currently recruiting for a team which will review the 250 sites across the council as stage 1 discovery exercise.

DL16	Number of households signed up for Council Tax Base e-billing	Trend	34,386	▽	🟧

This is a cumulative measure and figures show year to date performance.

The revenues team and customer services team have agreed a channel shift strategy which is assisting the current rise of E-Billing customers.

DL12	Percentage of ombudsmen complaints upheld	N/A	38%	N/A	N/A

Of the 52 Ombudsman investigations concluded during Q1 20 of these were upheld. This is a slight increase from Q1 when 16 out of 50 investigated were upheld (32%)

A3: Children's Wellbeing Portfolio

A3.1: Summary of Q1 Vital Sign KPI data

The table below summarises vital sign KPIs and direction of travel for the Children's Wellbeing Portfolio.

	Q1 Direction of travel:			Data not available or not yet due	Total
OVERALL STATUS:	△ ▽ **Positive**	▶	▽ △ **Negative**		
BLUE	4	2			6
GREEN	1	1			2
AMBER	2		6		8
RED	3				3
Trend / N.A.				7	7
Total	10	3	6	7	26

A3.2: Achievements, areas requiring attention and barriers to delivery

The box below summarises Q1 performance to highlight what we are doing well, less well, and identifying barriers and risks

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Notable delivery / achievements: Where have we performed well? What are we doing to build on and learn from these?

- Work to improve the administration of EHCPs in the city is showing some impact as there has been an upward trajectory in the number of EHCP's being finalised within twenty weeks. The quality of EHCP's will be prioritised over the coming months. Quality Assurance processes are now more robust, and the next step is to ensure that this leads to genuine improvement. Staff training is also being reviewed with a view to ensuring all staff have the right level of skill.
- In the percentage of assessments completed within 45 working days the Trust continues to perform better than both the national average and our statistical neighbours.
- In the percentage of Initial CP Conferences (ICPCs) held within 15 working days where the Trust consistently perform better than the England average and our statistical neighbours.
- A 'Wellbeing census' is currently being piloted in 25 schools. A results dashboard will be available by September 2021. City-wide roll-out of this is due to commence in February/March 2022.
- Training for Emotional Literacy Support Assistants is currently being rolled out in schools across the city; the sessions enable wellbeing practitioners in schools to deliver specific interventions to address wellbeing issues.
- An early intervention pathway for pupils presenting with extended non-attendance at school has been created. A graphic process map has been developed to explain the customer journey and the steps that professionals will take. Resources and information for staff in dealing with this issue will be uploaded onto the new 'Breathe' site (wellbeing website for Birmingham teachers) in August 2021
- Early Help's commitment to earlier engagement with more families is on target and referrals are increasing. This is preventing the need for targeted/intensive services

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and partners are starting to use Early Help to improve outcomes at an earlier stage in a way that is more effective

- Termly planning meetings take place with schools and Resource Bases. These are now well established and inform both strategic and pupil led work. Bespoke Professional Development is offered to all schools as part of the existing advisory teams' offer, many settings take this up from individual advisory teams. In addition, schools receive professional development through their consortia meetings and termly online webinars. A new Local Offer website was launched in March 2021.

Delays to delivery / areas requiring attention: *Where is performance off track? What is being done to bring performance back on track in these areas*

- In the joint area local SEND re-visit of July 2021 Ofsted and CQC found: "The area has made sufficient progress in addressing one of the 13 significant weaknesses identified at the initial inspection. The area has not made sufficient progress in addressing 12 significant weaknesses". However, performance across the Children's Wellbeing Portfolio is within tolerances, and in several areas is above average.
- SEND Specialised Teams are working across groups of schools in local areas and are making sure there is a team around a school and groups of schools. The alignment of teams across the 6 localities is under development and has not yet been implemented.
- Decision-making within 24 hours for referrals to the Trust has been within tolerances (75%). The Trust have thus taken a stance to focus on the quality of decision-making as opposed to poor but more timely decisions. The Trust are looking to increase capacity and it is anticipated that improvements will follow

Risks and barriers to delivery

- There are now 36 EHCP assessments that are outside of timescales compared to 162 in May 2021. However, the percentage of requests being agreed for assessment has risen significantly which is impacting on the ability of services and agencies to provide assessments within required timelines
- OT and SALT have been working with schools for 12 months with positive feedback from families, schools, and settings. SENCO consortia leads work closely with SALT and OT around developing this work in this area. Plans were in place to recruit additional SALT and OT therapists to increase the offer across localities, although the source of funding needs to be confirmed for this.

A3.3: Full list of regulatory judgements and vital signs KPIs

The table below provides full details and Q1 data for regulatory judgements and vital signs KPIs.

Cabinet Member Portfolio: Children's Wellbeing

External Regulatory Judgements	Date of Judgement	Judgement
Children's Services	Dec-18	Requires Improvement
Adoption	Mar-19	Good
Fostering	Jan-19	Requires Improvement

Cambourne House	Aug-19		Requires Improvement					
Edgewood Road	Aug-19		Requires Improvement					
Warwick House	Jan-20		Good					
Charles House	Dec-19		Good					
ILACS (Inspection of Local Authority Children Services)	Dec-18		Requires Improvement					
ILACS Focussed visit	Feb-20		None					
Joint local area SEND revisit:	Jul-21		The area has made sufficient progress in addressing one of the 13 significant weaknesses identified at the initial inspection. The area has not made sufficient progress in addressing 12 significant weaknesses					

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
CW01	**Percentage of all referrals with a decision within 24 hours**	**80%**	**79%**				△	🟧

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

Timeliness of decision-making has increased from 75% to 79% this month. This is well within tolerance. We know that delays in receipt of vital partnership information have affected the timeliness of some decisions. We have taken a stance to make well-informed decisions for children, as opposed to poor but more timely decisions.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
CW02	**Percentage of re-referrals to children's social care within 12 months**	**22%**	**17%**				▽	🟩

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

The rate of re-referrals has fallen from 19% to 17% this month and is now within target and tolerance. We are performing better than both the national average and our statistical neighbours.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
CW03	**Percentage of assessments completed within 45 working days**	**85%**	**93%**				△	🟦

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

The figure has risen this month from 89% to 93%. Performance in this area has remained above target and tolerance since April 2020. We consistently perform better than the England average and our statistical neighbours

| CW04 | Percentage of Initial CP Conferences (ICPCs) held within 15 working days | 80% | 88% | △ | ■ |

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

This month 88% of initial child protection conferences were held within 15 working days of the strategy discussion. Although this is lower than last month, performance remains above target and tolerance. We continue to closely monitor the reason why a small number of conferences are outside of timescales. We perform significantly better than the national average and our statistical neighbours.

| CW05 | Percentage of children who become the subject of a CP plan for a second or subsequent time within the last 2 years | 10% | 12% | ▽ | ■ |

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

We expected to see an increase in second or subsequent plans as a result of the pandemic. However, performance remains within tolerance though above target at 12%. We have undertaken audits to provide additional insight as to the reasons why some children become subject to a child protection plan for a second or subsequent time and have developed an action plan to address the findings.

| CW06 | Percentage of children (under 16 years) who have been looked after for 2.5 years or more, and in the same placement (or placed for adoption) continuously for 2 years or more | 68% | 76% | ▶ | ■ |

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

We have exceeded our target and tolerance again this month.

| CW07 | Percentage children experiencing 3 or | 10% | 2% | ▶ | ■ |

**more moves in a
year**

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

This month we have recorded 2% of children with three or more placement moves. This is lower than last month's figure of 3%.

| CW08 | **Percentage of looked after reviews held on time** | 96% | 95% | | ▽ | 🟧 |

Figures show year to date performance.

We continue to ensure the majority of children in care receive timely statutory reviews. In June, 95% of reviews were held on time, which remains well within tolerance.

| CW09 | **Percentage of care leavers who are in Education, Employment, and Training (EET)** | 62% | 62% | | ▶ | 🟩 |

Figures show year to date performance.

Despite the volatility of the EET figure, we continue to be on the right side of our target and are doing well compared to our statistical neighbours. We have excellent support from CGL - Change Grow Live - who are funded by ESF to deliver intensive support to around 100 NEET care leavers. We have a strong partnership with the job centre and they are gradually transferring all care leavers to specialist Youth Employment Coaches. We have an excellent relationship with the Virtual School 16+ team. This newly formed team is working with us to make stronger transition arrangements so that children in care don't fall out of EET during the transfer to Care Leavers. We work closely with the Corporate Parenting team which links us with employers, and we are now working to produce an App to better communicate all EET opportunities to our young people.

| CW10 | **Percentage of year-to-date care leavers in suitable accommodation (19-21)** | 93% | 92% | | ▽ | 🟧 |

Figures show year to date performance.

Performance this month has reached 92%, which has remained consistent for many months now. The KPI remains above the national and statistical neighbour averages. This is supported by the availability of accommodation through the City Council and third sector housing providers, care leavers being a priority for City Council housing. Although there is an established Care Leavers Housing Pathway, the 'choice' as to the location and type of the accommodation remains limited and there is more to do in this area

| CW11 | **Average time (days) between a child entering care and moving in with its adoptive family, for children who have been adopted. (A1)** | 578 | 213 | | | △ | 🟧 |

This is a monthly measure and figures show in-month performance.

Performance over the last 3 years can be broken down as follows:
July 2018 – June 2019: 79 children adopted with an A2 average of 177 days.
July 2019 – June 2020: 65 children adopted with an A2 average of 226 days.
July 2020 – June 2021: 90 children adopted with an A2 average of 237 days.
Birmingham's 3-year average performance in June 2021 is better than statistical neighbours but slower than the national average.
The increase since March is as a result of 3 sibling groups of two adopted since April 2021, all of whom waited between 16-28 months for a match following their placement orders.
Improvement actions in place:
4 out of 13 approvals YTD were of Early Permanence carers (of which 1 was a repeat adopter) compared to 2 out of 10 approvals in the same period last year.
Rise in number of Early Permanence referrals and some placements taking place. There is a clear focus across the service to continue to improve recruitment and there are new systems in place to focus on early identification of children and matching with internally approved adopters.

| CW12 | **Number of children who have been adopted in the year or who leave care** | 70 | 20 | | | ▽ | 🟧 |

This is a cumulative measure and figures show year to date performance.

6 adoption orders were granted in June, bringing the YTD total to 20. This time last year, 0 adoption orders had been granted due to Covid-19 and the resulting court delays.
There are currently 65 children in an adoptive placement awaiting an adoption order.
Management tracking systems are in place to monitor and progress adoption orders. The provisional release of the ASGLB 2020-21 dataset indicates that Birmingham Children's Trust had the highest number of adoption orders granted in the year, evidencing the good tracking systems in place. The top 3 local authorities were:
Birmingham – 70
Lancashire – 64
Northamptonshire - 56
There are links between the Local Family Justice Board and the Trust and this relationship has helped in addressing the backlog of adoption order hearings which arose during the pandemic

| CW13 | **Percentage of agency social workers (including team managers)** | 12% | 16% | | | ▽ | 🟥 |

Figures show year to date performance.

OCG has acknowledged this KPI will be out of tolerance for some time yet. Permanent recruitment during the Covid pandemic has seen a reduction in the mobility and supply of suitable permanent social workers. This has also affected the supply for agency social workers. This is not a Birmingham issue but a national one. Recruitment and retention are a key priority for us. We have invested in an HR specialist to provide expert advice and support and a marketing specialist to improve our marketing campaigns. We are also in the midst of refining and enhancing our support offer to students, front-line practitioners and managers. Our aim is to become a centre of excellence and the best employer in the region. We are also continually reviewing an enhancing our benefits offer.

We have seen a recent increase in the numbers of permanent social workers recruited or interested in joining the Trust. As the restrictions start to ease, aligned to our social media and marketing campaigns and additions to the value proposition, we anticipate increases to the numbers of social workers we attract and retain. However, we are competing with private companies that offer significantly higher pay, which is hard to compete with.

| CW14 | **Average caseload of qualified social workers** | **15** | **20** | | △ | 🟧 |

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

The caseload average for June is 20 which is one more than the previous month. This relates to the recruitment and retention matter discussed in KPI 13. This figure remains within tolerance but above our target figure for 2021/22. We know that caseloads across the Trust vary and propose to review the operating model to ensure equity of caseloads and smoother transitions for children across the social care/social work system

| CW15 | **Percentage of social workers who have had supervision (in month)** | **86%** | **85%** | | ▽ | 🟧 |

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

Supervisions have stayed at 85% this month and this is well within tolerance.

| CW16 | **Ofsted will have found improvement in all areas and rated services at least Good.** | **N/A** | **No Ofsted inspecti ons** | | **N/A** | **N/A** |

This is an annual measure reporting a year end position at quarter 4 only.

Ofsted judged Children' Social Care Services as 'Requires improvement to be good' in Dec 2018.
In the joint area local SEND re-visit of July 2021 Ofsted and CQC found:

	"The area has made sufficient progress in addressing one of the 13 significant weaknesses identified at the initial inspection. The area has not made sufficient progress in addressing 12 significant weaknesses"					
CW17	**Percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions**	**90%**	**62%**		△	🟥
	This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).					
	There has been an upward trajectory in the number of plans being finalised within twenty week which is being maintained. There are now 36 assessments that are outside of timescales in comparison to 162 in May 2021 - which are continuing to reduce. The percentage of requests being agreed for assessment has risen significantly which is impacting on the ability of services and agencies to provide assessments within required timelines					
CW18	**Quality of Education Health Care Plans - Monthly Case Audits**	**61%**	**29%**		△	🟥
	This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).					
	Quality of plans is insufficiently good and is something that we will be prioritising over the coming months. Our QA processes are now more robust and the next step is to ensure that this leads to genuine improvement. Staff training is also being looked at in order to ensure all staff have the right skills					
CW19	**Corporate Parenting Board Promise for children who have experienced Birmingham's care system. We'll take care of your health and encourage you to be healthy.**	**N/A**	**N/A**		**N/A**	**N/A**
	Currently there is no measure for this Vital sign, progress would need to take a narrative form					
CW20	**Reduction in complaints/mediations/tribunals through an early help offer**	**No target set**	**Not Availabl e**		**N/A**	**N/A**

This measure shows figures reported as a quarter on quarter period

Overall, the numbers remain steady across the resolution avenues. However, there has been a spike in complaints in June 2021. The themes of these complaints are communication from SENAR, delays in confirming school placements for September 2021 and children and young people who are out of school/without a school place.

	April	May	June
Mediations	7	8	10
Icase	34	29	66
Yellow Letter	12	14	2
New Tribunal Registration	24	30	27

CW21	**Reduction in the referrals for specialised resources through investment in early school-based support and provision**	N/A	N/A			N/A	N/A

This data has not yet been collated

CW22	**Proportion of children aged 2-2½yrs offered ASQ-3 (Ages and Stages Questionnaires)**	N/A	N/A			N/A	N/A

CW23	**Supporting Care Leavers with the career ambitions with regard to Education, Employment or Training (EET)**		N/A - Measure no longer reported on				N/A

CW24	**Performance in delivering the routes that were needed to transport pupils to school**	95.00%	99.95%			△	■

Figures reported show a monthly average as at June, September, December and March.

Monitoring of route performance has shown consistent improvement and is above the KPI set for performance for 2021/22.

CW25	**Performance in transporting the number of pupils that needed to travel to school**	98.00%	99.96%			△	■

Figures reported show a monthly average as at June, September, December and March.

The KPI has consistently been met in 2021/22 and performance in transporting pupils to school is good.

CW26	Overall Proportion of Early years settings Private, Voluntary and Independent providers (PVI) which are good/outstanding	N/A	93.1%	N/A	N/A

Ofsted have yet to resume full quality inspections of EY providers. The data was published on 30th June and is the overall effectiveness rating figure for all active early years registered providers at their most recent inspection.

A4: Education, Skills and Culture

A4.1: Summary of Q1 Vital Sign KPI data

The table below summarises vital sign KPIs and direction of travel for the Education, Skills and Culture Portfolio.

OVERALL STATUS:	Q1 Direction of travel:			Data not available or not yet due	Total
	△ ▽ **Positive**	▶	▽ △ **Negative**		
BLUE		1	1		2
GREEN			1		2
AMBER					0
RED			2		1
Trend / N.A.				4	4
Total	0	1	4	4	9

A4.2: Achievements, areas requiring attention and barriers to delivery

The box below summarises Q1 performance to highlight what we are doing well, less well, and identifying barriers and risks

> **Notable delivery / achievements**: Where have we performed well? What are we doing to build on and learn from these?
>
> - Of the deliverables in the Council Delivery Plan (2020-2022) 79% of those within the Education, Skills and Culture Portfolio are on track.
> - On 2nd July 2021 the DWP confirmed it was extending the COVID Local Support Grant (CLSG) for vulnerable families until 30 September 2021. Teams have been working with schools, colleges and BVSC to ensure vulnerable children and young people have access to support beyond term time and into the summer holiday. Four weeks of supermarket vouchers have been provided to families eligible for free school meals using this funding.
> - The early milestone in our commitment to ensure sufficient school places has been achieved as the review of primary places has been completed. An approach to surplus primary places has also been formulated, launched during the spring term, and continues to be monitored. Since its launch, the work has received recognition from the DfE as a beacon of good practice and the learning and methodology will be shared with other authorities in a workshop
> - Birmingham's Relationships and Health Education programme was launched to all primary schools in June 2020 and has been shared widely across other local authorities. National policy has focussed on the introduction of the mental health aspects of the programme to support children and young people during the pandemic. A series of workshops have supported schools in the delivery of the programme, including 'teaching about controversial issues'. A review of the resource will begin in September 2021.
> - Work is progressing to achieve demonstrable and substantial schools' savings through PFI through the creation of a 'Task and Finish' group and reporting structure into Education and Skills DMT. The property and Capital Board has been replaced by the Education and Skills Governance Board and an annual report is on track to be produced during quarter 2.

- To increase the number of schools operating with a balanced budget, a 'Schools Causing Financial Concern' working group meets regularly with specific officers allocated to each phase of education to provide monitoring and challenge where necessary. Information submitted to the June meeting of Schools Forum indicates that schools' deficit balances have reduced. Action has been undertaken with a school that was projecting a significant deficit which has resulted in a reducing deficit and robust budget repayment plan is now in place.
- During quarter 1, communications through the update to school leaders have continued. The risk assessment template for schools and other settings has been kept up to date, most recently incorporating the government's guidance issued to the city as Birmingham was announced as an area of enhanced support in June 2021. Officers have been redeployed to develop our approach to attendance. Attendance data continues to be reviewed daily and discussed at fortnightly REACT meetings with DfE colleagues.
- We have commissioned BRAP to deliver a range of anti-racism workshops for schools and are now entering the research phase with the University of Birmingham. A research group was set up in June 2021 to review the impact of this work with schools, pupils and families through applied practice. The Equality Toolkit will be updated to include the findings and recommendations and a seminar will introduce a range of approaches for schools to consider in September 2021 (BRAP)
- DWP staff are now based at LoB and are delivering youth hub services to their JCP caseloads. BCC staff are co-locating to deliver employment and careers support and events e.g. for Kickstart opportunities. Wider partnership working to fully develop the Youth Hub offer as a 'national exemplar' is under development via a Theory of Change process supported by national experts commissioned by DWP
- The LoB team already deliver enterprise support, there is opportunity to link this to the Youth Hub and Careers support via the current activity and promote it for all age groups in partnership with JCP. Further to this, in conjunction with DWP and stakeholders, a 'Hub and Spokes' model is in development with LOB as the Hub and buildings such as the Lighthouse and The Factory as spoke provisions; other potential venues for Hubs are also under consideration to ensure a locality-based approach.
- The directorate's IT improvement journey is underway with the establishment of an IT project board that meets monthly. A delivery plan, covering all areas of the directorate, is now also in place. All in-flight projects are reviewed by the board and blockages are resolved. Proposed new projects are also considered for approval at this project board.
- Interest in filming in the City remains strong as the number of filming days facilitated by Film Birmingham in 2019/2020 exceeded target.
- Youth Promise Plus for the Birmingham & Solihull Youth Promise Plus project further ESF funding is now granted to 31 December 2023 further enabling teams to progress in reducing NEETS in the city in order to meet demand from the increase in youth unemployment. This increases the project's overall project value by £6.14M (£4.09M EU grant and £2.05M match funding from Birmingham City Council and other project partners), bringing the new project value to £48.13M

Delays to delivery / areas requiring attention: *Where is performance off track? What is being done to bring performance back on track in these areas*

- The proportion of years 12 to 13 who are not in employment, education, or training (NEET) has increased through April and May from 2.89% to 3.02%. NEET performance for June 2021 has not yet been published. Birmingham is performing in line with the national average, with May being the first month in which Birmingham's NEET % was above the national average (3.0%). However, NEET

has been progressively increasing through the previous quarter both for Birmingham and nationally.

- We anticipate the number of NEET young people increasing as the academic year ends and more young people seek out support in securing places for September 2021. To mitigate against this the BCC 14-19 Partnership and Careers Service teams have worked with schools to identify young people potential at risk of NEET to secure a post-16 offer or work-based opportunity.
- There has been a delay with finalising requirements to improve existing storage arrangements at Birmingham Museum & Art Gallery/Museum Collection Centre, associated to design work and funding. A report will be submitted to the Capital Programme Board for investment in the design work element required.
- The Birmingham Cultural Compact has also been delayed owing to Covid-19, resulting in Officers' work focussing on supporting the Cultural Sectors Recovery Unit.

Risks and barriers to delivery

- Ofsted are yet to resume full inspection of schools due to the Covid19 pandemic, but over quarter 1 teams have continued to monitor schools where there are concerns through weekly project board meetings. Where areas of improvement are identified, solutions are swiftly planned and mobilised through the commissioned provider to drive improvement
- Due to the availability of contractor resources during the early months of the Covid19 pandemic, the initiation of the strategy to improve learning environments, though in draft, had been delayed. Condition surveys of school sites are now underway, and the strategy will be shared with stakeholders ahead of it being finalised by September 2021.

A4.3: Full list of regulatory judgements and vital signs KPIs

The table below provides full details and Q1 data for regulatory judgements and vital signs KPIs.

Cabinet Member Portfolio: Education, Skills and Culture

External Regulatory Judgements	Date of Judgement	Judgement
ILACS (Inspection of Local Authority Children Services)	Dec-18	Requires Improvement
ILACS Focussed visit	Feb-20	None
Local Area Inspection SEND	Jun-18	Written statement of action
Birmingham Adult Education Service Education Inspection Framework (EIF)	Mar-18	Good

| | West Midlands Combined Authority Performance Management Review | Annual review | | No issues | | | | |

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
ESC01	The proportion of years 12 to 13 pupils whose activity is unknown	2.30%	n/a				N/A	N/A

This measure is reported as a three-month average

1.NK has been in rise through April and May from 4.7% to 5.4% NK performance for June 2021 has not yet been publish.2.Birmingham is performing behind the national average which has been holding steady at 2.0% since March 2021.3.NK performance in the previous quarter saw a pattern of NK numbers being reduced month on month as for January and February finding NK young people was a priority during this period as it falls within the DfE 3 month average key reporting period for LA performance (Dec-Jan-Feb).4.Actions:1. Telephone calls to NK young people being made in partnership with BCS for identification of NEET. 2. Ongoing transferring out of young people who have moved out of area. 3. The cohort setting process of the tracking cycle was completed at the end of May 2021 with the focus on establishing on who is on roll with providers and ensuring those that are no longer on roll are receiving appropriate support back into EET.4. From June until September the focus for tracking now moves to September Guarantee offers, and identification of young people that are at risk of becoming NEET. This is likely to result in the number of NEET young people increasing as the academic year ends and more young people seek out support in securing places for September 20215. Given the current crisis, together with BCS we are maintaining business continuity to work from home and contact parents and young people via phone, messaging and email and share resources on-line to keep NEET young people engaged. Applications at Colleges and Providers for September 2021 are open and young people, particularly year 11s are being encouraged to apply.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
ESC02	Number of NEET young people supported by the career service		N/A - Annual measure			5,709	N/A	N/A

This is an annual measure reporting a year end position at quarter 4 only.

This is an annual figure based on number of individual young people 16-17 years of age Birmingham Careers Service works with, not the number of contact the number of individuals (who may have had multiple contacts).Last year's annual performance surpassed previous predictions , number of factors - increased NEET due to pandemic, increased methods of engagement such as web & Social Media options enhanced, increased promotion of service

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
ESC03	Excluded Children without a	38	39				△	■

school place for more than 6 days

This is a monthly measure and figures have been calculated to report a quarter on quarter period.

The 39 children "without a school place for more than 6 days" represent those young people (secondary aged) who could not be placed at City of Birmingham School (COBS). All of these young people have been admitted to the alternative provider, Flexible Learning on an interim basis until places become available at COBS. The children were all receiving provision from at least the 6th day following permanent exclusion.

ESC04	**Number of children missing from education for more than 7 days**	N/A	1022		N/A	N/A

This is a monthly measure and figures have been calculated to report a quarter on quarter period.

Following a review of CME reporting and accounting arrangements, it was felt that it would be more helpful to provide the number of children subject to active CME enquiries. This means that the numbers that are being reported are significantly higher than have been reported previously. Previous months' figures reported the number of new CME referrals opened that month.

ESC09	**The proportion of years 12 to 13 not in employment, education or training (NEET)**	2.80%	N/A		N/A	N/A

This measure is reported as a three-month average

1.NEET has increased through April and May from 2.89% to 3.02% NEET performance for June 2021 has not yet been published.2.Birmingham is performing in line with the national average, with May being the first month in which Birmingham's NEET % was above the national average (3.0%).3.NEET has been progressively increasing through the previous quarter both for Birmingham and nationally.4.Actions: 1. Telephone calls to NK young people being made in partnership with BCS for identification of NEET. 2. Ongoing transferring out of young people who have moved out of area. 3. The cohort setting process of the tracking cycle was completed at the end of May 2021 with the focus on establishing on who is on roll with providers and ensuring those that are no longer on roll are receiving appropriate support back into EET.4. From June until September the focus for tracking now moves to September Guarantee offers, and identification of young people that are at risk of becoming NEET. This is likely to result in the number of NEET young people increasing as the academic year ends and more young people seek out support in securing places for September 20215. 5. Given the current crisis, together with BCS we are maintaining business continuity to work from home and contact parents and young people via phone, messaging and email and share resources on-line to keep NEET young people engaged. Applications at Colleges and Providers for September 2021 are open and young people, particularly year 11s are being encouraged to apply.

| ESC10 | Overall Proportion of schools which are good/outstanding | 93.1% | 81.1% (June 2021) | △ | 🟥 |

The overall percentage of schools rated Good or Outstanding is 81.1%. Since last reported up to March 2020 there have been two inspections published for schools in Birmingham, both conducted in May 2021. Nechells Primary E-ACT Academy is now rated Good having previously been Inadequate; Skilts School is now rated Requires Improvement having previously been rated Inadequate.

| ESC11 | Number of Permanent Exclusions - Primary | 70 | 6 | △ | 🟩 |

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

During April, May and June 2021 of the 14 permanently excluded primary age pupils 9 are male and 5 female. 4 of the permanent exclusions were for physical aggression to pupils, 4 for disruption, 4 for physical aggression to staff, 1 weapon possession and 1 for sexually inappropriate behaviour to pupils. Schools were closed to most pupils during April, May and June 2020. During the same period in 2019 there were 20 primary permanent exclusions.

| ESC12 | Number of Permanent Exclusions - Secondary | 230 | 16 | △ | 🟦 |

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

During April, May and June 2021 of the 47 secondary pupils permanently excluded, 36 were male and 11 were female. 11 of the permanent exclusions were for disruption, 3 for sexually inappropriate behaviour, 5 for physical aggression to staff, 15 for physical aggression to pupils, 7 were weapon related 4 were drug related and 2 were for verbal abuse/threatening behaviour to staff. During April, May and June 2019 there were 39 permanent exclusions from secondary schools

| ESC13 | Number of Permanent Exclusions - Special Schools | 7 | 1 | ▶ | 🟦 |

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

The 1 pupil permanently excluded from a special school was male - for physical aggression to staff. There were no special school permanent exclusions during April, May and June 2019.

A5: Health and Social Care

A5.1: Summary of Q1 Vital Sign KPI data

The table below summarises vital sign KPIs and direction of travel for the Health and Social Care Portfolio.

	Q1 Direction of travel:			Data not available or not yet due	Total
OVERALL STATUS:	△ ▽ **Positive**	▶	▽ △ **Negative**		
BLUE					
GREEN	3	1	1		5
AMBER	1				1
RED	1		1		2
Trend / N.A.	1		2	15	18
Total	6	1	4	15	26

A5.2: Achievements, areas requiring attention and barriers to delivery

The box below summarises Q1 performance to highlight what we are doing well, less well, and identifying barriers and risks

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Notable delivery / achievements: Where have we performed well? What are we doing to build on and learn from these?

- The roll-out of the Three Conversations model is now complete and we continue to embed the principles and processes which support the model. Implementation of the new Discharge to Assess (D2A) model replaces the need to roll out the full Three Conversations model in a hospital setting, as D2A focusses on not assessing for long term care and support needs in hospital setting. However, the strengths-based principles very much reflect the day to day work of the teams.   It has been determined that BIA and Safeguarding Teams are now out of scope for the rollout due to the legal framework for these services. Again, strengths-based working is reflected in these service areas through approaches such as 'Making Safeguarding Personal.' All of our Social Work workforce is familiar with the model and agree that it has impacted positively on citizen outcomes and enabled better and personalised outcomes for our local citizens.
- Our BICP Care Homes programme has been scoped, deliverables agreed, and task and finish groups established. Groups are now mobilising and agreeing detailed milestone timescales.
- Development on the approach to assist people to live independently at home continues and performance has remained stable during the quarter - the number of long-term admissions into residential or nursing care per 100,000 over 65-year-olds has reduced significantly
- A business case for investment in a transformed technology enabled care offer has been approved for implementation. Work is now underway to appraise options for the delivery model and to develop a commissioning strategy
- Consultation with citizens has supported the development of an initial draft of the housing assistance policy, identifying the priority areas where support is most wanted

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- The percentage of concluded safeguarding enquiries where desired outcomes were met during the enquiry achieved 93% in June, against a target of 85%.
- All milestones for our integrated approach to early intervention have now been achieved and the Early Intervention Community Team (EICT) has been operational for just over a year. A systemwide business case is being progressed to ensure the sustainability of the service from a financial perspective.
- The Integrated Hub model is in development and continues to support the system to embed Discharge to Assess. Work to develop the model is being done in phases and will continue into the 2022/23 financial year.
- Work is progressing to achieve our milestone of bringing together social care, community nursing, therapy services, GP practices and mental health services into multi-disciplinary teams by April 2022.
- As reported previously, the milestones have been achieved to mobilise the new Preparation for Adulthood services. The service focusses on assisting young people, aged 14-30, to achieve outcomes around employment, housing, health, relationships and community. The service is gaining national interest and recognition and we have produced an information pack to share with national contacts as well as creating a group of these contacts to share good practice and learning
- Ten thousand pounds of grants have been allocated as part of the personal budget pilot with equipment and resources delivered to 26 young people. We have trained the first cohort of 'Your Circle Birmingham' facilitators and identified the first young person to set up a Circle. We continue to adopt a co-production approach to our work and have worked with the YES (Youth Empowerment Squad) group and People for Public Services Forum to refresh the Transitions Strategy and develop marketing materials for the service
- During quarter 1, sixty-two parents and carers (63.9%) said they were satisfied with the transition plan we co-produced with their young people, although we were unable to contact a further 32%. For the same period, ninety-four young people (96.9%) said they felt they can achieve their outcomes. These are new measures relating to a service which is still in its infancy, and we are building up a baseline idea of what "normal" looks like.
- Teams have progressed the development of the infant mortality strategy by baselining the city's position in relation the national rate and that of our statistical neighbours. The Infant Mortality Health Overview and Scrutiny Committee have also recommended the establishment of an Infant Mortality Task Force that will be chaired by an Independent Chair. Shortlisting of prospective candidates has now been undertaken and interview will be held in August.
- The seldom heard focus groups have now been conducted and the report from each of the four community organisations is currently being compiled. These findings will feed into the strategy document
- Community researchers are currently being trained and will be able to bring local knowledge. Their initial project is ascertaining what our communities consider to be important in relation to cultural competence and cultural compassion for training to be developed for our health and social care professionals. The work to understand how we communicate risk also continues as we work with a cohort of young people
- Further strands to the infant mortality strategy include commissioning of research to understand the costs involved due to genetic conditions both due to infant mortality and for those babies that do not die but require significant support across their lives. The final strand is developing services to deliver immediate post-partum contraception. The development and progression of these projects continues at pace
- Data for delivery of our 0-5 Early Years service and School Health is reported with a quarter lag. However, some improvements have already been made by

Birmingham Forward Steps (BFS) with regards to their delivery of initially identified areas of concern: integrated working, 12-month reviews and 2-year reviews.

- A concentrated focus on these areas of concern by BFS, with the help of a consultant, has ensured increased integrated working amongst BFS partners and increases in the number of reviews for 12 month and 2-year-olds. A new approach to monitoring the current Healthy Child Programme contracts has been initiated by the new AD Commissioning. This has led to the development of a Quality group, who will hold monthly meetings ensuring a specific focus on areas of concern, new and continuing

- Improved integrated working internally for BFS has increased the number of reviews being completed. To ensure this continues, the quality of the reviews will be considered alongside how input from nursery providers could also add additional value. A task and finish group has been developed to ensure nursery providers are able to contribute effectively.

- Following the appointment of a new AD Commissioning, a refresh of the recommissioning timetable has been agreed. Commissioning leads have been identified and work is progressing to ensure that the recommissioning process is moving forward e.g., benchmarking work is underway and expected outcomes are being discussed.

- Several new forums have been agreed to ensure that the recommissioning process advances smoothly and in accordance with the recommissioning timeframe. This has made the recommissioning timetable clear, identifying responsibilities, timeline, actions, and deadlines, providing reassurance that the 0-19 services will be recommissioned in a timely and effective manner. This is progressing according to plan at this point.

- The City Operations Directorate continues to support the Council's ongoing response to the pandemic including the hosting of food banks, welfare services, mobile vaccination units, Lateral Flow and PCR testing stations at Wellbeing and Community Centres. The Centres have also provided operational bases for the surge testing teams in areas of the City where infection rates have been accelerating.

- Owing to Covid-19 and associated pressures on operational priorities, the review of the Wellbeing Centres is being progressed on a site-by-site basis. An external options appraisal has now been undertaken along with condition surveys of all the facilities. These will help scope investment needs and inform future strategy. Progress continues with regards to re-opening Small Heath Swimming Pool.

Delays to delivery / areas requiring attention: *Where is performance off track? What is being done to bring performance back on track in these areas*

- The number of miles travelled on free bicycles provided by the Council continues to be impacted by Covid-19. However, the service has adapted to restrictions by holding more one to one cycling activities so that they can still engage with the City's most vulnerable citizens. Please note that miles travelled figures are based on participants miles cycled during The Active Wellbeing Society delivered sessions and Community Cycling clubs only.

Risks and barriers to delivery

- A phased reopening of day centres began from the 26th of April 2021 and most day centres are now open. Those that are not open are closed due to building restrictions or buildings not being big enough to allow for social distancing. Due to social distancing, not all citizens have been able to return or have chosen not to return, as guidance changes this is constantly under review. A review is due to be presented to the Health and Social Care Overview and Scrutiny Committee on the 23rd of July 2021.

A5.3: Full list of regulatory judgements and vital signs KPIs

The table below provides full details and Q1 data for regulatory judgements and vital signs KPIs.

Cabinet Member Portfolio: Health and Social Care

External Regulatory Judgements	Date of Judgement	Judgement
CQC - Shared Lives	Sep-19	Good
CQC - North Homecare (Enablement)	Nov-19	Good
CQC - South Birmingham Homecare (Enablement)	Apr-20	Good
CQC - Care Centre – Anne Marie Howes	Apr-21	Good
CQC - Care Centre - Kenrick	Dec-19	Requires Improvement
CQC - Care Centre Perry Trees	Sep-19	Good

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
HSC01	**The percentage of concluded Safeguarding enquiries where the desired outcomes were met during the enquiry**	**85%**	**93%**				△	■

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

Our performance on this measure this month has returned to being above target, with 93% of the people who told us their desired outcomes for their safeguarding enquiry having at least one of them met. This represents 26 out of the 28 enquiries we completed in May.

We can't always control whether we can successfully meet people's desired outcomes during a safeguarding enquiry, and due to the relatively small numbers of enquiries, this means we can see large fluctuations in our performance. However, our overall performance is at 89% for the current year so far, and 90% for the last 12 months.

We know that the safeguarding team has some staffing capacity challenges and senior managers are actively exploring mitigations for this. While this is probably having an effect on our performance against the two safeguarding measures here, on the whole it still tends to be above target for both of them.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
HSC02	**The number of long-term**	**560**	**555.6 (June)**				▽	■

admissions to residential or nursing care (per 100.000 over 65s)

This measure is reported as a rolling 12 month total per 100,000 population of over 65's. Reported a quarter in arrears

The number of people who we placed permanently in care homes has reduced significantly since the last reported quarter and is now back within the target. This figure includes people placed into care homes between April 2020 and March 2021, so it still includes the large number of placements we had to make at the start of the Covid-19 pandemic.

April 2020 in particular saw a large increase in the placements we made, and while it dropped again, we saw higher than usual numbers until August 2020. The increase came from placements for people either being discharged from hospital, or coming from short-term services following a hospital admission. Due to the circumstances of the pandemic this was most likely unavoidable. The number of placements we made has since dropped and has been lower than in previous years. As we had hoped, this means we have met the target for 2020/21.

In hospitals, we follow a Home First policy. We aim to avoid placing people permanently in care homes when they are discharged from hospital, and support them to remain in their own home whenever this is possible.

We have also moved to a "Discharge to Assess" model for hospital admissions, which means that we are not undertaking any long term planning for people while they are in hospital. Instead, the assessment takes place in the community with the aim of supporting people to remain as independent as possible for as long as possible. Alongside this model, our Early Intervention Community Team is helping to keep people at home following discharge from hospital and avoid hospital admissions from the community with intensive support. With it, we aim to prevent people being admitted to care homes by providing them with an intensive period of support that helps them be as independent as possible.

In the community, our social work teams have adopted a "Three Conversations" model of working. Under this model, social workers focus on connecting people with their communities as a source of support, and actively seek out opportunities and assets in the community that can help to meet people's needs.

HSC03	**Percentage of concluded Safeguarding enquiries where the individual or representative was asked what their desired outcomes were**	85%	88%		▽	🟩

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

Our performance on this measure remains strong. It is once again over 90%. We continue to exceed the target. Our overall performance over the last 12 months is 91.8%.

As we have noted previously, this measure is based on relatively small numbers, so we expect variations in the result from month to month. However, the consistently high performance indicates that social work staff are making efforts to include vulnerable people in their safeguarding enquiries.

| HSC04 | **Uptake of Direct Payments** | 39.0% | 38.4% | △ | 🟧 |

This measure reports a snapshot of performance at the time of reporting

The proportion of people we provide direct payments to has fallen slightly this month, but the overall trend is upwards. Based on the positions in the 2019-20 ASCOF measures, we are in the top quartile of all councils for this measure.

Last year, we saw a period where the uptake of direct payments slowed as due to the Covid-19 pandemic and emergency measures, and the lack of community opportunities that have resulted.

Our performance is now rising as community services start to reopen, citizens become more confident with new people entering their homes, and our social work teams are less busy with the additional pressures the pandemic placed on them.

The phased reopening of day opportunities within the guidelines set by the government commenced in May 2021. As the services commence it is important, we keep our focus on maintaining citizens and staff safety and reduce the risk of covid. As services open, we will see a rise in the number of citizens who wish to take up a direct payment to pay for them.

Our Social Care staff continue to encourage people to consider Direct Payments, and we will continue to train new workers on Direct Payments using online training tools.

The Direct Payment challenge group is looking at innovative measures to further increase the uptake of Direct Payments and creative ways of engaging with community activities.

| HSC05 | **The percentage of people who receive Adult Social Care in their own home** | Trend | 70.5% | ▽ | ⬜ |

This measure reports a snapshot of performance at the time of reporting

The proportion of people receiving support from us in their own homes has remained stable. Over the longer term, we have seen an incremental improvement in this measure, though we expect to see some slight fluctuation.

We are continuing to help people to remain living in their communities for as long as possible, so long as it meets their care needs and does not place them at risk. We have a variety of policies and initiatives in place to support this aim. These include our Home First policy, which aims to prevent discharging people from hospital into a care home wherever we can avoid it. We have implemented a Discharge to Assess model in hospitals which means we are not undertaking any long term planning for people while they are in hospital. Instead, the assessment takes place in the community with the aim of supporting people to remain as independent as possible for as long as possible. Our Early Intervention Community Team is helping to keep people at home following discharge from hospital. With it, we aim to prevent people being admitted to care homes by providing them with an intensive period of support that helps them be as independent as possible. We are also supporting people at the hospital 'front door', linking them into their communities to avoid hospital admission and supporting them to remain at home.

Our Occupational Therapists continue to support our Social Workers to use equipment and assistive technology effectively so that people can remain in their homes for longer.

We have adopted a new model for social work across a large part of our service, the Three Conversations model, and we are in the process of rolling it out to the remaining teams. As part of the Three Conversation model, we focus on reconnecting people with their local communities as a source of support, and this should prevent, or at least delay, them needing to move into a care home. In some cases, it can even prevent people needing support at all.

| HSC06 | **Proportion of clients reviewed, reassessed or assessed within 12 months** | 85.0% | 76.4% | △ | 🟥 |

This measure reports a snapshot of performance at the time of reporting

Our performance on this measure has continued to improve.

Towards the end of last year, we have had to prioritise carrying out review for a significant number of people who were given urgent services during the pandemic. This was to check whether the services were still appropriate, and whether they should be funded by us, or through the NHS's continuing healthcare (CHC). The people we reviewed for this had all been assessed within the last 12 months, so those reviews did not count towards this measure, but we had to cover them using our regular social work staff. This meant they weren't able carry out the normal annual reviews and resulted in a drop in performance.

As a direct result of the Covid pandemic, Adult Social Care focussed on making welfare calls to the vulnerable people we support During October 2020 and February 2021.

Starting in April 2021, each locality team is now following a bespoke action plan for meeting their review targets. As part of their plan, each team receives a monthly list of people they need to review, and they have to account for their progress through the list in their meeting with their Head of Service. They also discuss their review targets during supervision and appraisal meetings.

The operational teams are currently working with Care First, Performance and Finance colleagues to ensure the system captures the review activity, review activity and allocation of cases is to be monitored and considered at a team level.

| HSC07 | **The number of people with Learning Disabilities who have been supported into employment by the PURE Project** | Trend | | N/A | N/A |

This measure is currently suspended due to the Covid-19 pandemic.

| HSC08 | **The number of people who have Shared Lives** | 140 | 106 | ▽ | 🟥 |

This measure reports a snapshot of performance at the time of reporting

The number of people receiving a Shared Lives service has improved this month. As well as making new placements, we have to replace placements that have ended.

This month, we have continued to have some short-term sickness absence within our team. Because we are a small team, this impacted our ability to expand the service to more citizens.

One of the citizens we support in a Shared Lives placement, Alex, attends Special Olympics sessions. He recently took part in the "Captain Tom 100" sponsored event, where he swam for over 100 minutes and raised nearly £190 for the Special Olympics. He said he felt very good about it, and his Shared Lives carers are very proud of his achievement.

We recently submitted a business case for expanding Shared Lives to our management team, and they have now approved it. We have also produced a briefing paper to support it, which demonstrates how the investment will help our service grow and provide savings in the longer term.

We are also working with the social work teams to identify some Shared Lives champions who will promote Shared Lives services within their teams and help raise the profile of our work. They will be in place by August.

Within the team, we have organised group coaching sessions to focus on our priorities for growing Shared Lives and meeting our target.

We are currently developing a pathway into Shared Lives placements for people being discharged from hospital. Our workstream is also focussing on our communication strategy and carer recruitment.

We work collaboratively with our colleagues in Occupational Therapy and Commissioning, as well as the national body Shared Lives Plus, as a matter of course. This helps us support individual carers and the people they care for, and also builds resilience in our community of carers.

We are continuing to make urgent placements where they are appropriate, to keep vulnerable people safe and free from exploitation. We are also making placements to support people being discharged from hospital.

We are supporting our carers and service users, by making weekly welfare calls, and maintaining virtual carers' meetings and "open door" sessions for carers. We also held a vacancy workshop with our carers this month, to understand what obstacles prevent them from taking new referrals.

| HSC09 | **The proportion of clients receiving Residential, Nursing or Home Care, or Care and Support (supported living) from a provider that is rated as Silver or Gold** | **75.0%** | **75.6%** | ▶ | 🟩 |

Measure reported quarterly in arrears and provides a snapshot of performance at the time of reporting

Our performance on this measure has dropped slightly since last quarter but is still exceeding the target of 75% of citizens placed with either a Gold or Silver rated provider. Our provider ratings are based on a rigorous, evidence-based process that includes periodic visits from our commissioning officers and inspections by the Care Quality Commission (CQC) albeit some of this activity has been paused due to the current Covid-19 pandemic. As a result, we expect there to be fluctuations in this measure when providers who support a large number of people are inspected, particularly as the CQC are taking a harder line against poor providers. This is part of our drive to improve overall quality, and we work with providers who are rated as inadequate to help them improve.

Overall, 80% of our citizens who receive home support from us are with a provider rated as silver or gold, as are 72% of citizens receiving residential/nursing care and 80% receiving supported living services.

We are working hard with inadequate providers in order to improve the overall quality of support available.

| HSC10 | **Social work client satisfaction - postcard questionnaire** | **70%** | | N/A | N/A |

The postcard questionnaire is currently suspended due to the Covid-19 pandemic.

| HSC11 | **Number and percentage of parent/carers satisfied with the Transition Plan co-produced with their young people** | **62** (63.9%) | ▽ | N/A |

Reported on a quarter on quarter basis

We monitor our team's performance, both with measures like this and by looking at 'stories of difference'. Our colleagues capture information throughout each young person's time with us to show what difference our service has made to them and put it together as a 'story of difference.'

We have our own data analysts and all this information is collated for reports to external bodies, such as Ofsted. We also report to our internal governance in the form of the monthly Preparation for Adulthood Board, which is chaired by the Children's Trust, and the monthly Life Course Board which is chaired by the Director of Adult Social Care. We share monthly reports with the Cabinet Members for Adult Social Care and Health and Children's Services, as well as the Chairs of the associated Overview and Scrutiny Committees. In addition, we took update reports to both these Overview and Scrutiny Committees earlier this year.

| HSC12 | **Number and percentage of young people aged 14-25 transitioning to the Integrated Transition Team who feel that they can achieve their outcomes** | **94** (96.9%) | △ | ■ |

Reported on a quarter on quarter basis

Our performance on this measure this month has returned to being above target, with 93% of the people who told us their desired outcomes for their safeguarding enquiry having at least one of them met. This represents 26 out of the 28 enquiries we completed in May.

We can't always control whether we can successfully meet people's desired outcomes during a safeguarding enquiry, and due to the relatively small numbers of enquiries, this means we can see large fluctuations in our performance. However, our overall performance is at 89% for the current year so far, and 90% for the last 12 months.

We know that the safeguarding team has some staffing capacity challenges and senior managers are actively exploring mitigations for this. While this is probably having an effect on our performance against the two safeguarding measures here, on the whole it still tends to be above target for both of them.

| HSC13 | Number and percentage of young people who do achieve their outcomes following support from the Integrated Transition Team | | 26 (93%) | | △ | N/A |

This measure is reported annually. The figure reported informs of the year to date position

Our performance on this measure this month has returned to being above target, with 93% of the people who told us their desired outcomes for their safeguarding enquiry having at least one of them met. This represents 26 out of the 28 enquiries we completed in May.
We can't always control whether we can successfully meet people's desired outcomes during a safeguarding enquiry, and due to the relatively small numbers of enquiries, this means we can see large fluctuations in our performance. However, our overall performance is at 89% for the current year so far, and 90% for the last 12 months.
We know that the safeguarding team has some staffing capacity challenges and senior managers are actively exploring mitigations for this. While this is probably having an effect on our performance against the two safeguarding measures here, on the whole it still tends to be above target for both of them.

| HSC14 | Number of Changing Places across the city | N/A | NYD | | N/A | N/A |

This is an annual measure and reports a cumulative year to date position
This is an annual measure and will next be reported in April 2022

| HSC24 | Placeholder - New national measure to replace Delayed Transfers of Care (DTOC) | N/A | N/A - Awaiting national guidance on new replacement measure | | | N/A |

| HSC15 | The percentage of births that receive a face-to-face new-born visit within 14 days | | Q4 97% (2020/21 97%) | | N/A | N/A |

Measures reports figures based on a quarter on quarter period.

Data for this measure is shared with a quarter lag e.g. Q1 reported in Q2. The reason for this is because the data is not available soon enough to meet the reporting deadlines.

Data above is for Q4 and end of year 2020/21.

| HSC16 | Proportion of eligible population receiving an NHS health check | | | | N/A | N/A |

Qtr 4 - Health Checks = 1.34%
Qtr 1 21/22 data available in 2 weeks

The data is not available until end Q2 or Q3 for all the PH data. There is a lag we do not get real-time data

HSC17	Rate of chlamydia detection (per 100,000 young people aged 15 to 24)	2,300 (National target)	67 (2020/21 Quarter 1 result)	100 (2020/21 Quarter 2 result)		N/A	N/A

This measure is reported with a data lag of two quarters in arrears.

Q1 and Q2 2020/21 data is not available from PHE until end of Q2 2021/22 at the earliest. Real-time data is not received

HSC18	Number of smoking quitters at 4 and 12 weeks					N/A	N/A

Qtr 4 20/21 4 week Quits = 990
Qtr 4 20/21 12 week Quits = 388
Qtr 1 21/22 Data available in a weeks time

The data is not available until end Q2 or Q3 for all the PH data. There is a lag we do not get real-time data.

HSC19	Under 18 conception Rates per 1000 girls (15-17)	No target set	18.4 (2019/20)	16.6 (2019/20)	17.5 (2019/20)	17.2 (2019/20)	N/A	N/A

This measure is reported with a data lag of 15 months. Figures available relate to 2019 performance.
Latest data available to Q4 2019/20 indicates a rate of 17.2 conceptions per 1,000 women aged 15-17 years. This is a decrease of 0.3 compared to 17.5 in Q3 2019/20. The rate continues to decrease although above the England average of 15.1 and marginally above the West Midlands average of 17.0 (although it has previously been below the WM average). Comparing Q4 2019/20 to Q4 2018/19, this is a 9.9% decrease in the rate, and a 6.5% reduction when comparing to the start of the year in Q1 2019/20.

HSC25	Percentage of opiate drug users who are in full time employment for 10 working days following or upon discharge					N/A	N/A

This measure is reported with a data lag of quarter in arrears.

Data is taken from the Diagnostic Outcomes Monitoring Executive Summary (DOMES) Report produced by Public Health England (PHE). Data for Q1 2021/22 is expected on or around 10th September 2021. Performance for 2020/21 is below:

	QTR1 2020/21	QTR2 2020/2021	QTR3 2020/21	QTR4 2020/2
Actual	18.4%	15.5%	12.5%	14.2%
Target	19.3%	19.3%	19.3%	19.3%

The 2020/21 Q4 figure of 14.2% is an improvement on Q3 but still below the target of 19.3% which can be attributed to the impacts of COVID-19. The level of performance is expected to improve during Q1 of 2020/21 due to the easing of COVID lockdown restrictions. It should also be noted that this cohort of service users have a high level of complexities in terms of employability which is reflected by the lower target when compared to non-opiate users.

HSC26	**Percentage of non-opiate drug users who are in full time employment for 10 working days following or upon discharge**			N/A	N/A

This measure is reported with a data lag of quarter in arrears.

Data is taken from the Diagnostic Outcomes Monitoring Executive Summary (DOMES) Report produced by Public Health England (PHE). Data for Q1 2021/22 is expected on or around 10th September 2021. Performance for 2020/21 is below:

	QTR1 2020/21	QTR2 2020/2021	QTR3 2020/21	QTR4 2020/21
Actual	28.6%	29.2%	29.9%	22.9%
Target	34.0%	34.0%	34.0%	34.0%

The 2020/21 Q4 figure of 22.9% is a decrease of 7% when compared to Q3 and whilst below the target of 34% it is a considerable achievement given the impacts of COVID-19. The level of performance is expected to improve during Q1 of 2021 due to the easing of COVID lockdown restrictions.

HSC20	**Corporate Parent Board Promises for children in care or with care experience: We'll involve you in decisions that affect you and listen to your views**			N/A	N/A

Frequency and nature of reporting on this KPI is being reviewed given progress would need to take a narrative form

HSC21	**Corporate Parent Board Promises for children in care or with care experience: We'll try really hard to find the best possible place for you to live**			N/A	N/A

Frequency and nature of reporting on this KPI is being reviewed given progress would need to take a narrative form

HSC22	**Corporate Parent Board Promises for children in care or with care experience We'll work with you and give you all the help and support you need to move successfully from care to adult life**			N/A	N/A

Frequency and nature of reporting on this KPI is being reviewed given progress would need to take a narrative form

HSC23	**Miles travelled on free bicycles provided by the Council**	**63,827**		N/A	N/A

This is a cumulative measure and figures show year to date performance.

This is the 2020/21 Quarter 4/year-end (March 2021) performance, the Quarter 1 2021/22 performance will be available in the next report due to this KPI being reported one month in arrears:
The year-end (April 2020 - March 2021) result is 7,038 which has not achieved the year-end target of 15,853.
This KPI has been significantly impacted by the COVID-19 lockdown, especially the new restrictions that were put into place at the beginning of January 2021. Similar to the previous quarter, all wellbeing centres have been closed during the final quarter and no group outdoor activity has taken place.
However, the service have adapted to the current climate by holding more 1-to-1 cycling activities so they can still engage with the City's most vulnerable citizens.
NB: Please note that miles travelled figures are based on participants miles cycled during The Active Wellbeing Society delivered sessions and Community Cycling clubs only.

A6: Finance and Resources

A6.1: Summary of Q1 Vital Sign KPI data

The table below summarises vital sign KPIs and direction of travel for the Finance and Resources Portfolio.

OVERALL STATUS:	Q1 Direction of travel:			Data not available or not yet due	Total
	△ ▽ **Positive**	▶	▽ △ **Negative**		
BLUE					
GREEN	2				2
AMBER					
RED					
Trend / N.A.	1		2	1	4
Total	3		2	1	6

A6.2: Achievements, areas requiring attention and barriers to delivery

The box below summarises Q1 performance to highlight what we are doing well, less well, and identifying barriers and risks.

<u>**Notable delivery / achievements**</u>: Where have we performed well? What are we doing to build on and learn from these?

- Work has continued during this quarter on the introduction of 1B, the new Oracle HR, Finance and Procurement system. System testing has been completed, and work on Payroll testing advanced. Workstreams continue to be monitored closely by the programme board.
- A schools briefing was provided prior to the summer break and further engagement sessions are underway with each directorate. Key User Training to support user acceptance testing is planned for August for around 120 staff.
- The volume of reports to be built remains significant and we will need to consider how we can deliver the priority ones to support user testing.
- The Procurement Target Operating Model (TOM) Programme has progressed this quarter from design stage to implementation phase. A detailed implementation plan is currently being finalised with a Programme Manager appointed in April to lead and deliver required activity.
- The terms of reference were agreed for the Procurement Board and the Procurement strategy is also nearing completion. The new team structure is in transition and skills self-assessments for staff are due for completion late July. There will also be further internal and external recruitment undertaken.
- CIPFA supported the delivery of the first quarterly self-assessment, which confirmed the successful achievement of 3* rating earlier than planned. This has been held up as exemplar progress
- The Finance TOM Programme activities have progressed against the different workstreams including work on culture, finance capacity and reviewing the current Business Partnering function.
- The new Head of Finance has developed an action plan to address key areas for improvement around transaction processing.

- Finance are responding to the external audit value for money assessment by providing guidance and support to improve the quality and use of business cases.
- The Invest to Deliver Group has been set up to review business cases; this brings together technical expertise from Finance, Legal, HR, Procurement and Project Management.
- Accountability letters for 21/22 were issued to identified senior managers during this quarter to strengthen financial management and accountability.
- The broader accountability framework will be documented as part of the Finance TOM Programme, to identify gaps and implement any required improvements.
- The Capital programme for 21/22 was approved. Work is now underway to explore the scope of the 25-year capital programme, and to agree a plan for development.
- Work on the HR TOM continues to be productive with a Programme Manager appointed in May to lead and deliver the required activity. An outline business case to redesign the service to become best in class has been developed and, subject to agreement, is due to be launched in Quarter 3
- Programme activities are progressing well, and stakeholder engagement is proving encouraging in terms of the service delivery model. This includes proposals to introduce leading practice business partnering, creating centres of excellence and a service delivery function, under pinned by improvements in performance, data and insight.
- Work to date has focused on the future team structure and the capabilities required A high-level summary of the consolidated programme plan has been produced and a detailed plan is in development. Further work will continue to finalise the planning of all activities, overseen by a Programme Board.
- Additional resource has been agreed, and extensions to existing temporary arrangements to ensure sufficient HR/OD capacity to maintain service provision pending the TOM implementation.
- Occupational Health and Safety services completed a significant volume of COVID related activity and reporting, supporting risk assessments across services, and stood up all services.
- Joint working with Trade Unions on triage of employee relations cases resolved 25% of outstanding cases, and lessons learnt are informing ongoing policy development
- Health and safety monitoring has continued in the form of Safety Adviser led verification audits following up on the directorate self-return audits last year. 24 audits have been undertaken during this quarter which have included a number of virtual inspections to confirm Covid-19 controls have been implemented
- Investigations related to RIDDOR reporting of positive Covid-19 cases has impacted upon the rate of these audits. The Occupational Health and Safety Team continue to work closely with Inclusive Growth to develop compliance indicators associated to the property and asset portfolio. This has resulted in an initial risk profile of the estate, with a digital annual return published and actively pushed through the network of property managers. The cycle is set to complete in December 2021 with an expected 528 returns having been distributed.
- Accidents and incidents rates remain stable with no current trends to indicate the need for central action. HSE reportable diseases (confirmed Covid-19 cases which may be occupational) have reduced significantly with 0 reported cases in this quarter (this is set to remain at 0 when restrictions lift due to the increased difficulty associated with determining possible exposure).

Delays to delivery / areas requiring attention: *Where is performance off track? What is being done to bring performance back on track in these areas*

- A Composite Finance Resilience Index has been worked up nationally with CIPFA. CIPFA are now finalising the Index.

<table>
<tr><td>Risks and barriers to delivery</td></tr>
<tr><td>• None to report</td></tr>
</table>

A6.3: Full list of regulatory judgements and vital signs KPIs

The table below provides full details and Q1 data for regulatory judgements and vital signs KPIs.

Cabinet Member Portfolio: Finance and Resources

External Regulatory Judgements	Date of Judgement	Judgement
Annual Governance Statement as defined by the external audit sign off of the BCC financial statements.	Jan-21	Qualified Value for Money conclusion in respect of two items
The external audit opinion on the financial statements	Jan-21	Auditor's opinion on the financial statements is unmodified
Lexcel and ISO 9001 accreditation	Oct-20	Accreditation obtained

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
FR01	**Financial Resilience (using Charted Institute Public Finance Accountants Resilience Index)**						N/A	N/A

CIPFA have for the past two years published the CIPFA Financial Resilience Index containing a basket of a large number of indicators which measure local authority financial resilience from different aspects. We have been working during Q1 with CIPFA to take this national resilience index methodology and adapt for BCC to use as an internal assurance suite of indicators. It is unlikely this can be distilled down into a single indicator. We have recently received the first draft of the custom CIPFA BCC model and are evaluating it and plan to have the solution ready for Q2.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
FR02	**Health & Safety Compliance Audits undertaken across directorates in targeted areas**	No target set	24				▽	N/A

New annual measure started in Qtr. 3, 20/21. No target set as we are currently establishing a baseline. Figures shown report a quarter on quarter position.

The health and safety monitoring (audit cycle) continues in relation to the activities we undertake with a shift now to Safety Adviser led verification audits following up on the directorate self-return audits last year. 24 audits have been undertaken during quarter 1 which has included a number of virtual inspections to confirm COVID controls have been implemented. Investigations related to RIDDOR reporting of positive COVID cases has impacted upon the rate of these audits, although this work is now expected to cease due to the changes in national COVID restrictions. In relation to the management of properties and assets, a digital annual return been published and actively pushed through the network of Responsible Persons (those with a duty to manage property). The cycle is set to complete December 2021 with 528 returns having been distributed.

| FR03 | Number of accidents and Incidents within the City Council | Trend | 66 | | △ | |

This measure monitors a trend with the aim of reducing accidents and incidents. Figure shown report a monthly and quarter on quarter position.

Accidents and incidents rates remain stable and comparable with previous quarters with no current trends to indicate the need for further intervention. The majority of those recorded are not preventable and directorate spikes are related to directorate headcount.

| FR04 | Number of accidents and Incidents reported to the HSE | Trend | 3 | | ▽ | |

This measure monitors a trend with the aim of reducing accidents and incidents. Figure shown report a monthly and quarter on quarter position.

HSE reportable diseases (confirmed COVID-19 cases which may be occupational) have reduced significantly with 0 reported cases in the 1st quarter (this is set to remain at 0 when restrictions lift due to the increased difficult associated to determining possible exposure). +7 day and Specified Injury RIDDORs are low and associated risk assessments have been reviewed accordingly.

| FR05 | The average number of working days lost due to sickness absence per FTE (full time equivalent) employee | 9.25 | 8.84 | | ▽ | |

Figure shown report a monthly and quarter on quarter position of FTE employee excluding schools.

Lower levels of absence continue whilst majority of workforce continue to work from home. As services stand up following COVID relaxations we will monitor impact on absence rates and type. Mental health continues to be the largest single cause of absence, and investment and promotion of support for staff has been well received. The new operating model for HR will invest further in preventative resources working across occupational health and wellbeing functions.

| FR06 | Grow channels such as Yammer to increase engagement ratings with staff | 14,798 | 15,034 | | △ | |

Calculated by summing the following measures: Growth in Yammer users in the council; Growth in the average number of people who open the Chief Executive's Bulletin and Weekly News Round-up e-mails; Growth in average numbers taking part in 'Teams Live' staff events - Up 2.9% over Q1.

A7: Homes and Neighbourhoods

A7.1: Summary of Q1 Vital Sign KPI data

The table below summarises vital sign KPIs and direction of travel for the Homes and Neighbourhoods Portfolio.

	Q1 Direction of travel:			Data not available or not yet due	Total
OVERALL STATUS:	△ ▽ **Positive**	▶	▽ △ **Negative**		
BLUE	2		3		5
GREEN		1	2		3
AMBER					
RED	1		1		2
Trend / N.A.				7	7
Total	3	1	6	7	17

A7.2: Achievements, areas requiring attention and barriers to delivery

The box below summarises Q1 performance to highlight what we are doing well, less well, and identifying barriers and risks.

> **Notable delivery / achievements**: Where have we performed well? What are we doing to build on and learn from these?
>
> - Of particular note, again, is households where homelessness is prevented. There has been a real steady success in driving forward the prevention agenda. A significant percentage of cases have been closed with a positive outcome as a result of the homelessness prevention funding being used to either secure deposits or reduce arrears, redirecting single vulnerable people to suitable housing providers or negotiations with families to prevent exclusion.
> - With regards to households where homelessness is relieved, there were 49 homeless cases relieved in June 2021, of which 37 secured accommodation or maintained existing accommodation. The service is also working with private sector landlords to help families into good quality affordable accommodation
> - The Exempt Accommodation Quality Assurance and Charter were formally launched on 15th March 2021. There continues to be key progress on inspections despite Covid-19 restrictions, with a total of 273 properties inspected since November 2020, in response to complaints, safeguarding or health and safety concerns. Despite some issues with recruitment, progress is being made on preparation and pre-visit risk assessments of planned visits that are due to commence in July 2021. Other key progress includes a toolkit to support managed transitions for providers which may be falling out of the market.
> - Following a Cabinet decision taken in May 2021, the selective licensing consultation for the private rented housing sector will now commence during the summer of 2021.
> - The consultation has been completed for the Housing Options New Operating Model and is due for implementation in August 2021.
> - The City Operations Directorate's community focus continues to remain strong and the localisation action plan is being progressed as well as supporting the community recovery framework.

	The £2m Celebrating Communities fund has been launched with support being given to groups within the City to develop their bids. The policy approach to Parish/Neighbourhood Councils has been formally adopted. Four additional posts have been recruited to and will commence work in Quarter 2 to enhance our work with our communities on external funding, parish councils, community assets and ward plans.

Delays to delivery / areas requiring attention: *Where is performance off track? What is being done to bring performance back on track in these areas*

- Tenant engagement review has been delayed due to Covid-19 but is progressing as far as is practicable. Following a procurement exercise, an independent organisation has been identified to support the review of tenant engagement. The organisation is due to commence on 30th July 2021.
- The number of households living in temporary accommodation continues to be an underperforming KPI. Mitigations are being worked through, including with alternative suppliers. In June 2021 the number of households accommodated outside the City and in Bed and Breakfast has reduced in comparison to the May 2021 snapshot.
- The completion of 33 blocks sprinkler works has slipped to September 2021 with six Tenant Management Organisation/leaseholder blocks potentially slipping further due to high levels of refusals.
- The property assessment of the condition and requirements for all cemeteries and crematoria has been delayed due to Covid-19. Maintenance work on land drainage and infrastructure is being prioritised until the assessments have been completed.

Risks and barriers to delivery

- Delivery of the Directorates' services and programmes are continually being reviewed and adjusted in line with government guidance relating to the impact of Covid-19 across all the different sectors.
- Whilst services have in the main continued, the pandemic has impacted on our ability to perform at required levels in some areas, for example, voids turnaround (although performance has improved during this quarter owing to closer oversight of contractors, resulting in nearly 6 days' improvement on April's performance).

A7.3: Full list of regulatory judgements and vital signs KPIs

The table below provides full details and Q1 data for regulatory judgements and vital signs KPIs.

Cabinet Member Portfolio: Homes and Neighbourhoods

External Regulatory Judgements	Date of Judgement	Judgement
Register Office- Annual assessment based on annual return	Jul-19	Achieved required CAPA plan. Nothing further to report in Q1

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
HN01		98.1%	98.3%					

		May result	Aug result	Nov result	Feb result	▽	🟩
	We will respond to all council housing emergency repairs in 2 hours						

Measure reported a month in arrears. Figures reported show in-month performance (i.e. May, August, November and February).

KPI reported one month in arrears: The May 2021 result is 98.3% which has surpassed the contractual target of 98.1% (4,440 repairs out of 4,518)The performance is monitored by the service via daily appointments and monthly performance reports sent to ensure the contractors remain above the contractual target moving forward. Breakdown per contractor area; Engie: 98.7%, Wates West Central: 97.9%, Wates East: 98.2%, Fortem: 98.4%.

HN02	**We will resolve council housing routine repairs within 30 days**	92.6%	96.3% May result			▶	🟩

Measure reported a month in arrears. Figures reported show in-month performance (i.e. May, August, November and February).

KPI reported one month in arrears: The May 2021 result is 96.3% which has surpassed the contractual target of 92.6% (13,721 repairs out of 14,243).The performance is monitored by the service via daily overdue reports and monthly performance reports sent to ensure the contractors remain above the contractual target moving forward. Breakdown per contractor area; Engie: 96.8%, Wates West Central: 94.6%, Wates East: 94.7%, Fortem: 98.7%

HN03	**Percentage of Right to Repair jobs completed against period profile**	92.6%	92.8% May result				N/A

Measure reported a month in arrears. Figures reported show in-month performance (i.e. May, August, November and February).

KPI reported one month in arrears: The May 2021 result is 92.8% which has surpassed the contractual target of 92.6% (4,603 repairs out of 4,959).The performance is monitored by the service via daily overdue reports and monthly performance reports sent to ensure the contractors remain above the contractual target moving forward. Breakdown per contractor area; Engie: 94.5%, Wates West Central: 90.9%, Wates East: 90.2%, Fortem: 96.0%.

HN04	**Average days void turnaround - excluding void sheltered properties**	28.0	40.1			▽	🟥

Measure figures show an in-month snapshot of performance (i.e. June, September, December, March).

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The June 2021 result of 40.1 days has not achieved the 28 day target. However, this is an improvement of over 4 days from May's performance (44.4 days) and nearly 6 days from the April performance (45.8 days).220 voids were let in June 2021 and the average repairs times for these voids was 23.65 days. The following actions are ongoing and are aimed to continue improvement of the void turnaround performance over the coming months: - Repairs pilot aimed to reduce repairs timescales which officially commences on 1st July 2021. However, this pilot has unofficially started from 1st April 2021 and both Engie and Fortem have embraced the new timescales. The performance of Wates however has not shown any significant improvement to date and is being closely monitored by Asset Management.- Two applicants short-listed for every viewing instead of one (as per current statistics 21% of viewings are not accepted at the first viewing).- The number of lettings slots available each week has increased due to an increase in lettings officers. This has allowed for a lettings appointment to be given within 48 hours of the void being accepted at the viewing.- Integration of the voids and lettings teams.- Some lettings officers will soon be able to translate certain languages, which will not only save days with booking translators, but also save money from the cost of the translator service.- Utilising 'Wise Move' to support customers moving out if downsizing from Birmingham City Council's larger properties, as well as assisting with the disposal of unwanted items. The service are also investigating a furniture recycling process, which will also help vulnerable tenants.- Once restrictions are fully lifted, the feasibility of viewings being carried out whilst repairs are being completed is being reviewed.- Better performance monitoring capabilities have been created to closer monitor the void turnaround performance and in particular from fit-for-letting to the tenancy start date.- Investigate the potential for any day tenancy start date.- SSE portal development which will make it easier to reduce debts on meters in a quicker time. This includes a process recently started to replace as many meters as possible to smart meters during the repair period.- Increase the capacity of viewing officers to ensure a viewing is conducted consistently across the 3 void offices within 48 hours (whenever possible) from the date the void becomes fit for letting.

| HN05 | Available properties as a percentage of total stock | 98.0% | 99.5% | | △ | ■ |

Measure figures show an in-month snapshot of performance (i.e. June, September, December, March).

The June 2021 snapshot result is 99.5% which has exceeded the target of 98% for this period.

| HN06 | Percentage of tenancies sustained at 12 months (where appropriate) | 94.0% | N/A - Annual Measure | | N/A | N/A |

This is an annual measure reporting a year end position at quarter 4 only.

This is the Quarter 1 progress commentary update for this annual KPI. The final performance result will be available for reporting at year-end.

Lettings were significantly reduced in the period April-June 2020 due to the first COVID-19 lockdown. The service operated emergency provision only during this period, dealing with the most vulnerable citizens with a particular emphasis on Housing First clients. There were 341 tenancies with a start date between 1st April and 30th June 2020, of which 284 lasted more than 12 months and 57 lasted less than 12 months. This equates to a figure of 83% of tenancies starting in Quarter 1 2020/21 being sustained over 12 months. At this point in reporting the service was underachieving and more work is required to understand in detail why tenancies failed. The Housing First initiative focused on getting rough sleepers off the streets during the pandemic. These are a particularly vulnerable cohort of citizens and our stats show that 7 customers sustained a tenancy for less than 12 weeks. This was at the early stages of the initiative and more work took place to have a joined-up approach with the Housing First navigators supporting the customers and the handover to the complex support team. COVID-19 has had a significant impact with rise in deaths, people staying with families, or being hospitalised. More in-depth analysis of the detail around the sustainment of introductory tenancies will be undertaken for Quarter 2 reporting.

| HN07 | Households where homelessness is prevented | 50.00% | 60.23% | ▽ | 🟦 |

This is a cumulative measure and figures show year to date performance.

The year-to-date (April 2021 - June 2021) result of 60.23% has surpassed the target of 50.00%. There were 37 cases closed in prevention this month, with 27 having a positive outcome. Of the 10 cases closed without a positive outcome, 7 were lost contact, 2 were not homeless and 1 withdrew their application. The service has seen a steady success in driving forward the prevention agenda. A significant percentage of the cases closed in prevention this month, have been closed with a positive outcome. This has been because the homelessness prevention fund has been used to either secure deposits or reduce arrears, redirecting single vulnerable people to suitable housing providers or negotiations with families to prevent exclusion.

| HN08 | Households where homelessness is relieved | 45.00% | 59.13% | ▽ | 🟦 |

This is a cumulative measure and figures show year to date performance.

The year-to-date (April 2021 - June 2021) result of 59.13% has surpassed the target of 45.00%.There were 49 homeless cases relieved this month, of which 37 have secured accommodation or maintained existing accommodation. Of the 12 cases not relieved, 8 were lost contact and 4 were withdrawn applications. The number of cases closed each month has reduced as the backlog has been cleared. The service is also working with private sector landlords to help families into good quality affordable accommodation.

| HN09 | Minimising the number of | 8.90 | 8.76 | △ | 🟥 |

households living in temporary accommodation per 1,000 households

Measure figures show an in-month snapshot of performance (i.e. June, September, December, March).

The June 2021 snapshot result of 8.76 has not achieved the target of 8.30. This snapshot result represents a total of 3,636 households in temporary accommodation. As of 28th June 2021, the number of households accommodated in temporary accommodation outside of the City was 338; this includes 96 households within bed and breakfast outside of the City. The number of households accommodated outside the City and in bed and breakfast has reduced in comparison to the May 2021 snapshot. Mitigations to try and minimise the impact and stabilise this performance indicator includes:• Maximising and utilising all self-contained or supported accommodation• Increasing and focussing on early intervention and prevention measures• Looking to engage with third sector organisations to provide support and joined up working on move-on• Working with the private sector to secure accommodation• Encouraging citizens to consider permanent accommodation in the private sector• Developing a more customer-focused approach to support households to move out of temporary accommodation.

HN10	Percentage of residents allocated a BCC housing tenancy				N/A	N/A

Measure figures show an in-month snapshot of performance (i.e. June, September, December, March).

The June 2021 snapshot result is 1.20%. This is equivalent to 220 new tenancies being let during June 2021. The demand for social housing is high with an average of 550 new applications received per week to join the City Council's housing register. The service has been able to re-house 1.20% of the people waiting for accommodation into council properties. This highlights how important it is to work in partnership with other accommodation agencies in the City to meet the needs of citizens who require housing. There are in excess 18,250 housing applicants and even if no new applicants applied, it would take many years to re-house the current housing register. The Housing Allocation Scheme objective is to enable a fair access to social housing for applicants in housing need and be realistic and informed by stock availability. The direction of travel is expected to be a continued reduction in available homes unless there is a significant investment in the provision of additional social housing.

HN11	Number of properties improved in the Private Rented Sector as a result of Local Authority intervention	263	72		▽	■

This is a cumulative measure and figures show year to date performance.

The year-to-date (April 2021 – June 2021) result is 72 which has surpassed the target of 65 for this period. The service continues to receive a high volume of Referrals for Assistance (RFA). 489 requests were received this month and for the first quarter, 1,203 requests have been responded to. Disrepair continues to be the main reason for the assistance.

| HN12 | Private sector empty properties brought back into use | 263 | 79 | | △ | ■ |

This is a cumulative measure and figures show year to date performance.

The year-to-date (April 2021 - June 2021) result is 79 which has surpassed the target of 65 for this period.

| HN13 | Number of ward meetings held annually | 276 | | | N/A | N/A |

This is a cumulative measure and figures show year to date performance.

This is the 2020/21 Quarter 4/year-end (March 2021) performance, the Quarter 1 2021/22 performance will be available in the next report due to this KPI being reported one month in arrears:

The cumulative year-to-date (April 2020 - March 2021) result of 121 meetings has surpassed the year-to-date target of 100. Due to the global pandemic, face-to-face meetings including ward forum meetings were not able to take place. Neighbourhood Development and Support Unit (NDSU) developed plans to enable online virtual meetings to take place. The first virtual meetings were trialled between June 2020 - August 2020 with 11 wards; they were reviewed and developed, then were rolled out to all Ward Councillors in September 2020.To be able to offer virtual ward forums has taken a lot of hard work from the NDSU; this included their own training and carrying out training and support for local members as well as residents. All meetings throughout the year have been virtual rather than face to face. NDSU is offering a variety of platforms for the meeting to take place on - Teams, Teams Live and more recently Zoom.

| HN14 | Annual Resident Attendee Numbers for Ward Forum Meetings | 1,500 | NYA | | N/A | N/A |

This is a cumulative measure and figures show year to date performance.

This is the 2020/21 Quarter 4/year-end (March 2021) performance, the Quarter 1 2021/22 performance will be available in the next report due to this KPI being reported one month in arrears:

The cumulative year-to-date (April 2020 - March 2021) result of 2,462 has surpassed the year-to-date target of 1,500 by some considerable margin. There has been a higher attendance at the virtual ward forum meetings compared to when they were held face-to-face prior to the pandemic. This indicates there will be some value to keep virtual meetings as an option going forward. In addition, from December 2020 the Neighbourhood Development and Support Unit (NDSU) YouTube channel, which holds all the recorded ward forum meetings, went live; there has been an additional 1,000 viewings post-meeting along with the actual attendances. The development of the YouTube channel has been a very positive result of innovative practice shown by NDSU, and shows the citizen interest in local governance.

HN15	Number of ward plans updated or completed in the year	69	NYA		N/A	N/A

This is a cumulative measure and figures show year to date performance.

This is the 2020/21 Quarter 4/year-end (March 2021) performance, the Quarter 1 2021/22 performance will be available in the next report due to this KPI being reported one month in arrears:

The cumulative year-to-date (April 2020 - March 2021) result of 48 has not achieved the year-to-date target of 69. The remaining 21 ward plans are either RAG rated Red (9) or Amber (12).This has been anticipated since December 2020 that it was unlikely for a full set of Ward Plans and Priorities to be completed by the end of this democratic year despite regular reminders from both officers and the Cabinet Member, and the support offer from Neighbourhood Development and Support Unit (NDSU) to Members. As the Ward Plan and Priorities 2018-22 is to be completed, in the interim a Ward Priorities Template was sent out to the Ward Councillors mid-March 2021 which has helped facilitate the completion of outstanding returns. In addition, NDSU is in discussion with East Birmingham Task Force (includes a high percentage of Red/Amber plans) to put in place further support measures for the Ward Councillors in order to complete required plans.

HN16	Number of people supporting local Community Infrastructure Levy (CIL) crowdfunding projects per annuum	N/A - Annual Measure		N/A

This is an annual measure reporting a year end position at quarter 4 only.

The new scheme for crowdfunding local projects via local Community Infrastructure Levy (CIL) will be launched in the autumn and therefore it is not possible to provide performance information prior to then.

HN17 **Total number of buildings either on Community Asset Transfer lease or community lease**

N/A - Annual Measure

N/A

This is an annual measure reporting a year end position at quarter 4 only.

Performance for this annual KPI should be provided at year-end.

A8: Social Inclusion and Equalities

A8.1: Summary of Q1 Vital Sign KPI data

The table below summarises vital sign KPIs and direction of travel for the Social Inclusion and Equalities Portfolio.

	Q1 Direction of travel:			Data not available or not yet due	Total
OVERALL STATUS:	△ ▽ **Positive**	▶	▽ △ **Negative**		
BLUE	2				2
GREEN					
AMBER					
RED	1				1
Trend / N.A.				19	19
Total	3			19	22

A8.2: Achievements, areas requiring attention and barriers to delivery

The box below summarises Q1 performance to highlight what we are doing well, less well, and identifying barriers and risks.

Notable delivery / achievements: Where have we performed well? What are we doing to build on and learn from these?

- A multi-agency partnership led by the Council has been established to drive the campaign to make Birmingham a Living Wage City. We are in the process of finalising the submission for accreditation, to be completed by the end of 2021. As part of this work we have successfully engaged flagship retailers and anchor organisations within the city.
- With the full impact of the pandemic across Birmingham not fully known, we will also ensure there is a greater focus on supporting local businesses across the city as a whole.
- The Equalities Star Chamber has met regularly during this quarter, holding Officers and Cabinet Members to account for the delivery of our Equality Objectives, the Workforce Race Equity plan, the improving and strengthening of our corporate approach to Equality Impact Assessments and the discharging of our duties under the Equality Act.
- Despite advisors from both the Council's own Neighbourhood Advice Team and our Third Sector advice provider partners largely still working from home, we have met our income maximisation targets for this quarter and ensured that Birmingham citizens have benefitted from an additional £ 3,371,978 of income.
- The new partnership consequence management meetings held in the aftermath of serious incidents have now been embedded and are felt by all partners to improve the quality of partnership response and ensure a joined-up approach. Birmingham City Council and the Birmingham Children's Trust are the key partners involved with these meetings which are facilitated by West Midlands Police.
- The CSP's Strategic Thematic Group for Gangs, Violence and Serious Organised Crime has started the development of a new Serious Violence Strategy. This will be developed working with other strategic partners.

- Birmingham has also provided evidence to the Home Office about the scale of the challenge, impact of current responses as well as the local gaps. The city was represented by the Council but also the Children's' Trust and West Midlands Police.
- Birmingham worked with the OPCC to develop a regional proposal for the Home Office - Safer Streets 3 funding, which aimed to make public spaces safer for women and girls. We anticipate a decision in September 2021.
- A Domestic Abuse (DA) Strategic Partnership Board is now in place with partners fully engaged. New sub-groups to ensure there is an effective focus on Children and Equalities and Diversity have been introduced.
- The Board will oversee the statutory requirements placed on local authorities to undertake a DA needs analysis and mapping of the DA system pathway. A provider has been commissioned to undertake the needs analysis, system mapping and review of the DA strategy. The Board will also oversee a review of the DA Prevention Strategy and its implementation plan and oversight of DA commissioning and decommissioning activity.
- A City Housing domestic abuse strategy has been developed and completed, linking closely to the Core City Strategy and following a full review adopting BRUM methodology. This is due to be launched during the summer of 2021.
- In response to the recent government consultations on Violence Against Women and Children, it is proposed that a Violence Against Women and Children Strategy is developed to sit as an addendum to the DA strategy. Dialogue is currently taking place with Community Safety Partnership colleagues regarding resourcing this work.
- Work has also started around the criminal justice element of domestic abuse which will ensure that actions against perpetrators are also aligned with the wider strategy. The working group is focusing on the experiences of 9 women to understand best practice.
- The award of just over £3.2m from MHCLG to BCC for safe accommodation is currently being worked through in terms of allocations to the following priorities: 1) To take the pressure of existing services which includes a small amount of house provision, children's trust activity and existing commissioned providers. 2) To release a community grants prospectus to address gaps in service provision including support for victims and children with protected characteristics and male victims.
- The community safety team are also working with internal and external partners to develop a new Anti-Social Behaviour (ASB) policy that responds to all household related ASB issues regardless of tenure. This will ensure we can respond effectively to the challenge outlined in the White Paper on Social Housing.
- We have experienced a significant growth in the number of Community Triggers (ASB Case Reviews) requested by residents. As the host organisation for the CSP, we manage this statutory requirement on behalf of the other CSP partners. This mirrors a city increase in ASB cases reported to our Housing department and other partners. On Community Triggers, we are currently reviewing our existing policy and procedures and expect to have these approved by the CSP in September. A key part of this review is to shift greater emphasis onto incorporating the learning from these cases into service improvements.
- We have been successful in securing Home Office external funding (£432,000) – Safer Streets 2 – for targeted work in Stockland Green to reduce acquisitive crime and ASB; this is primarily linked to the significant growth of the unregulated accommodation in this neighbourhood. Pioneer Housing are our community delivery partner. Strong community involvement is critical to this project. This is in addition to the existing MHLCG funded work led by Housing.
- The community safety team have also ensured ongoing relationships with the WM Anti-Slavery network and facilitated extra resources and support from the CSP.

This means that the modern slavery champions recruited this past year will continue to receive bespoke support and training from the community safety team. We are also in the process of signing up to the modern slavery co-op charter and renewing the Birmingham City Council transparency statement for modern slavery.

- An independent Peer Review of the Council's Prevent programme is near conclusion and is scheduled to report back to the CONTEST board in September 2021. It examined the Council's processes and plans to support individuals vulnerable to extremism.
- The Council has also secured additional investment into Community Safety and a planned redesign of the Community Safety Team is underway to ensure delivery of these critical projects and services.
- Our workforce race equity action plan is showing early indications of an improving picture of workforce diversity following an exercise to fill gaps in employee data.

Delays to delivery / areas requiring attention: *Where is performance off track? What is being done to bring performance back on track in these areas*

- The Community Safety Team have experienced challenges in providing some of the data for our indicators in this quarter as a result of the West Midlands Police IT upgrade. This has meant that we cannot verify the information, but we do anticipate that this will be resolved for Q2. This has specifically affected indicators relating to ASB; hate crime and violence in public places. .
- The Council has internal, cross-directorate meetings in place to ensure a corporate approach to tackling domestic abuse and providing support services for our staff. HR have themed months planned to drive uptake in Domestic Abuse training, which is currently low. A survey has been carried out to understand the impact of Domestic Abuse within the organisation. 6% of respondents class themselves as a DA survivor, and 3% felt that they were currently experiencing it. There are concerns that only 40% of staff who responded would feel comfortable accessing the Council's Safe Space and only 3% comfortable discussing this with their manager.

Risks and barriers to delivery

- The pandemic has caused severe financial challenges to the lives of many individuals and families resulting in significant demand for welfare benefit and debt advice services.
- Significant community safety challenges during this time include: Serious Violence, Domestic Abuse; Protecting Vulnerable People and Cohesive Communities (including Hate Crime and Anti-Social Behaviour). Birmingham City Council continues to play a leading role in hosting and driving forward the Community Safety Partnership (CSP), both at a strategic and local level.

A8.3: Full list of regulatory judgements and vital signs KPIs

The table below provides full details and Q1 data for regulatory judgements and vital signs KPIs.

<u>Cabinet Member Portfolio: Social Inclusion and Equalities</u>

External Regulatory Judgements	Date of Judgement	Judgement
The Equality duty is supported by specific duties. This duty requires LAs to: • annually publish information demonstrating compliance with the Equality duty. • Set equality objectives at least every four years. We have published our equality objectives 2019 – 2023. (HR publish the equality data.)	No Standard Judgment	The Equality and Human Rights Commission is responsible for assessing compliance with and enforcing the duty. To support compliance, we are assessing our progress against the Equality Framework for Local Government.
Prevent Duty under the Counter terrorism and Security Act 2015, requires specified authorities, including local authorities, to give 'due regard' to the need to prevent people being drawn into terrorism.	No standard judgement although the Home Office did undertake a Peer Review of Prevent in January 2018	The Home Office is responsible for assessing compliance with and enforcing the duty. To support compliance, we are assessing our progress against the Prevent Duty Toolkit and undertaking regular Peer reviews. The outcome of the January 2018 Peer Review assessed Birmingham's Prevent programme as "an extremely strong approach that is internationally recognised".
Crime and Disorder ACT 1998 Section 5 requires the Police and local authorities to have joint responsibility for preventing and reducing crime in an area through the establishment of community safety partnerships. Section 6 requires responsible authorities to formulate and implement a strategy for the reduction of crime and disorder in the	No Standard Judgement although the local authority did undertake a Peer Review of CSP Arrangements in Sep 2018	The Home Office is responsible for assessing compliance with and enforcing the duty which they do through the Office of the Police and Crime Commissioner. To support compliance, we are able to assess our progress through Peer reviews. The outcome of the last Peer review was a strengthened partnership governance framework and a realignment of local delivery structures.

area and produce a strategic assessment. Section 17 requires local authorities to exercise their functions and to all that is reasonable to prevent crime and disorder in its area.

Modern Slavery 2015 Duty to notify and National Referral Mechanism (NRM) Local authorities have a duty to notify the Home Office of any individual encountered in England and Wales who they believe is a suspected victim of slavery or human trafficking.	No standard inspection	The Home Office is responsible for assessing compliance with and enforcing the duty.
Advice Services Alliance	15th October 2020	Advice Quality Standard Awarded to Neighbourhood Advice & Information Service (for Welfare Benefits, Housing and Debt.)

ID	Key Performance Indicator	Year End Target		Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
SCE01	Proportion of BAME staff in each grade compared to Birmingham population	Overall	42.0%	34.0%				△	🟥
		Breakdown by grade							
		GR1		40.3%					
		GR2		37.5%					
		GR3		34.5%					
		GR4		33.1%					
		GR5		31.6%					
		GR6		19.9%					
		GR7		24.8%					
		JNC		13.7%					

The quarters shown report performance as at the months of June, September, December and March.

Overall BAME representation has increased across the council by 0.6% in Q1. The largest gain has been at JNC level (Directors) with the second highest increase coming at Grade 5 and then Grade 2. This tackles a range of challenges; those being increasing leadership diversity (JNC) and the diversity of middle management (Gr5). We have also seen a decrease at GR1 and an increase at Grade 2 indicating that some colleagues may have progressed through the grade process. During the summer quarter we will be reinforcing the messaging of inclusive recruitment and retention practices and expect to continue to see an upward trend in representation across grades, but specifically the junior through to senior management grades (Gr4 - JNC)

SCE05.1	Percentage of enquires responded to within 48 hours from the Community Safety Team Front Door	100.0%	N/A	N/A

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

The current performance (100%) indicates that the new process for managing enquiries is working effectively to provide timely responses.

SCE05.2	Number of Anti-Social Behaviour incidents reported	6134.00	N/A	N/A

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

The reported figure (6134) is a combined figure from both ASB reports to Birmingham City Council (1985) and West Midlands Police (4149). Note this figure may include reports made by residents to both organisations about the same incident.

SCE05.3	Percentage of Anti-Social Behaviour related incidents actioned within one month	Not Verified	N/A	N/A

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

This indicator reflects data from both West Midlands Police and Birmingham City Council. Unfortunately, this information cannot currently be verified from West Midlands Police following an IT upgrade. We expect that this issue will be resolved moving forward. As a result, we will be reporting on Q1 and Q2 data in the next reporting period.

| SCE05.4 | Number of Community Triggers enquiries meeting threshold | 9.00 | | N/A | N/A |

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

There had been a total of 13 enquiries in total; 4 enquiries did not make the threshold for the review. 9 of the enquiries (69.2%) of the total enquiries came from South East (Hall Green/ Selly Oak constituencies) and South West (Northfield/ Edgbaston constituencies).

| SCE05.5 | Number of Community Triggers reviews where investigations have not followed policies and procedures | | | N/A | N/A |

This is a new indicator, and this is the baseline year.

Two panels took place during this quarter; both panels had found that all of the organisations who had received complaints of ASB had followed their policies and procedures in both cases. There were additional recommendations made by the panels for further action in both cases.

| SCE05.6 | Incidents of Domestic Abuse reported to Birmingham City Council | Commencing Q2 | | N/A | N/A |

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

All cases will be migrating to a new system shortly (anticipated Q2). Reporting on this data will therefore commence in Q2 at the earliest to ensure like for like reporting.

| SCE05.7 | Increase the number of incidents of Domestic Abuse logged, to being progressed and actioned, including via the criminal justice system | Commencing Q2 | | N/A | N/A |

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

All cases will be migrating to a new system shortly (anticipated Q2). Reporting on this data will therefore commence in Q2 at the earliest to ensure like for like reporting.

SCE05.8	**Percentage of victims of Domestic Abuse reporting further incidents**	**Not Verified**	N/A	N/A

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

This indicator reflects data from West Midlands Police . Unfortunately, this information cannot currently be verified following an IT upgrade. We expect this issue will be resolved moving forward. As a result, we will be reporting on Q1 and Q2 data in the next reporting period.

SCE05.9	**Percentage of staff / managers undertaking Domestic Abuse Awareness training**	**1.0%**	N/A	N/A

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

There is activity in place to improve this result significantly by year end.

SCE05.10	**Number of Domestic Abuse disclosures from staff**	**3**	N/A	N/A

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

This reflects the number of referrals to the Council's Safe Space.

SCE05.11	**Incidents of Hate Crime reported**	**Not Verified**	N/A	N/A

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

This indicator reflects data from both West Midlands Police and Birmingham City Council. Unfortunately, this information cannot currently be verified from West Midlands Police following an IT upgrade. We expect this issue to be resolved moving forward. As a result, we will be reporting on Q1 and Q2 data in the next reporting period.

The result from Birmingham City Council is 52 cases raised.

SCE05.12	**Increase the number of incidents of Hate Crime logged, to being progressed and actioned, including via the criminal justice system**	**Not Verified**	**N/A**	**N/A**

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

This indicator reflects data from both West Midlands Police and Birmingham City Council. Unfortunately, this information cannot currently be verified from West Midlands Police following an IT upgrade. We expect this issue to be resolved moving forward. As a result, we will be reporting on Q1 and Q2 data in the next reporting period.

SCE05.13	**Total Recorded Crime in Birmingham**	37,929	**N/A**	**N/A**

This is a new indicator, and this is the baseline year. A target will be set in consultation with West Midlands Police for 22/23.

SCE05.14	**Number of National Referral Mechanism (NRM) reported for Modern Slavery and continue to increase awareness around modern slavery, including working with partners to**	101	**N/A**	**N/A**

**disrupt
activities**

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

Of the 101 referrals listed here, 31 are Duty to Notify. This is where partner organisations have decided to make the referral directly.

SCE05.15	**Percentage of staff receiving Modern Slavery Training**	**78.0%**		**N/A**	**N/A**

As a mandated training course, we are anticipating that this result will increase to meet the target as the year progresses.

SCE05.16	**Violent Crime in public places**	**Not Verified**		**N/A**	**N/A**

This is a new indicator, and this is the baseline year. A target will be set for 22/23.

This indicator reflects data from West Midlands Police . Unfortunately, this information cannot currently be captured following the introduction of a new data system. As a result, we will be reporting on Q1 and Q2 data in the next reporting period.

SCE06	**PLACEHOLDER: Equalities indicators**			**N/A**	**N/A**

New indicators are being identified as part of the establishment of this team. These will be added and reported on from Q2.

SCE02	**Reduce first time entrants to the Youth Justice System aged 10-17 (per 100,000 10-17-year olds**	**NYD**	**NYD**	**N/A**	**N/A**

This is an annual measure reporting a year position.

While we are not performing as well as core cities, our performance has improved on the last period by 9.5%. The figures have been going in the right direction over the last six months and we are approaching our comparators. Improvement actions in place: Review decision-making and guidance with Police and CPS for Community Resolutions and entry into formal youth justice system. Greater analysis of those most likely to enter the system including those young people on Education, Health and Care Plans or with Special Educational Needs. Support the OPCC's commissioning of intensive mentoring across the city and a broader community

and faith offer for young people not in the formal youth justice system but at risk of gang affiliation and criminal exploitation. Identify funding sources to wrap support around those young people subject to community resolutions, those at risk of exclusion and SEND young people.

SCE03	**Reoffending by young offenders (10 to 14-year olds and 15-17 year olds)**	NYD	NYD		N/A	N/A
	This is an annual measure reporting a year position.					
	Jan18 - Dec 18 Cohort. Latest MOJ published date. Publishing severely affected by Covid/Lockdown					
SCE04	**The Neighbourhood Advice Service will maximise income for citizens from benefits / charitable sources or employment.**	£1,250,000	£2,379,517		△	◼
	This is a cumulative measure and figures show year to date performance.					
	The Quarter 1 2021-22 result of £2,379,517 has exceeded the £1,250,000 target for this period.					
SCE07	**Our advice services delivered by the third sector will maximise income for citizens from benefits / charitable sources or employment**	£600,000	£992,461		△	◼
	This is a cumulative measure and figures show year to date performance.					
	The Quarter 1 2021-22 result of £992,461 has exceeded the £600,000 target for this period.					

A9: Transport and Environment

A9.1: Summary of Q1 Vital Sign KPI data

The table below summarises vital sign KPIs and direction of travel for the Transport and Environment Portfolio.

OVERALL STATUS:	Q1 Direction of travel:			Data not available or not yet due	Total
	△ ▽ **Positive**	►	▽ △ **Negative**		
BLUE		1			1
GREEN		4			4
AMBER					0
RED					0
Trend / N.A.				5	5
Total	0	5	0	5	10

A9.2: Achievements, areas requiring attention and barriers to delivery

The box below summarises Q1 performance to highlight what we are doing well, less well, and identifying barriers and risks.

Notable delivery / achievements: Where have we performed well? What are we doing to build on and learn from these?

- This quarter also saw the launch of Birmingham's Clean Air Zone, one of our many actions to reduce air pollution. The launch took place on 1st June with the introduction of daily charges from 14 June 2021
- We are already seeing positive results from its introduction. In the first two weeks of operation the percentage of unique non-compliant vehicles entering the Clean Air Zone was just over 18%.
- After payments were launched this reduced to just over 12%, a reduction of six percentage points or around one third. During the same period the daily average number of all unique vehicles entering the Clean Air Zone was just over 100,000 vehicles. Once payments were introduced the daily average number of all unique vehicles reduced to just over 95,000. This is a reduction of around 5%.
- The consultation report for the Birmingham Transport Plan has been published and the draft plan is being updated, with a view to adopting a final plan in October 2021.
- Work has progressed on creating a robust delivery plan, aligned to Route to Zero targets and objectives. The delivery plan is a large and complex piece of work, and we are currently holding a series of scoping workshops to inform the key work package.
- Delivery continues on the capital projects, including the various Perry Barr transport schemes, Snow Hill and Southside public realm schemes, University station, Sprint on the A34 and A45, Metro Westside extension and preparatory works for the HS2 Curzon station.
- This quarter, work has started on Metro Eastside extension and restoration of The River fountain, and the West Midlands cycle hire has expanded to cover central Birmingham.

- Preparatory work is being undertaken on a number of public transport priority schemes, mainly in the city centre, and on the development of permanent Active Travel Fund schemes, consolidating work done through the Emergency Birmingham Transport Plan with Emergency Active Travel Funding. Public consultation on the various schemes will be taking place soon.
- A number of funding bids are being worked up, including a submission to the City Region Sustainable Transport Fund and a submission to the Levelling Up Fund for the Dudley Road Transport Improvements Scheme
- Progress has also continued this quarter on two key areas to stabilise future service performance. Firstly, Cabinet has committed £43m of additional investment up to 2022 in surfacing and street lighting, with the programme for this being developed. Secondly, the interim contract for operational services with Kier Highways Ltd continues to ensure that roads and pavements are safe and available. The challenge in addressing these issues is not something that can be done overnight, but the council will be spending over £100m on these two areas combined in 2021-22.
- We have continued to make progress on those initiatives included in our Route to Zero action plan during this quarter, which aims to deliver on the Council's commitment to be net carbon zero by 2030 as well as further developing our governance arrangements. We held the first meeting of the climate assembly in June 2021 with over 100 people registering to attend and are putting in place monitoring arrangements so we can better measure progress and the impact of our actions
- We have also started to explore possible opportunities and initiatives to expand our action plan in order to increase our impact on carbon emissions and will continue with this exploration next quarter.
- We have interviewed for an Assistant Director and hope to have someone in post in the near future, this post will provide dedicated leadership and oversight of this critical priority. We are finalising a structure for the wider team and a report will be taken to September Cabinet.

Delays to delivery / areas requiring attention: *Where is performance off track? What is being done to bring performance back on track in these areas*

- The council received a response this quarter to its updated business case to Department for Transport in respect of its Highway Maintenance and Management PFI contract. Further business cases on the future approach to the project now have to be submitted.
- An initial commercial agreement within the parameters approved by Cabinet was reached between all project stakeholders in June. This has extended the timescale for a way forward with restructuring of the project to December 2021.

Risks and barriers to delivery

- The decision to delay charges for the Clean Air Zone, was made following our public consultation, to give some people more time to prepare for the Clean Air Zone and we hope to offer additional support to some people who would find it more difficult to make the change away from a more polluting vehicle.

A9.3: Full list of regulatory judgements and vital signs KPIs

The table below provides full details and Q1 data for regulatory judgements and vital signs KPIs.

Cabinet Member Portfolio: Transport and Environment

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
TE01	Cat 1 and urgent faults attend and make safe on time within 2 hours	99.00%	99.00% (May)				▶	🟩

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

The services are all performing at or above target levels and this represents the successful mobilisation of the Interim Services Contract (Kier) which commenced in April 2020. Services are being delivered safely during the COVID-19 pandemic and performance has been maintained through this difficult period.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
TE02	Street Light In-Light repairs carried out within time	95.0%	97.00% (May)				▶	🟩

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

The services are all performing at or above target levels and this represents the successful mobilisation of the Interim Services Contract (Kier) which commenced in April 2020. Services are being delivered safely during the COVID-19 pandemic and performance has been maintained through this difficult period.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
TE03	Percentage of dangerous defects ('Category 1' defects) on streets temporarily repaired within 24 hours	98.00%	99.00% (May)				▶	🟩

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

The services are all performing at or above target levels and this represents the successful mobilisation of the Interim Services Contract (Kier) which commenced in April 2020. Services are being delivered safely during the COVID-19 pandemic and performance has been maintained through this difficult period.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
TE04	Cat 1 and urgent faults full repair carried out on time (%) within 35 days	95.00%	99.00% (May)				▶	🟩

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

The services are all performing at or above target levels and this represents the successful mobilisation of the Interim Services Contract (Kier) which commenced in April 2020. Services are being delivered safely during the COVID-19 pandemic and performance has been maintained through this difficult period.

| TE05 | **Number of statutory responses to planning applications returned by the Highway Authority within the statutory deadline** | 85.00% | 94.00% | ▶ | ■ |

This is a monthly measure and figures show in-month performance (i.e. June, September, December and March).

High level of performance on this measure has been maintained due to internal working efficiencies and prompt correspondence from both Transport & Connectivity and Planning & Development.

| TE06 | **Level of CO2 emissions from Council buildings and operations** | Net zero by 2030 | NYD | N/A | N/A |

This is an annual measure reported with a two year data lag.

This is an annual measure - next update will be in September 2021 - for period 2020 reported in 2 years lag

| TE07 | **The number of schools progressing a Mode "STARS" (Sustainable Travel Accreditation and Recognition for Schools) programme** | | NYD | N/A | N/A |

Schools using Mode shift STARS to produce a School Travel Plan — 30

Schools achieving Mode shift STARS Bronze accreditation — 25

Schools attending a CPD training session — 75

This is a cumulative measure and figures show year-to-date performance.

Between April 2021 and June 2021 schools have been working towards their Modeshift STARS Green, Bronze, Silver, Gold and Platinum accreditations The deadline for applications is 31st July. Schools attended Road Stars; Getting Started with Modeshift STARS; Perry Barr Regeneration; Clean Air Cops; Getting Accredited with Modeshift STARS and School Transition CPD Webinars.

TE08	**The amount of publicly available council-controlled parking within the city centre**	500.00%	N/A - Annual measure	N/A	N/A

The 2021/22-year target for this indicator is 5 car parks (i.e. maintain existing provision) and, as it is an annual measure, will be reported at Quarter 4 (June 2022). The reason that it is maintain existing provision at this stage is because the Clean Air Zone is being implemented this year and traffic operation and demand for travel has been significantly impacted by the COVID pandemic.

In future years (2022/23) the intention is to reduce this target to 4 and ultimately, the aim of this indicator is to pursue a gradual reduction in tandem with all the work we are doing to improve access to the city centre by other modes of transport, to reflect that the majority of visitors will access the area by alternative means in future.

TE09	**PLACEHOLDER: Route to Zero indicator set.**		**N/A - Annual measure**	**N/A**	**N/A**

This is a new annual measure with a baseline and target to be established.

Route to Zero measures in performance management framework reported annually next data available October/November 2021.

TE10	**Increased percentage of trips taken by bicycles**	106	**N/A - Annual measure**	**N/A**	**N/A**

This measure is reported annually, and figures show an annual average based on a sample of cycle counters.

This is an annual measure and will be reported at Quarter 4 - (cycle flows have been lower for Quarter1 this year as we had particularly high flows during the first lockdown – so when comparing to Quarter 1 2020/21 we will see lower numbers.

A10: Street Scene and Parks

A10.1: Summary of Q1 Vital Sign KPI data

The table below summarises vital sign KPIs and direction of travel for the Street Scene and Parks Portfolio.

OVERALL STATUS:	Q1 Direction of travel: △ ▽ **Positive**	▶	▽ △ **Negative**	Data not available or not yet due	Total
BLUE	1				1
GREEN	1	2	1		4
AMBER		1			1
RED	1				1
Trend / N.A.				1	1
Total	3	3	1	1	8

A10.2: Achievements, areas requiring attention and barriers to delivery

The box below summarises Q1 performance to highlight what we are doing well, less well, and identifying barriers and risks.

Notable delivery / achievements: Where have we performed well? What are we doing to build on and learn from these?

- The community and volunteer offer was relaunched on 29th March 2021 and is now up and running. As Covid-19 restrictions have lifted, this has enabled more volunteers to become involved. Open days have been held for groups of volunteers to showcase the equipment available; as a result kit has now been delivered, for example, 20,000 blue sacks for litter collection.
- The Future Parks Accelerator (FPA) Programme was extended until May 2022 by the National Trust and Heritage Lottery. The FPA has challenged the way parks are managed and through the next 12 months the programme will explore how the environment can add support to other City Council initiatives. The Council is continuing to work with the Birmingham Open Spaces Forum (BOSF) to identify gaps and to support groups. The £10k seed funding invested with them has generated £98k worth of grants which provides funding for the local friends and parks groups to use to support their activities or for them to use towards a larger bid.
- The FPA is looking at ways to get more people into parks, for example, it is updating its website information so that residents gain a greater understanding of what is on offer in their local parks. Wards differ in terms of the amount of open spaces they have and there is an emphasis being made on looking at what can be done to improve the offer to those wards which do not have high levels of open space.
- The national average for Local Authority use of landfill is 10%. The percentage of waste presented to landfill is still well under the national average (May 2021's performance was 1.85%). The Council is working with Veolia to identify extra disposal options, for example, additional Energy Recovery Facilities. There are also a number of recycling schemes in place aimed at reducing the amount of waste going into the disposal process, for example, a new process for recycling

mattresses provides citizens with the option to recycle their mattress instead of it going to incineration or landfill.

- The procurement process to conclude the City's waste contracts is on target.
- All services have remained operational, for example, grass cutting, street cleansing and refuse collection, however we are still operating in line with Covid-19 restrictions and experiencing localised disruption from time to time.
- In June, we launched a major investment in street cleansing - £7.2 million of spending on a number of new initiatives. These included mobile HRCs, additional crews to clear black bags, doubling the graffiti service, additional funding to support volunteer groups, strengthening the enforcement and recruiting specialist environmental wardens for the wards most blighted by fly tipping.

Delays to delivery / areas requiring attention: *Where is performance off track? What is being done to bring performance back on track in these areas*

- All 74 vehicles within the first phase of the refuse collection vehicle replacement programme have been delivered. The number of missed collections has reduced, however, some collections are being hampered by access issues relating to people continuing to work from home, for example, more cars in roads, often double parked. The Service is working with Highways colleagues to see how we can address this problem. There has also been a spike in refuse collection crew members having to self-isolate owing to younger family members in the same household contracting Covid-19 which is impacting on performance.
- Recycling continues to be a significant challenge this year. Although citizens are sorting and recycling more and the service has collected more kerbside recycling as a result, the increased residual waste due to homeworking, increased online shopping etc., has meant the recycling figure has remained static. The estimated year to date (April 2021 to May 2021) figures of 4,000 tonnes of residual and 6,500 tonnes of segregated recycling are a significant increase on April 2020 to May 2021, but still only around half of the equivalent pre-Covid-19 (April 2019 to May 2019) levels. Kerbside collection tonnages, both residual and recycling, remain higher than pre-Covid-19 levels but show an overall reduction of 7.5% compared to April 2020 to May 2020.

Risks and barriers to delivery

- As described above, Covid-19 related risks continue to provide a challenge to delivery of services, particularly those related to kerbside collection and recycling.
- Recruitment of HGV drivers through our agency is proving very difficult, a problem that is being mirrored across many local authorities across the country.

A10.3: Full list of regulatory judgements and vital signs KPIs

The table below provides full details and Q1 data for regulatory judgements and vital signs KPIs.

Cabinet Member Portfolio: Street Scene and Parks

External Regulatory Judgements	Date of Judgement	Judgement

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

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
SSP01	Level of street cleanliness as assessed by the Land Audit Management System (LAMS)	85.00%	NYD				N/A	N/A

Figures show year to date performance.

This is the 2020/21 Quarter 4/year-end (March 2021) performance, the Quarter 1 2021/22 performance will be available in the next report due to this KPI being reported one month in arrears:

The year-end (April 2020 – March 2021) result is 79.52%, which is slightly below the target of 80.00%, but still within tolerance.

The performance of this KPI has been impacted as the street cleaning service have been supporting the refuse collection services though the current COVID-19 pandemic, which has led to some short-term changes in cleansing schedules as the work had to be triaged due to staff shortages. The in-month Land Audit Management System (LAMS) surveys carried in March 2021 show a decrease in the detritus and litter score, in comparison to the same period last year (81.1 in March 2020 compared to 77.7 in March 2021). The number of reports of fly-tipping on the highway has also significantly increased across all areas of the City and from checking with other councils and the Local Government Association, this has currently been recognised as a country-wide issue.

Government restrictions caused by COVID-19 resulted in a suspension of Land Audit Management System (LAMS) data collection between April 2020 and July 2020, which meant performance data was unavailable during that time period. Surveys recommenced at the beginning of August 2020. This was due to the implementation [trial] of the council's new LAMS audits in 2019/20. Due to the staff shortages as a result of COVID-19 restrictions, the trial was to use the local management teams to help with the LAMS surveys, which were substantively delivered through the Waste Prevention Team, but supported through additional depot resources.

Now that the Government has announced its roadmap, Street Scene is moving back to normal operation. The City is adding to its Street Cleansing effectiveness by recruiting to a new initiative 'Love Your Streets'. These teams will be out working and enhancing the street cleansing activities by engaging with residents to tackle some of the problem areas within the City with the aim to make a positive difference to the street cleanliness.

| SSP02 | Increase Recycling, Reuse, and Green Waste (both with and without bottom ash) | Inc. bottom ash: Excl. bottom ash: | 40.00% | 41.09% (May result) | | ▽ | | 🟩 |

Figures show year to date performance.

KPI reported one month in arrears: The estimated cumulative year-to-date (April 2021 - May 2021) result is 41.09% which has achieved the year-to-date target of 41.00% for this period. The target profile was set to reflect the planned shutdown of the Tyseley Energy Recovery Facility (ERF) in June 2021.

The estimated amount of waste disposed of year-to-date (April 2021 - May 2021) is 80,900 tonnes, of which, an estimated 33,300 tonnes were reused, recycled or composted.

The number of slots that can be booked each hour at the Household Recycling Centres (HRC), taking in to account public safety and COVID-19 related restrictions, was increased,

during April and May. This has resulted in an increase in the amount of residual waste and segregated recycling being deposited at the HRC sites. However, the estimated year-to-date (April 2021 to May 2021) figures of 4,000 tonnes of residual and 6,500 tonnes of segregated recycling are a significant increase on April 2020 to May 2020 figures but still only around half of the equivalent pre-COVID-19 (April 2019 to May 2019) levels.

Kerbside collection tonnages, both residual and recycling remain higher than pre-COVID-19 levels but show an overall reduction of 7.5% compared to April 2020 to May 2020. COVID-19 and the related period of restrictions appears to have changed public behaviour (working from home, increased online shopping, etc.) in a way that impacts presentation of materials for collection by the service. It is not yet clear to what degree these changes will persist going forward. The amount of residual waste processed in Tyseley ERF was 30,788 tonnes and the resulting pre and post incineration metals, and recycled bottom ash contributed positively to the recycling performance.

The estimated year-to-date (April 2021 - May 2021) recycling figure (excluding the bottom ash) is 24.67%.

In 2021-22 the service will continue to make best use of available alternate ERFs that endeavour to recycle their post-incineration ash output.

| SSP03 | Reported missed collections per 100k collections scheduled | 100 | 118 (May result) | ▽ | 🟥 |

Figures show year to date performance.

KPI reported one month in arrears: The May 2021 result is 118 which has not achieved the target of 100. There were 2,071 reported missed residual collections and 1,149 reported missed recycling collections in May 2021. The total amount of individual collections scheduled in May 2021 was 2.81 million. Missed collections are reviewed on a daily basis and tend to be because of access issues, breakdowns and staffing issues. The majority of missed collections were collected before the end of the week. The service has completed a vehicle replacement programme which has replaced part of the fleet with 20 new domestic recycling vehicles and 17 new domestic residual vehicles. It is believed that missed collections, which were the result of vehicle breakdowns, will be reduced now that new reliable vehicles have arrived into the fleet. The replacement programme will continue next year where a budget of £12M has been allocated and also £12M the following year. In late summer, the entire fleet will be fitted with technology that will assist further in reducing missed collections. This in-cab device will provide full details of the round for each crew at a property, including details of which properties require assisted collections. It will also allow crews to make a record of whether each collection was made or if there was a problem such as contamination in the recycling bin. The system will be linked to the website and contact centre so that where crews record an issue with the collection, the citizen will be prevented from reporting the missed collection and given guidance regarding how to rectify the issue. Finally the system will allow depot managers to monitor the real-time progress of crews. This allows action to be taken to ensure rounds are completed each day. The service believes that the use of this device will reduce reported missed collections by up to 50%.The service is also looking at missed collections in relation to crew performance, and identifying repeat missed collections to improve service delivery.

SSP04	Percentage of waste presented to landfill	10.00%	1.85% (May result)		▽	■
	Figures show year to date performance. .					

KPI reported one month in arrears: The estimated year-to-date (April 2021 - May 2021) result is 1.85% which has surpassed the year-to-date target of 16.00%. The target profile was set to reflect the planned shutdown of the Tyseley Energy Recovery Facility (ERF) in June 2021.

It was expected that in the latter part of May 2021, some residual waste would be diverted from the Tyseley ERF to landfill in preparation for the planned shutdown. This did not happen, however, the diversion of tonnage to landfill will still impact performance throughout the shutdown and may also impact performance throughout the recovery phase. The service will continue to minimise the use of landfill where possible. Tyseley ERF processed 30,788 tonnes.

This result is an improvement on the equivalent year-to-date (April 2020 - May 2020) result of 2.21%. This was achieved against a background of continuing high levels of kerbside collected residual waste and an increase in residual waste being deposited at the Household Recycling Centres. In May 2021 no residual waste was sent directly to landfill, the only waste sent to landfill was predominantly post-incineration fly-ash, with some small amounts of rejected recycling materials and asbestos.

In 2021-22, the service will continue to make best use of available alternate ERFs that endeavour to recycle their post-incineration ash output, reducing as far as possible the need for landfill.

| SSP05 | Percentage completed annual tree inspections (according to the 5 year plan) | 100.00% | 20.00% | | ▶ | 🟧 |

This is a cumulative measure and figures show year to date performance.

The year-to-date (April - June 2021) result is 20.0% (13,200) trees surveyed, which missed the target of 20.1% (13,266) by only 0.1%. However, the service is still within the 19.1% tolerance for this KPI. The weather conditions have had an unpredictable impact on the tree surveying year-to-date result, and combined with the high volume of enquiries at this time of the year, these have slightly hindered the result. Moving forward, the weather is expected to improve, and the number of enquiries to drop, which will allow the Surveying Officers to complete more surveys and get back on target next month.

| SSP06 | If you report a tree that is considered dangerous by our qualified Tree Officer, we will ensure the tree is attended to and the area | 100% | 100% | | ▶ | 🟩 |

	made safe within 2 hours					
	This is a monthly measure and figures show in-month performance (i.e. June, September, December, March).					
	All emergency call outs were attended to within 2 hours - there were 23 this month.					
SSP07	**Level of Grounds Maintenance works completed to green space across the City including H&S inspections. The measure will show the percentage of work completed against programme**	95.00%	98.54% (June result)		▶	🟩
	Figures show year to date performance. .					
	The cumulative year to date (April 2021 - June 2021) result of 98.54% has achieved the target of 95.00% set out in the Grounds Maintenance (GM) contract specification. This high performance completion level has been consistent over April, May and June 2021.					
SSP08	**Level of Grounds Maintenance works completed to the specified service standard. The measure will show the percentage of work completed to standard**	95.00%	98.53%		△	🟩
	Figures show year to date performance.					

The cumulative year to date (April 2021 - June 2021) result of 98.53% has achieved the target of 95.00% set out in the Grounds Maintenance (GM) contract specification. The service issued 12 Performance Improvement Notices (PINS) which represents 0.01% of total works. The PINS issued during the Quarter 1 period were mainly for grass cuttings that fell behind schedule, however, the vast majority of GM works issued were completed on time to the required standard.

A11: Commonwealth Games

A11.1: Summary of Q1 Vital Sign KPI data

The table below summarises vital sign KPIs and direction of travel in relation to the Commonwealth Games.

	Q1 Direction of travel:			Data not available or not yet due	Total
OVERALL STATUS:	△ ▽ **Positive**	▶	▽ △ **Negative**		
BLUE	4				4
GREEN	2	7			9
AMBER					
RED					
Trend / N.A.					
Total	6	7			13

A11.2: Achievements, areas requiring attention and barriers to delivery

The box below summarises Q1 performance to highlight what we are doing well, less well, and identifying barriers and risks.

Notable delivery / achievements: Where have we performed well? What are we doing to build on and learn from these?

- Preparations within Birmingham City Council for the B2022 Commonwealth Games continue at pace and on track. The work continues to be delivered across the entire council with a 'One Team' approach, with the majority of work being delivered within Directorates with the support of a small Programme Management function under the Programme Director Craig Cooper.
- Work on the Capital Build for the Alexander Stadium remains on schedule within budget. While the Perry Barr Residential Scheme was descoped as the Athletes Village due to the ongoing effects of Covid-19, it is still recognised as a Legacy development of the Games. To date the Capital Builds (AXS & PBRS) have created 503 jobs, 28,000 work placement hours & upskilled 1483 people
- As part of the Council's preparations for the 2022 Commonwealth Games, a sum of £6m has been set aside to create a Commonwealth Games Community Fund. The Community fund is designed to ensure that BCC maximises the benefits of hosting the Commonwealth Games, for its residents, through enabling all communities of the city to play their part in celebrating the Games and realising the legacy opportunities that are available. The £6m fund has been broken down into these programmes:
- Celebrating Communities & Creative City: Round 1 of Celebrating Communities and Creative City small grants applications closed in June. Both are reviewing grant applications and will open round 2 in September 2021 where a higher volume of applications are expected. Round 1 of Celebrating Communities received over 140 applications, and Round 1 Creative City received 78 applications. Teams are currently analysing data from Round 1 to inform more targeted marketing and engagement in Round 2.
- Stronger Communities: Equalities and Cohesion have contracted and onboarded BVSC to manage the delivery of the Stronger Communities 5 key projects: Heritage Trails, We Made Birmingham, Getting Communities Talking, Peace

Garden and Inspiring Future Leaders. Each project will be advertised for tender and it is expected the first contract will be awarded in October 2021 to commence activity.

- Learning Programme: Education steering group established (led by Cllr Jane Francis) to guide planning of Learning Programme. The OC have established 3 core strategic aims for the learning programme at a regional level and the Community Fund contribution of £500k will focus on enhancing those learning and engagement opportunities for Birmingham residents. The soft launch is due September 2021, with an anticipated launch of school activity by early 2022.
- Physical Activity: projects are progressing, with the Love Explore app managed by Public Health being approved 2/08/2021 and two further programmes being led by Sport Birmingham and The Active Wellbeing Society are in the process of being endorsed by the Legacy and Benefits Committee and the Leader. These will deliver approx. 70 active streets projects, 6-8 Community Games, activities for young people and families across the city, and to set up Sport for All Hubs across the city to support better connection between communities and local clubs.
- The B2022 Organising Committee have agreed to a collaborative approach to volunteering during games time which meets the needs of both the Organising Committee and City Council. The volunteer application process opened on 1 June and closed on 17 August 2021 with 41380 having been submitted. The Volunteer Selection Centre will open at the Library of Birmingham in September.

Delays to delivery / areas requiring attention: *Where is performance off track? What is being done to bring performance back on track in these areas*

- It should be noted that several of the statistics requested will not exist for some time. An example is a request for breakdowns of the demographic nature of Games Volunteers. While applications have been received, all applicants will need to go through a selection process and we will not know the demographics of the selected volunteers for some time and can only offer insight into applicants.
- It should be further noted that some statistics are cumulative and thus can only be fully and fairly assessed at the end of collection as numbers will naturally vary over time for several reasons.

Risks and barriers to delivery

- Delivery of the KPIs below are heavily dependent on other Games partners. Our relationships with other Games partners are very strong, positive and collaborative, hence why this is not a risk or barrier to delivery.

A11.3: Full list of regulatory judgements and vital signs KPIs

The table below provides full details and Q1 data for regulatory judgements and vital signs KPIs.

Commonwealth Games

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
O501	Number of employment opportunities created at Capital Builds (Stadium & PBRS)	Total (Stadium + PBRS) 430 by April 2022	503				△	🟩

This is a cumulative measure and figures show combined year to date performance for Stadium and PBRS.

At the Stadium 28 further employment opportunities have been created taking the total achieved to 191. Of the new employment opportunities this month, 8 are New Entrant jobs (Unemployed/Education and Training/ At risk). This month 4 Birmingham apprentices have operated on site.

At PBRS 78% of the employment target has been hit with 312 having been created. 57 apprentices are on site at present.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
O502	Percentage of local employment at Capital Builds (Stadium & PBRS) within 30 miles	Stadium: 50% PRBS: 60%	26% 73%					

This measure reports performance figures as a quarter on quarter period.

26% local employment at the Stadium is slightly lower than the target because specialist work is currently being undertaken (curtain walling and track and in field) and consequently staff with specialist skills sets are working on site.
The target for PBRS continues to be exceeded.

ID	Key Performance Indicator	Year End Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	DoT	Status
O503	Spend with local businesses at Capital Builds (Stadium & PBRS) within 30 miles Note - contractor						△	🟦

spend at PBRS only

This is a cumulative measure and figures show combined year to date performance for contractor spend at PBRS only.

The target for spend with local businesses at PBRS has already been exceeded. Delivery against this measure will continue.

O504	Work placement hours at Capital Builds (PBRS only)	10,500 by April 2022	28,304		△	■

The target for work placement hours at PBRS has already been exceeded. Delivery against this measure will continue.

O505	People upskilled at Capital Build (Stadium & PBRS)	1,000 by April 2022	1,483		△	■

McLH at the Stadium continues to work with supply chain partners to encourage upskilling and this month the workforce received training, including ACAS Equality and Diversity training, Equality Awareness, social media and modern slavery training, mental health champion course, mental health awareness training and traffic marshal training.

O506	CSR Volunteering hours via Contractors delivering the Capital Builds (Stadium & PBRS)	1,328 by April 2022	1,856		△	■

Some of CSR volunteering have included hours spent at ReadEasy UK Birmingham Central group, which support adults in Birmingham to learn to read and You Matter TimeBank, working on the SHINE@Nechells outdoor shelter project.

O507	Number of Schools and students participating			▶	■

in the learning programme

A region-wide Education Strategic Framework has been agreed & a steering group has been established (led by Councillor Jayne Francis) to guide the planning for the learning programme. Planning will continue over the coming months with programme launch due to take place in schools in January 2022.

O508	Geographic and demographic representation of schools and students in programme			▶	🟩

A region-wide Education Strategic Framework has been agreed & a steering group has been established (led by Councillor Jayne Francis) to guide the planning for the learning programme. Planning will continue over the coming months with programme launch due to take place in schools in January 2022.

O509	School engagement with the Contractors at the CWG Capital builds (CSR)	200 by April 2022	75	△	🟩

The target is for 200 hours of school engagement at the Stadium. 75 has been achieved thus far. McLH's 3 Enterprise Advisors continue to operate across their partner schools and engage with Career Leaders from The Reach, Mayfield and Baskerville School to plan site visits, Construction Career Workshops, work experience opportunities and resource packs. During June each of their Enterprise Advisors have engaged directly with their school to plan activities and attend meetings as part of the Birmingham Career and Enterprise Hub SEND Community of Practice.

O510	Number of community and cultural projects and events held in Birmingham via the funding programmes			▶	🟩

Round 1 applications for the Creative City (culture) and Celebrating Communities (community) small grants programmes have been submitted. These are being reviewed before grants are awarded to successful applicants. Projects and events are due to commence in October, but the majority of activity will take place in 2022. Round 2 will open in September for both programmes.

O511	**Number of people participating in these projects and events**	▶	🟩

Round 1 applications for the Creative City (culture) and Celebrating Communities (community) small grants programmes have been submitted. These are being reviewed before grants are awarded to successful applicants. Projects and events are due to commence in October, but the majority of activity will take place in 2022. Round 2 will open in September for both programmes

O512	**Geographic and demographic representation at these events**	▶	🟩

Round 1 applications for the Creative City (culture) and Celebrating Communities (community) small grants programmes have been submitted. These are being reviewed before grants are awarded to successful applicants. Projects and events are due to commence in October, but the majority of activity will take place in 2022. Round 2 will open in September for both programmes

O513	**Number of Birmingham residents participating in Birmingham 2022 volunteer programme**	▶	🟩

Applications for the Volunteering programme opened in June 2021 and are due to close in mid-August 2021, with interviews due to commence in September. Partners and BCC have been actively involved in using their networks to encourage and support Birmingham residents to apply. As of 15th July, there had been 26,361 completed applications. 20% of these were from the Birmingham LA area.

O514	**Geographic and demographic**	▶	🟩

**representation
of volunteers**

Applications for the Volunteering programme opened in June 2021 and are due to close in mid-August 2021, with interviews due to commence in September. As of 15th July, 20% of the 26,361 completed applications were from the Birmingham LA area. Geographic and demographic analysis can be undertaken when applications close & when volunteer positions are finalised post interviews.

Birmingham City Council
Report to Cabinet

7th September 2021

Subject:	**YOUTH JUSTICE PLAN 2021-2022**
Report of:	**Kevin Crompton,** **Interim Director for Education and Skills**
Relevant Cabinet Member:	**Cllr Sharon Thompson - Vulnerable Children & Families**
Relevant O &S Chair(s):	**Cllr Narinder Kooner - Education and Children's Social Care**
Report author:	**Garath Symonds,** **Assistant Director (Commissioning)** **Education and Skills** **Email: Garath.Symonds@birmingham.gov.uk**

Are specific wards affected? If yes, name(s) of ward(s):	☐ Yes	☒ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference: 008943/2021	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information? If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:	☐ Yes	☒ No

1   Executive Summary

1.1   There is a statutory requirement for every local authority, after consultation with partners, to produce and implement a Youth Justice Plan.

1.2   The plan must set out how local youth justice services are to be designed, resourced and delivered. There is a requirement for the Plan to be submitted to the National Youth Justice Board (YJB) and published in accordance with the directions of the Secretary of State.

1.3 This report recommends approval of the Birmingham 2021 - 2022 draft Youth Justice Plan, provides relevant background and highlights any implications around legal, compliance, and finance.

2 Recommendations

2.1 Cabinet is recommended to note the Birmingham 2021 - 2022 draft Youth Justice Plan and approve submission for consideration to Full Council to adopt.

3 Background

Context for Youth Justice Plan

3.1 There is a statutory requirement in the Crime and Disorder Act 1998, Section 40, for every local authority, after consultation with partner agencies, to produce and implement a Youth Justice Plan.

3.2 The plan sets out how local youth justice services are to be provided and funded. There is a requirement for the Plan to be submitted to the national Youth Justice Board (YJB) and published in accordance with the directions of the Secretary of State.

2020 HMI Probation Inspection

3.3 In March and July 2020, the Service was inspected by Her Majesty's Inspectorate of Probation. In October 2020, the findings of the inspection were published with the Service being judged overall as requires improvement.

3.4 The report made 12 recommendations that inspectors, which would need to be addressed to improve the quality of the Service and would consequently improve the lives of those children who it comes into contact with and better protect the public.

3.5 The Service's improvement plan is directly linked to the findings of the HMIP inspection published in 2020. Twelve recommendations were made within this report, spanning core case practice, strategic activity and governance. As a Service, progress has been made with the expansion of the senior leadership team, the appointment of an independent Chair of the Partnership Board, strengthening of the board membership and additional assurance Board meetings.

Local Context

3.6 Birmingham, the biggest city in the UK outside London, is a diverse, multicultural city. More than half its one million population identified as non-white British in the 2011 census and that figure is likely to be higher in 2020. The latest census figures identify that over 26% (274,135) of the population is under 18 years and 58% of these are from minority ethnic backgrounds. There are approximately 117,000 10-17-year-olds.

3.7 Birmingham is one of the most deprived local authorities in England according to the Index of Multiple Deprivation statistics from 2019.

3.8 In the last 15 years, Birmingham has become more deprived, moving from the 16th most deprived local authority in 2004 to sixth in 2019 and overtaking Sandwell in 2015 as the most deprived authority in the West Midlands. Although many children achieve good outcomes, others face a range of challenges, particularly in terms of their wellbeing and staying safe.

3.9 Analysis of local data for 2020/21 (a different period to the national dataset) has identified that the majority of first-time entrants were aged 15-17, with 43.1% aged 16 or older. 12.5% of first-time entrants were female. The most prevalent offences amongst first time entrants were Violence against the Person, Motoring offences and Robbery.

3.10 Black, Asian and other minority ethnic children accounted for 69.4% of all First Time Entrants compared with 55.0% in the general 10 -17 population.

3.11 Black and Black British ethnic categories are over-represented appearing at approximately twice the rate of their incidence in the general 10-17 population. Furthermore, children from a Black or Mixed ethnicity (108 children) accounted for 38.4% of all first-time entrants while comprising 19.15% of the general 10 -17 population.

4   Options considered and Recommended Proposal

4.1 This is a statutory requirement within the Crime and Disorder Act 1998, Section 40, that every local authority, after consultation with partners, to produce and implement a Youth Justice Plan. As such, there are no alternative options outlined in this report.

5   Consultation

5.1 Between 1 April 2020 and 31 March 2021, 694 children completed self-assessment surveys. The outcome of which has helped to shape and influence partnership and commissioning priorities.

6   Risk Management

6.1 In March and July 2020, the Service was inspected by Her Majesty's Inspectorate of Probation. In October 2020, the findings of the inspection were published with the Service being judged overall as requires improvement.

6.2 The report acknowledged that the period following inspection was a critical time and for a rating of inadequate to be avoided "there must be a high level of scrutiny and a relentless focus on making improvements with pace".

6.3 The implementation Youth Justice Plan will ensure that the "high level of scrutiny and relentless focus" outlined in the report will support making improvements with pace and mitigate the risk of an inadequate rating by Her Majesty's Inspectorate of Probation.

7   Compliance Issues:

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

7.1.1   There is a statutory requirement for every local authority, after consultation with partners, to produce and implement a Youth Justice Plan. As such the plan has not been specifically developed in line with the City Council's priorities, plans and strategies. Notwithstanding this, successful implementation of the plan will support the Council Priorities as set out in the Birmingham City Council Plan 2018-2022.

7.2   Legal Implications

7.2.1   There is a statutory requirement in the Crime and Disorder Act 1998, Section 40, for every local authority, after consultation with partners, to produce and implement a Youth Justice Plan.

7.2.2   The plan must set out how local youth justice services are to be provided and funded. There is a requirement for the Plan to be submitted to the national Youth Justice Board (YJB) and published in accordance with the directions of the Secretary of State.

7.2.3   Section 39 (1) of the Crime and Disorder Act 1998 requires the cooperation of the named statutory partners (Local Authority, Police, Probation and Health) to form a Youth Offending Team, which includes staffing contributions from those statutory partners.

7.3   Financial Implications

7.3.1   The Youth Offending Service partnership's overall delegated funding for 2021/22 is £8,523,071.

7.3.2   The table below sets out the delegated funding sources for 2021/22 as set out in the Youth Justice Plan.

Partner	Staffing	Other Delegated Funds	Total
Birmingham Children's Trust	£3,528,334	£644,327	£4,172,661
Police	£322,000		£322,000
Police & Crime Commissioner	£166,195	£108,805	£275,000
Probation	£152,052	£15,000	£167,052
Health	£253,327		£253,327
Youth Justice Board	£2,106,280		£2,106,280
Other sources of funding	£1,165,251	£61,500	£1,226,751
Total	**£7,693,439**	**£829,632**	**£8,523,071**

7.4   Procurement Implications (if required)

7.4.1   N/A

7.5   Human Resources Implications (if required)

7.5.1   N/A

7.6   Public Sector Equality Duty

7.6.1   The Plan recognises that some ethnic categories are over-represented within the service. However, the plan does not contain any elements that risk being interpreted in ways which could lead to discrimination against a particular group.

8   Appendices

8.1   Appendix 1 – Draft Youth Justice Plan 2021 -2022

8.2   Appendix 2 – Equalities Assessment

9   Background Documents
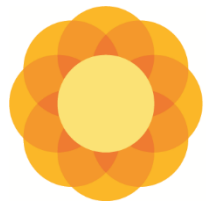
Youth Justice Plan 2021 -2022

Birmingham Youth Justice Partnership

Draft

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008943/2021

Table of Contents

1. Introduction, Vision and Strategy

Welcome to the Birmingham Youth Justice Partnership Plan 2021-2022. This plan has been developed collaboratively with Birmingham's Youth Justice Partnership and has since been subject to expansive consultation.

Across the city we have high aspirations for our children, families and communities. Our ambition is that all children and families achieve their full potential and are supported by a confident workforce, with a common core of knowledge and understanding of children's needs, the importance of building positive relationships and a consistent approach to practice. Achieving our ambition will mean Birmingham is a great place for all children to grow up in and Birmingham Youth Offending Service have a key part to play in this.

In 2020, Birmingham Youth Offending Service was inspected by Her Majesty's Inspectorate of Probation (HMIP). The inspection concluded that the quality of work needed to be improved at pace and gave an overall rating of 'requires improvement'. Whilst these findings undoubtedly presented their challenges, they also provided the partnership with opportunity, and a platform from which innovation and development could be driven forward. In 2020/21 the YOS Partnership Board membership was strengthened, and meetings increased in frequency, providing much needed additional opportunity for scrutiny, support and challenge. I was welcomed as the independent Chair of the Board and the YOS Leadership Team was expanded. This year we will see a creative, and exciting recruitment campaign, further enhancing the services we are able to provide, supporting our ambitions set out within this plan. The Service is in a period of significant reform, with children, families, victims and communities central to this. There is a detailed and robust improvement plan, responding to the inspection findings, that is owned and overseen by the Strategic Partnership Board.

Violence and exploitation within our city remain a concern and is a key priority and challenge for the partnership. We know that nationally there are predictions that youth violence will potentially rise over the summer, a situation many feel has been aggravated by COVID lockdowns, mental health problems and months out of education for our children. Within Birmingham the Youth Offending Service is working closely with the West Midlands Violence Reduction Unit, the Birmingham Community Safety Partnership, the Birmingham Safeguarding Children Partners and others to ensure that the work of the Service is effectively contributing to reducing youth violence and supporting children through taking a public health approach. It is clear, that enforcement as a standalone strategy is insufficient. We must work with compassion, to secure engagement in order to effect change and these principles will be instrumental in how services are shaped within the Youth Offending Service.

Across Birmingham Children's Trust there is commitment to building a practice model that is underpinned by being strengths and relationship based, trauma informed and responsive. Children have been disproportionally impacted by COVID, primarily as a result of the containment measures, leading to social and economic impacts and negative impacts on their emotional and mental health and long-term prospects. This plan is cognizant of that, and the work around the practice model, emphasis on education training and employment and workforce development will ensure that as a youth offending service our colleagues are well placed to support children and families in the right way.

Work to tackle disproportionality, strengthen approaches to risk management, develop services to victims, parents and carers, the review of appropriate adult provision and the development of a robust prevention offer are several of the workstreams that the service will be delivering against this year. This plan sets out an ambitious programme for change, that is supported by all stakeholders.

It is without doubt an exciting time for Birmingham Youth Offending Service and Partnership Board. We have an innovative programme of recruitment and service reform ahead, helping children to lead healthy and happy lives, to be safe from harm, to achieve and to be ready to contribute to adult life.

John Drew

Chair of the Birmingham Youth Offending Service Partnership Board

2. Purpose of the Plan

There is a statutory requirement in the Crime and Disorder Act 1998, Section 40, for every local authority, after consultation with partner agencies, to produce and implement a Youth Justice Plan. The plan must set out how local youth justice services are to be provided and funded. There is a requirement for the Plan to be submitted to the national Youth Justice Board (YJB) and published in accordance with the directions of the Secretary of State.

The principal aim of the Youth Justice System, established by Section 37 of the Crime and Disorder Act 1998, is to prevent offending and re-offending by children aged 10-17 years. Local youth justice services are delivered and managed through Youth Offending Services, which are multi-agency partnerships with statutory representation from local authorities (specifically Social Care and Education), the Police, Probation and Health. The model brings together a range of agencies with expertise in welfare and enforcement practices to improve outcomes. Many of the services are prescribed by statute or policy. Birmingham Youth Offending Service (BYOS) is the largest metropolitan Youth Offending Service in the country and is identified as the most complex by the Youth Justice Board given its urban context. The Service works to achieve the following national youth justice strategic objectives:

- Prevent offending;
- Reduce re-offending;
- Reduce anti-social behaviour;
- Increase victim and public confidence;
- Ensure the safe and effective use of custody.

In support of the national objectives, the board monitors several locally agreed performance indicators:

- Assessment completion;
- Contact frequency;
- Victim engagement and satisfaction;
- Education, training and employment distance travelled;
- Referral to specialist services;
- Black children as a percentage of all first-time entrants and as a proportion of the overall case load of the YOS.

Collectively these objectives contribute to the shared ambition across the partnership for Birmingham to be a great place for all children to grow up in, leading to the following outcomes:

- Healthy, happy and resilient children living in families;
- Families (especially parents, but also children) take responsibility for their wellbeing;
- Children attend, learn and maximise their potential at school;
- Children are ready for and able to contribute to adult life; and
- Children are protected from significant harm.

This plan outlines the governance arrangements, including the role of the Youth Offending Service Partnership Board, which ensures the statutory requirements are met. The Board has responsibility for overseeing the performance of the Birmingham Youth Justice Partnership against national and local outcomes, maximising its collective resources and contributing to wider priorities as set out in Council and partnership plans. The Board also prioritises the quality of core casework through both regular audit and national standards monitoring. Strong partnership working is essential across criminal justice and children's welfare services to ensure improvements in outcomes related to the prevention and reduction of offending by children, public protection and the safeguarding of children. This plan outlines Service performance benchmarked against comparators, outlines the latest evidence on what works and outlines the priorities for 2021 -2022 and has been informed by self-assessment surveys completed by children.

2.1   Context

Birmingham, the biggest city in the UK outside London, is a diverse, multicultural city. More than half its one million population identified as non-white British in the 2011 census and that figure is likely to be higher in 2020. The latest census figures identify that over 26% (274,135) of the population is under 18 years and 58% of these are from minority ethnic backgrounds. There are approximately 117,000 10-17-year-olds.

Birmingham is one of the most deprived local authorities in England according to the Index of Multiple Deprivation statistics from 2019. In the last 15 years, Birmingham has become more deprived, moving from the 16th most deprived local authority in 2004 to sixth in 2019 and

overtaking Sandwell in 2015 as the most deprived authority in the West Midlands. Although many children achieve good outcomes, others face a range of challenges, particularly in terms of their wellbeing and staying safe.

The prevalence and impact of serious organised criminality and related/non-related serious violence across the city remains a concern across the partnership. Second only to Greater London, the West Midlands are the next largest exporters of drugs nationally, with Birmingham responsible for the highest number of 'County Lines' in the region. Children and the community are routinely and significantly affected by exploitation and serious youth violence. A key Community Safety and Safeguarding Children's Partnership priority is to continue to tackle and reduce violence, exploitation, 'County Lines' and the effects on children of urban street gangs and child sexual exploitation.

Section 39 (1) of the Crime and Disorder Act 1998 requires the cooperation of the named statutory partners (Local Authority, Police, Probation and Health) to form a Youth Offending Team, which includes staffing contributions from those statutory partners. The Service must provide the main supervisory elements of statutory youth justice services:

- Assessment and management of risk and safeguarding;
- Effective interventions.

These main elements are achieved through:

- The delivery of Appropriate Adult Services and Pre-Court Interventions, including Cautions and Community Resolutions;
- Support to those children:
  - subject to civil and criminal anti-social behaviour contracts and orders;
  - remanded in custody and local authority care, and those requiring intensive bail support in the community;
  - Subject to court orders managed in the community, including the provision of a lay youth panel to discharge the responsibilities of Referral Orders;
- The delivery of Parenting Contracts and Orders;
- Restorative Justice to support victims of crime;
- Effective and robust sentence planning and delivery of services for children in custody and in the community.

The youth justice system works by addressing risk and vulnerability factors such as: family breakdown, educational underachievement, substance misuse, mental illness, recent bereavement or loss within the family and building resilience as the best way to reduce a child's likelihood of offending and re-offending.

Birmingham Youth Offending Service has five multi-agency area-based case management teams across the city: a city-wide alternative to custody in its Intensive Supervision and Surveillance (ISS) Team; a Court, Bail and Remand Team and a Harmful Sexual Behaviour Team supporting children aged 6 – 17 years. In addition to statutory partners, the Service benefits from co-located specialist staff, including Restorative Practice Workers, supporting victims of crime; Parenting Workers, offering individual and group work support to parents and

carers; an Accommodation Officer; specialist Autism Worker; Substance Misuse Case Workers; Speech and Language Therapists (SALT) and Training and Employment Mentors.

The Service supports and deploys volunteers to support the delivery of the Appropriate Adult service and Referral Order panels.

2.2   Inspection 2020

In March and July 2020, the Service was inspected by Her Majesty's Inspectorate of Probation[1]. In October 2020, the findings of the inspection were published with the Service being judged overall as requires improvement. The report acknowledged that the period following inspection was a critical time and indeed for a rating of inadequate to be avoided inspectors commented how "*there must be a high level of scrutiny and a relentless focus on making improvements with pace*". The report made 12 recommendations that inspectors felt if implemented would have a positive impact on the quality of the Service and would consequently improve the lives of those children who it comes into contact with and better protect the public. Since this time, a robust improvement plan has been developed and work is underway to deliver improvements ensure that the services delivered to children, families and victims are advanced.

This plan sets out the proposals for 2021/22 and a longer-term vision for the Service, that seeks to address the findings from HMIP's published report but also aligns the Service with local and national expectations around working with children in this context. Across the Trust, Council and partnership there is a collective commitment to making improvements and doing better.

3. Governance, Leadership and Partnership Arrangements

Youth Offending Services were established under the statutory provisions of the Crime and Disorder Act 1998. The Act sets out the requirement for local Youth Offending Teams to comprise the four statutory agencies: The Local Authority (including Children's Services), Police, Probation and Health. The primary duty to ensure a Youth Offending Service, and appropriate youth justice services are in place, rests with the Chief Executive of the local authority. The Youth Justice Board later set down requirements for governing Management Boards.

The Birmingham Youth Offending Service Partnership Board currently meets 8 times per year and in 2021/22 an independent chair was appointed, with the Head of Birmingham Probation Service, retaining the role of Deputy Chair.

The Board is primarily responsible for:

- Providing strategic direction and delivering the principal aim of preventing offending and re-offending;
- Determining how appropriate services are to be provided and funded;

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[1] https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/birminghamyos2020/

- Ensuring the effective delivery of services for children through the provision of scrutiny and challenge;
- Ensuring children involved in the youth justice system have access to universal and specialist services delivered by partners and key agencies;
- Ensuring that the services delivered reference the responsibility towards victims of youth crime;
- Providing support to the Service.

Board members comprise representatives of each of the statutory partners, in addition to representation of the Chair of the Youth Bench, a community member and other local partners. The Board reports to the Community Safety Partnership (CSP) and the chair of the CSP is a member of the YOS Partnership Board.

The Youth Offending Service is hosted by Birmingham Children's Trust (BCT). Birmingham Children's Trust exists to make a positive difference for children and families in the city. Formerly Children's Services and run by Birmingham City Council, for a period Birmingham needed to do much more to support disadvantaged children in the city and make sure they were safe.

In April 2018, Children's Services became a Children's Trust to help accelerate these changes. The Trust is owned by, but independent from, Birmingham City Council.

The work is supported by a Children's Trust Board and the Director for Education & Skills (DCS) for Children and Young People, and Director of Children's Services is responsible for ensuring children's social care is effectively delivered through the Children's Trust.

Birmingham Children's Partnership (BCP), established in 2018, is a partnership committed to transforming the system of services and support, and improving the lives and outcomes of children and families. The BCP brings together the local authority, NHS commissioners and providers, the police, voluntary sector, the Children's Trust, plus children themselves, to work together to improve the lives of children and families in Birmingham. The Service is represented within this partnership through the attendance of the Trust Chief Executive Officer. The BCP has developed Birmingham's BIG IDEAS[2] setting out the ambition for all children within the city and the work delivered by the Service seeks to further support this ambition.

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[2] https://www.localofferbirmingham.co.uk/professionals-and-education-settings/birmingham-childrens-partnership/birmingham-childrens-partnership-vision-for-children-and-families/

4. Partnership Arrangements

In addition to the existing partnership arrangements that support the direct work with children and families, the Service is currently represented at several relevant strategic and operational meetings, including:

- Birmingham Children's Partnership
- Birmingham's Fair Access Governance Board
- Birmingham Tackling School Exclusions Partnership
- Birmingham Community Safety Partnership
- Birmingham Safeguarding Children's Partnership
- Birmingham Early Help Partnership
- Birmingham Contextual Safeguarding Board
- Birmingham Preparation for Adulthood Board
- Birmingham Strategic Life Course Board
- Birmingham Prevent Strategic Board
- Multi Agency Safeguarding Hub (MASH) Partnership Forum
- Substance Misuse Strategy and Commissioning Group
- West Midlands Head of Youth Offending Strategic Leads Group

- Birmingham CYP 0-25 Mental Health Transformation Programme Board
- Birmingham Gangs, Violence and Serious Organised Crime Operational Group
- Birmingham Channel Panel
- Birmingham One day One Conversation (child focussed integrated offender management)
- Community Safety Partnership Operational Meeting
- Joint Decision-Making Panel (Partnership response to use of out of court disposals)
- Youth Justice Board Midlands Developing Practice Forum
- YOS/The Probation Service Operational Transitions meeting
- Birmingham Strategic Gangs, Violence and Serious Organised Crime Board
- Birmingham CYP 0-25 Mental Health Transformation Programme Board
- Birmingham Think Family Operational Group
- The West Midlands Violence Reduction Unit Strategic Board
- Integrated Offender Management Strategic Group

These partnership arrangements provide the opportunity to work collaboratively and provide the opportunity to highlight and respond to the specific and often complex needs of children involved with the Service.

5. Resources and Services

The Youth Offending Service partnership's overall delegated funding for 2021/22 is £8,523,071.

Birmingham Children's Trust's contribution for 2021/22 is £4,172,661, this includes £462,214 which funds the Business Support and Services staff. For 2021/22, BCT funding has increased by £200,000 to support the Service on its improvement agenda and £118,491 for staff pay increments. The Trust are funded by Birmingham City Council in the core contract, including for the delivery of YOS services.

For 2021/22 the Youth Justice Board grant allocation has been confirmed at £2,106,280, an increase of £146,512 compared with 2021/22.

Probation, Health and Police partners continue to second staff into the Service.

The West Midlands Police and Crime Commissioner funding has been confirmed for 2021/22 at £275,000. This is underpinned by a detailed spending plan and funding received contributes to the delivery of the Female Gender Specific Programme, Speech and Language Therapy, Knife Crime Prevention, delivered through mentoring provision, Serious Youth Violence Prevention, and therapeutic work with children where harmful sexual behaviour is a concern.

Partner	Staffing	Payments in Kind	Other Delegated Funds	Total
Birmingham Children's Trust	£3,528,334		£644,327	£4,172,661
Police	£322,000			£322,000
Police & Crime Commissioner	£166,195		£108,805	£275,000
Probation	£152,052		£15,000	£167,052
Health	£253,327			£253,327
Youth Justice Board	£2,106,280			£2,106,280
Other sources of funding	£1,165,251		£61,500	£1,226,751
Total	£7,693,439		£829,632	£8,523,071

Other funding sources include Think Family and funding from Birmingham and Solihull Clinical Commissioning Group.

The YOS received a local financial contribution under the Supporting Families programme, £646,862. This allows the service to take a systemic approach to working with children. It enables children and families to remain open on a voluntary basis, once statutory involvement has ended, where ongoing support is wanted, in support of improved outcomes as set out in the Think Family strategy. The service remains committed to supporting this agenda and further embedding the principles into the practice model within the service.

6. Performance and Priorities

6.1 Performance Against the National Youth Justice Priorities

Reducing the Number of First-Time Entrants

First Time Entrants (FTEs) to the criminal justice system are classified as those children (aged 10 - 17), resident in England and Wales, who received their first caution or conviction in a given period. The figures are presented as a number and as a rate per 100,000 of the 10-17-year-old local population. The latest national figures for first time entrants (January – December 2019) identify that Birmingham's performance against this national priority continues to improve year on year. The total number of FTEs between 01 January 2019 and 31 December 2019 was 410 children, a reduction of 9.5% from 453 in

Figure 2: First -time entrants, 2014 – 2019, National dataset

the same period the previous year. Over the same period the first-time entrant rate fell from 378 children per 100,000 to 337 children per 100,000, an improvement of 10.8%.

Figure 1: First time entrants, Jan – Dec 2019, YOT family comparison

The Service is currently performing more poorly than the England and Wales average, though it is similar to other Core Cities and its YOT Family[3].

Analysis of local data for 2020/21 (a different period to the national dataset) has identified that the majority of first-time entrants were aged 15-17, with 43.1% aged 16 or older. 12.5% of first-time entrants were female. The most prevalent offences amongst first time entrants were Violence against the Person, Motoring offences and Robbery.

Black, Asian and other minority ethnic children accounted for 69.4% of all First Time Entrants compared with 55.0% in the general 10 -17 population.

Black and Black British ethnic categories are over-represented appearing at approximately twice the rate of their incidence in the general 10-17 population. Furthermore, children from a Black or Mixed ethnicity (108 children) accounted for 38.4% of all first-time entrants while comprising 19.15% of the general 10 -17 population.

Violence Against the Person was the most prevalent offence category accounting for 146 offences which is 52.0% of all proven offences for first time entrants. Compared with the same period in 2019/20, the category shows a decrease of 5.2%.

In the period, 166 Community Resolutions were issued and though these do not count as substantive outcomes and therefore do not feature in the First Time Entrants figures, they are an informal way to deal with children coming to the attention of the Police for the first time.

Community Resolutions are jointly assessed with West Midlands Police (WMP) at the Joint Decision-Making Panel to identify whether the child and/or their families need additional support provided through the Service's 'Think Family' responsibilities. This includes children who have been excluded from school. 36.7% of children becoming a first-time entrant had an identified special educational need.

Of the outcomes given to first time entrants, 41.8% received pre-court outcomes, 50.5% first-tier outcomes, 7.7% community penalties, and 2.9% were sentenced to custody. As we move through 20/21 and beyond, the Service will be working with colleagues in West Midlands Police and Liaison and Diversion Teams to strengthen our collaborative preventative and diversionary responses to children coming to the attention of the criminal justice system. As a collective, we will build an understanding around each child becoming a first-time entrant, so that we can be assured that this was the most appropriate course of action.

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[3] The YOT families, set by national government, group services that are deemed to be similar in terms of the socio-demographic characteristics of their area. They enable YOTs to benchmark their performance with other YOTs.

Reducing Re-offending

The latest national figures (April 2018 – March 2019) show the Service is performing better than the England and Wales national average and is in the top quartile of all Youth Offending Teams across the country. The Service continues to perform well in comparison with others in its statistical family.

Within this period were 718 children, the largest nationally, with a 35.0% re-offending rate, which was one of the lowest within its statistical family and lower than the England and Wales average.

However, there is more work to do. In 2021/22, one of the Service's key priorities will be to establish a local re-offending cohort so that we are better able to monitor and understand children's reoffending in a timelier manner and in a way that supports the meaningful development of practice to support a child's move away from offending.

An analysis of Birmingham children shows that those who re-offended were more strongly affected by the following risk factors than those who did not re-offend:

1. Lack of commitment including truancy;
2. Living in families under stress due to criminality, substance misuse, mental health issues;
3. Special Educational Needs;
4. Children in Care status;
5. Having a large number of previous outcomes;
6. Young people at risk of gang affiliation

A public health approach to tackling the root causes of a child's offending is required. In response, the service:

- Commissions dedicated education mentors to break down barriers and support engagement and attendance
- Works systemically with children and their families, including support of Parenting Officers

Re-offending Rate per 100,000: Apr 2018 to Mar 2019 cohort
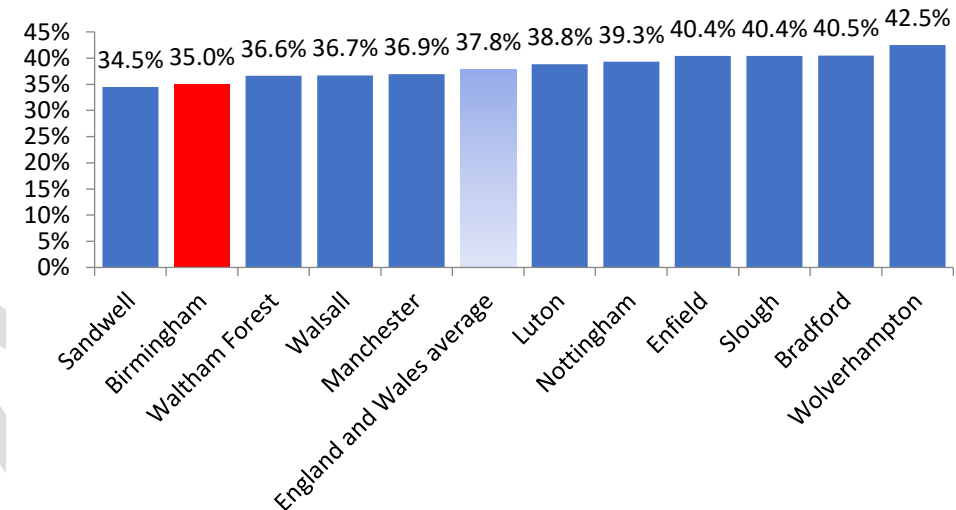
Figure 3: Recidivism, Apr 2018 -Mar 2019 cohort, YOT Family comparison

- Is supported by dedicated Aquarius substance misuse workers, Forward Thinking Birmingham Nurses and Speech and Language Therapists
- Commissions specialised mentoring around knife crime prevention and those children who are gang affiliated

It is clear from the data that children in care are over-represented across the service. In 2021/22, plans to tackle disproportionality will be progressed across the partnership. The Service will work with colleagues across west Midlands Police and the Trust, including the corporate parenting board, to consider how we seek to reduce the unnecessary criminalisation of children in care. As part of the plan to tackle disproportionality there will be scrutiny around each first-time entrant to understand the root causes of this and take appropriate actions.

Reducing the Use of the Secure Estate

This indicator compares the number of custodial sentences against the 10 –17-year-old population of a local area.

Birmingham has a higher rate of custodial sentences than the national average, although within the range of other Core Cities. Whilst it is positive that the number of children sentenced to custody in Birmingham has decreased, from 66 in 2019/20 to 40 in 2020/21, this remains a priority for the Trust and Service and features within the improvement plan.

In 2021/22 a system will be developed to allow for the scrutiny of each child entering the secure estate. This will allow for a learning review of each child and will critically include the quality of pre-sentence reports, including victim work. The work to strengthen the prevention offer delivered by the YOS, will support this priority, as will the work to tackle disproportionality across the system.

The latest national data for custodial sentences (April 2020 – March 2021) shows the Service is performing worse than the national average and worse than most other members of its statistical family.

Rate per 1,000 of the 10-17 population

Area	Rate
Slough	0.06
Bradford	0.10
Waltham Forest	0.12
England and…	0.13
Sandwell	0.14
Walsall	0.17
Luton	0.17
Wolverhampton	0.20
Enfield	0.31
Manchester	0.39
Birmingham	0.40
Nottingham	0.57
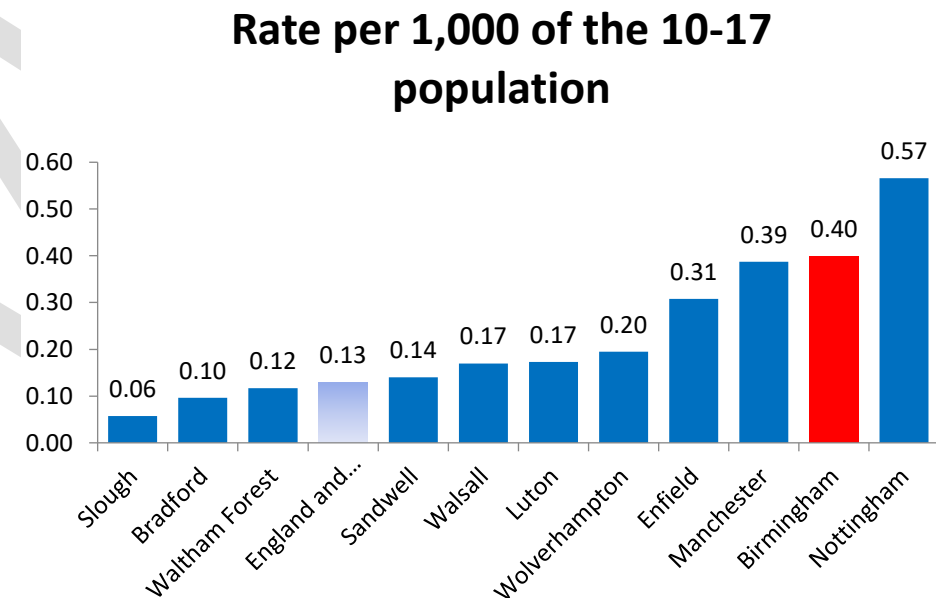
Figure 4: Custodial sentences, April 2020 – March 2021, YOT family comparison

The majority (64%) of young people sentenced to custody were aged 16-17. Boys of either Black or Black British ethnicity or dual heritage backgrounds remain over-represented in comparison with the general population. Black, Asian and other minority ethnic children accounted for 75.8% of all children receiving a custodial disposal compared with 55.0% in the general 10 -17 population. 3% of those sentenced to custody were female.

Violence Against the Person is most prevalent offence category accounting for 40 offences which is 34.2% of proven offences. Compared with the same period in 2019/20, the category shows a decrease of 47.4%.

Further work is required, through the disproportionality taskforce to ensure that we strengthen our understanding of our practices across the partnership. It is only then, that as a partnership, we can begin to educate and challenge disproportionality where it is evident within the system.

Remand Bed Nights

The Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012 introduced a new remand framework for 10- to 17-year-olds in December 2012.

A remand to youth detention accommodation is currently to either: a secure children's home (SCH); a secure training centre (STC); or a young offender institution (YOI).

Between 01/04/2020 and 31/03/2021, a total of 61 children were remanded to the secure estate, representing a decrease from 74 in the previous year (17.6%). However, what is clear is that in 2020/21, children on average spent longer held on remand: much of which is explained by the COVID-19 pandemic and the restricted court time due to the lockdown. In 2020/21, 61 children spent a total of 5316 nights held on remand (average of 87 nights per child) in comparison to 74 children, spending 4767 nights in custody in the previous year (an average of 64 nights per child).

In 2020/21 children placed in SCHs spent a longer period of time (66.4 days) compared with STCs (48.0 days) and a shorter period of time than YOIs (92.1 days). By establishment type, the figures for 2019/20 were 44.2 for LASCHs, 18.6 for STCs and 64.2 for YOIs.

Of the 61 young people remanded during the period 26 (42.62%) were Children in Care at the time of the remand. A further 4 were previously a Child in Care. 35 young people (57.4%) gained Child in Care status as a result of their remand.

As a Service we are committed to reducing the use of the secure estate and tackling the over-representation of Black, Asian and other minority ethnic children in the secure estate. Various actions are contained within the improvement plan in support of this and critically, the implementation of a learning review, post every child entering the secure estate, will help us to understand, shape and improve practice and performance in this area.

6.2   Performance Against Local Indicators

Education, Training and Employment

The engagement of children into positive education, training and employment (ETE) is a clear protective factor and contributes significantly to the reduction of further offending. It is a priority objective for the Service.

A number of our children are disengaged from the academic GCSE education provision and struggle to cope in the larger classroom environment. This is not uncommon within the Youth Justice arena. Within Birmingham we have a disproportionately high number of children with Education Health and Care plans and special educational needs (SEN) open to the Service. In June 2021, 44% of children open to the service had either an EHCP or SEN. In addition, we have a considerable number who have not had their educational learning needs identified, often due to sporadic or non-attendance. The service has responded in several ways. Across the city Speech and Language Therapists provide assessments, diagnostic reports, deliver interventions of support and support Case Managers in their work. This is a valuable resource to help us better understand the learning needs of those who may previously have gone under the radar.

The Service's ETE Engagement strategy continues to use, at its core, the deployment of dedicated ETE mentors across the city. This is combined with the offer of highly supported and enhanced curriculum vocational provision and skills development opportunities. These are delivered either one to one or in small nurture groups, to help prepare children for ETE re-engagement. This provision includes:

- Music Recording Studio;
- Functional Skills support;
- Construction, Motor vehicle;
- Landscaping / Estate Improvement;
- Boxing, Sports Leaders Award;
- Health and Social Care;
- an Entrepreneurial provision.

Funding from the Birmingham Community Safety Partnership (BCSP) has helped us to offer this provision as a catalyst to re-engage children. The outcomes of the ETE Re-engagement programme during 2020/21 not only improved engagement in ETE but had a dramatic effect on reducing re-offending. Out of the 22 who engaged, only 1 had re-offended as of 31st March 2021 (project end date). On the back of this success continuation funding has been provided by the BCSP for 2021/22.

In addition, the Service has successfully launched the "Skill Mill"[4] employability scheme during 2020. This scheme provides 32 employment opportunities for our children over the next 4 years. This supported employment offer provides a route out of offending for some of our most complex children.

The Service recognises the need for a targeted offer for those with specific barriers and needs and in response we continue to fund Barnardo's to provide a specialist autism mentor. We also utilise a range of gang specialist mentoring providers to support our children who are sadly gang-affiliated or have been exploited for "County Lines".

The Service has secured a range of externally funded mentoring options that supports ETE re-engagement. This includes sports based mentoring programmes from Aston Villa FC, Violence Reduction Unit (VRU) funded resettlement mentors from Phoenix United CiC and from July 2021 mentoring support from Catch 22 for those trying to move away from gang influences. In addition, we continue to benefit from having dedicated Post 16 ETE Intervention Workers based with the Service via the European Social Fund (ESF) Youth Promise Plus initiative. This mentoring support combined with access to our re-engagement provision, provides a fantastic opportunity for many of our children to re-engage and thrive as we tailor this offer so their needs can be met. However, our funding only enables us to offer this provision part time as an interim solution.

To help track and monitor the educational offer and engagement for our young people, the Service, alongside it's partners, is developing a "Virtual School" concept. This will entail keeping a school register that will identify clearly any child who does not have a school place and highlight those who are disengaged from their school offer. This will and is helping us to collaboratively develop and implement a strategic and operational response to improve school engagement and ensure no child will be without a school or alternative provision offer. As a result of this more intensive tracking, the numbers of children identified as without a school place have reduced significantly. Most notably at the end of June 2021, all children known to YOS and in the community had a school place, albeit across BYOS and Education and Skills departments, there is a shared commitment to driving up attendance and engagement. This is strengthened and evidenced by the regular joint review of children's education placements and the addition in 20-21 of the Head of Service for Schools Admissions and Fair Access, Education and Skills Department to the BYOS Partnership Board, bringing much welcomed scrutiny and support around this area. In addition, support for the PRUs is being increased with staff from the Service being utilised to support the work of the Pupil Referral Units.

The Service continues to play a key support role in influencing the provision and ETE landscape in Birmingham, supporting the work of SENAR and the Education and Skills Directorate.

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4 https://www.theskillmill.org/

Assessment Completion

A local target has been identified and is monitored and reported, to ensure that all children's assessments are completed and reviewed within prescribed timescales. This is critical to ensuring the planning for and the delivery of work is informed by a good understanding of the needs in the case and can commence before a child becomes disengaged. At the same time as driving up compliance with this target, the Service's quality assurance and audit process provides an ability to measure assessment quality.

In January 2021, the average performance across the Service was 49.7% which has improved to 81.9% at the end of June 2021. Stretch targets will be set in 21-22.

Contact with Children

The contacts between our staff and our children are a fundamental aspect to the work. We know that through building trusted, safe and secure relationships with our children, we are better placed to identify needs, secure engagement and work to help guide children away from offending. As a service it is essential that we understand and are assured that we are working alongside our children as their assessment tells us they need.

This indicator measures the percentage of our children who are being seen in line with the 'Scaled Approach' guidelines for contacts. Where this is not happening, the Leadership Team have the information to enable them to pick up conversations where required, so that swift action can be taken to address this.

In January 2021, the average performance across the Service was 65.9% which has improved to 75% at the end of June 2021. The Service has a set target of 90%.

Victim Engagement and Satisfaction

This is an area that is identified as requiring improvement and this local indicator will support change.

At the beginning of 2021, the average performance across the Service was that 39.3% of identified victims were contacted. Of those responding in terms of their satisfaction, 80% were "satisfied" or "very satisfied" with the support they had received. At the end of June 2021, this had improved to 59.1% of identifiable victims contacted with 66.6% saying they were "satisfied" or "very satisfied".

As a service we are fully committed to ensuring that every identifiable victim, who has consented to being contacted, receives an offer from Birmingham Youth Offending Service. In 20/21, the Service will be recruiting to a Restorative Practice and Victim Coordinator, who will be driving forward developments in this area, including:

- Strengthening systems so that we receive high quality information from WMP ensuring consent is sought in every case, and where unclear, Police colleagues revisit this;
- Developing robust internal policies and procedures, that ensure a consistent response is delivered to victims across the city

Referral to Specialist Services

Birmingham YOS is truly multi agency and there is access to a range of internal and external specialist practitioners, commissioned services and pathfinder projects. The expectation is that appropriate services are explored and accessed where a need is identified. We know that many of the children in the youth justice system have often experienced adversity, trauma and have unmet need and experience inequality, including for many poverty, poor health and absence of opportunity.

The Service monitors the involvement of specialist practitioners cross-referenced against identified needs from Asset Plus. Currently, this is restricted to Substance Misuse and Mental Health provision with Speech and Language being added in 21-22.

In January 2021, 10.2% of children's case files had a recorded involvement with a specialist provision where it had been identified in the Asset Plus assessment. At the end of June 2021, this had risen to 61.5%.

Disproportionality of Black Children in the Youth Justice System

We know that children from Black and other minority ethnic groups are over-represented within the criminal justice system with clear evidence of the extent of this across Birmingham. Children from these ethnic groups account for a disproportionate number of those arrested, and this over-representation continues and is evident at every stage of the justice system. The Service and its partners are committed to reducing this over-representation, with a vision that the incidence of each ethnic group is proportionate to its incidence in the general 10 -17 population.

Work is on-going to ensure alignment with the Trust's Equalities and Diversity Action Plan whilst ensuring that the wider context of the criminal justice system is considered. A disproportionality taskforce has been established and is developing a multi-agency action plan for 2021/22 which will support this priority in the Service's wider Improvement Plan.

How we Measure Performance and Quality

The Youth Offending Service performance framework has recently been strengthened to support individual teams, case workers and managers to deliver the best possible service to children and their families. Several individual strands underpin this and are supported by the Service's Performance Improvement Framework and case management system:

1. Weekly reports for individual case workers and managers, identifying pending and outstanding assessments, plans and reviews;
2. Weekly team briefings for team management and staff to identify actions addressing priorities for the coming week;
3. End-of-week performance roundups to look at data, identify blockages and set priorities;
4. Monthly service-wide performance Improvement meeting;
5. Monthly case file audits;
6. Learning from Strength and Difficulties Questionnaires (SDQ);
7. Learning from feedback from children and families;
8. Learning from victims of crime;
9. Learning from Thematic inspections and serious incidents.

The Service contributes to the Birmingham Community Safety Partnership Strategic Assessment and the West Midlands Combined Authority Strategic Needs Assessment. The Service contributes data to the city-wide Children's Services data-sharing hub (Sentinel) which brings together, cleans and matches data from the Care Director (Youth Offending), CareFirst (Social Care) and Impulse (Education) case management systems to provide a holistic 'single view' of a client's interaction with the numerous services.

6.3   Our Children and Families

In the period 01/04/2020 to 31/03/2021, the Service worked with 750 children subject to court ordered programmes and Youth Conditional Cautions. This compares with 844 children in the previous year. Though the overall number has fallen, there has been a rise in the proportion presenting with complex needs and high-risk behaviours requiring a more intensive approach and interventions. 194 children were supported whilst subject to anti-social behaviour disposals and specialist interventions such as: harmful sexual behaviour (6-17 years) and funded preventative programmes. In addition, 31 victims of youth crime were offered a service and 155 Community Resolutions were triaged. Additionally, the Service has supported 24 children on court orders who are the responsibility of other local authorities but are placed in Birmingham under caretaking arrangements.

The Service has adopted a whole family response under the city's 'Think Family' approach, conducting a systemic assessment of the child within the context of their family. Across the Service, many practitioners and managers have been trained in 'Working with Complex Families (Level 4, City and Guilds)', to promote a consistent approach across the city. The Service benefits from a range of disciplines through seconded

officers (mental health, substance misuse, education link mentors, speech and language, probation and police) and this allows for creative support and access to opportunities for all family members.

Assessing and Addressing Need

Assessing children in the youth justice system requires the consideration of the wider social context of the child's behaviour and of the fundamental importance of trusted professional relationships as a medium for change. The Youth Justice Boards 'Child First' vision, was further reinforced by the publication of the Punishing Abuse Report in February 2021, commissioned by the West Midlands Combined Authority and the West Midlands Police and Crime Commissioner. This report set out the results of an action research project designed to discover the extent of abuse and other adversity for a diverse range of children known to Youth Offending Teams in the West Midlands.

The report highlighted the systemic failure to meet the needs of children encountering the criminal justice system and made a series of recommendations for reform. The report emphasised the impact of abuse, loss, trauma and attachment difficulties and recognised the wide-ranging and often complex vulnerabilities of children known to Youth Offending Services. It is these very children who are regularly punished for behaviours that are intrinsically linked to their childhood experiences, which for many is completely outside of their control.

Assessing and responding to need on an individual and child first basis and taking on board the relevant findings from the punishing abuse report is a clear priority for the Service.

Our work with children includes personalised interventions to remove structural barriers, including exclusions from education, training and employment. It promotes engagement with the wider social context especially the family but also peers, schools, colleges and work, creating opportunities, enhancing social inclusion and promoting individual change, aspiration and sense of hope.

'Asset Plus', an assessment and planning framework, implemented nationally by the Youth Justice Board, contains materials premised on desistance theory and the practical application of desistance. Use of this framework allows for the personalisation of support for children and this is supplemented by a range of assessments, services and interventions informed by research and best practice. These include: Asset Plus, AIM2, Triple P Positive Parenting Teen; Multi Systemic Therapy; Restorative Justice; Family Group Conferencing; Good Lives; Cognitive Behavioural Therapy; Dialectical Behaviour Therapy; Female Gender Specific Interventions and trauma informed approaches. Asset Plus categorises the risks to a child and the risk that they pose in 4 broad categories (Low, Medium, High, Very High) and sets out an indicative level of intervention (Standard, Enhanced, Intensive) to meet the assessed need.

Between 01 April 2020 and 31 March 2021 694 children completed self-assessment surveys. The information these provide the service help to shape and influence partnership and commissioning priorities:

- 406 (58.5%) get angry and lose their temper.

- 291 (41.9%) admitted to truanting from school.

- 117 (16.9%) wanted help with writing.

- 58 (8.4%) reported living with others who got into trouble with the police.

- 27 (3.9%) drank alcohol too much and 36 (5.2%) used drugs too much.

- 313 (45.1%) had friends who got into trouble.

- 257 (37.0%) had lost someone special from their life.

- 102 (14.7%) wanted help with reading

- 47 (6.8%) had thoughts about hurting themselves and 40 (5.8%) had thoughts about killing themselves.

Our aim is to work alongside children and families, within a model underpinned by relationship-based practice which is fundamental to the effectiveness of our work.

Birmingham Children's Trust is currently developing a practice model that will define key principles and ways of working with children, families, carers and communities. As a Trust there is a clear commitment to child-centred practice, with a focus on keeping children safe, meeting their needs whilst at the same time involving parents, or carers, and wider family members. The vision is that involvement should always be collaborative and reflect the expertise and resources of families and local community networks and this will span the Service.

Identifying, Managing and Reducing risk

Criminal exploitation, including "County Lines" and gang affiliation, are complex and developing areas of youth justice, social work and family support practice. Protecting children from risks outside the family home requires a creative, often different partnership approach. Children at risk of, or being, criminally exploited or those affiliated to gangs are generally influenced by their peer group and adults external to the family network. A response is needed that addresses these extra-familial contexts including disrupting the exploitation.

Research tells us that many children may not recognise their experience as being abusive or exploitative. However, many want to end their association with this activity but continue because of coercion and threats to them or their families and many are unable to communicate this to professionals or their families. The most effective method to prevent children becoming involved in gangs and/or criminal exploitation is early identification. Intervening early to help children make positive life choices and distance themselves from gang-related activity. Birmingham's 'Right Help Right Time' guidance and front door arrangements (CASS/MASH) have been strengthened to recognise the potential harm for children.

'Contextual Safeguarding' is an approach to understanding, and responding to, children's experiences of significant harm beyond their families. Traditional approaches to protecting children from harm have focussed on the risk of violence and abuse from inside the home, usually from a parent/carer or other trusted adult and don't always address the time that children spend outside the home and the influence of peers on a child's development and safety.

Contextual safeguarding recognises the impact of the public and social context on children's lives, and consequently their safety. Contextual safeguarding seeks to identify and respond to harm and abuse posed to children outside their home, either from adults or other children. It is an approach that looks at how interventions can change the processes and environments, to make them safer for all children, as opposed to focussing on an individual.

In 2020 Birmingham Children's Trust broadened the reach of their safeguarding response through the development of the multi-agency EmpowerU Hub model, providing a robust response to contextual safeguarding. The Service has established effective working relationships with the Hub and work is underway to explore the co-location of staff within this hub. The EmpowerU hub coordinates the response to children missing, holds daily briefings examining critical incidents, promoting the sharing of information across the partnership, coordinating and assisting with immediate safety planning and leading on disruption planning meetings, where needed.

Safeguarding

The growing complexity of those children encountering the service is evident from the data presented. As those children assessed as 'Low' safety and wellbeing is falling, we are seeing a rise in those children assessed as medium or above.

BCT's Children's Advice and Support Service (CASS) is a multi-agency front door using the principles of Right Help, Right Time. The Youth Offending Service provides daily support to CASS which has improved:

- Timeliness and quality of YOS safeguarding referrals;
- A greater understanding around Remands to Local Authority Accommodation and Youth Detention Accommodation for colleagues in other services;
- An Increase in early partnership referrals to the YOS Harmful Sexual Behaviour Team;
- YOS attendance at strategy discussions and meetings;
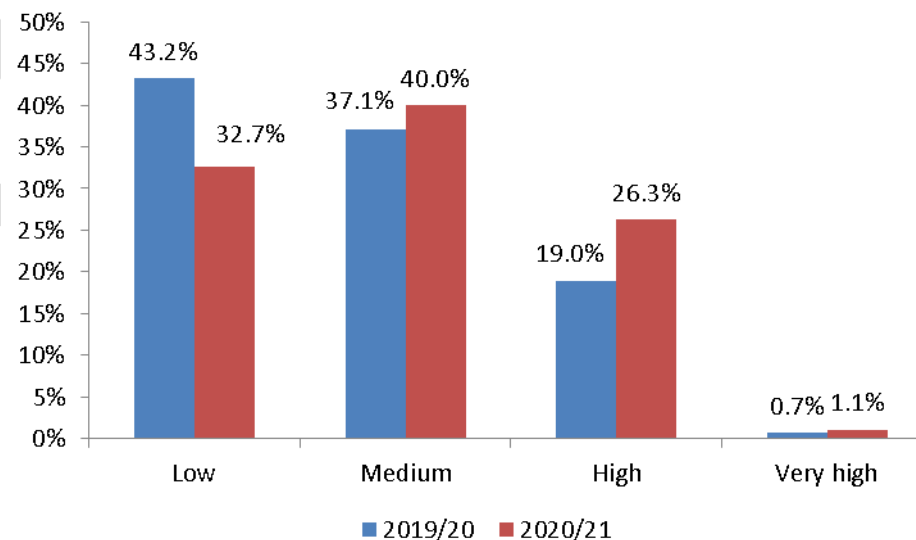
Figure 5: Assessed level of risk to safety and well-being, comparison 2019/20 - 2020/21

- Understanding changing threats and risk, including child criminal exploitation and child sexual exploitation
- understanding around the factors related to desistance in strategy discussions
- understanding around YOS assessments and interventions

Within the Youth Offending Service all children are screened for issues of safety and well-being. Between 01/04/2020 and 31/03/2021, 750 children were assessed for safety and well-being compared with 844 children in the previous year. 505 (67.3%) children were identified as at a having medium or high vulnerabilities, requiring an enhanced response to mitigate these, compared with 56.8% in the previous year. The proportion of those assessed with 'High' or 'Very High' vulnerabilities increased to 27.3% in 2020/21 compared with 19.67% in 2019/20. Responses include referrals to Children's Safeguarding Services, Child and Adolescent Mental Health, intensive family and mentoring interventions, increased offender management and intensive interventions, and substance misuse and alcohol treatment services.
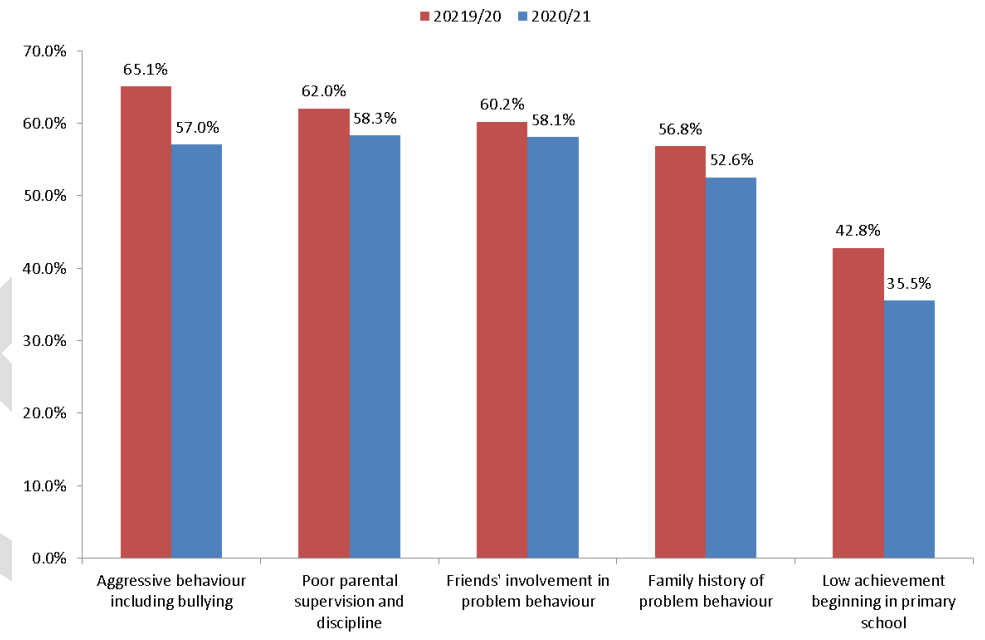
Figure 6: Significant risk factors, comparison 2019/20 – 2020/21

During the period April 2020 – March 2021, there were several recurring risk factors within children's Asset Plus assessments. 5 risk factors were identified as each, in turn, affecting over 40% of the young people

Tackling these factors, alongside strengthening protective factors helps to support children to avoid further offending and helps to mitigate the effect of static risk factors and those which are more difficult to change. Of the children assessed between April 2020 and March 2021, 83.2% of those assessed were judged to have at least one protective factor.

Public Protection
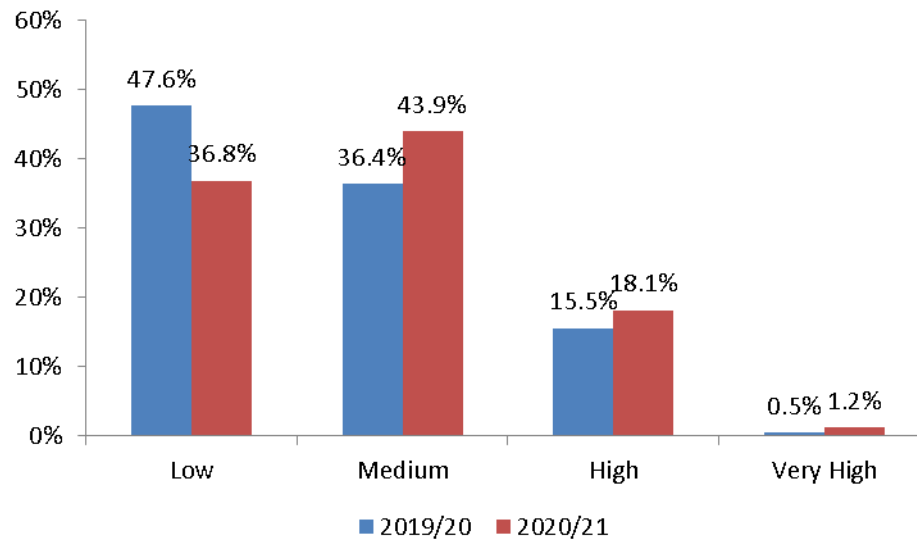
Figure 7: Assessed level of Risk to others, comparison 2019/20 – 2020/21

The Scaled Approach lays down, within National Standards, how each child is set an 'intervention level' and the levels of contact that each child subject to a court order will receive. This is regularly reviewed within the 'Asset Plus' framework. 2020/21 saw an increase in the proportion of children within the Service's caseload assessed on the Enhanced level of intervention compared with 2019/20. Those children requiring an Intensive level of intervention remained static. Those on an Enhanced and Intensive level require higher contact levels than the Standard intervention level.

Integrated Offender Management (IOM) brings a cross-agency response to the crime and reoffending threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working

The management of children subject to court orders is a key responsibility of the Youth Offending Service. Those children assessed as posing a higher risk to the public are subject to a more intensive multi-agency approach.

The Youth Offending Service continues to lead and chair local Risk Panels to discuss those children assessed at medium to high risk of reoffending, harm and vulnerability. This allows the Service to co-ordinate services for the child to reduce risk and vulnerability.

The Service is responsible, within the Asset Plus framework, for completing assessments of the risk posed by children and co-ordinates robust multi-agency plans for these children. Compared with 2019/20, 2020/121 saw 474 (63.2%) assessed as medium or high risk to others compared with 442 (52.4%). There has been an increase in the proportion of children assessed as high or very high risk to others from 16.0% to 19.3%.
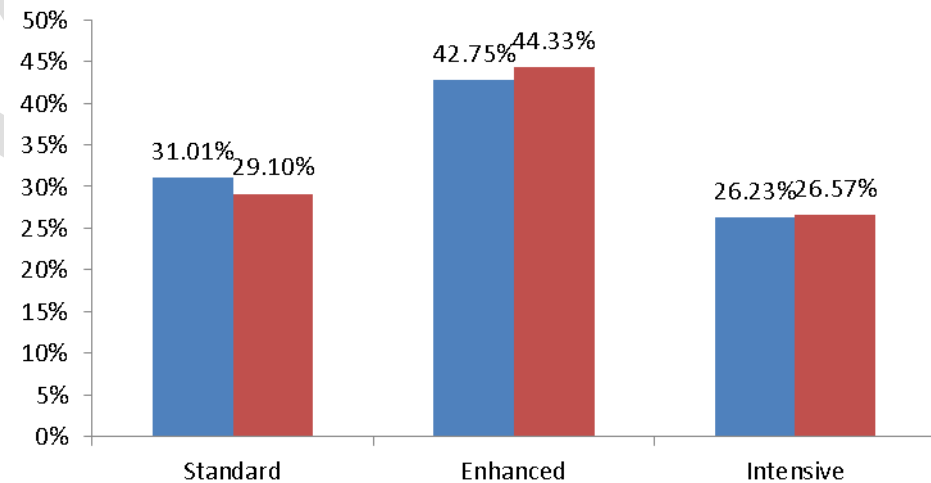
Figure 8: Intervention levels, comparison 2019/20 – 2020/21

together. The Youth ODOC ("One Day One Conversation") case management meeting is steered within a pan-Birmingham Strategy in line with adult offender management but recognising the differences in managing the risk of children and children. Police Youth Offender Managers are closely aligned to the Service and work in partnership alongside YOS case managers with those children who require more intensive engagement and management.

The Multi-Agency Public Protection Arrangements (MAPPA) are a key part of the government's strategy in protecting the public and are intended to help manage the risks presented by those individuals committing serious violent and sexual offences. The four key functions of MAPPA are to:

- Identify all relevant individuals;
- Complete comprehensive risk assessments that take advantage of coordinated information sharing across agencies;
- Devise, implement and review robust MAPPA management plans;
- Focus available resources in a way which best protects the public from serious harm.

In every child's case and as part of the risk assessment, the Service considers the need for MAPPA in the management of risk to the public. All Asset Plus assessments are subject to management oversight, and this, alongside the case management data, supports the accurate identification of those children relevant under these arrangements.

Children in Care

National research has concluded that children in care are disproportionately represented in the criminal justice system and recommends the use of restorative justice as an alternative form of behaviour management for minor offences. The latest Local Authority returns identified that 31 (3.2%) of the 962 children aged 10 or older who had been looked after for more than 12 months had a conviction or were made subject to a youth caution during the period 1st April 2019 - 31st March 2020, a reduction from 46 (4.6%) out of a total of 979 children in 2018/19. This compares with the national average of 2.9% and has been supported by Police and Crown Prosecution Service practices to reduce criminalisation of children in care for minor offences such as criminal damage.

Children in Care are an especially vulnerable group and their prevalence in the youth justice system is regularly monitored and reported upon. 71 children were currently or had previously been looked after at the point of receiving a substantive outcome in 2020/21.

Children with a history of being looked after were more likely to be sentenced to custody, with custodial sentences comprising 9.8% (8 children) of all children in care sentenced. Despite this, children with a history of being looked after only constituted 3.6% of First Time Entrants during the period. Of the 61 children remanded during the period 26 (42.62%) were Children in Care at the time of the remand. A further 4 were previously a Child in Care. 35 children (57.4%) gained Child in Care status as a result of their remand. These 26 children accounted for 2158 (40.6%) of the 5316 bed nights in 2020/21.

Serious Incidents Procedures

In May 2018, the requirement for Youth Offending Services to notify the Youth Justice Board of all serious incidents was abolished. Instead, locally youth justice services are required to ensure that there are clear pathways to identify and review relevant safeguarding and public protection incidents.

Whilst the Youth Justice Board will be reinstating a requirement for YOTs to notify from 2022/23, in 2021 the Service has conducted a full review, with the Safeguarding Children Partnership, of internal processes to ensure a robust and appropriate response. It has further been agreed that the Service will take part in the voluntary notifications to the YJB for the remaining part of 2021/22.

Whenever there is a serious safeguarding or public protection incident involving a child, it is imperative that YOS liaise with partners to ensure:

- relevant professionals are aware of the incident and
- immediate action is taken to promote the welfare of the child and take steps to safeguard others.

It is vital that we understand the circumstances of the incident and any learning or improvements in the case are identified, action is taken, and learning is appropriately shared.

The relevant reportable incidents fall under two criteria as follows:

Safeguarding – Where a child:	Public Protection – Where a child is charged with:
Dies	Murder/Manslaughter
Attempts suicide with intent to end life	Rape
Is the victim of rape (where allegation has been made to the Police)	A Multi Agency Public Protection Arrangements (MAPPA) Serious Further Offence when the child is **already** subject to MAPPA
Is the victim of sexual abuse or exploitation	A Terrorism related offence
Has sustained a life-threatening injury or serious / permanent impairment of health and development	

In all cases the Service will conduct an internal learning review. The purpose of this is to provide the opportunity to reflect, identify good practice and learning to improve practice and service delivery. The findings should inform any external statutory review and will support the creation of a learning culture within the Service.

In all internal reviews, the author will examine any factors in the child's life that could have helped to predict that the incident might occur, what measures have been taken to reduce the likelihood of the incident being repeated and the quality of practice evident within the case, including management oversight. Where appropriate, we will work alongside the child and their system to understand their views of the incident, their involvement with the Service and what needs to happen to ensure as best as we can that there is no repeat incident.

The Service's Partnership Board will receive quarterly reports on serious incidents in the period with a summary of findings and actions.

6.4   Priorities

Capturing the key priorities for the Service is essential. As a partnership we are attempting to navigate the findings of the YOS HMIP inspection in the context of the challenges the city faces and the partnership responses to this. The Service Improvement Plan is robust, and captures the activity linked to each of the HMIP recommendations, alongside those actions arising from internal audit and review, broader HMIP Inspections, Serious Case Reviews and Safeguarding Children Practice Reviews. The key priorities for the Service in 2021/22, expanded later in the report, are:

- Reviewing and enhancing the Service prevention offer across the partnership;
- Developing robust approaches to effective multi agency risk management;
- Ensuring practice is of consistently high priority;
- Responding to disproportionality where it exists across the service;
- Workforce Development; Including a programme of restorative practice training across the Service;
- Ensuring that services to victims are considered in all cases and are delivered well;
- Developing a Birmingham YOS identify, culture and vision that secures consistency across the city and promotes best practice.

A robust approach to audit, review and learning is essential to the Service's improvement journey. An improved understanding of the quality of local practice will allow the Service to respond quickly to areas for improvement.

In 2021/22 an annual audit plan has been developed which has a focus on the quality of core case practice (assessment and planning) at the start of a child's involvement with the Service. Additionally, thematic audits including children in custody and resettlement will also be conducted.

The Service has also commissioned two detailed case audits which will be externally and independently conducted in 2021/22. The first will focus on the quality of the Service's work in relation to out of court disposals and this will inform practice development with West Midlands Police. The second audit will concentrate on those children receiving a court disposal. The findings of both audits will contribute to the Improvement Plan and its actions.

7. Responding to the Pandemic and Recovery from COVID-19

All Services have experienced significant and unprecedented challenges since March 2020. Birmingham YOS is no different and since this time, there has been much activity around responding to the crisis, the needs of the children, families, victims and employees whilst at the same time planning for recovery.

COVID 19 has had a major impact in how we work with all stakeholders encountering our Service. With the government restrictions and the closure of all YOS premises, came the necessity to develop a creative approach to delivering support, meeting needs and managing risk. Most YOS services continued in a virtual space: processes and procedures were adapted, and new ones created to support continued delivery.

In February 2021, the Service took the decision that all contact with children, families and victims should resume, in person, with the necessary social distancing and personal protective equipment in place. This has been welcomed.

Across the Trust, we are on a recovery journey and the Service is well connected to this, with a particular focus on estates. Whilst the pandemic has presented some significant challenges, including for the staff team, there will undoubtedly be some opportunities. The Service is exploring new, more child friendly premises; we are considering what we have learned through the pandemic; how, moving forward, the delivery of our services could continue in a 'blended' manner, where appropriate; and opportunities to work smarter, more effectively and more responsively to the needs of individuals.

In November 2020, HMIP published a thematic review of the work of Youth Offending Services nationally during the COVID-19 pandemic. This report acknowledged the unprecedented challenges that had been faced by services and acknowledged that at a local and partnership level there had been a quick response to the needs of children and families. This report summarised several key recommendations and learning points including for YOT Management Boards and YOTs and these are included within the COVID-19 Recovery strand of the Service's Improvement Plan. This plan is kept under regular review, and we are continually assessing our ability to respond and learn from the pandemic, alongside our children, families and victims.

In addition to the impact of the pandemic on services, we know that children, particularly those already experiencing inequalities, have been disproportionately affected by COVID-19. The COVID-19 Marmot Review: Build Back Fairer[5] commissioned by the Health Foundation highlights growing concerns around some key areas:

- The mental health of children is worsening;
- Exposure to abuse at home has risen;
- Unemployment is rising.

The Service must adopt a trauma informed, relationship-based approach to our work with children. This need has never been greater, and this is a key workforce development priority in 2021/2022 and beyond.

8. Challenges, Risks and Issues

Aside from the challenges presented by the pandemic, the Service was inspected by HMIP during this period. The inspection published in 2020, identified that the service required improvement and made several recommendations. All recommendations are contained within a structured improvement plan, they have a lead officer and clear timescales for implementation. The Service and plan benefits from the support of a Project Manager and there are scheduled meetings to review progress, understand barriers and collectively problem solve.

As part of improvement journey and action planning, we have embedded recommendations from other HMIP inspections and learning from Local Safeguarding Children Practice Reviews. As we progress through improvement and raise local practice standards, we intend to benchmark practice within the Service against published recommendations, including those contained within the findings of the YJB report "Ethnic disproportionality in remand and sentencing in the youth justice system"[6] published January 2021 and the HMIP annual report published November 2020[7].

During 2020/21, the Senior Leadership Team within the Service has been expanded as there was recognition that, such is the size of the Service and breadth of improvement required, increased resource at this level was necessary and this was progressed swiftly by the Trust Executive. Critically, an immediate change around the management and responsibility for the budget attached to remands of children was

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[5] https://www.health.org.uk/publications/build-back-fairer-the-covid-19-marmot-review

[6] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/952483/Ethnic_disproportionality_in_remand_and_sentencing_in_the_youth_justice_system.pdf

[7] https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2020/11/HMI-Probation-Youth-Annual-Report-2020.pdf

made. This strategic decision immediately alleviated the burden on the Service to meet any costs exceeding the remand grant from the central budget. These two decisions have been critical for the Service.

The Service is undoubtedly on a significant improvement journey. HMIP's inspection highlighted key issues around:

- the consistency of practice across the city;
- the quality of assessments carried out;
- practice around those children in custody;
- the overall quality of practice in riskier cases;
- the over-representation of black and mixed heritage boys;
- the routine and standard delivery of victim and restorative practices;
- consistency of out of court disposal work and partnership working.

In addition to this, in 2021 Birmingham has tragically experienced a number of serious incidents involving the murder of children either known to the Service or committed by children known. This has required a joined up and partnership response and the Service has been integral to this and is connected to the Birmingham Safeguarding Children Partnership (BSCP), West Midlands Police and Birmingham City Council Community Safety Partnership (CSP) and the West Midlands Violence Reduction Unit. Across the city and West Midlands region, there is a shared commitment to tackling serious violence through a public health approach. It is widely recognised that health and well-being must be at the heart of policy change in this area if we are to genuinely affect change and recognition across the region that we cannot simply enforce our way out of youth violence. There is a shared recognition that we must 'do more' and we must 'do better'. Without a culture of compassion, there is mistrust, there is a lack of engagement and a subsequent inability to effect change. The developing practice model within the Service, will support our ability to do more and to do better.

A West Midlands conference in July 2021 brought together key strategic stakeholders and keynote speakers to support the collaboration and joining up of our work in this area. Within Birmingham, it is acknowledged that there is much more to do and commitment to the development of a shared BSCP and CSP strategy and operational infrastructure to tackle serious violence, underpinned by the Serious Violence Duty.

Delivering services at a time when the city feels unsafe is a significant challenge. Children very often do not feel safe, and neither do some of our colleagues. The Service is carefully considering the safety of staff and those we are working alongside and exploring ways of responding to this which, at the same time, allow us to fulfil our statutory obligations. In 2021/22 the Service has given a commitment to investing in ad rolling out a personal safety system

9. Service Business and Improvement Plan

The Service's improvement plan can be directly linked back to the findings of the HMIP inspection published in 2020. Twelve recommendations were made within this report, spanning core case practice, strategic activity and governance. As a Service, progress has been made with the expansion of the senior leadership team, the appointment of an independent Chair of the Partnership Board, strengthening of the board membership and additional assurance Board meetings.

The plan has been developed, reviewed, prioritised and work is being delivered to improve the quality of practice within the service. Progress against improvement is monitored via monthly project meetings and overseen by the YOS Partnership Board. It is evident from the HMIP Inspection report and breadth of work contained within the plan, that the improvement journey will take some time, not least around the culture and shared vision within the service. However, across all partners and within the Service there is a clear understanding of the need to improve and a commitment to this.

Key priorities include:

- Reviewing and enhancing the Service prevention offer across the partnership;
  - Recruitment of a dedicated Prevention Coordinator; expansion of the team of Prevention Officers, including a Serious Youth Violence Prevention Officer; development of pathways and promotion of the developing YOS offer across the partnership;
- Developing robust approaches to effective multi agency risk management.
  - Development of Birmingham YOS Risk Management Policy; review of internal risk management processes; work to strengthen understanding and application of MAPPA.
- Improving the quality and consistency of practice;
  - Development of a robust audit programme and audit cycle for 2021/22; ensuring that findings are collated and fed back to teams and are informing practice development and workforce development.
- Responding to disproportionality where it exists across the service;
  - Re-forming of the disproportionality working group; development and implementation of a multi-agency action plan, including the development of a robust data set.
- Workforce Development; Including a programme of restorative practice and trauma informed training across the Service;
  - Training needs analysis, drawing upon developmental needs across the service; creation and implementation of a workforce development plan.
- Ensuring that services to victims are considered in all cases and are delivered well;
  - Recruitment to a Restorative Practice and Victim Coordinator; Building consistency around the offer to victims; embedding victims voices, views and wishes appropriately across the system; RP training across the service.
- Developing a Birmingham YOS culture and vision that secures consistency across the city;

    o   Rolling out an all-staff survey; sharing findings and using these to inform development; communication strategy, including service development days.

The Youth Justice Board 2021-2024 Strategic Plan[8] sets out several clear priorities that will help to shape the development of the Birmingham YOS culture and vision as we start work on this in 2021/22. Our aim is to provide: the best possible service to children, their families and victims, to be creative, responsive, relationship based, and trauma informed, that is underpinned by a recognition that children experience inequality, to build a system that works for them which is accessible and not overly bureaucratic, and our aspiration for them to lead safe, happy and fulfilling lives, will be just some of our core values.

Underpinning the improvement plan is a communication strategy. In 2021/22, new initiatives have been introduced to improve the quality and transparency of communication, including:

- Fortnightly service-wide briefings;
- Monthly "Keeping in Touch" sessions hosted by the Head of Service;
- Bi-Annual Service Development days.

Investing in our staff and recognising the workforce as our greatest asset will be vital as we improve. As a Service we are connected to the BCT Practice Hub and are working alongside them to understand the needs of the workforce, translating this into a clear training plan which aligns with the priorities contained within the improvement plan.

The Youth Justice Board are a key member of the YOS Partnership Board and strong connections exist between the Regional Advisor, who attends the Board, and the Head of Service. In addition to Board attendance, monthly meetings are held providing support and monitoring functions and opportunities to reflect on Service priorities and emerging regional and national priorities.

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[8] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/966200/YJB_Strategic_Plan_2021_-_2024.pdf

10. Sign Off, Submission and Approval

Senior partner name	Role	Signature	Date

Appendix 1: Glossary

Absolute discharge: Discharges are given for minor offences at Court. An 'absolute discharge' means that no more action will be taken.

Bed night: measure of occupancy one young person for one night in the secure estate.

Breach of statutory order: Is an offence of failing without reasonable excuse to comply with the requirements of an existing statutory order.

Community Sentence: When a court imposes a community sentence, the young person carries out this sentence in the community. Community Sentences in the Youth Justice System include Youth Rehabilitation Orders.

Criminal Behaviour Orders: Civil orders (which replaced ASBOs), designed to prevent someone causing "harassment, alarm or distress". Breach of an order is a criminal offence, punishable by up to 5 years in prison (2 years for juveniles).

Detention and Training Order (DTOs): Detention and Training Orders (DTOs) are determinate custodial sentences which can last from four months to 24 months in length. A young person spends the first half of the order in custody and the second half released on licence. If they offend while on licence, they may be recalled back to custody.

Disposals may be divided into four separate categories of increasing seriousness starting with out-of-court disposals then moving into first tier and community-based penalties through to custodial sentences.

First-tier penalty: This is an umbrella term used for the following orders made at court: Referral Orders, Reparation Orders, bind over, discharges, fines and deferred sentences.

First Time Entrants: First time entrants to the criminal justice are classified as offenders who received their first caution or conviction, based on data recorded by the police on the Police National Computer.

Intensive Supervision and Surveillance: Intensive Supervision and Surveillance (ISS) is attached to a Youth Rehabilitation Order and has been set as a high intensity alternative to custody. ISS combines a set period of electronic tagging, with up to 25 hours per week intensive supervision. ISS is aimed at young offenders on the custody threshold and must be considered as an option before a custodial sentence in given. ISS may also be attached to conditional bail.

Parenting Orders: Parenting Orders aim to prevent offending and anti-social behaviour by reinforcing parental responsibility.

PENY: Police Electronic Notification to YOTs. Daily information sent to YOTs regarding children and young people coming to notice.

Pre-sentence report: This is a report to the sentencing magistrates or judges containing background information about the crime and the defendant and a recommendation on the sentence to assist them in making their sentencing decision.

Proven offence: A proven offence is defined as an offence which results in the offender receiving a caution or conviction.

Remands: When a case is adjourned, the court has a number of options to ensure that the defendant returns on the next occasion, refrains from further offending and does nothing to interfere with victims or witnesses.

Bail: Can be unconditional or have any number of conditions placed upon it including a curfew, residence requirements and electronic tagging.

Bail Supervision and Support: Bail Supervision and Support (BSS) is an intervention provided by the YOT to help ensure a young person meets the requirements of bail. The young person may additionally be electronically tagged.

Once the court has denied bail, there are two remand options:

Remand to local authority accommodation: A young person may be remanded to local authority accommodation. This remand may be accompanied by electronic tagging.

Remand to Youth Detention Accommodation: If the court is not satisfied that imposing community-based bail will ensure compliance, or if the offence is serious, or if the young person frequently offends, then it may order a remand to the secure estate.

Restorative Justice: Restorative justice is an approach to justice that focuses on the needs of the victims. Victims can take an active role in the process, whilst offenders are encouraged to take responsibility for their actions.

Section 90/91 of the Criminal Court Sentencing Act (2000): Any young person convicted of murder is sentenced under section 90. A section 91 sentence is for young people convicted of an offence other than murder for which a life sentence may be passed on an adult. The court can, if appropriate, sentence a young person to detention for life.

Secure estate: There are three types of placements in the secure estate. These are Secure Children's Homes (SCH), Secure Training Centres (STC) and Young Offender Institutions (YOI):

Local Authority Secure Children's Home (LASCH): Secure Children's Homes in England are run by Local Authorities and are overseen by the Department for Education in England. They generally accommodate remanded or sentenced young people aged 12-14 and girls and 'at risk' boys up to the age of 16. They can also accommodate young people placed by Local Authorities on welfare matters.

Secure Training Centre (STC): There are four purpose-built Secure Training Centres in England offering secure provision to sentenced or remanded young people aged 12-17. They provide a secure environment where vulnerable young people can be educated and rehabilitated. They are run by private operators under contracts which set out detailed operational requirements.

Young Offender Institution (YOI): Young Offender Institutions can accommodate young people and young adults who offend from between the ages of 15-21 years old.

Substantive Outcome: Is an umbrella term referring both to sentences given by the court and pre-court decisions made by the police.

Self-harm: Self harm is defined as any act by which a young person deliberately harms themselves irrespective of the method, intent, or severity of the injury.

Youth Offending Service (YOS): The Youth Offending Service comprises of seconded representatives from police, probation, education, health and social services, and specialist workers, such as restorative justice workers, parenting workers and substance misuse workers.

Birmingham City Council
Report to Cabinet

7th September 2021

Subject:	**West Midlands E-Scooter Trial Extension**
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: 0121 303 6467 Email: Philip.Edwards@birmingham.gov.uk

Are specific wards affected? If yes, name(s) of ward(s):	☐ Yes	☒ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference: 009214/2021	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information?	☐ Yes	☒ No
If relevant, provide exempt information paragraph number or reason if confidential: Not applicable		

1   Executive Summary

1.1   On the 9th May 2020, the Department for Transport (DfT) announced that e-scooter trials, originally planned for 4 areas of the country (including the West Midlands) as part of Future Transport Zones, were to commence early and be extended to include more areas than initially planned. This initiative formed part of a £2.000 billion package to support cycling and walking in response to the COVID-19 pandemic.

1.2   The e-scooter operator Voi was selected as the sole operator in the West Midlands following a procurement process that was run by Transport for West Midlands (TfWM). The West Midlands e-scooter trial was launched in September 2020 in Birmingham city centre. Since then, the trial in Birmingham has been expanded to cover the city core and areas to the north and south of the city along the A34 and

A38 cycling corridors respectively. Council officers have worked closely with Voi to manage the direction of the trial, develop operational rules for different parts of the city, address any challenges, and prioritise the safety of both e-scooter and other road users.

1.3 Approval for the Council to enter into a 12-month trial was granted in the E Scooter Trial report approved by Cabinet in June 2020. The trial commenced in September 2020 and was due to run until September 2021. Central Government extended the national trial to 31st March 2022. This report seeks approval for the Council to extend the e-scooter trial until the end of March 2022 and potentially further to the end of September 2022, in line with a further national extension of the trial to Autumn 2022, likely to be granted by the DfT.

2 Recommendations

2.1 Approves the extension of the Council's participation in the West Midlands e-scooter trial until the end of March 2022 on the existing terms of the trial, in line with the current DfT extension granted in May 2021. It is noted that costs to the Council will be limited to officer time in continuing to monitor the trial.

2.2 Approves a potential further extension of the Council's participation in the West Midlands e-scooter trial from April 2022 until the end of September 2022, dependent upon the national trial being extended by the DfT beyond March 2022. It is noted that costs to the Council should be limited to officer time in continuing to monitor the trial but subject to confirmation by DfT.

2.3 Approves entry into any agreements and authorities required with the operator, DfT and the West Midlands Combined Authority (WMCA) to allow the trial to continue, and delegates authority to finalise the terms of these agreements to the Assistant Director Transport and Connectivity in conjunction with the Director of Council Management (Interim), in consultation with the Leader and relevant Portfolio Holders.

2.4 Authorises the Acting City Solicitor to negotiate, execute, seal and complete all necessary documentation and legal agreements to give effect to the above recommendation.

2.5 Approves that in the unlikely event that cost implications are identified for the Council for the period of the extended trial, an ask for contingency for unforeseen costs will be requested and available for draw down through delegations afforded to the S151 officer.

3 Background

3.1 On the 9th of May 2020 the DfT announced that trials of e-scooters (electric, two-wheeled scooters for use by one person) would be brought forward from 2021 to start no earlier than June 2020 and last for a period of 12 months, to help encourage more people to use alternatives to the private car, while capacity restrictions were in place on public transport. Since then, 32 areas across the

country have commissioned trials, including the West Midlands where the trial was launched in September 2020. It is noted that due to delays in the launch of trials in other parts of the country, the trial end period has been extended by the Department for Transport to 31st March 2022.

3.2   In the West Midlands, the e-scooter company Voi was selected as the single operator for the region following an open procurement process that was run by WMCA and took place in late summer 2020. In the West Midlands, Voi offer short-term hires of e-scooters. To do so, users need to download Voi's mobile application to their smartphone, to allow them access to the e-scooters, and to pay using the app.

3.3   The Council have made changes to a number of Traffic Regulation Orders (TROs) to allow e-scooter use. More specifically changes were made to convert 'cycle tracks' to 'cycle lanes', and to amend various 'pedestrian zones' and bus only roads to allow e-scooters use similar to pedal cycles. These changes were made through the Experimental Traffic Regulation Order (ETRO) process, as the trial is not a permanent scheme. If the DfT decides to legalise the use of e-scooters beyond the trial period, further, permanent TRO changes will be required.

3.4   Secretary of State approval was granted to the West Midlands Combined Authority (WMCA) in June 2021, enabling the use of "marked" parking bays for hire e-scooters on both the footway and carriageway. Accordingly, work is currently progressing on delivering two Experimental Traffic Regulation Orders (ETROs) to establish a number of bays on footway and carriageway locations. The first ETRO to be delivered will enable e-scooters to be parked on the footway within a defined bay. This is expected towards the end of summer 2021. On-carriageway parking locations for e-scooters are expected to be deployed in autumn 2021 due to the slightly more complex ETRO requirements. All marked bays will remain in place for the duration of the trial.

3.5   Since the start of the trial officers have worked with Voi to establish local rules and requirements for the trial, in order to ensure the safety of both e-scooter riders and other road users. As such, Voi have introduced different controls in the city, in the form of geofencing (i.e. programming the e-scooters to automatically adjust their speed in designated geographic locations using GPS technology). These include slow zones (speed is limited from 12.5mph to 5mph), incentivised parking zones, no parking zones, and no ride zones.

3.6   Voi are also introducing other technological controls to ensure the appropriate use of e-scooters. Their 'parking cop' feature means users must take a picture of their parked e-scooter every time they finish a ride and can be fined up to £25 for poor parking. Voi also detect badly parked e-scooters using built-in tilt sensors and reports from the public. As an indication, the average time taken to re-park a scooter from the time a report is received was 1.3 hours in July (an improvement from 1.7 hours in June).

3.7 In addition, Voi deploy on-street staff (called ambassadors) who monitor the use of e-scooters and issue warnings and fines to users who are not following the rules of the trial (for example if they are riding on pavements, or in instances of twin riding). Ambassadorial presence is key for ensuring that on-street issues are addressed promptly and Voi have been asked to increase the number of their ambassadors as the trial expands in the city.

3.8 It is also noted that West Midlands Police have worked closely with TfWM and Voi since the beginning of the trial. During the first months of the trial, Voi financed additional patrols by the police to focus on the enforcement of e-scooter rules, however the police suggested that this was no longer necessary due to the limited scale of issues identified. More recently, West Midlands Police took action against the illegal use of private e-scooters and further stressed in their messaging that only rental e-scooters that are part of official trials (i.e. Voi e-scooters in the West Midlands) can be used legally on the public highway.

3.9 Some headline statistics from the trial are provided below (correct until end of July 2021):

- 1,200 scooters are operating in a 36km^2 area covering the city core, and areas to the north and south of the city along the A34 and A38 cycling corridors respectively.

- 550,000 rides had been taken, covering over 1.4 million kilometres in the city.

- There have been 11 serious injuries and 107 minor injuries in the city . The most serious of which is a broken & dislocated shoulder. Only 1 serious injury involved anyone other than the rider.

3.10 The DfT intends to build a robust evidence base around the safety and wider impacts of e-scooter use, and these findings will inform the longer-term policy position of Central Government. The trial will allow Central Government to assess the benefits of e-scooters as well as their impact on public space. The DfT centrally monitors and evaluates the trials across the country. In addition, TfWM, working closely with the metropolitan district councils, co-ordinates local monitoring and evaluation processes in order to collect further data to develop local insight into the trial results.

3.11 TfWM carried out an online survey into the impacts of the trial in June 2021. In total 547 registered Voi users completed the survey, as well as 709 members of the public who completed a non-user survey. The survey provides some early insights into the impacts of the trial, which are outlined below.

- How safe are e-Scooters for their users and other road users? Safety statistics for the trial are provided in paragraph 3.10. In addition, the survey carried out by TfWM asked participants to rate their perception of safety when riding or being around e-scooters. Older respondents and those in work gave e-scooters lower ratings. Older respondents in particular tended to have more

concerns about safety and the standard of riding of other users compared to younger users.

- Who uses e-Scooters and why? E-scooter users were younger (58% under 34), more likely to be male (76%) and students (24%) when compared to the West Midlands population. E-scooters were used most regularly for leisure purposes (27% weekly). Around a fifth were using them regularly for work (22%) or shopping (19%).

- What mode shift do they cause? If e-scooters had not been available around half of users that participated in the survey would have walked instead, however, a third would have travelled by car, while a third would have travelled by public transport.

- What other impacts have they had in the local area? Among users of e-scooters, the trial has increased accessibility to different destinations within the trial area and provides higher flexibility compared to other shared modes of transport. In addition, Voi have offered over 64,000 free or discounted rides to emergency workers since the beginning of the trial. The key issues identified by the members of the public who do not use e-scooters, which mirror the complaints and issues raised with the Council, relate to poor riding behaviour (for example, on pavement), and poor parking practices that impact the safe movement of other road users.

- What aspects of the policy work or don't work, and why? A key policy challenge remains the fact that private e-scooters remain illegal but can be purchased freely from shops and online. It is expected that at the end of the trials the DfT will also make a decision on the future regulation of private e-scooters.

- What local lessons are there for further roll out/legal change? The trial has allowed officers to understand the operational parameters of a dockless e-scooter trial (such as fleet density, on-street monitoring requirements etc.), and the challenges and opportunities it presents in comparison to a docked model. Since July 2021 Voi operate a mixed parking model in Birmingham, which comprises mandatory parking in designated locations in the city core, while outside the city core users are incentivised but not required to park in designated zones.

- What other lessons can be learned? Further insight is required regarding the long-term commercial viability of different models of e-scooter schemes in Birmingham. In addition, further understanding is required regarding how e-scooters can be integrated with other modes of transport and used across different population and age groups as a viable alternative to the private car.

3.12 The DfT is managing the trial at national level, while TfWM acts as the coordinating authority across the 7 metropolitan districts in the region and are the key point of contact with DfT. It is proposed that the Council continues to work with TfWM on the e-scooter trial. WMCA will extend the existing contract with Voi to coincide with the end of the national e-scooter trials. It is understood that a further national

extension of the trials is likely to be granted by the DfT, taking the trials to autumn 2022.

4   Options considered and Recommended Proposal

4.1   **Option 1 – Do Nothing**: The alternative option to implementing recommendation 2.1 would be to end the Council's participation in the e-scooter trial in September 2021. However, this is not recommended as the trial is a relatively low-cost and low-risk method of trialling a new alternative to private cars, contributing to the Big Moves within the draft Birmingham Transport Plan (BTP).

4.2   **Option 2 – Continue and Extend the e-Scooter Trial**: The trial is a relatively low-cost and low-risk method of trialling a new alternative to private cars, contributing to the Big Moves within the draft Birmingham Transport Plan (BTP). It is therefore recommended to continue with and extend the e-scooter trial in Birmingham until the end of September 2022.

5   Consultation

5.1   Consultation and engagement have been taking place since the beginning of the trial with key stakeholders (including cycling, walking and disability groups), businesses, universities, the police, ward members, and the public. More specifically, monthly stakeholder engagement events have been taking place since August 2020, which include a diverse range of key stakeholders from the trial area and are aimed at informing them about trial developments and receiving questions and feedback. Furthermore, regional equalities meetings are taking place monthly and are specifically targeted at engaging with disability groups. It is noted that since the beginning of the trial Council officers have also been engaging directly with the public where issues emerged, often arranging dedicated solutions to address the citizens' concerns (for example, geofencing on certain streets where issues were observed). The public also have quick methods of reporting incidents with e-scooters directly to Voi via an online form, on the phone, or via email.

5.2   Furthermore, Voi are independently carrying out information campaigns and training events to inform the public about the safe use of e-scooters. Voi are also taking place in joint actions with other organisations, such as the police.

6   Risk Management

6.1   Key risks include safety issues that may arise from the operation of e-scooters. Discussions with TfWM and DfT have strongly focused on managing this risk alongside the e-scooter providers, as well as feedback from key stakeholders and members of the public.

6.2   A summary risk register is provided as Appendix A to this report.

7   Compliance Issues:

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

    7.1.1   The proposals align with policy objectives in the Council Plan 2018-2022 (as updated in 2019), the Birmingham Development Plan, the Draft Birmingham Transport Plan, the Emergency Birmingham Transport Plan, Birmingham Connected, the Health and Wellbeing Strategy, the West Midlands Strategic Transport Plan "Movement for Growth" and Clean Air/Climate Change Emergency agenda.

    7.1.2   The proposal set out in this report will support the Council's actions to improve air quality, by encouraging greater use of sustainable travel modes. The trial is supporting the introduction of the Clean Air Zone in the city, as e-scooters can be used to access the zone and within the zone.

    7.1.3   The proposal supports 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 Birmingham to be net zero-carbon by 2030.

7.2   **Legal Implications**

    7.2.1   The Electric Scooter Trials and Traffic Signs (Coronavirus) Regulations and General Directions 2020 that came into force on 4 July 2020 provide the legislative basis for the e-scooter trials. They define 'e-scooters' and amend road traffic regulations to exempt e-scooters being used in a trial from certain requirements of the Road Traffic Act 1988 (which only permits the use of e-scooters on private land). Therefore, the use of e-scooters participating in the trial is now permitted on the public highway and on cycling infrastructure that lie within the trial area. In the West Midlands, e-scooters are not permitted on roads where the speed limit exceeds 30mph.

    7.2.2   It is noted that e-scooters in trials need to be covered by a motor vehicle insurance policy. In the West Midlands, Voi's insurance policy covers both the e-scooters and their users. In addition, e-scooter users need to have a valid full or provisional driving licence and to be over 18 years old.

    7.2.3   Private e-scooters remain illegal and can only be used on private land with the owner's consent.

    7.2.4   Following the end of the trial, the DfT is expected to establish whether the Road Traffic Act 1988 legislative position on e-scooters should be reviewed.

7.3   **Financial Implications**

    7.3.1   Development of the trial, procurement, and scheme monitoring costs have been covered to date by TfWM as part of Future Transport Zone funding from DfT. TfWM will continue to cover these costs until the end of the extended trial and will also cover any decommissioning costs (i.e. removal of any signs and markings).

7.3.2 There are no additional financial implications for the Council over and above existing staff time for the extended trial period, which is funded from existing Inclusive Growth Directorate budgets.

7.3.3 For the extended trial period, the Council will continue to transfer to the provider(s) of the service responsibility for:

- All direct running and infrastructure costs of the e-scooters as required in the operating model. This includes elements such as docking infrastructure, recharging the devices and associated energy consumption, maintenance; and

- All potential incidental implications, for example costs of recovering vandalised and abandoned devices from locations across the city.

7.3.4 In the unlikely event that cost implications are identified for the Council for the period of the extended trial, an ask for contingency for unforeseen costs will be requested and available for draw down through delegations afforded to the S151 officer.

7.3.5 Should the scheme become permanent, it will be subject to future decision reports in line with the Council's Gateway and Financial Approvals Framework.

7.4 **Procurement Implications**

7.4.1 There are no procurement implications.

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

7.5.1 The Council's input will be undertaken using existing Inclusive Growth Directorate resources supported by finance, legal and procurement officers as required.

7.6 **Public Sector Equality Duty**

7.6.1 It is acknowledged that there are potentially adverse impacts on the protected groups and characteristics under the Equality Act 2010, and especially for people with disabilities. These have been and continue to will be addressed with the relevant stakeholders as part of the further development of the e-scooter trial and consultation and engagement processes proposed.

7.6.2 An Equality Impact Assessment report is attached as Appendix B.

8 **Appendices**

8.1 List of Appendices accompanying this report:

- Appendix A – Risk Assessment

- Appendix B – Birmingham City Council Equality Impact Assessment

9 Background Documents

- 'Birmingham Mobility Action Plan White Paper; Birmingham Connected': approved by Cabinet on 17th November 2014.

- 'Draft Birmingham Transport Plan': approved for public consultation by Cabinet on 21st January 2020.

- 'Emergency Birmingham Transport Plan': published on 14 May 2020

- 'E-scooter Trials: Guidance for local areas and e-scooter rental operators': circulated by the DfT on 9 June 2020, Available from: https://www.gov.uk/government/publications/e-scooter-trials-guidance-for-local-areas-and-rental-operators/e-scooter-trials-guidance-for-local-areas-and-rental-operators

- Emergency Birmingham Transport Plan Cabinet Member report, 10th June 2020.

Appendix A – Risk Register – Emergency Active Travel Fund

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1.	*Opposition to trials by affected groups.*	*The trial extension will be discussed with senior members. This risk will be managed by senior Transportation and Highways officers in conjunction with the relevant portfolio holders.*	*Med*	*High*	*Tolerable*	*Consultation and engagement ongoing with key stakeholders and the public in partnership with TfWM.*
2.	*Failure of the trial to assist in the COVID-19 recovery due to insufficient take-up of e-scooters.*	*This risk will be managed by senior Transportation and Highways officers in conjunction with the relevant portfolio holders.*	*Med*	*High*	*Tolerable*	*The trial is already showing high take-up and it is continuously being monitored to ensure that any changes in ridership are understood.*

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.

Appendix B

Birmingham Transport Plan: Equality Impact Assessment

Reference No:	EQUA522 update
EA is in support of:	West Midlands E-scooter trial extension
Review Frequency:	Annually
Date of First Review:	13/08/2021
Directorate:	Inclusive Growth
Division:	Transport and Connectivity
Service Area:	Transport Planning and Network Strategy
Responsible Officer:	Ioanna Moscholidou
Quality Control Officer:	Janet Hinks
Accountable Officer:	Mel Jones
Purpose of Proposal:	To assess the E-scooter trial extension

Protected characteristic: AGE	Service Users, Stakeholders, Employees and the Wider Community

Age details:

Inappropriately parked e-scooters can be a barrier for people who are elderly, especially when they are facing mobility issues. In addition, pavement riding can also be a threat. Regarding pavement and dangerous riding, Voi are providing information to their users on every ride, informing them that riding on the pavement is illegal and that they should follow the rules of the road. Voi are also offering training sessions to users, and they issue fines to users who are seen by Voi's staff, or are reported riding on the pavement or driving dangerously. Information on how to report an e-scooter is available online as well as on the e-scooters themselves. Reporting can be done via email, on the phone, or using an online form.

Voi also operate a strict strike policy where users get warnigns when they are seen by Voi's staff, or are reported to use e-scooters in appropriately. After one strike, uses are banned from using the service for 7 days and need to take mandatory safety training online to be able to use the e-scooters again. After 2 strikes, users are banned for 30 days. After three strikes, users are banned permanently from using Voi e-scooters. In addition, Voi are trialling a sound-emitting technology where e-scooters will emit a sound (similarly to electric cars) to warn people who are blind or partially sighted of their presence.

In terms of parking, users are encouraged to park in designated locations and in the area bound by the A4540 ring road they are mandated to do so. Voi issue fines where e-scooters are 'abandoned' and not parked in the mandatory parking zones. In addition, Voi have introduced the 'Parking cop' feature, which means users must take a picture of their parked scooter at the end of each ride. Users can be fined £25 for poor parking and £5 if the photo doesn't allow for a decision on how good the parking is to be reached.

It is noted that e-scooters can only be rented by people over the age of 18 who have a full or provisional driving license. As such, this prevents children from using them.

Protected characteristic: DISABILITY	**Service Users, Stakeholders, Employees and the Wider Community**

Disability details:

Inappropriately parked e-scooters can be a barrier for people who are blind or partially sighted, as well as people using mobility aides such wheelchairs. In addition, pavement riding can also be a threat. In addition, e-scooters can pose challenges for people who are deaf or hard of hearing, or facing mental health conditions. Extensive consultation and engagement with disability groups has been taking place since the beginning of the trial to ensure that any issues are identified and addressed.

Regarding pavement and dangerous riding, Voi are providing information to their users on every ride, informing them that riding on the pavement is illegal and that they should follow the rules of the road. Voi are also offering training sessions to users, and they issue fines to users who are seen by Voi's staff, or are reported riding on the pavement or driving dangerously. Information on how to report an e-scooter is available online as well as on the e-scooters themselves. Reporting can be done via email, on the phone, or using an online form.

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Protected characteristic: GENDER	**Service Users, Stakeholders, Employees and the Wider Community**

Gender details:

TfWM have commissioned a survey among Voi users to understand the demographics of the people who are using e-scooters. The survey results show that the majority of users (76%) are male. Although there is no evidence regarding why this may be happening, it could potentially be attributed to the fact that women tend to have more complex trip patterns than men (for example, to meet shopping and childcare needs in one single trip), and e-scooters may not be a reliable option for trips with multiple stops. The design of the trial is aiming to facilitate the integration of e-scooters with other modes to facilitate multimodal trips and therefore their use for different types of trips and different users.

Furthermore, the devices may be hard to handle by smaller women (and men) as they are heavy and potentially difficult to manoeuvre. Further investigation is ongoing to understand the gender divide across users.

Protected characteristic: GENDER REASSIGNMENT	**Service Users, Stakeholders, Employees and the Wider Community**

Gender Reassignment details:

N/A

Protected characteristic: MARRIAGE AND CIVIL PARTNERSHIP	**Service Users, Stakeholders, Employees and the Wider Community**

Marriage and Civil Partnership details:

N/A

Protected characteristic: PREGNANCY AND MATERNITY	**Service Users, Stakeholders, Employees and the Wider Community**

Pregnancy and Maternity details:

Inappropriately parked e-scooters can be a barrier for people who are pushing a pram or a stroller. In addition, e-scooters that are being used inappropriately on pavements can be danger for people carrying a pram or a stroller, or accompanying small children.

Regarding pavement and dangerous riding, Voi are providing information to their users on every ride, informing them that riding on the pavement is illegal and that they should follow the rules of the road. Voi are also offering training sessions to users, and they issue fines to users who are seen by Voi's staff, or are reported riding on the pavement or driving dangerously. Information on how to report an e-scooter is available online as well as on the e-scooters themselves. Reporting can be done via email, on the phone, or using an online form.

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Protected characteristic: RACE	**Service Users, Stakeholders, Employees and the Wider Community**

Race details:

N/A

Protected characteristic: RELIGION AND BELIEFS	**Service Users, Stakeholders, Employees and the Wider Community**

Religion and Belief details:

N/A

Protected characteristic: SEXUAL ORIENTATION	**Service Users, Stakeholders, Employees and the Wider Community**

Sexual Orientation details:

N/A

Screening Checklist

Please indicate any actions arising from completing this screening exercise.	**No additional actions have been identified from this screening exercise. Efforts to reduce adverse impacts of the trial are ongoing and engagement and consultation process will continue until the end of trial.**
Please indicate whether a full impact assessment is recommended	**No**
What data has been collected to facilitate the assessment of this policy/proposal?	**Survey results from the trial.**
Could the policy/proposal be modified to reduce or	**There are ongoing actions to improve conditions for affected groups and individuals.**

eliminate any adverse impact?	
How will the effect(s) of this policy/proposal on equality be monitored?	**Through continuous engagement and surveys of e-scooter users and non-users.**
What data is required in the future?	**Data on e-scooter use is already being collected in relation to user demographics and non-user perceptions.**
Are there any adverse impacts on any particular group(s) -If yes, please explain your reasons for going ahead.	**None identified.**
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 the a dockless e-scooter trial can disproportionately affect certain groups when the rules of the trial are not being followed by e-scooter users. Continuous consultation and engagement is taking place with affected groups.**

Quality Control

Submit to the Quality Control Officer for review?	**Yes**
Quality Control Officer comments	
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.	

Birmingham City Council
Report to Cabinet
7 September 2021

Subject:	**A457 Dudley Road Improvement Scheme – Revised Main Scheme CPO Progression Report**
Report of:	**Acting Director, Inclusive Growth**
Relevant Cabinet Member:	**Councillor Waseem Zaffar – Transport and Environment** **Councillor Tristan Chatfield – Finance and Resources**
Relevant O &S Chair(s):	**Councillor Liz Clements – Sustainability and Transport** **Councillor Mohammed Aikhlaq – Resources** **Councillor Penny Holbrook – Housing and Neighbourhoods**
Report author:	Philip Edwards – Assistant Director, Transport and Connectivity Tel: 0121 303 6467 Email: philip.edwards@birmingham.gov.uk

Are specific wards affected? If yes, name(s) of ward(s): Soho & Jewellery Quarter, Ladywood and North Edgbaston	☒ Yes	☐ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference: 009098/2021	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information? If relevant, provide exempt information paragraph number or reason if confidential:	☐ Yes	☒ No

1   Executive Summary

1.1   This report seeks the authority in principle to include additional land to progress the "making" of a related CPO and updated SRO for the A457 Dudley Road Improvement Scheme – Revised Main Scheme subject to confirmation of funding via the Levelling Up Fund. The existing CPO/SRO is being progressed, but additional land and works are required for the Revised Main Scheme. However,

as funding for the Scheme is yet to be approved only authority in principle is sought at this stage to allow preparatory work to begin.

1.2   The report also requests authority in principle for the making of an order under Section 106 of the Highway Act 1980 to allow the construction of a new bridge over the Soho Loop Canal at Spring Hill Canal Bridge as part of the Revised Main Scheme and subject to confirmation of funding via the Levelling Up Fund.

2   Recommendations

2.1   Approves in principle the making of a new CPO for additional land requirements to implement the A457 Dudley Road Revised Main Scheme under sections 239, 240 and 250 of the Highways Act 1980 in respect of the additional land required for the Revised Main Scheme shown on drawings in Appendix A together with any related Side Road Order under Section 14 and 125 of the Highway Act 1980 if required subject to the approval of funding from the Levelling Up Fund.

2.2   Approve in principle the making of an order under Section 106 of the Highway Act 1980 to allow the construction of a new bridge over the Spring Hill canal as part of the Revised Main Scheme subject to the approval of funding from the Levelling Up Fund.

2.3   Approves entering into negotiations to acquire by agreement the additional land and property required for the purposes of the Revised Main Scheme so as to allow implementation of the Revised Scheme.

2.4   Authorises the City Solicitor (or their delegate) to negotiate, execute, seal, take any necessary action, and complete all necessary documentation to give effect to the above recommendations.

3   Background

3.1   The A457 forms part of Birmingham's Strategic Highway Network and provides a key arterial route from the Black Country into central Birmingham. The poor standard and inefficient operation of this section of the Dudley Road, together with associated environmental deterioration and poor accessibility for users, makes the corridor an unattractive route to and from the city particularly at peak times. Delays as a result of congestion significantly add to business costs and discourage businesses from investing and locating in this area, as well as adversely impacting on access to employment opportunities for local residents.

3.2   The impact of Covid and the adoption of the Birmingham Emergency Transport Plan, meant the Dudley Road Original Improvement Scheme was no longer deliverable and funding could not be secured to deliver the scheme as the Major Scheme Business Case (MSBC) could not be submitted within the required timescale. As such, a Revised Scheme has been developed, which incorporates numerous key elements of the Original Scheme.

3.3   The Outline Business Case (OBC) for the Dudley Road Revised Improvement Scheme was approved by Cabinet on 10th November 2020 with the following recommendations:

- Progress the project to detailed design

- Proceed with the Public Consultation

- Submit bids for additional resources as identified to address the current estimated funding gap

- Accept £5.043m LGF from the GBSLEP and to enter into the associated Funding Agreement to facilitate development and land acquisition

- Development, demolition, remediation, further investigative surveys, and advanced utilities work as appropriate,

- Acquisition (and disposal if required) of any interest to facilitate the development of the scheme,

- Negotiate and complete the acquisition (and disposal if required) of any interest to facilitate the building of the improved highway including easements and drainage in the adjoining land connected to the revised scheme,

- Procurement activities for the demolition and remediation of the MOT garage and various adjacent retail properties,

- Progress an agreement with the Canal and River Trust to enable widening over the Lee Bridge to be implemented as part of the revised scheme,

- Advertise the loss of Public Open Space.

- Granting of Cabinet approval "in principle" to make a CPO in relation to additional lands.

3.4   A full public consultation on the Revised Main Scheme, including stakeholders, was undertaken between 17th November 2020 and 15th December 2020. As part of further consultation, the revised Dudley Road Improvement Scheme was presented to the Leader of the Council, Ward Councillors, the Cabinet Member for Transport and Environment and the NHS on the 6th July 2020

3.5   A Levelling Up Fund (LUF) bid totaling £19.941m was submitted in June 2021 to provide capital funding to deliver the Revised Main Scheme. It is anticipated that a decision on the outcome of the bid will be received in September 2021.

3.6   Under the Revised Scheme the proposals to provide new segregated cycleways to maintain social distancing and a new Bus Lane will require additional land. As a result, a new CPO/SRO will be required in respect of revised land requirements.

3.7   The November 2020 A457 Dudley Road Improvement Revised Scheme Outline Business Case only granted Cabinet approval "in principle" to make a CPO in

relation to additional land. This report now seeks authority to include further land in relation to the related CPO and a new related Side Roads order if required subject only to funding being available. In addition, given that a new footbridge will be required "over navigable waters" at Spring Hill Canal Bridge (Soho Loop Canal), authority in principle is required to make an order under section 106 of the Highway Act 1990 to construct the new footbridge required as part of the Revised Main Scheme.

3.8   The existing CPO does not meet the specific land requirements of the Revised Scheme as additional areas of land are required as detailed in Appendix A CPO Additional Land Requirements. This plan details all options considered which will be refined for Full Business Case approval following confirmation of funding.

4   Options Considered and Recommended Proposal

Option 1: Progress the Making of the Revised CPO/SRO in Principle and Approve the Making of an Order in Principle under Section 106 of the Highway Act to allow the construction on a new bridge over the Soho Loop Canal as part of the Revised Main Scheme once Levelling Up Funding is confirmed. This will enable the scheme to progress as per the required LUF delivery programme.

Option 2: Delay Progression of the Revised CPO/SRO until FBC Approval in November 2021 (at the earliest). This will delay implementation of the scheme and LUF delivery programme.

Option 3: Cease the Scheme (Do Nothing).

In order to meet the necessary programme requirements to deliver works after the Commonwealth Games, the making of the orders and scheme referred to earlier should be made as soon as possible after the Levelling Up Funding is confirmed therefore Option 1 is the recommended proposal.

5   Consultation

5.1   N/A

6   Risk Management

6.1   Key Risks

- Delays to confirmation of funding may result in a delay to CPO/SRO/s106 New Bridge Order programme and an associated impact on site delivery following the Commonwealth Games.

- CRT is a statutory undertaker, and the works to Spring Hill Canal Bridge would be affecting their undertaking. If CRT object to the making of the CPO, they will be an important objector, who will make representations to their own minister, in addition to the objection. To mitigate this potential eventuality, Heads of Terms have been provisionally agreed with CRT to

progress a Deed of Easement for the new Soho Loop Canal bridge crossing.

7   Compliance Issues:

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

   7.1.1   The proposals set out in this report will support the delivery of the Council Plan 2018-2022 (as updated in 2019), specifically:

   - **Outcome 1 - An entrepreneurial city to learn, work and invest in**, particularly `*We will develop our transport infrastructure, keeping the city moving through walking, cycling and improved public transport'* and *'We will create opportunities for local people to develop skills and make the best of economic growth'.*

   - **Outcome 4 – Birmingham is a great, clean and green city to live in**, particularly *'We will improve the environment and tackle air pollution'.*

   - **Outcome 6 - Birmingham is a city that takes a leading role in tackling climate change,** particularly *'We will continue to deliver, report and positively promote the council's extensive climate change and carbon reduction activity, with additional initiatives undertaken in line with leading national and peer practice'.*

   7.1.2   The scheme proposals have been developed to align with the policies developed from the Birmingham Emergency Transport Plan, which include the introduction of bus priority lanes and new walking and cycling enhancements and a review of short stay on-street parking for the repurposing of road space for sustainable modes of transport.

   7.1.3   The project also aligns with the Draft Birmingham Transport Plan, Birmingham Development Plan, Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) Strategy for Growth, Strategic Economic Plan, and the Movement for Growth 2026 Delivery Plan for Transport, the Birmingham Connected Transport Strategy and the Clean Air Strategy for the City of Birmingham – Draft

   7.1.4   Birmingham Business Charter for Social Responsibility (BBC4SR):

   <u>Works</u>

   The social value outcomes to be realised from the scheme will be detailed in the Revised Main Scheme FBC.

7.2   **Legal Implications**

   7.2.1   The City Council carries out transportation, highway and infrastructure related work under the relevant primary legislation comprising the Town and Country Planning Act 1990, Highways Act 1980, Road Traffic

Regulation Act 1984, Traffic Management Act 2004, Transport Act 2000, Countryside and Rights of Way Act 2000, and other related regulations, instructions, directives and general guidance. Consideration has also been given to Ministry of Housing, Communities and Local Government guidance dated February 2018 (updated July 2019) on Compulsory Purchase and also Department of Transport Circulars 1/97 and 2/97 in preparing the CPO and SRO and the March 2000 Guidance on Preparing and Making Bridge / Tunnel Schemes.

7.2.2   The City Council's general power of competence, which is limited only to the extent of any pre-commencement restrictions on powers which overlap this power or any specific post commencement restrictions placed on this power, is contained in Section 1 of the Localism Act 2011. Section 111 of the Local Government Act 1972 contains the City Council's ancillary financial and expenditure powers in relation to the discharge of its functions.

7.3   Financial Implications

Capital Costs:

7.3.1   The cost of making the CPO is estimated at £0.250m (fees only) and will be funded from the Levelling Up grant allocation, subject to approval of the bid (expected in September 2021). This forms part of the bid totaling £19.941m which was submitted in June 2021 for capital funding to deliver the Revised Main Scheme.

7.3.2   The making of the CPO will only be undertaken following confirmation of the Levelling Up funding bid being successful. If the bid is not successful, works to the revised main scheme will cease. BCC fees to develop the CPO documentation will be kept to a minimum in the event that the LUF bid is unsuccessful. Abortive costs will be funded within existing revenue budgets.

7.3.3   **Human Resources Implications**

N/A

7.4   Public Sector Equality Duty

7.4.1   In January 2018 an analysis of the effects of equality was undertaken for the Dudley Road Improvement Scheme, this was updated in September 2020 (Report ref EQUA561). It was concluded that there would be no adverse effect on protected groups and characteristics under the Equality Act 2010 and there is no requirement for a full assessment.

8   Appendices

8.1   List of Appendices accompanying this report:

Appendix A - CPO Land Requirements

Appendix B - Highway Schemes Human Rights Statement

Appendix C - Equality Impact Assessment EQUA561

9   Background Documents

9.1   Report to Deputy Leader 10 January 2017 - Birmingham Development Plan adopted

9.2   Report to Cabinet 26 June 2018 Dudley Road Improvement – Project Definition Document

9.3   Report to Cabinet 14 May 2019 Dudley Road Improvement – Land Requirements

9.4   Report to Cabinet 10 November 2020 Dudley Road Revised Improvement – Outline Business Case

9.5   Report to Cabinet 11 February 2020 Transportation and Highways Capital Programme - 2020/21 - 2025/26 – Annual Programme Update

9.6   Report to Cabinet 16 March 2021 A457 Dudley Road Improvement Revised Scheme Update Report

N

LAND REQUIREMENTS FOR SCHEME IMPLEMENTATION

ADDITIONAL LAND REQUIREMENTS FOR SCHEME IMPLEMENTATION (OUTLINE BUSINESS CASE NOV 2020)

NEW ADDITIONAL LAND REQUIREMENT FOR SCHEME IMPLEMENTATION (JULY 2021).

Birmingham City Hospital

Item 8

Birmingham City Council
TRANSPORTATION AND CONNECTIVITY
1 LANCASTER CIRCUS, BIRMINGHAM, B4 7DQ

SCHEME
DUDLEY ROAD IMPROVEMENTS SCHEME

DRAWING
CPO NEW ADDITIONAL LAND REQUIREMENTS - OVERVIEW PLAN

DRAWING STATUS
GENERAL

DWG. No
CA-02715_S1_124

SCALE
NTS

DRAFT

bsi ISO 9001 Quality Management

REVISIONS

009098/2021

Appendix B CABINET AUTHORITY: HIGHWAY SCHEMES: HUMAN RIGHTS APPENDIX

COMPULSORY PURCHASE – THE HUMAN RIGHTS ACT 1998 AND THE EUROPEAN CONVENTION ON HUMAN RIGHTS

Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way that is incompatible with the European Convention on Human rights ("The Convention.") There are 2 main articles of The Convention, which are applicable to the recommendations in this report.

ARTICLE 8

1. "Everyone has the right to respect for private and family life, his home and his correspondence."
2. "There shall be no interference by a public authority with the exercise of this right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others.

ARTICLE 1 of the FIRST PROTOCOL

"Every natural or legal person is entitled to the peaceful enjoyment of his possessions. No one shall be deprived of his possessions except in the public interest and subject to the conditions provided for by law and by the general principles of international law.
The preceding provisions shall not, however, in any way impair the right of a State to enforce such laws as it deems necessary to control the use of property in accordance with the general interest or to secure the payment of taxes or other contributions or penalties."

Guidance

Article 8 applies where a local authority is considering disturbing residents' private and family lives and removing them from their homes. It may also be relevant where residents who, although not directly affect by removal or dispossession, suffer significant disruption to their lives as a consequence of the authority's actions.

Article 1 of the First Protocol applies where a local authority is considering the use of CPO powers to acquire private interests, and where it is proposing to dispossess residents of their homes.

The approach to be taken to give effect to rights under The Convention is also reflected in paragraph 2 of the Ministry of Housing, Communities and Local Government's "Guidance on Compulsory purchase process and The Crichel Down Rules" as updated July 2019, which states that

"a Compulsory Purchase Order should only be made where there is a compelling case in the public interest… When making and confirming an order, acquiring authorities and authorising authorities should be sure that the purposes for which the compulsory purchase order is made justify interfering with the human rights of those with an interest in the land affected".

The European Court of Human Rights has recognised in the context of Article 1 of the First Protocol that "regard must be had to the fair balance that has to be struck between the competing interests of the individual and of the community as a whole", i.e. compulsory purchase must be proportionate. Both public and private interests are to be taken into account in the exercise of the Council's powers. Similarly, any interference with Article 8 rights must be "necessary in a democratic society" i.e. the proposed interference must be necessary. In pursuing a CPO, the Council has to carefully consider the balance to be struck between individual rights and the wider public interest having regard also to the availability of compensation for compulsory purchase.

Consideration of Human Rights Issues

Article 8.1 provides that everyone has the right to respect for his/her property but Article 8.2 allows the State to restrict the rights to respect for the property to the extent necessary in a democratic society and for certain listed public interest purposes e.g. public safety, economic well being, protection of health and protection of the rights of others.

In considering Articles 8 and Article 1 of the First Protocol of The Convention in the context of dispossession and compulsory purchase, it is necessary to answer the following:

1. Does a right protected by these Articles apply?
2. Is the interference in accordance with law?
3. Does the interference pursue a legitimate aim?
4. Is the interference necessary in a democratic society?

Does a right protected by these Articles apply?

ARTICLE 1 of the FIRST PROTOCOL

"Every natural or legal person is entitled to the peaceful enjoyment of his possessions …"
Clearly the dispossession of an owner of their property through CPO and enforced rehousing if residential property is affected will impinge on this right. Also, as a tenancy is a possession under this provision, the rights of the tenants must be taken into consideration. The Council must therefore consider all the possible justifications for this interference as detailed in the considerations set out below.

ARTICLE 8

Article 8.1 provides that everyone has the right to respect for his/her private and family life, home and correspondence. Article 8.2 allows the State to restrict these rights to the extent necessary in a democratic society and for certain listed public interest purposes.

The essence of this right lies in the concept of respect for the home as a right to privacy, in the same context as private and family life and correspondence. Article 8.1 does not concern itself with the person's right to the peaceful enjoyment of their home as a possession; this is dealt with under Article 1 of the First Protocol.

Clearly if residential property is affected by the CPO Article 8 does apply and therefore it is necessary for the Council to consider the possible justifications for the interference (Article 8.2) as follows:

Is the interference in accordance with law?

There is a clear legal basis for making the CPO under sections 239 and 240 of the Highways Act 1980

Does the interference pursue a legitimate aim?

The CPO is necessary to implement a highways scheme to which there is no impediment to implementation.

Is the interference necessary in a democratic society?

This requires a balanced judgment to be made between the public interest and the rights of individuals, and the rights and freedoms of others.

Conclusion

The Council has considered the effect of the above articles of The Convention and decided that, on balance, it is in the general public interest and of benefit to the community to make the CPO over and above the interest of the individuals affected.
Interference with Convention rights is considered by the Council to be justified. The Council in making this Order has had particular regard to meeting the alternative housing needs of households in any residential property affected and the rights of individuals to compensation

in accordance with the Land Compensation Act 1973 (as amended), the Land Compensation Act 1961 and the Compulsory Purchase Act 1965. Compulsory purchase is considered to be both necessary and proportionate in that the land to be acquired is the minimum to achieve this Scheme's objectives.

Appendix C Equality impact Assessment EQUA561

Title of proposed EIA	CA-02715 Dudley Road Improvement Scheme
Reference No	EQUA561
EA is in support of	New Function
Review Frequency	Six Months
Date of first review	09/12/2020
Directorate	Inclusive Growth
Division	Transport and Connectivity
Service Area	Transport Projects
Responsible Officer(s)	▨ Robert Warner
Quality Control Officer(s)	▨ Janet L Hinks
Accountable Officer(s)	▩ Saaied Manzoor
Purpose of proposal	Implementation of Dudley Road Highways Improvement Scheme
Data sources	Survey(s); Consultation Results; Interviews; relevant reports/strategies; Statistical Database (please specify); relevant research

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:	Older people and young children will feel more confident using the upgraded road crossing points, designated cycle paths, upgraded access to new housing developments and be able to navigate routes throughout the area with a greater degree of ease/certainty.
Protected characteristic: Disability	Service Users / Stakeholders; Employees; Wider Community
Disability details:	Improvements to road crossing points and upgraded pedestrian crossings at junctions, introduction of dropped kerbs, tactile paving and incorporating sympathetic level changes with proposed routes will help to encourage greater accessibility across the zone and to new adjacent housing developments.

	The needs of certain disabled groups, particularly people in wheelchairs, will need to be taken into account when designing the measures.
Protected characteristic: Sex	Not Applicable
Gender details:	
Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	
Protected characteristics: Marriage and Civil Partnership	Not Applicable
Marriage and civil partnership details:	
Protected characteristics: Pregnancy and Maternity	Service Users / Stakeholders; Employees; Wider Community
Pregnancy and maternity details:	Improved connectivity to existing infrastructure and widening of footways will incorporate additional space for buggys and trailer bikes etc.
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	The scheme aims to improve the A457 Dudley Road, reducing traffic congestion through junctions and improve facilities for pedestrians and cyclists. This is an area of the city where we expect a lot of changes to happen in the next few years and for travel patterns to change. The scheme incorporates the principles set out in the Birmingham Emergency Transport Plan (May 2020) which has identified new challenges and opportunities for travel that the Covid-19 pandemic has presented. New data indicates that during this period many of us are choosing to travel by walking and cycling, which has reduced congestion on the highway network and provided an opportunity to free up

valuable road space for potential walking and cycling provisions alongside public transport travel as Birmingham builds on the recovery. Most of City Hospital is expected to move to a new site nearby (in Smethwick) with about 750 new homes planned for the current hospital land. In addition, developments on the Icknield Port and Soho Loop sites, to the south of Dudley Road will incorporate approximately 1,200 and 700 new homes respectively, increasing demands on the existing transport network.
The aim of these proposals is to improve the flow of people and goods through the area and to allow for the expected increase in travel demand.

The Dudley Rd single scheme design requires the closure of Northbrook St to through traffic to facilitate widening works to the main road corridor. This will have an effect on access to residential properties within the Northbrook St. A full consultation process is programmed to engage local stakeholders.

Please indicate any actions arising from completing this screening exercise.	N/A
Please indicate whether a full impact assessment is recommended	YES
What data has been collected to facilitate the assessment of this policy/proposal?	Birmingham City Council has undertaken a consultation exercise with stakeholders and the general public. The aim of the consultation was to gather both the views and support on the revised proposals for the infrastructure upgrades proposed by the A457 Dudley Road Improvement Scheme. The results of the consultation indicated general support from both stakeholders and the wider public for the proposals for the A457 Dudley Road Improvement Scheme.

Birmingham City Council held a Public Consultation Exercise between the 1st and 31st October 2018, with letter / plans delivered to all the residents and

businesses which fell within a 150m offset along the Dudley Road corridor. Site notices and advance signage promoting the public consultation and address to the consultation website were erected in the vicinity. The City Council then held 'drop in sessions' at three public venues where the proposals could be viewed and discussed with Council Officers, where each attendee was asked to complete a questionnaire. Out of the 1300 letters sent out to local businesses and residents excluding key stakeholder consultation, 255 consultation responses were received. This represents an 19.6% response rate to the consultation.

An updated public consultation is planned for November 2020 to incorporate the changes developed as a result of the BCC Emergency Travel Plan (May, 2020).

Consultation analysis

In terms of the 2018 consultation response to the scheme, 62.4% of the 255 consultees offered support of the proposals, with 34.2% (87 respondents) in full support and 28.2% (72 respondents) partially supporting the outline scheme of proposed infrastructure improvements. From the 255 responses 19.2% (49 respondents)

did not support the scheme and 18.4% (47 respondents) did not express a strong preference either way. Those not in favour included residents and businesses with local concerns over parking, loss of trees and the effect on cyclists, as well as four comments objecting to the principle of widening roads or saying that the money would be better spent elsewhere.

Four main themes were recurring throughout the consultation exercise. The strongest theme highlighted by the consultation exercise was the perceived impact of traffic congestion and parking issues along the corridor. Responses such as "...Traffic flow currently a problem, particularly with traffic turning right into and out of junctions. Parking also doesn't help. However, adding more traffic light (toucan or otherwise) can interrupt traffic flow causing a build-up, so would like reassurance that lights could be co-ordinated somehow" illustrate the issues currently faced on the corridor and have been integrated into the scheme proposals. Upgraded junction layouts, realigned carriageway widths, adoption of urban traffic control systems and rationalised parking restrictions are being developed to alleviate these issues.

Comments supporting an upgrading of cycling infrastructure were also prevalent "...Shared use pavements are slow because cycle users should be riding carefully and cautiously around the people who are walking. A segregated cycle track enables both people walking and cycling to understand where they need to be and to predict the behaviour of other users." Such comments have been taken on board and follow up meetings with cycling steering groups have taken place, with further segregated cycling (where possible) to be included within the proposed

scheme.

Equally significant were comments regarding the Dudley Road environment. A proposal to "...discuss with the City Hospital developers the potential to route the shared foot/cycle path to the north of the trees, to retain a green barrier between the road and their development" has been integrated into the designs for the scheme. A new segregated cycle way/footpath to be constructed on the frontage of Birmingham City Hospital as a mitigation measure to retain 15 trees, following on from the comments to liaise with City Hospital and Homes England (land owners) to review the possibility of minimising removal of trees by acquiring some of their land.

Additional specific consultation responses incorporated into the scheme have included: provision of segregated cycle lanes/footway throughout the corridor to address comments regarding the comfort, efficiency and continuation of the cycle route; provision of priority crossings for pedestrians and cyclists at George Street West junction, Ellen Street junction and College Street junction; Introducing double yellow lines on Heath Street for a length of 160 metres to increase highway capacity following on from complaints received for heavy traffic cause by the on-street parking and provision of new signals for right turn on Northbrook Street junction to address comments relating to traffic flow, particularly with traffic turning right into and out of junctions.

All the themes highlighted are consistent with the main objectives of the scheme and should the proposed measures to mitigate these issues be implemented, the outcome would be approved of by both the members of the public and the local authority.

Further consultation was provided through qualitative engagement and communication with key stakeholders such as Transport for West Midlands (TfWM), Pushbikes, Sandwell and West Birmingham NHS Trust, Galliard Homes (Soho Loop Development), Homes England (City Hospital Development) and local businesses within the corridor. Meetings were held to discuss and highlight potential user issues with suggestions evaluated and incorporated into the proposals where realistically possible.

A review of the outline scheme proposals was also undertaken following a second phase of consultation with cycling stakeholder groups. The new cycle provision (shared and segregated) is now provided along the full length of the scheme to connect with existing cycle infrastructure. Suggestions of new street furniture in the form of cycle stands have been incorporated into the outline proposals. Shared cycling facilities are provided where highway space is prohibited and will also include new toucan crossing facilities to create a link to the south side of the corridor and new housing developments on the Soho Loop site.

Following discussion with TfWM, traffic would also be managed more efficiently with the upgrading of signalised junctions, including Bus Priority detection. The journey times will be improved due to the proposed improvements along the corridor and it is currently estimated that a journey time saving of approximately 2-3 minutes during the peak periods will be achieved. This will ensure that bus journey times will become more consistent and reliable.

Equally, engagement with Sandwell and West Birmingham NHS Trust have highlighted the need to improve

sustainable transport links to the new Midland Metropolitan Hospital at Cape Hill with potential routes evaluated with Sandwell MBC.

Following the consultation process and incorporating feedback, the scheme contains the following main core elements:

Increased capacity at signalised junctions (Winson Green Road / Dudley Road and Western Road / Dudley Road).

New signalised junction (Heath Street / Dudley Road).

Upgraded pedestrian crossings at key junctions.

Cycle and pedestrian facilities on wide footways along entire route length - primarily in the form of segregated cycling route on the north side of the corridor and shared facilities where highway space is prohibited. The cycling measures will also include toucan crossing facilities to create a link to the south side of the corridor.

Realignment of junctions to improve visibility and user safety.

Bus priority detection measures at traffic signal junctions.

Coordinated and integrated Traffic Restraining Orders to enable peak time tidal flow parking restriction proposals for Dudley Road, Spring Hill and Heath Street to help alleviate congestion.

Adverse impact on any people with protected characteristics.

Potential to reduce vehicular accessibility to Northbrook St/Coplow St/Wiggin St due to required closure of Dudley Rd/Northbrook St Junction may have impact on local residents. Previous scheme consultation

	proposed left in/out arrangement with right turns prohibited.
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	As a result of structural restrictions imposed by Lee Canal Bridge, the closure of Northbrook St is a pre-requisite for the scheme's implementation. Access to the area will be maintained via Barlow St and the Icknield Port Rd access to Wiggin St.
How will the effect(s) of this policy/proposal on equality be monitored?	Ongoing consultation with project stakeholders/residents throughout implementation phase of project.
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	N/A
Consulted People or Groups	Consultation in 2018 contacted the following stakeholders: MP Ward Councillors District Committee Chair Emergency Services District Engineers (BCC) Traffic Manager (BCC) School Crossing Patrol Manager (BCC) Residents and Businesses Disabled Groups Business & Residents Groups / Associations (Information to be obtained from Ward Councillors & District Engineers) Wider road users (example commuters driving through the vicinity)
Informed People or Groups	N/A
Summary and evidence of findings from your EIA	Birmingham City Council has undertaken a consultation exercise with stakeholders and the general public in 2018. The aim of the consultation was to gather both the views and support on the revised proposals for the infrastructure upgrades proposed by the A457

Dudley Road Improvement Scheme. The results of the consultation indicated general support from both stakeholders and the wider public for the proposals for the A457 Dudley Road Improvement Scheme.

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Realignment of junctions to improve visibility and user safety.
Bus priority detection measures at traffic signal junctions.
Coordinated and integrated Traffic Restraining Orders to enable peak time tidal flow parking restriction proposals for Dudley Road, Spring Hill and Heath Street to help alleviate congestion.

The Public Sector Equality Duty drives the need for equality assessments (initial and full). An initial assessment has been prepared from the outset based upon available knowledge and information. It shows the proposed scheme will not have an adverse impact on people with protected characteristics.

In producing this Equality Assessment, due regard has been given to the 3 aims of the General duty:

a. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;
b. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
c. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?	No
Quality Control Officer comments	Proceed to Accountable Officer 27 10 20
Decision by Quality Control Officer	Reject for amendments
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
Version: 53.0
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Last modified at 28/10/2020 11:03 AM by Workflow on behalf of Saaied Manzoor

Close

Birmingham City Council
Report to Cabinet

7ᵗʰ September 2021

Subject:	**DRAFT HEALTH AND WELLBEING STRATEGY: CREATING A BOLDER, HEALTHIER CITY**
Report of:	**Dr Justin Varney** **Director of Public Health**
Relevant Cabinet Member:	**Cllr Paulette Hamilton - Health & Social Care**
Relevant O &S Chair(s):	**Cllr Rob Pocock - Health and Social Care**
Report author:	**Stacey Gunther,** **Service Lead (Governance)** **Email: Stacey.Gunther@birmingham.gov.uk**

Are specific wards affected? If yes, name(s) of ward(s):	☐ Yes	☒ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference: Ref. No. 009220/2021	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information? If relevant, provide exempt information paragraph number or reason if confidential:	☐ Yes	☒ No

1   Executive Summary

1.1   The Health and Wellbeing Board is required to have a joint health and wellbeing strategy as part of its statutory functions, building upon the Joint Strategic Needs Assessment (JSNA). The proposed approach is for the Strategy to be a framework; signposting to action across the health and care system.

1.2   The draft Health and Wellbeing Board Strategy, Creating a Bolder, Healthier City has been shaped and developed over the past three years with citizens, partner organisations and national policy changes.

Page 1 of 5

1.3 It sets out the Health and Wellbeing Board's ambitions for the next 8 years (2022-2030), based on a series of themes and cross-cutting approaches. It will include the key actions, indicators to measure our progress, and the leadership required to achieve our ambitions.

1.4 The framework has five core themes for action covering wider determinants, health protection and environmental public health. The core themes have been developed through previous consultation, engagement and research. This includes the 2019 consultation on Birmingham's public health priorities and launch of the sub-forums alongside the existing Health Protection Forum. Four of the core themes in the framework align with the sub-forums. The proposed themes are: -

- Healthy and Affordable Food
- Mental Wellness and Balance
- Active at Every Age and Ability
- Contributing to a Green and Sustainable Future
- Protect and Detect

1.5 The Health and Wellbeing Board supports a life course approach and this is reflected in the framework, aligning with the Birmingham and Solihull Integrated Care System Outcomes Framework. The five core themes run throughout the life course which is split into three stages.:

- Getting the Best Start in Life
- Working Well
- Ageing and Dying Well

1.6 In addition to previous consultation and engagement, the framework has also been informed by the experience and response to the pandemic, as well as an ongoing commitment to equality, diversity and inclusion. The framework contains two cross-cutting approaches present in all five core themes and the life course.

- Mitigate the legacy of Covid
- Equality, Diversity and Inclusion

1.7 Throughout the Health and Wellbeing Board partnership and the framework, there is a focus on reducing health inequalities. The aim of the emerging framework us to close the gap on these inequalities, which Health and Wellbeing Board sub forums will be tasked to align their action plans to demonstrate.

1.8 The purpose of the consultation is to seek views on the draft joint health and wellbeing strategy: 'Creating a Bolder, Healthier City'. It will assess the support for our thematic ambitions, our proposals to measure our progress against these ambitions, and the collaborative and distributed leadership required to achieve these ambitions. The consultation will look at each of the five themes, the life course and the cross-cutting approaches. It will also seek to gain an understanding of the support for the proposals on inequalities in the framework and identify any gaps and priorities.

1.9 Cabinet is asked to give approval to launch a public consultation exercise to seek comments on the draft framework.

2 Recommendations

2.1 It is recommended that Cabinet give approval to consult on the joint Birmingham Health and Wellbeing Board Strategy: Creating a Bolder, Healthier City Framework as set out in this cover report and appended documents.

3 Background

3.1 The Health and Wellbeing Board is a statutory body created under the Health and Care Act 2012. The Board is a committee of the council and has numerous statutory functions.

3.2 The ambition behind Health and Wellbeing Boards is to build strong and effective partnerships which improve the commissioning and delivery of services across the NHS and local government, leading in turn to improved health and wellbeing for local people.

3.3 The Health and Wellbeing Board has several statutory functions and is required to have a joint health and wellbeing strategy.

4 Options considered and Recommended Proposal

Public consultation exercise

5 Consultation

5.1 Permission is sought by Cabinet to launch a public consultation exercise to seek views on the draft Joint Health and Wellbeing Board Strategy, Creating a Bolder, Healthier City Framework.

5.2 An eleven week public consultation process is planned; the consultation will build upon best practice methods developed by the Public Health Division in its consultations on Food and throughout the Covid pandemic offering a range of social media and online forums, targeted community engagement, wider stakeholder engagement, ward forums and utilising existing community trusted engagement channels.

5.3 The consultation period has been identified based on other recent Public Health consultations and will be sufficient time to complete all the planned activity. The public consultation on the Green Paper in 2019 ran for an eight-week period and involved an online consultation, a series of 'world café' events, attendance at ward forums and social media platform-based conversations. The Creating a Bolder, Healthier City Framework consultation is on the forward plan for Health and Wellbeing Board Sub Forums and is currently being offered as an option to ward forums in preparation.

6   Risk Management

Risk Analysis			
Identified Risk	**Likelihood**	**Impact**	**Actions to Manage Risk**
Lack of citizen and partner engagement in the development of the draft strategy and its priorities.	Low	Medium	The draft framework has coproduced with partners and received support from a large number of partners prior to consultation. Full public consultation exercise to gauge support is planned.

7   Compliance Issues:

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

The draft joint Health and Wellbeing Strategy links to the Council's priorities.

7.2   Legal Implications

Chapter 2, point 193 of the Health and Social Care Act 2012 introduces the requirement for a joint health and Wellbeing strategy and details that the responsible local authority and each of its partner clinical commissioning groups must prepare a strategy meeting the needs included in the assessment by the exercise of functions of the authority. In preparing a strategy under this section, the responsible local authority and each of its partner clinical commissioning groups must involve the Local Healthwatch organisation for the area of the responsible local authority and involve the people who live or work in that area.

7.3   Financial Implications

The cost for the public consultation exercise on the joint Health and Wellbeing Board Strategy, Creating a Bolder, Healthier City, are likely to be immaterial. Any costs incurred will be met through the Public Health grant.

7.4   Procurement Implications (if required)

None identified.

7.5   Human Resources Implications (if required)

None identified, consultation support will be delivered through existing staff

7.6   Public Sector Equality Duty

Equality Impact Assessment completed on 21st July 2021 and is attached as **Appendix 4.**

8   Appendices

8.1   **Appendix 1** - Draft Health and Wellbeing Board Strategy: Creating a Bolder, Healthier City

8.2   **Appendix 2** - Public consultation plan for draft Health and Wellbeing Board Strategy: Creating a Bolder, Healthier City

8.3   **Appendix 3** - Draft public consultation questions

8.4   **Appendix 4** - Equality Impact Assessment

9   Background Documents

Creating a Bolder, Healthier City

Birmingham Health and Wellbeing Board Strategy

2022-2030

DRAFT

Introduction

Across our city people experience health inequalities every day that impact directly and indirectly on their lives, sometimes this impact is clear and evidence such as chronic disease that limits independence and autonomy, others are less obvious such as the adverse events and exposures in childhood that impact across a lifetime on education, employment and life chances.

Tackling these health inequalities cannot be achieved by any single agency and must be rooted in peoples lived experience and be shaped with local communities of place, identity and interest.

Most health inequalities are driven by factors that sit outside the National Health Service. In essence by the time the health bit of the inequality reaches the NHS it is embedded and the challenge of rebalancing and mitigating the disease is significantly harder than if intervention had been earlier before the disease even appeared.

Therefore, Creating a Bolder, Healthier City focuses up-steam of disease, as well as reducing inequalities for those already living with chronic ill health, through focusing on shaping a healthier environment of opportunity for citizens to access affordable, sustainable, and enjoyable healthy lives that enables them to achieve potential and aspirations at every age.

This strategy is the statutory Health and Wellbeing Strategy for Birmingham overseen through the statutory Health and Wellbeing Board. Working as a partnership across the City at citizen, community, city and regional levels, the Board and its partners will collaborate to create environments that enable healthier lives, employment and education approaches that support people to achieve their potential, and communities that support people together in positive and productive ways that improve their health and protect them from threats to their health and wellbeing.

Vision

Our shared vision is to create a healthier city where every citizen, at every stage of their life, in all communities can make healthy choices that are affordable, sustainable and desirable to support them to achieve their potential for a happy, healthy life.

This vision is underpinned by the following principles for action

- Citizen focused and informed by citizens lived experience
- Consciously focused on reducing inequalities
- Consciously promoting equality and inclusion
- Data and evidence informed and action research enabled action

Co-production methodology

This strategy has been shaped and formed over the last three years drawing on the input and engagement with citizens, partner organisations and national policy changes. In 2019 there was a public consultation on public health priorities for the city, this demonstrated strong support for addressing health inequalities in a way which addressed up-stream drivers of illness and disease as well as reducing the inequalities affecting those who are already living with the burden of ill health.[1] This led to the creation of four new sub-groups of the health and wellbeing board to add to the existing Health Protection Forum. Through these multi-agency forums we have been exploring the topics and themes in more depth and working to translate these into deliverable strategies for action. The four forums are:

• Creating a Healthy Food City

• Creating an Active City

• Creating a Mentally Healthy City

• Creating a City Without Inequality

In 2020 Birmingham worked in partnership with the London Borough of Lewisham to establish the Birmingham and Lewisham African and Caribbean Health Inequalities Review. The BLACHIR review is supported by an external advisory board of community representatives and an academic advisory board. The review takes a thematic approach to exploring the specific inequalities affecting our African and Caribbean communities through a mixed methods approach to reviewing evidence and insight working towards specific actions to achieve change through the Health and Wellbeing Boards. This approach to engagement in capturing citizen insight has been further strengthened through a series of commissioned focus groups and engagement sessions through the Seldom Heard Voices projects on physical activity and food, the Birmingham Food Conversation, the Covid Impact Survey, the use of ethnographic research in the Annual Director of Public Health Report and the re-commissioning of the Birmingham Poverty Truth Commission.

These voices and insights are used throughout the strategy to remind readers of how this strategy must continually reflect and learn from the lived experience of our citizens. The Covid-19 pandemic shone a harsh and relentless light onto inequalities as the pandemic disproportionately impacted on our most challenged and disadvantaged communities. The learning from the last twelve months of responding to the pandemic has informed the development of the strategy and been strengthened through the reinforcing of community conversations and engagement. Over 2021-22 the draft strategy has been consulted on with citizens, communities and Health and Wellbeing Board partners.

Background

Snapshot of the inequalities of the city. There are many ways to describe the health inequalities in Birmingham so we have grouped them into three dimensions:

Health inequalities and the wider determinants of health

It is well understood that health and disease are mainly the result of the wider determinants in a persons life rather than their genetics or age.[2] Factors such as poverty, education, housing, employment and the environment in which we live, work and play all impact on our health and wellbeing. Some of the most significant drivers of health inequality are:

- Poverty

- Housing

- Education

- Employment

- Environment

The Director of Public Heath Annual Report 2019/2020 'Complex Lives, Fulfilling Futures' highlighted the challenges that adults living with multiple and complex needs face and reflected on how we as a city partnership can inspire action across Birmingham to support all our citizens to thrive.[3]

Inequalities between Birmingham and the rest of the West Midlands and England:

There are many areas of public health where Birmingham has worse outcomes than other areas in the West Midlands or England, some of the most stark include:

- The infant mortality rate in Birmingham is 7.0 compared to 3.9 for England and 5.6 for the West Midlands (rate is a crude rate of deaths per 1,000 live births between 2017-2019).[4]

- The mortality rate in women for deaths under 75yrs due to Cardiovascular disease in Birmingham is 57.3 compared to 43.4 for England and 47.0 for the West Midlands (rate is measured in deaths/100,000 population between 2017-2019).[5]

- Smoking attributable death rates in Birmingham are 274.8 compared to 250.2 for England and 249.3 for the West Midlands. (rate is measures as deaths per 100,000 population between 2016 and 2018).[6]

Inequalities within Birmingham between different areas:

Birmingham is a big city and across the city there is a ten year difference in life expectancy between some wards of the city. The inequalities between different areas can reflect both differences in assets such as access to green space, better quality housing, more comprehensive healthcare, as well as deficits and barriers such as poverty and language barriers. These inequalities within the city include[7]:

Life expectancy at birth for males in Heartlands is 71.8yrs compared to 83.8yrs in Sutton Four Oaks, a 12yr difference.
Life expectancy at birth for females in Heartlands is 76.9yrs compared to 86.4yrs in Sutton Reddicap, a 9.5yr difference.

- In Nechells the rate of death from coronary heart disease is just over 2.5 times higher than the rate in Sutton Roughley.
- The incidence of breast cancer in Rubery and Rednal is 2.8 times that of Lozells.
- Rates of childhood excess weight in reception class are 1.7 times higher in Kings Norton South than in Sutton Trinity, and in Year 6 the rates in Handsworth are 2.2 times higher than Sutton Trinity.
- Hospital stays for self harm in Druids Heath and Monyhull are 4 times the rates in Sutton Wylde Green.

Life Expectancy by Birmingham railway stations[8]

at birth (2016/18) Males & Females

Average male life expectancy in Birmingham is **77.7 years** compared to 79.6 years for England. With only **nine stops** you can shave **seven years** off the average life expectancy of a male citizen

Average female life expectancy in Birmingham is **82.1 years** compared to 83.2 years for England. With only **four stops** you can shave **five years** off the average life expectancy of a female citizen

Blake Street 84 85

Butlers lane 84 85

Four Oaks 82 86

Sutton Coldfield 81 82

Wylde Green 82 85

Chester Road 82 85

Erdington 75 81

Gravelly Hill 78 82

Aston 74 80

Duddleston 74 80

Hamstead 80 85

Perry Barr 80 84

Witton 79 84

Booth street 76 83

Winson Green 75 82

Soho 75 82

Jewellery Quarter 75 82

St Pauls 75 82

Snow Hill 75 82

New Street 77 82 / 77 82

Moor Street 77 82

Five ways 81 83

University 81 83

Selly Oak 79 84

Bournville 79 84

Kings Norton 79 84

Northfield 79 82

Longbridge 78 83

Moseley 79 83

Kings Heath 79 83

Brandwood 79 83

Proposed camp hill line

Adderley Park 78 85

Stechford 74 83

Lea Hall 76 80

Bordesley 75 83

Small Health 79 82

Tyseley 77 80

Acocks Green 77 81

Spring Road 77 80

Hall Green 80 85

Yardley Wood 81 85

Birmingham City Council

Themes

- Mental wellness and balance
- Active at every age and every ability
- Contributing to a green and sustainable future
- Healthy and affordable food
- Protect and detect

Closing the Gap

Creating a Bolder, Healthier City

Cross cutting approaches

Mitigate the legacy of Covid — Equality, diversity and inclusion

Life course

- Getting the best start in life
- Working and learning well
- Ageing well and dying well

Creating a Bolder, Healthier City

Creating a Bolder, Healthier City

Healthy and affordable food

Mental wellness and balance

Protect and detect

Active at every age and every ability

Contributing to a green and sustainable future

Getting the best start in life

Aging well and dying well

Working and learning well

Mitigate the legacy of Covid

Equality, diversity and inclusion

Closing the Gap

The Health and Wellbeing Board recognises the importance of a thematic approach with cross-cutting action throughout the life course. Creating a Bolder, Healthier City has been co-produced and with the Health and Wellbeing Board and its partners. It will be underpinned by a series of delivery strategies and action plans.

The framework has five core themes for action covering wider determinants, health protection and environmental public health. The core themes have been developed through previous consultation, engagement and research. This includes the 2019 consultation on Birmingham's public health priorities and launch of the sub-forums alongside the existing Health Protection Forum in response to this consultation. Four of the core themes in the framework align with the existing sub-forums.

1. Healthy and Affordable Food (Creating a Healthy Food City)
2. Mental Wellness and Balance (Creating a Mentally Healthy City)
3. Active at Every Age and Ability (Creating an Active City)
4. Contributing to a Green and Sustainable Future
5. Protect and Detect (Health Protection Forum)

The Health and Wellbeing Board supports a life course approach and this is reflected in the framework, aligning with the Birmingham and Solihull Integrated Care System Outcomes Framework. The five core themes run throughout the life course which is split into three life stages:

- Getting the Best Start in Life

- Working Well

- Ageing and Dying Well

In addition to previous consultation and engagement, the framework has also been informed by the experience and response to the pandemic, as well as an ongoing commitment to equality, diversity and inclusion. The framework contains two cross-cutting approaches present in all five core themes and the life course strands:

- Mitigate the Legacy of Covid
- Equality, Diversity and Inclusion

The Health and Wellbeing Board is committed to reducing inequalities. The aim of the framework is to close the gaps and inequalities at pace and scale across the city, which Health and Wellbeing Board sub forums will be tasked to demonstrate progress on through their action plans.

Delivering this vision will require leadership and action from all the sub-forums and our partners. The Board also recognises the importance of this framework interconnecting with the emerging priorities of the NHS Integrated Care Systems and their duty to address inequalities and the responsibilities and strategies of the Police and Crime Commissioner as well as other public sector, business, academic and community partners.

CLOSING THE GAPS

Throughout the work of the Health and Wellbeing Board partnership there is a focus on reducing health inequalities and under each theme of action there is work to address specific inequalities.

There are lots of inequalities affecting citizens in Birmingham and although we will address some through the individual thematic strands, 'closing the gap' provides opportunity to highlight a specific set of gaps and prioritises action on these above others.

Through this encompassing theme we want to highlight a focus on specific opportunities for action to address health inequalities that are linked to poverty and marginalisation and dedicate specific resource and effort to addressing these in more detail.

Birmingham is a diverse and bold city with an ever growing range of opportunities yet too often specific groups of citizens are left behind because of marginalisation and structural barriers and challenges.

There is clear evidence of significant gaps for people experiencing homelessness, care leavers, people living in poverty, carers, veterans, sex workers, people living with learning disabilities, people in contact with the justice system, and people with significant mental health issues. For some citizens these experiences are intermittent or transient and for others these are challenges that last across a lifetime.

Working as a partnership we want to build on the innovation in the city working with these communities, such as the Birmingham Poverty Truth Commission, to ensure these citizens and their communities are not left behind.

Each lead partnership and organisation has responsibility to explicitly address these inequalities in the implementation of the Strategy and this will be monitored through the Health and Wellbeing Board.

In 2018, in the West Midlands, the rate of new HIV diagnoses in the Black African population was **45 times** that of the white population (per 100,000 population).[9]

In Birmingham **over half (53.7%)** of people with Diabetes live in the **most deprived areas (IMD).**[10]

In January 2021, those who are significantly limited by their health or disability **were five times more likely** to face food insecurity than those without health care needs. Before the pandemic they were three times more likely.[11]

Infant mortality is highly correlated with poverty, and rates are particularly high within the poorest decile of the population. **28.1% of Birmingham children live in low income families,** compared with 17.0% nationally.[12]

The Board has chosen to focus on five key areas of inequalities in the delivery of the framework:

- *Inequalities linked to Deprivation*

- *Inequalities affecting Disabled Communities*

- *Inequalities affecting Inclusion Groups (e.g. people experiencing homelessness, sex workers, care leavers, veterans and those in contact with the justice system)*

- *Inequalities affecting different Ethnic Communities*

- *Inequalities of Place (I.e. variation/inequalities between Wards)*

Through the delivery of the framework we will explicitly explore, highlight and respond to the health inequalities in these areas and in each area of work we will seek to undertake explicit work in the delivery of this strategy to close the gaps and improve outcomes for citizens.

Why should you have to get to rock bottom before someone comes in? if they catch you, then you won't hit there'
Quote from ethnographic research on complex lives, multiple needs.

THEME 1. HEALTHY AND AFFORDABLE FOOD

Birmingham is a diverse, global, vibrant city with over a million citizens, however too many of our citizens face challenges accessing affordable, healthy, sustainable food.

Eating healthily underpins so much of our physical and mental health, we celebrate and commiserate with food and the food system contributes millions to the city economy. It is one of the most fundamental basis of a healthy life.

The food system spans growing food, transforming food, transporting it and selling it in raw, transformed and cooked forms as well as recycling and waste. This system exists in all of our lives, from growing tomatoes in window boxes to the restaurants and take-aways on our high streets.

We want Birmingham to be a city where every citizen can eat an affordable, healthy diet, and enjoy their food. Working with partners focused on inequality in relation to poverty we want to ensure that access to good quality food choices is as equitable as possible. We also want the food they eat to be ethically and safely produced, and environmentally sustainable.

We want Birmingham to be a city where the food economy is vibrant; reflects the diversity of our communities; and is financially successful and sustainable contributing to a circular economy for food which reduces waste, increases valuable employment opportunities for local people, minimises environmental harm and maximises the local assets of the city and West Midlands region creating a healthy food city.

Leadership for Action
The Creating a Healthy Food City Forum will take leadership of this work, linking with other key partnerships such as the Food Poverty Group.

BY 2030 WE WILL WORK TOGETHER TO
- Increase the uptake of healthy start vouchers in eligible families to at least 80% by 2027
- Reduce the % of 5yr olds with visually obvious dental decay to below 20% by 2030
- Reduce the prevalence of obesity (including severe obesity) in children in Reception and Year 6 by 10% by 2030
- Increase the % of adults regularly eating '5-a-day' to more than 55% by 2030
- Ensure that the Healthy City Planning Toolkit is utilised in 90% of developments in the City

Key Actions

We will achieve our ambition through a matrix of activity across the partnership of the Health & Wellbeing Board, this will include:

1. Co-develop and implement a new Birmingham Food Strategy to create a healthier, affordable, safe and sustainable food system for the city.
2. Maximise the potential for improving access and affordability of healthy food through economic and planning levers, for example through the Healthy City Planning Toolkit and the opportunity of the East Birmingham Strategy.
3. Work specifically on food justice and food security as a challenge in our most deprived communities, especially for children and families.
4. Strengthen and build our learning and practice through local, national and internal partnerships i.e. BINDI, MUFPP, Delice Network and Sustainable food places.
5. Work with our academic partners to improve our understanding of the food system and how we can link action to impact more clearly so we can further our reach and impact.
6. Focused work on increasing healthy food literacy and deepen our understanding how to enable and empower this in different communities, especially across our ethnic communities.

'This is what I eat at home. First of all, I eat crisps. I eat burger at night-time every day. I eat pizza, I eat fries, I watch TV, ok. Morning I eat cereal, I eat cake. I eat everything healthy'
Quote from a focus group with Primary School children of First-Generation Migrants

THEME 2. MENTAL WELLNESS AND BALANCE

Mental wellbeing is as important as physical wellbeing, it is often said that there is no good health without good mental health, yet this is an area that often fails to get parity.

The drivers of poor mental health are complex but this does not mean that we should not try to address them and take action to address inequalities in mental wellness.

We recognise that mental wellness and balance is not the same as happiness, and that we will all experience periods of low mood and imbalance, but by taking a public health approach to mental wellness and balance we can support people to navigate these times successfully and continue on a positive life journey.

We also recognise that we must have accessible and culturally appropriate mental health services that support people living with addictions and mental health clinical conditions.

Although the suicide rate in the city is relatively low this does not mean we should be complacent and we must work together towards a shared ambition of zero deaths through suicide and zero admissions due to self-harm, especially in children and young people.

Balance is a broad term but in this context we are focused on those behaviours which reflect addiction, especially smoking, alcohol & drugs.

As a partnership we are committed to creating a mentally healthy city where every citizen is supported to achieve mental wellness and balance to navigate life's challenges.

Leadership for Action
The Creating a Mentally Healthy City Forum will lead this theme with support from the Suicide Prevention Advisory Group, the NHS Mental Health Partnership and the Creating a City Without Inequalities Forum.

BY 2030 WE WILL WORK TOGETHER TO
- Reduce the prevalence of depression and anxiety in adults to less than 12% by 2030
- Reduce our suicide rate (persons) in the city to be in the lowest 10 UTLA in England by 2030
- Reduce the emergency intentional self-harm admission rate to be within the lowest 10 UTLA in England by 2030
- Reduce the smoking prevalence in adults with a long-term mental health condition to at least the national average by 2027
- Close the gap between people with a long term health conditions, including explicitly those with severe and enduring mental health issues, in employment and those without
- Achieve the ambitions of triple zero, to have zero deaths or overdoses linked to alcohol or drugs by 2030 and have no people living with substance addictions without support services

Key Actions

We will achieve our ambition through a matrix of activity across the partnership of the Health & Wellbeing Board, this will include:

1. Be ambitious in our delivery of our partnership action plans to address mental wellbeing including the Prevention Concordat and Suicide Prevention action plan.
2. Develop, enhance and implement evidence-based interventions to improve mental wellness and balance, including arts and culture based interventions.
3. Ensure that we have embedded early intervention, brief advice and signposting in all services.
4. Take proactive steps to close the inequalities in employment and education for people with long term conditions, including specifically those with severe and enduring mental health issues.
5. Deliver the ambitious partnership work required to achieve the targets set out in the Triple Zero Strategy to tackle harm from drugs and alcohol in our City.

'I don't want to live anymore. I don't want to go on anymore. Because everything I care about has been taken away from me. Whether it's through substances, social services, police, you name it, everything I know and care about has gone from me' –
Quote from a Rough Sleeper in Birmingham.

THEME 3. ACTIVE AT EVERY AGE AND ABILITY

If everyone in Birmingham moves more, we will see major improvements in health and happiness, social connectivity, resilience, and environmental benefits in our communities.

Being physically active can prevent and improve long term conditions including cardiovascular disease, diabetes and cancers and is also a viable part of treatment pathways.

In Birmingham during 2019/20 29% of people aged 16 years and over were categorised as physically inactive, compared to 23% nationally – that is they did less than 30 minutes of moderate intensity physical activity a week.[13]

The Covid-19 pandemic has decreased activity levels across Birmingham, and changed our daily habits, often reducing travel and leading to a more sedentary way of life. However coming through the pandemic, the 2022 Commonwealth Games provides a visible global celebration of sport and activity, one of its key legacy outcomes must be to inspire us all to be active every day.

There are however significant and visible inequalities in inactivity and we need to focus on these areas of greatest inactivity and create understanding and empathy, coupled with a wider accessible and affordable range of every day opportunities to enjoy being active. Including safe routes and infrastructure to enable walking and cycling, local safe, affordable and attractive sports, and activities in accessible locations, working to position physical activity as a viable option for everyone in our city.

BY 2030 WE WILL WORK TOGETHER TO
- Reduce the % of adults who are physically inactive to less than 20% by 2030
- Increase the % of adults walking or cycling for travel at least three days a week by at least 25% by 2030
- Reduce the inactivity gap between the most active 10 wards and the least active 10 wards
- Reduce the inactivity gap between those living with disabilities and long-term health conditions and those without by 50% by 2030

Key Actions

We will achieve our ambition through a matrix of activity across the partnership of the Health & Wellbeing Board, this will include:

1. Collaborative working to realise the potential of the physical activity system to achieve the greatest impact.

2. Improve physical activity data and evidence to guide and inform practice and governance.

3. Introduce technology including apps and gamification to increase inclusive physical activity participation for all including Birmingham's diverse range of communities and under represented groups.

4. Prioritising active travel in local neighbourhoods.

5. Utilise physical activity to enhance community cohesion through targeted community events and interventions.

6. Physical activity to be embedded as a viable part of treatment pathways for long term conditions.

Leadership for Action
The work to address this theme will be led through the Creating a Physically Active City Forum and Birmingham Sport and Physical Activity Alliance.

'Think Football is the anchor for my week, maintaining wellbeing in a supportive environment, while being physically active. It has quite literally saved my life' -
Quote from Think Football Participant, Aston Villa Foundation

THEME 4. CONTRIBUTING TO A GREEN AND SUSTAINABLE FUTURE

There is good evidence demonstrating that the natural environment around us can both harm our health, e.g. through air pollution, and can improve our health, both physically and mentally through direct facilitation e.g. green gyms, and through exposure and interaction e.g. nature trails.

Therefore the Health and Wellbeing Board has a vested interest in actively supporting the City in its approach to creating a green and sustainable future.

Creating this future for our green, blue (water) and white (air) environments will require action on many fronts led by a number of different partners, including the Future Parks Accelerator Board, the Brum Breaths Board and the Climate Change Taskforce.

This theme aims to promote and protect health by improving outcomes for conditions linked to the environment, as well as using the opportunities of a green and sustainable future to improve the health and wellbeing of citizens.

This includes the opportunity of nature and improving our environment as a pathway to wellbeing. This means using the green and blue spaces in our city and appreciating our environment and its value in improving the physical and mental health of our population.

As a City we are blessed by having a huge number of natural assets but there are inequalities in those who access them and how they are used to benefit health.

Creating a healthy city involves seizing the opportunity to support the creation of health promoting places to live. These places promote social interaction; are inclusive; safe and accessible and support healthy lifestyles.

Leadership for Action
This theme will be taken forward through the work of the Future Parks Accelerator Board, Brum Breaths Board and the Climate Change Task Force.

BY 2030 WE WILL WORK TOGETHER TO
- Reduce the fraction of mortality attributable to particulate air pollution to less than 4.5% by 2030
- Increase the utilization of outdoor space for exercise/health reasons to over 25% by 2028
- Increase the daily utilization of green and blue spaces to 25% of the population by 2030
- Increase volunteering in green and blue spaces to at least 10% of the population by 2027

Key Actions

We will achieve our ambition through a matrix of activity across the partnership of the Health & Wellbeing Board, this will include:

1. Collaborate to further develop and implement the evidence base for health and wellbeing interventions that utilise the natural environment for health gain.

2. Ensure all partners are playing active roles as anchor organisations to support the Clean Air Strategy and Climate Change Route to Zero Strategy

3. Work with our partners to celebrate and maximise the potential benefits to physical and mental health of our natural environment

4. Address the inequalities in utilisation of natural space for health benefit between our communities, especially for disabled people and those from ethnic communities.

'The secret to using nature as a mood booster is to find activities in a green space that match the outcome you are looking for. For some, going to a quiet park to escape their daily routine will bring peace of mind and a sense of freedom. Others may use their natural landscapes to challenge themselves with activities like running or cycling. Some are intoxicated by simply interacting with animals.' - Quote from, Witton Lodge Community Association

THEME 5. PROTECT AND DETECT

The Protect and Detect theme is focused on the work we can do together to protect citizens from harm and detect early diseases such as cancer and HIV and from violent crime including gang violence and domestic abuse.

Protecting citizens from harm is a broad theme and much of the important work is led in this area through the Children's Safeguarding Partnership, Adults Safeguarding Partnership and Community Safety Partnerships, and Health and Wellbeing Board partners are committed to supporting this work.

Protection includes the important role of vaccination in preventing infectious diseases that can cause death and disability including measles, mumps and rubella, influenza and now covid-19. Across many immunisations the uptake in Birmingham is worse than the regional and national levels and this has to improve.

Protecting citizens from infectious diseases also includes opportunities for action on environmental health and sexual and reproductive health and having a robust cross-partnership response to local outbreaks and incidents of infectious disease.

Detecting disease and illness is important because it allows for earlier treatment and in general better outcomes for citizens. There are a series of national screening programmes across the life course from antenatal and pregnancy screening through to cancer screening in adult and older adult life. As with immunisation, uptake rates of many of these screening programs are below regional and national rates and targets; the gaps need to be closed.

Leadership for Action
This theme will be taken forward through the work of the Health Protection Forum and other partnership forums, primarily the Community Safety Partnership.

BY 2030 WE WILL WORK TOGETHER TO
- Achieve the national ambitions or targets for all national immunisation programs
- Achieve the national targets for all national screening programs
- Halve the variation in uptake (inequality) for all immunisation and screening programs
- Reduce the overall rates of new sexual health infections, including HIV, through early diagnosis and treatment to close the gap between Birmingham and the national average.

Key Actions

We will achieve our ambition through a matrix of activity across the partnership of the Health & Wellbeing Board, this will include:

1. Take a whole-system approach to immunisation and screening to drive uptake and close the inequalities in uptake.

2. Deliver Fast-Track accreditation for Birmingham and deliver an evidence-based approach that drives down HIV and Blood Borne Virus infections.

3. Embed a Public Health whole-system approach to violence reduction, including gang violence and domestic abuse.

4. Ensure all members of the Board are playing an active role in responding to, and preventing, violence, abuse and crime.

5. Develop our understanding of, and response to, the health and wellbeing needs of individuals in contact with the Justice system and address identified inequalities.

Quote to follow –
Quote from xxxx

CROSS CUTTING APPROACH: MITIGATE THE LEGACY OF COVID

The Covid-19 pandemic is a global challenge that has exposed and worsened inequalities in our society. It has had a sustained and devastating impact on our city and has had a disproportionate impact on many of our most deprived and diverse communities.

Research has been undertaken to understand the impact of the pandemic on our city and on our citizens. Engagement with and listening to communities has been ongoing and crucial throughout this time. The citizens of Birmingham have experienced the pandemic in different ways, and for many it will have a lasting impact. Restrictions have saved many lives but our resilience decreased with passing milestones, dates and uncertainty. We have experienced a detrimental impact on our mental and physical health as a result of the direct and indirect effects of the pandemic on our clinical care, health behaviours and social circumstances. We have felt the pressure of the economic shock on our health and wellbeing, as well as individual and collective financial insecurity and uncertainty. COVID-19 has affected our relationships and reduced contact and increased isolation for many. It has been experienced as a societal crisis and has revealed systemic issues.

The pandemic has exacerbated many of the existing inequalities in our city. These inequalities are primarily reflected in differences in infection rates and death rates between different communities. It has also been reflected in the vaccine uptake. Many of these inequalities are not understood due to limitations in data recording and reporting. There is limited data on the inequalities in the way that restrictions to mitigate the impact of COVID-19 have impacted different communities. The impact of restrictions on accessing healthcare and services (such as screening and immunisations) is not clearly understood, but these longer-term inequalities are anticipated.

Inequalities that existed prior to the pandemic have defined people's experience during the crisis. The Health and Wellbeing Board and its partners are committed to mitigating the legacy of COVID-19 and the drivers of inequalities that have deepened and widened as a result of the pandemic.

Mitigate the impact of Covid on Mental Wellbeing

According to the Birmingham COVID-19 Impact Survey, by July 2020 more than half (53%) said their mental health had deteriorated since the pandemic started.[14]

The impacts on mental wellbeing include bereavement, loneliness, common mental health issues such as anxiety and depression. Some are legacy of direct impacts of disease and illness, others due to the impacts of risk reduction restrictions and isolation.

The leadership of this cross cutting approach will be taken forward through the Creating a Mentally Healthy City Forum.

Address the long term impacts of Covid on health

One in 6 middle-aged people and one in 13 younger adults with COVID-19 report long COVID symptoms.[15]

The impact of 'long covid' are still emerging. It will require new pathways of care and support across the health and social care and community and voluntary sector. As well as a positive and supportive response from the education and employment sector to support individuals affected.

Work on this cross-cutting approach will be lead through the NHS ICS System Leadership.

Reduce the drivers of the inequalities in Covid case rates and mortality ahead of the next pandemic

COVID-19 mortality rates for people younger than 65 were 3.7 times higher in the most deprived areas than the least deprived areas in England between March 2020 and March 2021.[16]

The background to these inequalities are complex, layering employment, deprivation, ethnicity and baseline health and we need to explore how this drove the inequalities in infection and in death during the pandemic so we can prevent it happening again.

Work on this cross cutting approach will be taken led by the Creating a City Without Inequality Forum.

CROSS CUTTING APPROACH: EQUALITY, DIVERSITY AND INCLUSION

The Health and Wellbeing Board will undertake a cross-cutting approach to equality, diversity and inclusion. The aim is to ensure that these values are at the centre of our ambitions, actions and leadership in order to tackle inequalities that exist in our society. Health and disease outcomes, as well as opportunities, are often conditional on a series of factors.

In our approach we are explicitly focused on the legally protected characteristics as well as specific identities of experience.

The legally protected characteristics are Age, Gender Identity, Sex, Race, Sexual Orientation, Religion and Belief, Disability, Pregnancy and parenthood, Marriage and Civil Partnership. We recognise that these don't exist in isolation and that inequalities can be even greater in people who have multiple minority characteristics e.g. disabled and lesbian women experience more inequalities than able bodied heterosexual women.

The term identities of experience includes people with lived experience of homelessness, carers, veterans, sex workers, those in contact with the justice system, those with experience of the care system. There is consistent evidence of health inequalities affecting these groups.

The COVID-19 pandemic exposed and exacerbated existing inequalities, including the disproportionate impact on people from minority communities especially from ethnic and disabled communities and in many communities of experience.

The Board will take acting in a cross-cutting way through the delivery of the topics and themes but there are also some specific projects that we will continue to learn from and build on some of the targeted approaches to understand these inequalities and respond to them, including the Birmingham Poverty Truth Commission, Veterans Deep Dive, Birmingham and Lewisham African and Caribbean Health Inequalities Review.

Protected Characteristics

Age
Gender/Sex
Gender Identity
Religion and Belief
Pregnancy and Parenthood
Race and Ethnicity
Marriage and Civil Partnership
Disability
Sexual Orientation

'Sometimes the difficulty is going to come for example, I am black and I share all the experiences of black people but am also Muslim as well. I have got two things that many people don't have. The person who is just Muslim cannot experience the black issue and black people who are not Muslim will not experience the Muslim issue.'

A quote from a participant in Birmingham Healthwatch report into experiences of Somali people.

Identities of Experience

Homelessness
Carers
Care Leavers
Sex Workers
People in contact with Justice System
Veterans

LIFE COURSE: GETTING THE BEST START IN LIFE

Birmingham is one of the youngest cities in Europe and fertility rates remain higher than the national average.

There is clear evidence that the foundations laid down for life from even pre-conception through childhood and adolescence can have positive or negative impacts across an individuals entire life. Some of these are underpinned by poverty, and child poverty is a significant challenge for the city, but many are also driven by the environment and support available to children, young people and families.

Birmingham continues to have a higher stillbirth and infant mortality rate than the national average and too many babies are born with a low or very low birth weight. Highlighting the need for our approach to start before conception working with potential parents to plan parenthood safely and support them through pregnancy.

As children grow we see inequalities continue in primary and secondary school years and we see high levels of vulnerability emerging that will undoubtedly create more challenges for these young people in achieving their potential as they progress to adulthood. There are significant inequalities between different groups of children and we have a duty of care to children and young people with special educational needs and disabilities, and those who come into contact with our care system to address these proactively and with vigour.

Across a wide range of indicators for children and young people there is clear evidence that children in Birmingham could be given a better start in life so that the gaps between our city and the national average close and our children face the future on more equal terms. The Board is not the only partnership forum in this space and it must work collaboratively with others to achieve the step change in outcomes for children we want to see.

Leadership for Action
This theme will be lead by the Birmingham Children's Strategic Partnership and the Birmingham and Solihull Maternity Improvement Partnership (BUMP)

BY 2030 WE WILL WORK TOGETHER TO
- Reduce infant mortality in Birmingham by 25% by 2027 and by 50% by 2030
- Improve the percentage of children achieving a good level of development by 2-2.5yrs to over 83% and at the end of Reception to 75% by 2030.
- Halve the rate of children killed and seriously injured (KSI) on Birmingham's roads by 2030
- Reduce the under 18 teenage conception rate to close the gap between Birmingham and the national average by 2030
- Halve the hospital admissions due to asthma in young people under 18yrs by 2027
- Reduce the rate of first-time entrants (10-17yrs) to the youth justice system by 25% by 2030

Key Actions

We will achieve our ambition through a matrix of activity across the partnership of the Health & Wellbeing Board, this will include:

1. Establish an Infant Mortality Task Force to drive action at pace across the partnership.

2. Develop a coherent partnership approach to supporting adolescent health and wellbeing to interconnect with strategies on youth justice.

3. Develop the evidence-based approaches to support families to give children the best start in life, especially around childhood obesity and mental wellbeing.

4. Support the work led through Education and Skills to improve children's life chances through education, especially for SEND children and their families.

"I have not been eating the greatest as my family is struggling to provide because they're unemployed. I have lost a significant amount of weight due to not having 3 meals a day......I start my day without energy and finish it with even less, this means I'm always tired and don't have the energy to do anything and leaves me less motivated and not caring about everything. "
Asian Male (17), Young People's Survey

LIFE COURSE: WORKING AND LEARNING WELL

This theme is focused on working age adults in Birmingham and reflects the importance of work and learning throughout our adult life.

Too many adults across the city lead unhealthy lives and although choice is a factor, a lot of this is enabled because of the environment we live and work in and we have to work on multiple levels to create a city that supports all adults to be healthier at work and at home.

There is a clear and two-way relationship between education, and employment and health. Ill health and poor wellbeing can be a barrier to education and employment, and similarly a lack of education or employment can create barriers to health and wellbeing.

Learning is one of the five pillars of wellbeing, both through the things we learn and the act of learning itself. An important part of this is creating and maintaining health literacy as it underpins people's ability to make informed choices about their own health and wellbeing and the challenges of health literacy in our city have been clear through the pandemic.

Many adults spend much of their week in the workplace, whether in person or virtually, and in the same way that schools create spaces for supporting healthier lives in children, there is an opportunity for the employers across Birmingham to support their staff to lead healthier lives. We must work with both public and private sector organisations and trade unions to create healthier workplaces for all.

Leadership for Action
This theme will be lead by the Creating a City Without Inequalities Forum and the ICS Inequalities Partnership, with clear collaboration with relevant partnership groups such as the Homelessness Health Partnership Board

BY 2030 WE WILL WORK TOGETHER TO
- Increasing the % of the estimated individuals who smoke accessing smoking cessation services and achieving a 4-week quit by 20% by 2030
- To reduce the percentage rate of long-term musculoskeletal problems to 5% below the England average by 2030
- Reduce coronary heart disease admissions rate (all ages) by 20% by 2030
- Reduce the percentage of adults from ethnic communities with Type 2 Diabetes to match the demographic profile of our city by 2030
- Increase the number of targeted health checks (e.g., for people with learning disabilities, carers and severe mental health issues) by 25% by 2027
- Reduce the rate per 1000 of homeless young people (16-24 years) to the England Average
- Achieve 50% of all medium and large businesses in Birmingham being part of the Thrive at Work programme

Key Actions

- Reducing the impact of poverty and income in equity on health amongst disadvantaged groups across the life course through targeted co-developed evidence-based approaches.

- Establish a programme for addressing clinical health inequalities in care and clinical outcomes at a Primary Care Network and Practice level led by the ICS Place programme.

- Deliver the African and Caribbean Health Inequalities review and if successful establish a similar inequalities review for different minority communities.

- Use the leverage of anchor organisation supply chains to encourage participation in Thrive at Work programme alongside other key commitments such as Living Wage and Modern Slavery commitments.

'Through Thrive at Work, staff have generally understood the importance of wellbeing and self-care. However Covid-19 has made wellbeing even more of a hot topic in the care sector.' *John Taylor Hospice, WMCA Thrive at Work Member*

LIFE COURSE: AGEING WELL AND DYING WELL

Although Birmingham is young city, it has a growing number of older adults, many of who are living with multiple health conditions. With the expected number of older people living in poor health set to rise, it is important that we invest in prevention and approaches that help people age well.

The frequency of preventable conditions such as Dementia, Parkinson's Disease and frailty does increase as people age, so our ambitions would be to reduce the impact of these conditions. This can be achieved through partnership working, to create an Age Friendly City, that supports older adults to fully participate in their communities and builds on the successes of Dementia Friendly communities in Birmingham.

Integration is key to our approach and as we age, we want health and social care services to collaborate to provide integrated solutions that support citizens to remain independent and connected to communities and their families and friends.

We also have a responsibility to support people at the end of their life to die with dignity and as comfortably as possible, whatever their age. At the end of life, we all hope for a peaceful end. To achieve this, we must work together to support citizens and their families to die with dignity and at a chosen place of death. We must ensure that pathways for end of life are compassionate and inclusive and appropriate support is provided to those bereaved as well as those who are dying.

Leadership for Action
This theme will be implemented working in partnership with the End of Life Coordination Group, the Neighbourhood Network Scheme and the Birmingham and Solihull Dementia Interface Pathways group.

BY 2030 WE WILL WORK TOGETHER TO
- Halve the gap in healthy life expectancy at 65yrs between Birmingham and the national average for both men and women
- Increase the percentage of eligible citizens offered an NHS Health Check who received it to over 70%
- Improve the detection of dementia by increasing the % of people estimated to be living with dementia who are diagnosed and receiving care and support to over 75% by 2030
- Reduce the rate of emergency hospital admissions due to falls in people aged 65yrs and over to below the national average
- Improve the carer-reported quality of life score for people caring for someone with dementia to equal to or above the national average
- Reduce the Excess Winter Deaths to close the gap between the actual and expected number of deaths in people aged >85yrs by at least 20%

Key Actions
1. Strengthen our engagement and understanding of ageing in Birmingham's diverse communities and in those in inclusion groups such as the homeless, so we can support them better.
2. Have a clear and visible prevention and early intervention approach to support healthy independent ageing for all citizens
3. Become a recognised Age Friendly City and Compassionate City by 2027.
4. Establish a Healthy Ageing Academic Partnership to increase the evidence base for interventions that support healthy ageing.
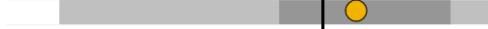
'I just barely go out anymore, the only place I feel safe is home. And all the exercise classes have stopped. So due to lack of exercise I'm getting more and more immobile. My knees are seizing up. And I used to do the shopping myself, I used to get exercise going from shop to shop. Now I get it delivered. I miss that movement. I've never been to the doctors for aches and pains as much as in the last 6 months .' - *Quote from ethnographic research on Impact of Covid-19 on Birmingham*

Measuring Impact

Within each of the strategic themes there will be a matrix of indicators developed for reporting to the Health and Wellbeing Board but these sit underpinning the longer term indicators that will change over multiple years.

These metrics will take many years to change but are good indicators of the impact of the strategy over the next five to ten years and are good ways of monitoring whether we are truly achieving the level of change to impact on citizens lives at scale and in a sustained way.

Indicator	B'ham Number	B'ham Stat	Eng Avg	Eng Worst	England Range	Eng Best
Infant mortality rate (2017-2019)[17]	336	7.0	3.9	7.5		2.0
Child mortality rate (1-17 years) 2017-19[17]	125	15.2	10.8	25.7		5.7
Healthy Life Expectancy at birth 2017-19 (Male)[17]	n/a	58.5	63.2	53.7		71.5
Healthy Life Expectancy at birth 2017-19 (Female)[17]	n/a	59.3	63.5	55.3		71.4
Life expectancy at birth 2017-19 (Male)[17]	n/a	77.9	79.8	74.4		84.9
Life expectancy at birth 2017-19 (Female)[17]	n/a	82.4	83.4	79.5		87.2
Life expectancy at 65 2017-19 (Male)[17]	n/a	18.3	19.0	16.4		23.2
Life expectancy at 65 2017-19 (Female)[17]	n/a	20.8	21.3	18.8		24.9
Inequality in life expectancy at birth 2017-19 (Male)[18]	n/a	8.7	9.4	14.8		2.9
Inequality in life expectancy at birth 2017-19 (Female)[18]	n/a	5.2	7.6	13.3		1.5

Legend:
- Not significantly different from England average
- Significantly Worse than England average
- Significantly Lower than England average — No Polarity
- Significantly Higher than England average
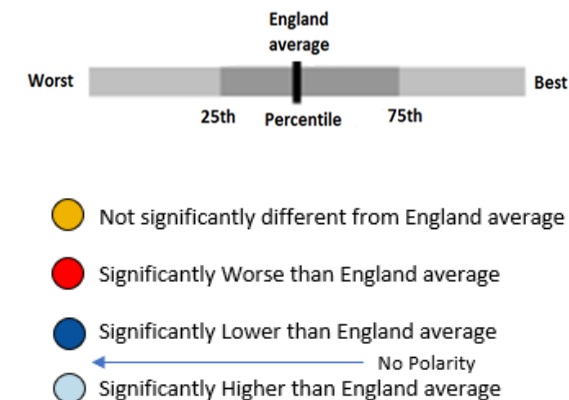
The table shows the headline metrics that will be used to track progress and impact of this strategy moving forward.

By nature many of these are deficit based metrics however they are standardised routinely collected indicators that can be benchmarked locally and nationally.

There are many metrics that align with each of the eight priority themes and the delivery groups will identify specific and measurable indicators that can be used in the short to medium term to track change and inform the delivery of the strategy.

Governance & Relationships for change

Creating a Bolder, Healthier City will be led by the Birmingham Health and Wellbeing Board who will work alongside many partnership groups and networks that collaborate with the Board and its partners.

The Board will receive annual updates on the progress of the Strategy once published and there will be a matrix delivery plan coordinated by Birmingham City Council Public Health division alongside an indicator matrix tracking progress against the ambition outcomes.

NHS Strategic Partnerships

• Birmingham & Solihull Integrated Care System

• Birmingham & Solihull Provider Collaboratives

• Birmingham & Solihull Mental Health Partnership

• BUMP

Birmingham Safeguarding Partnerships

• Children's Safeguarding Partnership Board

• Adult Safeguarding Partnership Board

• Domestic Abuse Strategy Board

• Re-offending Prevention Partnership

City Partnership Relationships

• Children's Strategic Partnership

• Community Safety Partnership

• City Board

• Youth City Board

Health and Wellbeing Board

Sub-Forums

• Creating a Mentally Healthy City Forum

• Creating a Healthy Food City Forum

• Creating an Active City Forum

• Creating a City Without Inequalities Forum

• Health Protection Forum

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**Health and Wellbeing Board Strategy: Creating a Bolder, Healthier City
Consultation Plan**

It is proposed that the consultation will be launched on 23rd September following Cabinet and Health and Wellbeing Board approval. The consultation will run for an 11-week period, closing on 10th December.

The consultation has been designed to facilitate community engagement; the intention is to work via these avenues to ensure engagement of all groups including seldom heard voices where health inequalities are often most prevalent. It will be launched with a press release at the outset. At this point online consultation via the Be Heard platform will commence. This will also mark the beginning of engagement sessions and drop-in events which will be both online and face-to-face.

The methodology and timeline for the consultation are outlined below:

Stakeholder/s	Method/s
Public	• Press release • Birmingham City Council website • Be Heard (online consultation platform) • Social media accounts (Birmingham City Council and Healthy Brum) • Community/stakeholder meetings and listening events • Ward forums • Focus groups • Drop-in events (face-to-face); to be held throughout October and November 2021
Birmingham MPs	• E-mail
BCC Councillors	• E-mail and engagement sessions (where appropriate)
Town/Parish Councils • Sutton Coldfield • New Frankley	• E-mail
Regional partners • WMCA • WMCA local authorities • Neighbouring county councils	• E-mail and engagement sessions (where appropriate)
Emergency Services	• E-mail

Stakeholder/s	Method/s
Birmingham City Council departments	- E-mail and engagement sessions (where appropriate) - Birmingham City Council Intranet and Yammer
Businesses, Community Groups and Other Stakeholders	- Press release - Birmingham City Council website - Be Heard (online consultation platform) - Social media accounts (Birmingham City Council and Healthy Brum) - Community/stakeholder meetings and listening events

Appendix 3 - Creating a Bolder, Healthier City – Draft Online Consultation

Overview

'Creating a Bolder, Healthier City' sets out a new partnership approach to tackle health inequalities in Birmingham.

Through this consultation we are asking you, the people of Birmingham, strategic partners, and key agencies (including current service providers) to give us your views on our approach.

The draft strategy details our approach and is available to view (see the "Related" section at the bottom of this page for a link to this document) and is intended to direct our actions in Birmingham over the next 8 years (2022-2030).

'Creating a Bolder, Healthier City' is the statutory strategy of Birmingham's Health and Wellbeing Board. The approach focuses on the up-steam of disease, as well as reducing inequalities for those already living with chronic ill health, through focusing on shaping a healthier environment of opportunity for citizens to access affordable, sustainable, and environmentally positive healthy lives and is intended to direct our actions in Birmingham.

'Creating a Bolder, Healthier City' is based on a series of themes and cross-cutting approaches. It will include the key actions, indicators to measure our progress, and the leadership required to achieve our ambitions. Throughout the Health and Wellbeing Board partnership and the strategy, the focus is on reducing health inequalities.

The draft strategy has been shaped by stakeholder engagement with partners on the Health and Wellbeing Board, the four sub-forums, the Public Health Division, and across Birmingham City Council. It has also been informed by citizen engagement over the last three years.

Tackling health inequalities cannot be achieved by any single agency and must be rooted in people's lived experiences and be shaped with local communities of place, identity, and interest.

Now we would like to strengthen this engagement and co-production through consulting on the draft document. We would like to know whether you think our approach is right and to have your help in shaping our thinking and future actions.

While Birmingham City Council feels that the questions asked in this consultation are anonymous and would not place you at risk of being identified as an individual. We will ensure that if any personal and category data is provided that creates such a risk we will process as per our privacy statement.

Consultation Section Headings:
- Vision statement
- Principle for action
- Themes
- Ambitions
- Tell Us About You

Vision statement

Please see page 3 of Creating a Bolder, Healthier City.

Our shared vision is to create a healthier city where every citizen, at every stage of their life, in all communities can make healthy choices that are affordable, sustainable and desirable to support them to achieve their potential for a happy, healthy life.

To what extent do you agree or disagree with the vision statement?

o   Strongly agree
o   Agree
o   Don't know
o   Disagree
o   Strongly disagree

If you agree with vision statement, use the box below for comments you wish to make

If you disagree with the vision statement, tell us why and explain how you think this could be improved

Principles for action

Please see page 3 of Creating a Bolder, Healthier City.

Our vision is underpinned by the following shared principles for action
- Citizen focused and informed by citizens lived experience
- Consciously focused on reducing inequalities and promoting equality and inclusion
- Data and evidence-informed, and action research enabled action

To what extent do you agree or disagree with the principles for action?

o Strongly agree
o Agree
o Don't know
o Disagree
o Strongly disagree

If you agree with vision statement, use the box below for comments you wish to make

If you disagree with the vision statement, tell us why and explain how you think this could be improved

Themes

Please see pages 10-19 of Creating a Bolder, Healthier City.

The Health and Wellbeing Board has highlighted five core themes for action covering wider determinants, health protection and environmental public health.

These run through the life course, with the additional two cross cutting themes of 'mitigating the legacy of Covid' and 'equality, diversity and inclusion'.

Through all elements we aim to close the inequality gaps.

Five Themes
1.   Healthy and Affordable Food
2.   Mental Wellness and Balance
3.   Active at Every Age and Ability
4.   Contributing to a Green and Sustainable Future
5.   Protect and Detect

To what extent do you agree or disagree with the 5 themes in the strategy?

o   Strongly agree
o   Agree
o   Don't know
o   Disagree
o   Strongly disagree

If you agree with the thematic approach to reduce health inequalities, use the box below for comments you wish to make

If you disagree with the thematic approach to reduce health inequalities, tell us why and explain how you think this could be improved

Life Course Themes

These three life-course themes highlight areas of focus in the three major stages of life.

1.   Getting the Best Start in Life
2.   Working and Learning Well
3.   Ageing and Dying Well

> To what extent do you agree or disagree with the Life Course themes in the strategy?
>
> o   Strongly agree
> o   Agree
> o   Don't know
> o   Disagree
> o   Strongly disagree
>
> If you agree with the life course themes to reduce health inequalities, use the box below for comments you wish to make
>
> [   ]
>
> If you disagree with the life course themes to reduce health inequalities, tell us why and explain how you think this could be improved
>
> [   ]

Cross-cutting Approaches

There are two cross-cutting approaches which are specific strands of activity through the work of the document. These strands may have specific projects under them but also will be clearly identified through the programmes of thematic and life-course work.

1. Mitigate the Legacy of COVID-19
2. Equality, Diversity and Inclusion

To what extent do you agree or disagree with the cross-cutting approaches in the strategy?

o   Strongly agree
o   Agree
o   Don't know
o   Disagree
o   Strongly disagree

If you agree with the cross-cutting approaches to reduce health inequalities, use the box below for comments you wish to make

If you disagree with the cross-cutting approaches to reduce health inequalities, tell us why and explain how you think this could be improved

Closing the Gap

Throughout the Health and Wellbeing Board partnership and the framework, there is a focus on reducing health inequalities. Under each theme of action, there are plans to address specific inequalities; 'Closing the Gap'.

These inequalities can be described in the context of:

- Inequalities linked to Deprivation
- Inequalities affecting Disabled Communities
- Inequalities affecting Inclusion Groups (e.g. people experiencing homelessness, sex workers, care leavers, veterans and those in contact with the justice system)
- Inequalities affecting different Ethnic Communities
- Inequalities of Place (I.e. variation/inequalities between Wards)

To what extent do you agree or disagree with the focus on 'Closing the Gap' in the strategy?

o Strongly agree
o Agree
o Don't know
o Disagree
o Strongly disagree

If you agree with the focus on 'Closing the Gap', use the box below for comments you wish to make

If you disagree with the focus on 'Closing the Gap', tell us why and explain how you think this could be improved

Ambitions

We want Birmingham to be a city where we facilitate collaboration on prevention and reducing inequalities and to do this we need to have clear shared understanding of the ambition and the part we can play in achieving a step change in outcomes for citizens.

To what extent do you agree or disagree with the 5 core themes ambitions for Birmingham?

1. Healthy and Affordable Food

Eating healthily underpins so much of our physical and mental health, we celebrate and commiserate with food and the food system contributes millions to the city economy. It is one of the most fundamental basis of a healthy life.

Ambitions

BY 2030 WE WILL WORK TOGETHER TO

- Increase the uptake of healthy start vouchers in eligible families to at least 80% by 2027
- Reduce the % of 5yr olds with visually obvious dental decay to below 20% by 2030
- Reduce the prevalence of obesity (including severe obesity) in children in Reception and Year 6 by 10% by 2030
- Increase the % of adults regularly eating '5-a-day' to more than 55% by 2030
- Ensure that the Healthy City Planning Toolkit is utilised in 90% of developments in the City

Please rank the ambitions in order of their importance to you (1 = highest priority)

To what extent do you agree or disagree with the ambitions in Healthy and Affordable Food theme?

o   Strongly agree
o   Agree
o   Don't know
o   Disagree
o   Strongly disagree

If you agree with the ambitions in the Healthy and Affordable Food theme, use the box below for comments you wish to make

If you disagree with the ambitions in the Healthy and Affordable Food theme, tell us why and explain how you think this could be improved

2.   Mental Wellness and Balance Ambitions

Mental wellbeing is as important as physical wellbeing, it is often said that there is no good health without good mental health, yet this is an area that often fails to get parity.

BY 2030 WE WILL WORK TOGETHER TO

- Reduce the prevalence of depression and anxiety in adults to less than 12% by 2030
- Reduce our suicide rate (persons) in the city to be in the lowest 10 UTLA in England by 2030
- Reduce the emergency intentional self-harm admission rate to be within the lowest 10 UTLA in England by 2030
- Reduce the smoking prevalence in adults with a long-term mental health condition to at least the national average by 2027
- Close the gap between people with a long term health conditions, including explicitly those with severe and enduring mental health issues, in employment and those without
- Achieve the ambitions of triple zero, to have zero deaths or overdoses linked to alcohol or drugs by 2030 and have no people living with substance addictions without support services

3. Active at Every Age and Ability Ambitions

Being physically active can prevent and improve long term conditions including cardiovascular disease, diabetes and cancers and is also a viable part of treatment pathways.

BY 2030 WE WILL WORK TOGETHER TO

*   Reduce the % of adults who are physically inactive to less than 20% by 2030
*   Increase the % of adults walking or cycling for travel at least three days a week by at least 25% by 2030
*   Reduce the inactivity gap between the most active 10 wards and the least active 10 wards
*   Reduce the inactivity gap between those living with disabilities and long-term health conditions and those without by 50% by 2030

Please rank the ambitions in order of their importance to you (1 = highest priority)

To what extent do you agree or disagree with the ambitions in Active at Every Age and Ability theme?

o   Strongly agree
o   Agree
o   Don't know
o   Disagree
o   Strongly disagree

If you agree with the ambitions in Active at Every Age and Ability theme, use the box below for comments you wish to make

If you disagree with the ambitions in Active at Every Age and Ability theme, tell us why and explain how you think this could be improved

4. Contributing to a Green and Sustainable Future Ambitions

This theme aims to promote and protect health by improving outcomes for conditions linked to the environment, as well as using the opportunities of a green and sustainable future to improve the health and wellbeing of citizens.

BY 2030 WE WILL WORK TOGETHER TO

- Reduce the fraction of mortality attributable to particulate air pollution to less than 4.5% by 2030
- Increase the utilization of outdoor space for exercise/health reasons to over 25% by 2028
- Increase the daily utilization of green and blue spaces to 25% of the population by 2030
- Increase volunteering in green and blue spaces to at least 10% of the population by 2027

Please rank the ambitions in order of their importance to you (1 = highest priority)

To what extent do you agree or disagree with the ambitions in the Contributing to a Green and Sustainable Future theme?

- o Strongly agree
- o Agree
- o Don't know
- o Disagree
- o Strongly disagree

If you agree with the ambitions in the Contributing to a Green and Sustainable Future theme, use the box below for comments you wish to make

If you disagree with the ambitions in the Contributing to a Green and Sustainable Future theme, tell us why and explain how you think this could be improved

5. Protect and Detect

The Protect and Detect theme is focused on the work we can do together to protect citizens from harm and detect early diseases such as cancer and HIV and from violent crime including gang violence and domestic abuse.

Ambitions

BY 2030 WE WILL WORK TOGETHER TO

- Achieve the national ambitions or targets for all national immunisation programs

- Achieve the national targets for all national screening programs
- Halve the variation in uptake (inequality) for all immunisation and screening programs
- Reduce the overall rates of new sexual health infections, including HIV, through early diagnosis and treatment to close the gap between Birmingham and the national average.

Please rank the ambitions in order of their importance to you (1 = highest priority)

To what extent do you agree or disagree with the ambitions in the Protect and Detect theme?

o Strongly agree
o Agree
o Don't know
o Disagree
o Strongly disagree

If you agree with the ambitions in the Protect and Detect theme, use the box below for comments you wish to make

If you disagree with the ambitions in the Protect and Detect theme, tell us why and explain how you think this could be improved

Any other comments

Sections Headings:
- Vision statement
- Principle for action
- Themes
- Ambitions

The purpose of the online consultation is to seek views on the draft joint health and wellbeing strategy: 'Creating a Bolder, Healthier City Framework'.
It will assess the support for our thematic ambitions, our proposals to measure our progress against these ambitions, and the collaborative and distributed leadership required to achieve these ambitions.

If you have comments on a specific section of the document, please tell us the section it refers to alongside your response.

Please use the box below for any comments you would like to make

Asking for personal information

We would like you to tell us some things about you to get a good understanding of the variety of people who are answering these questions. We require a few responses about yourself including personal and special category data. Your information will be kept confidential and no personally identifiable information will be published since the data will be presented in tables or graphs using summary results. Any quotes you provide will remain anonymous.

Consent

All personal information on this form will be kept safe and is protected by law. We can only process your personal data with your consent. By providing a response you consent to the use of any such personal and special category data in this manner.

For further information on your personal data, please refer to Birmingham City Council's privacy policy on our website at: www.birmingham.gov.uk/privacy

About you

We would like you to tell us some things about you.

You do not have to tell us if you do not want to, but if you do, it will help us understand if we have failed to engage with specific parts of the community.

Are you making this response on behalf of yourself or an organisation?

o   On my own behalf
o   On behalf of an organisation

If on behalf of an organisation, tell us which organisation the response is from

Please use the box below for any comments you would like to make

Are you? Please tick one box that best describes your interest in the consultation

Are you making this response on behalf of yourself or an organisation?

o   A member of the public
o   Health or Care professional
o   Public Health specialist
o   An Academic

Other (please state)

Do you live, work, study or socialise in Birmingham? (Please tick all that apply)

o   Live in Birmingham
o   Work in Birmingham
o   Study in Birmingham
o   Socialise in Birmingham

Please tell us the first section of your home address postcode. e.g. B1, B26, B5, B16, B64

Postcode

Which age group applies to you?

o   Under 16
o   16 - 19
o   20 – 24
o   25 – 29
o   30 – 34
o   35 – 39
o   40 – 44
o   45 – 49
o   50 – 54
o   55 – 59
o   60 – 64
o   65 – 69
o   70 – 74
o   75 - 79
o   80 – 84
o   85+
o   Prefer not to say

What best describes your gender?

o Male
o Female
o Non-binary
o Prefer not to say

Other (please state)

The Equality Act (2010) defines a disabled person as someone with a 'physical or mental impairment which has a substantial and long-term adverse effect on his/her ability to carry out normal day to day activities' Do you identify as a person with a disability?

o Yes
o No
o Prefer not to say

Do any of these conditions affect your day-to-day activities?

o Dexterity (e.g. lifting, carrying objects, using a keyboard)
o Hearing (e.g. deafness or partial hearing)
o Learning or understanding or concentrating
o Memory
o Mental Health
o Mobility (e.g. walking short distances or climbing stairs)
o Neurodiversity (e.g. Autism, ADHD, Dyslexia etc.)
o Stamina or breathing or fatigue
o Vision (e.g. blindness or partial sight)
o No/none of these conditions affect my day-to-day activities

What is your ethnic group?

- Asian or Asian British
- Bangladeshi
- Chinese
- Indian
- Pakistani
- Black or Black British
- African
- Caribbean
- White
- English / Northern Irish / Scottish/ Welsh
- Irish
- Gypsy or Irish Traveller
- Mixed ethnic
- White and Asian
- White and Black African
- White and Black Caribbean
- Prefer not to say
- Other (please state)

What is your religious belief?

- Buddhism
- Christianity
- Hinduism
- Judaism
- Islam
- Sikhism
- No religion
- Prefer not to say
- Other (please state)

Do any of the following life experiences apply to your life?

- Veteran
- Homelessness
- Care Leaver
- Refugee
- First generation migrant

What is your sexual orientation? (Please tick one box only)

- o Bisexual
- o Gay
- o Lesbian
- o Heterosexual / Straight
- o Prefer not to say
- o Other (please state)

Further comments or views on the Creating a Bolder, Healthier City Framework

If you have any further comments or views on the Creating a Bolder, Healthier City Framework, please contact:

Website:

Twitter:

Email:

Item 9

Title of proposed EIA	Draft Joint Health and Wellbeing Board Strategy Consultation
Reference No	EQUA728
EA is in support of	New Strategy
Review Frequency	Two Years
Date of first review	19/07/2023
Directorate	Assistant Chief Executive
Division	Public Health
Service Area	Governance
Responsible Officer(s)	☐ Aidan Hall
Quality Control Officer(s)	☐ Stacey Gunther
Accountable Officer(s)	☐ Maria Rivas
Purpose of proposal	To open a public consultation on the draft joint Health and Wellbeing Board Strategy: "Creating a Healthier City Framework".
Data sources	Survey(s); Consultation Results; Interviews; relevant reports/strategies; Statistical Database (please specify); relevant research; Other (please specify)
Please include any other sources of data	Joint Strategic Needs Assessment, Public Health Outcomes Framework

ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS

Protected characteristic: Age	Not Applicable
Age details:	No adverse impact in terms of age.

The proposed draft joint Health and Wellbeing Board Strategy will be a "Creating a Healthier City Framework"; signposting to action across the health and care system. The draft framework consists of 5 themes and cross-cutting approaches running throughout the life course.
It brings together three life course themes, alongside action on wider determinants, health protection and environmental public health.

The framework will include ambitions and indicators that will consider needs and action across the life course.

009220/2021

Protected characteristic: Disability

Disability details:

Not Applicable

No adverse impact in terms of disability.

The proposed draft joint Health and Wellbeing Board Strategy will be a "Creating a Healthier City Framework"; signposting to action across the health and care system. The draft framework consists of 5 themes and cross-cutting approaches running throughout the life course. It brings together three life course themes, alongside action on wider determinants, health protection and environmental public health.

The framework will include ambitions and indicators that will consider needs and action across the life course, as well as the cross-cutting approach: Equality, Diversity and Inclusion.

Protected characteristic: Sex

Gender details:

Not Applicable

No adverse impact in terms of sex.

The proposed draft joint Health and Wellbeing Board Strategy will be a "Creating a Healthier City Framework"; signposting to action across the health and care system. The draft framework consists of 5 themes and cross-cutting approaches running throughout the life course. It brings together three life course themes, alongside action on wider determinants, health protection and environmental public health.

The framework will include ambitions and indicators that will consider needs and action across the life course, as well as the cross-cutting approach: Equality, Diversity and Inclusion.

Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	No adverse impact in terms of gender reassignment.
	The proposed draft joint Health and Wellbeing Board Strategy will be a "Creating a Healthier City Framework"; signposting to action across the health and care system. The draft framework consists of 5 themes and cross-cutting approaches running throughout the life course. It brings together three life course themes, alongside action on wider determinants, health protection and environmental public health.
	The framework will include ambitions and indicators that will consider needs and action across the life course, as well as the cross-cutting approach: Equality, Diversity and Inclusion.

Protected characteristics: Marriage and Civil Partnership	Not Applicable
Marriage and civil partnership details:	No adverse impact in terms of marriage and civil partnership.
	The proposed draft joint Health and Wellbeing Board Strategy will be a "Creating a Healthier City

a "Creating a Healthier City
Framework"; signposting to action
across the health and care system. The
draft framework consists of 5 themes
and cross-cutting approaches running
throughout the life
course. It brings together three life
course themes, alongside action on
wider determinants, health protection
and environmental public health.

The framework will include ambitions
and indicators that will consider needs
and action across the life course, as
well as the cross-cutting
approach: Equality, Diversity and
Inclusion.

Protected characteristics: Pregnancy and Maternity	Not Applicable
Pregnancy and maternity details:	No adverse impact in terms of pregnancy and maternity.
	The proposed draft joint Health and Wellbeing Board Strategy will be a "Creating a Healthier City Framework"; signposting to action across the health and care system. The draft framework consists of 5 themes and cross-cutting approaches running throughout the life course. It brings together three life course themes, alongside action on wider determinants, health protection and environmental public health.
	The framework will include ambitions and indicators that will consider needs and action across the life course, including Getting the Best Start in Life.
Protected characteristics: Race	Not Applicable

Race details:

No adverse impact in terms of race.

The proposed draft joint Health and Wellbeing Board Strategy will be a "Creating a Healthier City Framework"; signposting to action across the health and care system. The draft framework consists of 5 themes and cross-cutting approaches running throughout the life course. It brings together three life course themes, alongside action on wider determinants, health protection and environmental public health.

The framework will include ambitions and indicators that will consider needs and action across the life course, as well as the cross-cutting approach: Equality, Diversity and Inclusion.

Protected characteristics: Religion or Beliefs

Not Applicable

Religion or beliefs details:

No adverse impact in terms of religion or beliefs.

The proposed draft joint Health and Wellbeing Board Strategy will be a "Creating a Healthier City Framework"; signposting to action across the health and care system. The draft framework consists of 5 themes and cross-cutting approaches running throughout the life course. It brings together three life course themes, alongside action on wider determinants, health protection and environmental public health.

The framework will include ambitions and indicators that will consider needs and action across the life course.

Protected characteristics: Sexual Orientation

Not Applicable

Sexual orientation details:

No adverse impact in terms of sexual orientation.

The proposed draft joint Health and Wellbeing Board Strategy will be a "Creating a Healthier City Framework"; signposting to action across the health and care system. The draft framework consists of 5 themes and cross-cutting approaches running throughout the life course. It brings together three life course themes, alongside action on wider determinants, health protection and environmental public health.

The framework will include ambitions and indicators that will consider needs and action across the life course, as well as the cross-cutting approach: Equality, Diversity and Inclusion.

Socio-economic impacts

None for the consultation.

The proposed "Creating a Healthier City Framework" will ensure partners collaborate to create environments that enable healthier lives, approaches to employment and education support people to achieve their potential, and communities support people together in positive and productive ways that improve their health.

Supporting our citizens to live healthier lives has the potential to positively impact socio-economic outcomes for individuals and the population. The framework also considers the wider determinants of health, which significantly contribute to health and disease outcomes.

Please indicate any actions arising from completing this screening exercise.

To continue with the consultation to assess and understand the impact of the "Creating a Healthier City Framework" on the protected characteristics.

Please indicate whether a full impact assessment is recommended

NO

What data has been collected to facilitate the assessment of this policy/proposal?

Consultation analysis

Adverse impact on any people with protected characteristics.

Could the policy/proposal be modified to reduce or eliminate any adverse impact?

How will the effect(s) of this policy/proposal on equality be monitored?

What data is required in the future?

Are there any adverse impacts on any particular group(s)

No

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

The Creating a Healthier City Framework is focused on prevention and reducing inequalities for those already living with chronic ill-health. It will achieve this by focusing on shaping a healthier environment of opportunity for citizens to access affordable, sustainable, and environmentally positive healthy lives.

The framework and associated public consultation do not impact negatively the nine protected characteristics. However, it will consider them as part of the ambitions, indicators and actions to improve health outcomes throughout the life course. It contains cross-cutting approaches to the life course and 5 themes. One of these approaches is Equality, Diversity and Inclusion.

A public consultation is planned to understand both public and specialist views on the framework, including the ambitions and indicators of the 5 themes, the life course and the cross-cutting approaches.

The five themes are:

1. Healthy and Affordable Food
2. Mental Wellness and Balance
3. Active at Every Age and Ability
4. Contributing to a Green and Sustainable Future
5. Protect and Detect

The life course consists of:

1. Getting the Best Start in Life
2. Working Well
3. Ageing and Dying Well

The cross-cutting approaches are:

1. Mitigate the Legacy of Covid
2. Equality, Diversity and Inclusion

Throughout the Health and Wellbeing Board partnership and the framework, there is a focus on reducing health inequalities. Under each theme of action, there is work to address specific inequalities, called 'Closing the Gap'.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?	No
Quality Control Officer comments	
Decision by Quality Control Officer	Proceed for final approval
Submit draft to Accountable Officer?	No
Decision by Accountable Officer	Approve
Date approved / rejected by the Accountable Officer	21/07/2021
Reasons for approval or rejection	The proposed draft joint Health and Wellbeing Board Strategy will be a "Creating a Healthier City Framework"; I is sfficiently justifed and meets all the quiality criteria to evaluate the impact in terms of PH outcomes.
Please print and save a PDF copy for your records	Yes

Julie Bach

Person or Group

Content Type: Item
Version: 49.0
Created at 19/07/2021 12:12 PM by ☐ Aidan Hall
Last modified at 21/07/2021 03:25 PM by Workflow on behalf of ☐ Maria Rivas

Close

Birmingham City Council
Report to Cabinet

7th September 2021

Subject:	**REFRESH OF THE TRANSITIONS STRATEGY TO SUPPORT YOUNG PEOPLE WITH ADDITIONAL NEEDS FOR LATER LIFE**
Report of:	**Professor Graeme Betts** **Director of Adult Social Care**
Relevant Cabinet Member:	**Cllr Paulette Hamilton - Health & Social Care** **Cllr Sharon Thompson - Vulnerable Children and Families**
Relevant O &S Chair(s):	**Cllr Rob Pocock - Health and Social Care** **Cllr Narinder Kooner - Education and Children's Social Care**
Report author:	**John Williams** **Assistant Director - Adult Social Care** **John.Z.Williams@birmingham.gov.uk**

Are specific wards affected?	☐ Yes	☒ No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision? If relevant, add Forward Plan Reference: 009221/2021	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information? If relevant, provide exempt information paragraph number or reason if confidential:	☐ Yes	☒ No

1   Executive Summary

1.1   In June 2018 Cabinet approved the establishment of a Transitions Project and the implementation of a Transitions Strategy 2018-2021 to support the delivery of 'The Whole of Life Disability Strategy' and the 'Strategy for SEND and Inclusion 2017-

Page 1 of 7

2020' as agreed by Cabinet in December 2017. The three-year Transitions Strategy included a shared vision and approach by Children and Young People's

Services and Adult Social Care and Health for young people who are in transition, with an initial focus on children and young people with a disability and their families. The purpose of the Strategy was to adopt a whole system, life course approach improving outcomes for the young person and enhancing life chances linked to opportunities in relation to education, employment, health and community engagement.

1.2   The 2018-2021 Strategy was conducted at pace and was not co-produced. As co-production is at the heart of our services in Birmingham, we took the opportunity to adopt a more inclusive approach to refreshing the Strategy prior to its expiry in April 2021. We consulted key stakeholders across health and social care and once we had collated feedback we worked with the People for Public Services Forum and the YES (Youth Empowerment Squad) group to design and write the Strategy.

1.3   The report draws together the methodology employed to ensure that services and citizens were engaged in the process of refreshing the Strategy which is attached at **Appendix 1**.

2   Recommendations

2.1   The Cabinet: -

- Approves the refreshed Transitions Strategy to support young people with additional needs for later life.

- Notes the co-production involved which has provided a genuine voice for our young people and their parents/carers.

3   Background

3.1   The Transitions Strategy 2019-2021 set out the partnership approach in Birmingham to prepare young people with additional needs for adult life. The Strategy encapsulates the ethos of ensuring a rich and fulfilling transition from childhood to adulthood. The Strategy has driven a programme of work which is transforming the way we work with our young people and their parents/carers across the whole system. For example, a two-year proof of concept is testing and growing a whole system life course approach in Birmingham which is focussed on the commissioning and delivery of new innovative integrated models of support that are defined by outcomes for the young person and family rather than by age and diagnosis. Work has progressed year on year, which has resulted in a firm foundation for the continuation of the existing model of delivery.

3.2   The Strategy was due to expire in April 2021 and therefore we felt it was opportune to execute a different approach to the refresh. We acknowledge that the existing Strategy was based on a desktop exercise and was completed at pace. Although the Strategy went through the necessary governance arrangements, it was not co-

produced. The expiry of the Strategy provided an opportunity to enrich it with the voice of young people, carers and the community.

3.3   The voice of our young people and their parents/carers on our person centred, strengths-based approach, is pivotal to the work across the health and social care system which reflects Birmingham's four thematic high-level principles:

-        Effective planning and strong partnership engagement,

-        Provision of high-quality information,

-        Full participation of children, young people and their families,

-        An array of opportunities for living life

Within the past three years, progress has been made against the five key strategic intentions outlined in the Strategy:

-        Early identification, intervention and prevention

-        Reclaim practice

-        Personalisation and innovation

-        Workforce development

-        Joint commissioning

In year one, partners ensured that the foundations and infrastructure for whole system change were in place, which included: an agreed vision, protocol and pathways. In year two the partnership moved into the delivery model which included extending the age of the designated cohort and establishing a workforce development programme. In the final year, the focus has been upon integrated delivery and implementation.

3.4   In 2018 Cabinet approved the establishment of a Transitions Project of which the Strategy was one element. In March 2020, a two-year Preparation for Adulthood proof of concept commenced which forms part of the operational delivery across the system with specific teams and services being established to deliver the programme. The programme consists of three elements:

-        Integrated Transitions Team which supports young people from the age of 14-30 to realise their aspirations and ambitions linked to 4 key outcomes of Employment, Housing, Community Connections and Relationships and a Healthy Life as they transition into adulthood.

-        Transitions Hub, commissioned through St Basils, to support young people whose journey towards adulthood has been seriously impacted by adverse childhood experiences and trauma.

-        Vulnerable Adults Team which support younger adults, from the age of 14 to 30, who have experienced trauma which has resulted in risky

behaviours to achieve the outcomes listed above. The key focus is on mental health, homelessness and reducing criminality.

3.5 In line with the cited principles, transition to adulthood should form part of an on-going dialogue with partner agencies and our citizens. In order to fully involve groups as part of the process to refresh this Strategy, during January to March 2021 we engaged the following stakeholders:

- Adult Social Care Senior Management Meeting
- PFA Project Board
- SEND Improvement Board
- Birmingham Children's Partnership Senior Executive Delivery Group
- Birmingham Children's Partnership Operational Group
- Life Course Board
- Parent/Carer Forum
- RISE Forum
- People for Public Services Forum
- Corporate Parenting Board
- Autism and ADHD Partnership Board
- BCT Transitions Group
- Adult Social Care Transitions Team
- PFA Integrated Transitions Team and Vulnerable Adults Team
- Yes Group
- Young Parents Project

The Head of Service either presented the Strategy to the meeting or, as some meetings did not take place due to redeployment due to COVID, feedback was sought via email.

3.6 Once all feedback had been collated, a focus group was established with 6 volunteers from the People for Public Services Forum and the YES group to co-produce the final Strategy. The group held a series of meetings in which they considered the content, language, terminology and layout to ensure that the document was accessible for all our citizens. The refreshed Strategy seeks to build upon the work undertaken during the first three years. It embraces the person centred, strengths-based approach.

3.7 Much work is being undertaken across the whole system to support young people as they transition to adulthood. The two-year proof of concept is one example of such work. It was felt that, in order for the Strategy not to date, that all work on transitions be captured via a link to Waiting Room and Connect to Support which is an excellent reference point for citizens to access information. Having the information on the website enables it to be regularly updated to provide our citizens with the most current information.

3.8 The accompanying Protocol, attached at **Appendix 2**, outlines the way in which agencies will work together to deliver the Strategy. It includes the agreed vision, protocol and pathways which are applied now this model of working is being implemented.

3.9 In terms of governance, a report was presented to the Life Course Board on 29th October 2020 detailing the proposed methodology to engage stakeholders in the refresh of the Strategy. The Board approved the approach and endorsed the methodology. Upon completion of the work, a further report was presented to the Life Course Board on 15th March 2021 seeking approval and a decision regarding sign off. The Board approved the report and recommended that it be presented to Councillor Hamilton at a Cabinet Member briefing which took place on 20th May 2021. At the briefing session, Councillor Hamilton requested that it be included on the Forward Plan for discussion at a future Cabinet meeting.

4 Options considered and Recommended Proposal

4.1 The proposal is to note the approach to engaging services and citizens in the refresh of this Strategy and to engage comments.

5 Consultation

5.1 This Strategy was co-produced and therefore a number of external stakeholders were involved in the process: the Parent/Carer Forum, the People for Public Services Forum and the YES (Youth Empowerment Squad) group were involved through the whole process as were representatives from statutory services specifically: Birmingham Children's Trust, Birmingham Children's Partnership and the CCG.

5.2 A range of multi-agency Boards, comprising of senior Council officers were consulted in the process of refreshing the Strategy, namely: The Life Course Board, the Preparation for Adulthood Board, SEND Improvement Board and the Children and Young People Integrated Commissioning Board. There was also consultation with relevant Council teams, such as the PFA service and Statutory Transitions Team in Adult Social Care.

6 Risk Management

6.1 The Council has duties to meet eligible needs under the Care Act 2014 and our contribution to this system wide approach to supporting transition will assist the Council to meet those duties.

7 Compliance Issues:

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

7.1.1 Ensuring a rich and fulfilling transition to adulthood is consistent with the Council priorities that Birmingham is a fulfilling city to age well in and that it is an aspirational City to grow up in.'

7.2   Legal Implications

7.2.1   The Council will continue to meet individuals' eligible needs in compliance with the statutory obligations such as the Care Act 2014, the Children and Families Act 2014

7.3   Financial Implications

7.3.1   The refresh of the Transitions Strategy does not commit the Council to any additional specific expenditure.

7.3.2   Currently there are no known savings expected in relation to the refresh of the Strategy but the adoption of a whole system approach to transitions has the potential to generate longer term savings by preventing young people hitting other parts of the system further down the line. This will be scoped as part of the medium-term financial planning as and when individual initiatives are brought forward.

7.4   Procurement Implications (if required)

7.4.1   There are no procurement implications associated with the refresh of the Transitions Strategy.

7.5   Human Resources Implications (if required)

7.5.1   There are no Human Resources associated with the refresh of this Strategy.

7.6   Public Sector Equality Duty

7.6.1   The Public Sector Equality Duty is set out in section 149 of the Equality Act 2010. The duty requires that the Council must have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act.

- Advance equality of opportunity between people who share a protected characteristic and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.

7.6.2   An Equality Assessment has been undertaken, attached as **Appendix 3**.

8   Appendices

8.1   **Appendix 1:** Preparation for Adulthood Transitions Strategy 'Working Together in Equal Partnership to Prepare Young People with Additional Needs for Adult Life'

8.2   **Appendix 2:** Preparation for Adulthood Transitions Protocol 'Working Together in Equal Partnership to Prepare Young People with Additional Needs for Adult Life'

8.3   **Appendix 3:** Equality Assessment

9   Background Documents

Cabinet Report 26th June 2018 - Transition Project Preparation for Adulthood

PREPARATION FOR ADULTHOOD

TRANSITIONS STRATEGY

Working Together in Equal Partnership to Prepare Young People with Additional Needs for Adult Life

This document was created in partnership with local citizens (by co-production)

1

009221/2021

Contents

2

1. WELCOME

Welcome to the Birmingham Strategy for Transition from Childhood to Adulthood.

Transition is a process not an event. The need for a rich and fulfilling transition from childhood to adulthood features as a key element of the Children's and Families Act 2014, the Care Act 2014 and NICE guidelines 2016.

Partners in health, social care, education and the wider society are all bound by these laws and consequently share equal responsibility to uphold them. Of necessity, they must work together to collaborate constructively to help each young person shape their own pathway to adulthood to achieve a person-centred, strength based and effective transition.

We in Birmingham acknowledge our moral and legal duty to prepare and support children and young people to be resilient. Reviewing our performance in meeting these statutory obligations, we recognise that particular care is required for those with additional needs for whom extra support will be required through childhood and into adulthood. The purpose of this Strategy is to set out the way in which we are changing provision and to describe the changes we aim to achieve.

Why Change is Needed

The way that statutory services (services delivering legal requirements) are configured and operate has meant that some young people and their families have had a negative experience of change in the types and levels of support they are given as they grow older. Improvements to date still fall short of ensuring that all have the opportunity to be healthy, in employment or education, safe and well connected in their community and having strong friendships.

Key parts of preparation for and transition to adulthood are the way that young people and their families are included and prepared and how any services required are co-ordinated. Differences between services and partner agencies, such as how they are organised, managed and operated and which IT systems they use, can cause real difficulties with the transition process.

Parents and carers are vital support for children and young people. Partners in Birmingham will work closely and sensitively with them for this Strategy to succeed. It is through them that our young people can build their aspirations and their resilience.

The preventive power of an effective preparation for adulthood can transform a person's life chances. Proper preparation can move a person beyond just service provision to the benefits of a wider expertise, as is provided by Birmingham's diverse voluntary sector and community services, including housing partners and local businesses.

Our Plan for Change

The Strategy that we are presenting here is an ambitious programme of work to transform the way in which we work as professionals together with children, young people, parents/carers and communities. It will be overseen by the Preparation for Adults and Life Course Boards, made up of representatives from our accountable partners.

As we describe more fully below, our Shared Partnership Vision gives us a set of expectations about the way transitions will be managed; we have identified 4 principles to apply to all our work to ensure that these expectations materialise. Translating these principles into targets for on-the-ground work gives us 5 key strands of action (Strategic Intentions).

Our plan requires all our partners to recognise one another as equals and to co-operate to overcome existing differences in systems and working practices. We expect them to work passionately and professionally to realise the best opportunities and life chances for vulnerable young people, enabling them to celebrate their personal ambitions and dreams within the community of their choice.

2. OUR VISION

Our Birmingham Shared Partnership Vision is:

'To use a life course, strengths-based approach to our children, young people and families at the centre of planning to access the right information and support for a rich and fulfilling life, with equal chances as they transition to adulthood.'

OUR BIRMINGHAM PRINCIPLES:

Our Vision for children, young people and families depends on the following expectations:

- A no-compromise approach to ambitious outcomes
- An excellent range of options, and control over choice
- Excellent connections to communities
- Support when it is needed and suited to each person's experiences
- Allowance for those who are life-limited to live their life now: education, friends, hopes and dreams
- Sharing amongst partners of information, knowledge and experience
- Funding shared, not hidden
- Use of language that is accessible and jargon-free, in all communications
- Challenge of mistakes welcomed, to inform collective learning and continuous improvement

We have consolidated these expectations into 4 principles to apply to all our work with children, young people and their families:

PRINCIPLE 1: Effective Planning and Strong Partnership Engagement

Each journey from childhood to adulthood will be co-ordinated and positive, planned in a timely way, and assisted by professionals from both adult and children's services who will:

- Share transition protocols and pathways
- Have clear key working arrangements between them
- Co-ordinate information and data sharing procedures
- Use assessment, planning and circles of support to ensure that a person-centred approach is maintained.

PRINCIPLE 2: Working with high quality information

Services will be required to provide high quality, accurate and timely information to enable:

- The preparation of a clear Transition Pathway
- Transparency and accountability

PRINCIPLE 3: Full participation

Every step of every transition will involve consultation and collaboration with the young person and family/carers concerned. Vital contributions to this result are:

- Involvement in the development of this Preparation for Adulthood Strategy and of future ways of planning appropriate pathways
- Clear lines of communication
- Collaborations based on mutual respect and equality of input
- Good advocacy support and accessible venues
- Opportunities to develop Learning and Skills
- Personal control of Personal Budget

PRINCIPLE 4: Access to an array of opportunities for living life

This will be achieved by:

- Linking services through joint commissioning across the whole system
- Providing information (see Principle 2) before choices need to be made
- Developing current work looking at applying budgets across all partners and services to enable appropriate selection of available opportunities

3. NATIONAL POLICY CONTEXT

The Children and Families Act (2014) mandates reform the way children and young people with additional needs are supported. The Act places the views, wishes and aspirations of children and young people and their parents at the heart of the system and requires a culture change in the ways in which professionals work with families and with each other. This is

set out in the SEND Code of Practice: the set of guidelines to be followed by all organisations dealing with children and young people so that they operate within the law.

Specifically, these organisations are:

- Local Authorities (education, social care and other services)
- The governing bodies of schools (including non-maintained special schools)
- The proprietors of academies (including free schools)
- The management committees of pupil referral units
- Independent schools and independent specialist providers approved under Section 41 of the Children and Families Act 2014
- All early years' providers that are funded by the Local Authority
- NHS England
- Clinical Commissioning Groups
- NHS Trusts
- NHS Foundation Trusts
- Local Health and Wellbeing Boards
- Youth Offending Teams and relevant youth custodial establishments

The Care Act (2014) supports parent carers of disabled children and young people and the transition of young people into adult life and/or work in a way that promotes their independence and wellbeing, so reducing their long-term needs for care and support.

4. DEFINITIONS - WHO IS INCLUDED?

'The duty to conduct a transition assessment applies when someone is likely to have needs for care and support' (or support as a carer) under the Care Act when they or the person they care for transitions to the adult system'. (Care and support statutory guidance)

The Care Act identifies three groups that should have their own specific transition assessment: children, young carers and a child's carer. The young people who are the focus of this strategy are those within the age range 14 to 30 years who are likely to gain significant benefit from a transition assessment. Many of them we already know about and provide for (the Known Cohort), while many more have lives that will make transition difficult (the Vulnerable Cohort).

The Known Cohort includes those children and young people:

- already identified through statutory health and social care assessments as requiring support, whose needs will require continuing support from statutory adult services
- who have long term complex medical conditions requiring palliative care, life limiting conditions and/or complex long-term conditions requiring assessment and support

(as provided by Complex Heath Care, Mental Health and Drugs and Alcohol Dependency support services)

- in the secure estate including: Prison, Young Offender Institutions, Secure Children's Homes, Secure Training Centres or other places of detention along with the Youth Justice System

The Vulnerable Cohort includes those children and young people:

- with Additional Needs, who may require support in adult life to achieve economic independence

- whose life circumstances may lead to vulnerability as adults, for example people: in care/care leavers, requiring safeguarding plans, or who have endured child sexual exploitation, domestic abuse, drug and alcohol use

- who are young carers
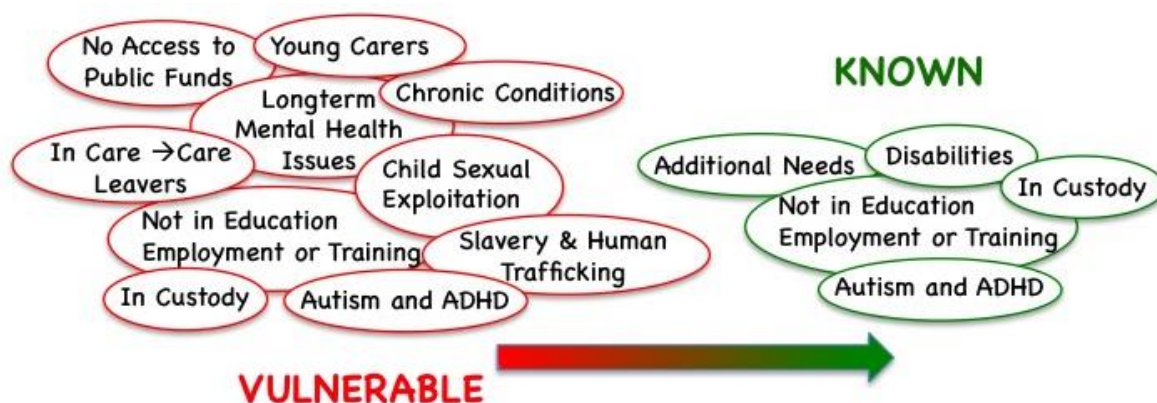
Whilst this strategy will concentrate on those in the Known Cohort, for whom preparation for adulthood can be planned, other young people with vulnerabilities are likely to present with needs to universal health services and/or Adult Social Care later. A whole system early intervention and prevention approach is essential to this cohort.

The SEND Code of Practice stipulates that children and young people are fully involved in the decisions about the support they receive to help them achieve the best possible outcomes.

5. OUR FIVE KEY STRATEGIC INTENTIONS

Central to the delivery of our shared five key strategic intentions are the views of children, young people, their parents and carers and practitioners across the whole system.

Achieving these priorities will require all stakeholders to commit to new ways of working as 'equal partners'. All five priorities have received endorsement and commitment at a senior level across Health, Social Care and Education.

The five strategic intentions are:

- **EARLY IDENTIFICATION, INTERVENTION AND PREVENTION:** Assess early, identify challenges, consider appropriate responses, go forwards stepwise, align actions with financial support.
- **REFORM OF PRACTICE:** Always start with the person, move away from assessments of service-oriented need, develop whole-system practices.
- **PERSONALISATION BY INNOVATION:** Develop person-centred responses, embed them in the whole system
- **WORKFORCE DEVELOPMENT:** Build resilience by developing and improving skills, foster inter-service co-operation, enhance capacity by empowering wider sharing of resources across the whole system
- **JOINT COMMISSIONING:** Consult across the whole system, align procedures, pool resources; manage options to ensure choice, efficiency and value for money

Practical elements of the 5 strands of Strategic Intention are shown below (see Page 9)

Existing work

As a **partnership** we have established the foundations and infrastructure for a whole system approach. There is a Protocol to accompany this Strategy, which outlines clear roles and responsibilities for all partners. An information sharing protocol is in place as are agreed pathways and robust governance arrangements.

As a partnership, we continue to focus upon integrated delivery and implementation which is person centred and concentrates on early intervention.

There are numerous projects and statutory provisions that are directed at a smooth transition into adulthood. Existing projects include a two-year proof of concept and the Birmingham Health care NHS Foundation Trust Care Leavers Health Pathway Plan. Information on these projects and services can be found using [Waiting Room](#) and [Connect to Support](#) both of which are regularly updated to ensure that all information is current.

A clear and integrated transition pathway, starting at age 14

EARLY IDENTIFICATION, INTERVENTION AND PREVENTION	REFORM OF PRACTICE	PERSONALISATION AND INNOVATION	WORKFORCE DEVELOPMENT	JOINT COMMISSIONING
Tracked Full records to be kept of needs, transition plans, cost & performance	**Person Centred** Views and wishes of each individual to inform all plans	**Personal Budget Policy Functional** Whole-system Budget Policy to be developed from current Pilot Study	**Need Driven, Infrastructure Adapted** Make-up of Known & Vulnerable Cohorts to decide workforce needs, infrastructure changed to suit	**Whole System Represented** Joint Strategic Transition Group to guide and shape protocols
Person Centred Views and wishes of each individual to inform all plans	**Strength Based** Support to be focussed on what is positive and possible for each person	**Creatively Planned** Holistic Person-Centred approach to be used imaginatively and constructively	**Co-Produced** Young people, families, carers, practitioners to have a say	**Vision Embedded** Shared Partnership Vision and 4 Principles to be applied everywhere
Independence enabled Enablement principles, emphasis on life skills to promote independence	**Assessment Unified** A single multi-agency assessment to be provided for use across services	**Personal Budget Flexible** Allowance to be made for non-standard use of resources	**Good Practice Shared** To spread knowledge, skills, experience across system using e.g. 'A Week in the Life' sessions	**Services Reviewed** All services to be surveyed to match childhood with adult provisions
Risk Assessed Surveillance for vulnerability, SEN, risk to be in place across whole system	**Outcome Optimised** Perspective widened to find and focus on best options for individuals	**Equipment & Breaks Budgeted** Budgets for disabled people to include equipment and short breaks	**Skills Managed** Expertise to be delivered appropriately	**Strategy Managed** Progress and funding to be frequently assessed for quality control and efficiency
Family Supported Advocacy, information and advice to be given to families of children with extra needs	**Costs Planned** Cost & Benefit balanced for best effect and sustainability	**Awareness Raised** Partners to arrange forums & social media events to inform everyone about personalisation	**Partner Development Programmed** To foster positive relationships, common understanding with parents/carers	**Feedback Used** Input from people and practitioners to ensure person-centred empowerment
Help Explained *Early Help* offer: Children and Adult Safeguarding Boards to explain it and promote its accessibility	**Protocols Shared** Practitioners to comply with whole-system protocols and data sharing	**Circles of Support Established** Peer and community mentoring to be set up for people, their carers & families	**Support Provided** *Personal Assistant* offer: To provide access, training and support for parents/carers	**Communication Updated** Contact to be made flexibly, including current technology: texts, video chats, social media
Breaks Promoted Short break provision to be used to promote personal independence			**Peers Mentored** Parent/carer support groups to be set up, champions to support peers	
			Progress Celebrated Annual Review Event to applaud progress	

6. LEADERSHIP AND GOVERNANCE

The multi-agency Preparation for Adulthood Project Board oversees the programme of work in relation to transitions that is one of the strategic priorities for the Life Couse Board. This Governance aims to unify the approach to Preparation for Adulthood across the whole system. A line of sight on progress for Preparation for Adulthood will also be available to the Health and Wellbeing Board and each respective Children's and Adults Safeguarding Board.

PREPARATION FOR ADULTHOOD

TRANSITIONS PROTOCOL

WORKING TOGETHER TO PREPARE PEOPLE WITH ADDITIONAL NEEDS FOR ADULT LIFE

BIRMINGHAM CHILDREN'S TRUST

Birmingham City Council

NHS Birmingham and Solihull Clinical Commissioning Group

009221/2021

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1. WELCOME

Birmingham is committed to supporting young people with additional needs to prepare for adulthood. Transition is the period of time a person moves from childhood into adulthood and therefore moves from the support of children's services into adult services, this usually starts at the age of 13, or in school year nine.

The aim of this protocol is to support the vision of transition for young people with additional needs by setting out the guiding principles of good transition planning. By identifying the key elements necessary for good preparation for adulthood, including the integral responsibilities across partner organisations, timely and effective professional interventions can be made.

This in turn will ensure that at a time of great change and apprehension when young people with additional needs often have to confront changes to the health and social care services they have received as children, co-ordinated support is on hand.

Our goal is to secure the best possible outcomes for young people and their parents and families by putting the young people at the centre of the decision-making process. The protocol will be continuously monitored and updated to take account of any future changes, particularly in respect of legislation, best practice and/or departmental or cross departmental policy developments in respect of transition planning and preparation for adulthood.

This protocol reflects our collective commitment to ensure that young people with additional needs experience the same opportunities as other young people and go onto lead full and purposeful lives. We will do this by ensuring that our resources, commissioning and quality assurance activities collaborate to provide person centred services and opportunities that promote greater independence and life skills for the young people of Birmingham.

2. AIMS AND OBJECTIVES

The aim of this protocol is to clarify the role of each partner to simplify and promote better understanding of the process and approach involved in accessing support leading up to and during transition from children to adult services.

There is now a wealth of legislation and guidance that govern transition and the responsibilities of organisations. This protocol has been informed by such legislation and guidance.

Our collective aim is to secure the best possible outcomes for young people, their parents and carers and families by providing a clear pathway to support practitioners and to help parents, carers and young people to understand:

- What support they can expect
- When they will receive it
- Who is responsible for each element of the services they receive
- What is their responsibility

3. PURPOSE AND SCOPE

This protocol is intended for everyone involved in transition planning including staff who support the young person to prepare for adulthood. It will ensure that professionals, young people and their families/carers are all clear about the specific roles and responsibilities of each service area at each stage of the journey so that they can work together to support the young person who must always be at the centre of the preparation work for adulthood.
The protocol is intended to be the driving force for improving young people's experience of transition and preparing for adulthood in Birmingham, it will:

- State our collective commitment to ensuring that young people with additional needs receive appropriate support to prepare for adulthood at their own pace and maturity

- Ensure effective partnership working between services and young people, their parents and carers so that transition is not seen as the core responsibility of one Service or one individual

- Clarify which young people we should offer additional support to through the planning of the preparation for adulthood

- Set out outcomes, performance measures and standards to be achieved

- Set up effective person-centred planning and review

- Set out the roles and responsibilities of all the services working with young people

- Inform our joint commissioning cycle to enable us to respond flexibly to the needs of the local population of Birmingham

4. OUR BIRMINGHAM SHARED PARTNERSHIP VISION

Our shared vision for transition and the preparation for adulthood in Birmingham is: -

'Our joint vision is to use a life course, strengths-based approach to put children, young people and families at the centre of planning to access the right information and support for a rich and fulfilling life, with equal life chances as they transition into adulthood'.

5.   OUR BIRMNGHAM PRINCIPLES

Our Birmingham principles are based on the expectation that planning for adulthood should be a continuous interactive relationship between professionals and the young person, which is person centred and driven by strengths of the individual rather than deficits and need.

The guiding principles that shape the Birmingham vision are:

- A no-compromise approach to ambitious outcomes
- An excellent range of options, and control over choice
- Excellent connections to communities
- Support when it is needed, and suited to each person's experiences
- Allowance for those who are life-limited to live their life now: education, friends, hopes and dreams
- Sharing amongst partners of information, knowledge and experience
- Funding shared, not hidden
- Use of language that is accessible and jargon-free, in all communications
- Challenge of mistakes welcomed, to inform collective learning and continuous improvement

Birmingham outlines four key areas of planning in its vision and guiding principles document that must function concurrently in order to realise a positive experience for young people and their families when preparing for adulthood. These are: -

- Effective planning and strong partnership engagement
- Working with high quality information
- Full participation of children, young people and their families
- An array of opportunities for living life

BIRMINGHAM

6.   WHO IS COVERED BY THIS PROTOCOL?

The young people covered by this protocol are: -

- Young people in receipt of or who may be eligible for Children's Services

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- Young adults in receipt of or who may be eligible for Adult Services

- Young people with an Education, Health and Social Care Plan or SEN support

- Children in receipt of or who may be eligible for continuing care or who have complex health needs

- Young adults in receipt of or who may be eligible for adult continuing healthcare

- Care leavers and LAC preparing for adulthood

- Young carers preparing for adulthood

7.   THE TRANSITION PATHWAY

A successful transition has five key stages:

- Assessment

- Planning

- Review

- Funding

- Outcomes

The quality of transition depends on the quality of each of these stages and the detail of each will vary from person to person depending on their individual needs.

ASSESSMENT

Many young people to whom this protocol applies will have had one or more needs assessments prior to the transition process beginning, particularly people with significant disabilities and these should be considered as part of the wider assessment for transition. However, many of these assessments only focus on what a person can't do to inform decisions about what services and treatments they need to make up the deficit. Because of this they only tell a small part of the person's story and although they inform the transition plan, they cannot inform it in its entirety.

Good transition planning should encompass much more than education, health and social care services although these are fundamental to the process. A good transition plan should look at how the person wants to live their life as an adult and to inform this, a more comprehensive, in depth assessment is needed, one which has the person at the heart of it.

A person-centred assessment starts by looking at what a person can do: their skills, strengths and the personal qualities which others like and admire about them. It then looks at what is important to the person, the things that matter to them, the things

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that they enjoy doing and their hopes for the future. Only then does it look at what is important for a person, usually the things that keep them safe and healthy. Most of the assessments a person has had in the past will inform this last category and all current assessment should be fed into this. These may include educational assessments, health assessments, skills assessments and social care needs assessments.

Central to this assessment process is the person him or herself. This means looking at what is important to the person first and then looking at what matters to others such as their family or professionals next. It will also look at what support is available to them from friends, family and community.

PLANNING

A good assessment will directly inform the outcomes of a good plan, but too often, plans focus almost exclusively on what services will be provided. A holistic, person centred plan starts by looking at how a person wants to spend their time and what they want to do in the short and long term. It then considers the skills and strengths they already have and the support they can call on from family, friends and community networks. Only then will it look at which services are necessary to fill the gaps.

Planning should begin at age 14 and should involve all relevant people and agencies. It should address three key questions:

  I.   What is important to the young person now and in the future and what support is wanted or needed

  II. What is the best that could happen

  III. What is practical and possible

REVIEW

Year 9 - The first transition review should take place during year 9 when the young person is 14. As with all transition reviews it should be called and chaired by the headteacher and include all relevant stakeholders, including all the people who are important to the young person. The review should be child centred and as well as considering what educational opportunities the young person wishes to pursue post 16, it should also consider wider issues such as what the person's long term goals are and how they should start to prepare for them by asking again the three key questions outlined above.

An initial transition plan should be prepared using person centred planning tools, on the understanding that many people do change their minds about their life plans at this age, and a person with additional needs is no different. The transition plan should also address the young person's need for good quality information about what opportunities are available and what has worked for others, including creative ways of using the personal budget.

YEAR 10 - The next review should take place during year 10 when the person is 15 and should again consider the three key questions. It should also identify the person's preferred post 16 option and consider how best to plan for this. This is

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particularly important if a place in a maintained school sixth form is likely to be required to allow time for consultation, allocation and the amendment of statements by the 15th of February of Year 11.

Contact should be made by the lead worker for information and a copy of the review and transition plan should be sent to the Transition Team who should allocate the case to a transition worker.

YEAR 11 - At least three months before the review, a request should be made via the single point of access for a representative of Adult Services to attend.

The transition worker from Adult Social Care should contact the young person and their family prior to the review and arrange a joint visit with the Children and Young Person's worker to discuss the changes which will begin when the young person turns 16.

If the young person is likely to be eligible for Continuing Health Care support and funding once they turn 18, applications should be made as early as possible. It is crucial that information about the level of funding available is compiled as early as possible as this often dictates which options are available.

The year 11 review should consider again the three key questions and confirm what the person wants to do in the future. They should be offered support to complete applications for college or sixth form.

YEAR 12 AND BEYOND

This is currently the period when the person will move from children's to adults' services if appropriate for the specific individual. It is more important than ever that the person feels in control of what is happening and key to this is good communication and good quality information.

For people who are moving from children's social care to adult social care the handover process should begin in practical terms with joint meetings to build trust and allay fears, there should be no surprises or a sudden culture shock. As far as possible, funding should be agreed in advance so that plans can be made which are built around the young person's preferences and wishes.

8. ROLES AND RESPONSIBILITIES

From the start of the transition process, all services and partners have a responsibility to work together to ensure that information is shared to inform each other's assessments and that coherent planning is based on a real understanding of the young person's strengths. The specific responsibilities of each partner contribute to the comprehensive support a young person requires. Roles and responsibilities are laid out below for each partner.

EDUCATION

Schools and colleges are individually responsible for enacting their responsibilities regarding transition and the preparation for adulthood. It is their responsibility to:

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- Ensure that the correct procedures are followed

- Under the guidance of the Local Authority convene and chair annual review meetings for young people with Education Health and Care Plans

- Ensure that other partners contribute to the review where appropriate

- Ensure families receive a good quality of service in Birmingham

- Identify further education needs that cannot be met locally to inform strategic planning and commissioning

- Ensure planning and reviews are child and person centred with clear outcomes

Under the guidance of the Local Authority, the school Special Educational Needs Co-ordinator, in conjunction with the head teacher, organises statutory annual reviews for all those young people with EHC Plans, at a time, wherever possible, convenient for the young person and parent /carers. Transition planning is incorporated in these reviews. SENCos provide information to the SEN Education Service about who has an EHC Plan or is receiving SEN Support which will be reviewed regularly at least once a year.

Educational psychologists offer psychological services to schools, young people and their families and work in partnership with individuals, groups of children and other adults in the community to promote positive outcomes for children.

For children and young people educated at home it is the responsibility of the local education authority to convene the annual reviews.

In general, funding for schools is based on any additional provision which may be hours, equipment etc as set out in the young person's Education Health and Care Plan.

HEALTH

Health professionals working with young people with additional needs are responsible for:

- Ensuring that reports are provided for the Year 9 annual review and subsequent reviews as required where a young person has significant health needs which need to be considered in transition planning.

- Ensuring that they attend annual reviews where a young person is likely to need health care support on leaving school, in order to advise on how the young person's health needs may impact on future placements

- Offering to provide Health Action Plans which identify appropriate ways of meeting the health needs of the young person and ensure that these are developed in Year 10 and 11 and updated in subsequent years for young people who stay in education post 16.

- Facilitating the transfer to Adult Health Care Services and ensure that referrals to relevant services are made in good time so that there is no gap in service provision and that the young person has a registered GP.

- Ensuring that young people and their parent/carers know when and how this transfer will take place and that sufficient warning is given.

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- Working with the relevant Clinical Commissioning Group to resolve any difficulties about responsibility for the provision of health services which may arise in the case of young people placed outside of Birmingham in non-maintained or independent schools.

- Ensuring that health assessments are undertaken, and referrals presented to the relevant professional well in advance of the transfer, informing partners working with the person of any decisions taken including joint funding arrangements.

Health Pathways include: -

- Child and Adolescent Mental Health to Adult Mental Health

- Speech and Language Therapy

- Physiotherapy

- Occupational Therapy

- Acute Transition Pathway

- Palliative Care Act Pathway

- Continuing Care Transition Pathway

Planning transition from children's to adult health services should form an integral part of the broader transition planning and link closely with transitions in education and social care.

School Nurses have a key role to play in ensuring good co-ordination between Health Professionals and the Local Authority in relation to transitions. They have a role in acting as a 'gateway' or point of access in the review process with the wide range of health pathways including those set out above.

School nurses are the key liaison point for Health in transition planning - the school will work with the young person, family and school nurse to identify whether the young person is likely to continue to have health needs when they leave school/turn 18 years old. School Nurses are responsible for identifying a health care plan for young people with complex needs. Although they will not necessarily attend reviews, school nurses are a point of contact for all health issues and should liaise with the young person's keyworker in transition.

Where the young person has significant health needs the EHCP annual review will require attendance from the school nurse or an Allied Health Professional or a paediatrician. The following process ensures that health professionals are involved on a needs led basis, using the different levels of input set out below. Following this the Headteacher will arrange invitations.

- Universal - Health input by school nurse into the transition process by sharing of core information with the Headteacher to share with the family

- Targeted - For those with health needs set out in health care plans, there will be direct liaison with the school nurse who will input into the annual review meeting based on the current health care plan to ensure a smooth transition

- Specialist - For the minority of young people with severe or complex health needs requiring additional health transition support, the most appropriate health professional will attend the young person's review

- Parent/Carers and young people are informed in advance of the meeting who has been invited and who will be attending the end of year review

CHILDREN'S SERVICES

Social Workers are involved in undertaking assessments of children and young people in need and their families under the Children's Act, 1989. The assessment framework is used in a variety of ways to carry out assessments on a range of areas. This includes assessments for access to:

- Short Breaks

- Safeguarding children and young people

- Family Support Services

- Aids and Adaptations/Assistive Technology

- Any Service provided by social care teams

Disabled children and young people with social care needs will be allocated a social worker from the Disabled Children's Team or a Children's Locality Team if they are subject to a child protection plan or are looked after. Team Mangers in these teams should ensure that a social worker attends the year nine annual review meeting and contribute to transition planning where a young person is subject to a care order, accommodated by the local authority or is in receipt of a service.

If young people have a need for adult social care but do not meet the eligibility criteria for the Transitions Team, they will be referred through to adult services.

Children's Services staff should undertake the following responsibilities throughout the transition process:

- Fully involve the young person and, where appropriate their family, in the transition process

- Consider the need for advocacy involvement or peer support

- Promote independence and choice based on child centred planning

- Inform Adults Services of any potential safeguarding concerns that will be ongoing

- Notify the Adult Social Care Transition Team at the age of 14 of all proposed placements/support packages that may require Adult Social Care funding post 18 prior to making any formal agreement. This is due to the difference in eligibility criteria

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- Participate in multi-disciplinary meetings to ensure the transition is streamlined and seamless

- Escalate disputes using the agreed governance arrangements

ADULT SOCIAL CARE TRANSITIONS TEAM

Transition social workers should fulfil the following responsibilities throughout the transition process:

- Fully involve the young person

- Consider the opportunity for advocacy/peer support

- Consider the opportunity for Assistive Technology

- Engage in timely discussions with children's services from the age of 14 to ensure that all necessary planning and funding agreements are completed in good time, enabling the transition to be as seamless as possible for the young person and their family

- Promote independence and choice and ensure the young person is supported to maximise opportunities in relation to education, employment, housing, health and community connections

- As required by the Care Act, Adult Social Care will carry out a Child's Needs Assessment for young people who are likely to have needs for care and support after they reach 18. The purpose of this is to determine what adult social care a young person might be eligible for once they reach 18 so that they can make informed choices about their future. The assessment can be requested at any time prior to the young person's 18th birthday whether or not they have an EHC Plan and will be carried out at a time when it is of 'significant benefit' to a young person's preparation for adulthood and should include what their future support might look like

- At a date to be agreed with the young person and their parents/advocate, Adult Social Care will by no later than the persons 17th birthday (and earlier where agreed significant benefit will be achieved) work towards developing the EHC plan to include outcomes enabling the person to consider their educational and or work and accommodation options. A personal budget will be calculated enabling planning to start. Consideration will also be given to what the Adult Social Care financial contribution for those eligible under the new eligibility criteria will be

- For those who wish to remain in education, Adult Social Care will continue to work with children's services colleagues and the young person to develop the EHC plan which shall be the planning tool used to meet the Care Act requirement to complete an assessment and produce a Care and Support Plan

- For those not entering into or leaving education Adult Social Care will work with the young person to produce a care and support plan which will include a provisional budget and outcomes

- A Carers assessment will be undertaken where requested or where it appears the carer requires additional support.

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9. THE BIRMINGHAM APPROACH

The Birmingham approach to transition and preparation for adulthood to ensure the roles and responsibilities outlined in our protocol are maximised across the whole system, the vision is realised and the principles are applied is the adoption of a flexible relationship based model between partners which does not revert to silo working.

The law makes it very clear that there should not be a 'cliff edge' approach when someone reaches 18 and that services for children should not stop until adult services are in place.

Young people with SEND may face additional difficulties in transferring between long standing services they have accessed as children and potentially now adult services, if appropriate and required, calling for the building of new professional relationships. Young people should be introduced to adult services staff at the age of 14.

Decisions about further education, employment, community involvement and accommodation will need time to consider and commission. Early referrals between services, annual transition planning meetings and reviews will help reflect changing needs and identify what is working and what is not.

Adult health and social care services provision will focus on those social care services which support young people to live more independent lives and ensure that young people are given every opportunity to engage in services through regular contact.

It is important that key partners such as housing providers, education providers, schools and colleges, Early Help and employment providers work closely with statutory health and social care colleagues, as supporting successful transition has to be a shared responsibility.

KEY WORKING

The transition process attempts to underpin a structure of pre-determined roles and responsibilities across agencies, involving key professionals in the transition planning process. However, the Birmingham transition protocol whilst outlining roles and responsibilities which is important in relation to accountability, subscribes to the view that individual professionals should seek an expansive view rather than a limited role based on the concept of key working.

Key Working here defines a way of working rather than its traditional meaning of identifying a principal professional for co-ordinating a young person's support. Whilst this can be a facet of key working, the use of the term here envisages professionals taking a wider perspective of their involvement which is outside of their sometimes narrow professional role with the aim of being able to recognise that it is everyone's job to seek the best possible outcomes for each child.

To do this, Key Working calls for the professionals to adopt a set of behaviours and practice aimed at building strong and resilient families, by ensuring that their practice includes:

- Co-production, this means listening to young people and their parents and ensuring that they participate fully in the transition process

- Young People and families being able to live ordinary lives

- All assessments being integrated or aligned

- Ensuring transition support is developmentally appropriate taking into account the person's maturity, cognitive abilities, psychological status, long term conditions, social and personal circumstances, caring responsibilities, communication needs

- Ensuring transition support is strength based and focuses on what is positive and possible for the young person rather than a set of pre-determined transition options

- Person Centred planning which gives young people a chance to say what their hopes and dreams are from a personal perspective, and that they are treated as an equal partner

- Young people and their families having informed choices

- Providing accessible and clear information

- Relevant information sharing which is not bound by preconceived ideas of the requirements of data protection rules

- Safeguarding information should be shared as appropriate by all partner agencies in line with local policy

- Problem solving and learning from recognising that there might be different views but that fundamentally everyone is working together to seek creative solutions which put the young person's benefit at the heart of the process to prepare them for adulthood

- Support after transition and evaluation of the transition journey and impact on the young person's life goals

10. PERFORMACE MANAGEMENT AND GOVERNANCE

GOVERNANCE

Young people, parent/carers and professionals will meet on a regular basis via several stakeholder forums, such as the YES group and Parent & Carer Forum, to ensure that the process of transition planning continues to develop and improve.

PERFORMANCE MEASURES

Preparation for Adulthood is part of the infrastructure and governance which fundamentally ensures that there is a systematic 'line of sight' to practice through to the individual cases.

Ownership by senior leadership and their consistent messages to staff at all levels will drive the necessary improvements required. Performance will be reported to the operational Preparation for Adulthood Board and strategic Life Course Board on a monthly basis.

In simple terms when professional jargon is stripped away, preparation for adulthood and life means generally preparing for: -

- Independent living and housing

- Employment/Education/Training

- A healthy life

- Friendships/relationships/community connection

In addition to the statutory services included in this Protocol, much work is being undertaken across the whole system to support young people as they transition to adulthood. The two-year proof of concept is one example of such work. It was felt that, in order for the Strategy and Protocol not to date, that all work on transitions be captured via a link to Waiting Room and Connect to Support which is the Adult Social Care Information, Advice and Guidance website. This website is split into 3 broad sections: information and advice, groups & activities and products & services. The site was refreshed last summer and now hosts the NNS community directory which is an excellent reference point for services and citizens alike to access information. Having the information on the website enables it to be regularly updated to provide stakeholders with the most current information.

Title of proposed EIA	Preparation for Adulthood Transitions Strategy
Reference No	EQUA719
EA is in support of	New Strategy
Review Frequency	Six Months
Date of first review	09/01/2022
Directorate	Adults Social Care
Division	Preparation for Adulthood (PFA)
Service Area	Claire Mawby
Responsible Officer(s)	🟨 Claire Mawby
Quality Control Officer(s)	🟩 Nicola Holmes
Accountable Officer(s)	🟥 Caroline Naven
Purpose of proposal	Refresh of the PFA Transitions Strategy
Data sources	Consultation Results; relevant reports/strategies; Other (please specify)
Please include any other sources of data	National policy and legislation

ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS

Protected characteristic: Age	Service Users / Stakeholders
Age details:	Preparation For Adulthood nationally is for 14 to 30 year olds as it includes the age a young person transitions from a child to an adult. For most services, the Transition age is between 16 and 19 from a Children's provider to an Adults. PFA Birmingham has extended this age to 30 to be more inclusive and offer a service to some young people who may be delayed in this transition due to their personal circumstances e.g. disability. The service and therefore the Strategy does have age boundaries specific to its purpose.
Protected characteristic: Disability	Service Users / Stakeholders; Wider Community
Disability details:	Preparation for Adulthood traditionally is for young people with additional needs and this is the case it Birmingham. This includes all types of additional needs which can include

physical disability, mental health issues, learning difficulties and disabilities, neurodiversity diagnosis, Strategy also includes people without a diagnosis where the young person or the family believe there could be one and we also support those who have experienced trauma which isn't always diagnosed or supported effectively at the time the trauma occurs. This can lead to a young person having further difficulties and they can become involved in drug or alcohol misuse, criminality, be vulnerable to exploitation, or homeless. The project and the Strategy include all young people in these circumstances.

Families of the young person are also offered support and many of them also have a disability or health condition.

Protected characteristic: Sex	Service Users / Stakeholders
Gender details:	The service and the Strategy have no exclusions and does not include anything that would be discriminatory based on gender.
Protected characteristics: Gender Reassignment	Service Users / Stakeholders
Gender reassignment details:	The service and the Strategy have no exclusions and does not include anything that would be discriminatory based on gender reassignment
Protected characteristics: Marriage and Civil Partnership	Service Users/ Stakeholders
Marriage and civil partnership details:	The service and the Strategy have no exclusions and does not include anything that would be discriminatory based on marriage and civil partnership
Protected characteristics: Pregnancy and Maternity	Service Users / Stakeholders
Pregnancy and maternity details:	

	The service and the Strategy have no exclusions and does not include anything that would be discriminatory based on pregnancy or maternity
Protected characteristics: Race	Service Users / Stakeholders
Race details:	The service and the Strategy have no exclusions and does not include anything that would be discriminatory based on race
Protected characteristics: Religion or Beliefs	Service Users / Stakeholders
Religion or beliefs details:	The service and the Strategy have no exclusions and does not include anything that would be discriminatory based on religious beliefs
Protected characteristics: Sexual Orientation	Service Users / Stakeholders
Sexual orientation details:	The service and the Strategy have no exclusions and does not include anything that would be discriminatory based on sexual orientation
Socio-economic impacts	Preparation for Adulthood wants to raise young people's aspirations, help young people return to school, join college, gain qualifications and/oro increase employment opportunities. Likewise for health, housing and inclusion. This is to increase the young person's prospects and health which may move them out of life on benefits or in poverty. The Strategy reflects this.
Please indicate any actions arising from completing this screening exercise.	None
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	Legislation relating to the Children's and Families Act 2014, the Care Act 2014, NICE guidelines 2016 and SEND code of practice.
Consultation analysis	Full consultation and co- production with young people at various forums and

stakeholders. People for Public Services Forum, Youth Empowerment Squad (YES) Parent and Carer Forum, various stakeholders including Birmingham Children's Trust and Adult Social Care, PFA Board, Life Course Board, the PFA board and Birmingham Children's Partnership Executive for further feedback. The young people in particular found the original strategy to be too 'formal' so this Transitions Strategy includes more user friendly language.

Adverse impact on any people with protected characteristics.	The only exclusion is age.
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	Preparation for Adulthood needs to be an age bound service to cross over the ages of Transition from child to adult and therefore Children's to Adults providers. This service has extended the age form 25 to 30 to be more inclusive. There is a low uptake from 26 to 30 year olds.
How will the effect(s) of this policy/proposal on equality be monitored?	We have data analysts who report on some of the young people's protected characteristics including age, disabilities and ethnicity. There is capacity to report on various data when requested.
What data is required in the future?	Comprehensive reports are written and submitted to the PFA board and the Life Course Board and this learning will be factored into the refresh of the next Transitions Strategy
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 Transitions Strategy is relevant to the PFA service but also other services that support young people with the Transition process. It sets a standard for all services, to inform business planning which aids equality of opportunity for young people, to increase social inclusion, promote

understanding and sensitivity and is robust to avoid discrimination.

Consulted People or Groups	People for Public Services Forum, Youth Empowerment Squad (YES) Parent and Carer Forum, various stakeholders including Birmingham Children's Trust and Adult Social care, PFA Board, PFA board, Life Course Board and Birmingham Children's Partnership Executive for further feedback.
Informed People or Groups	
Summary and evidence of findings from your EIA	The PFA Transition Strategy's purpose is to improve the life changes of young people as they transition from childhood to adulthood. It is inclusive to all including those with protected characteristics.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?	No
Quality Control Officer comments	I have amended spelling errors in this report for review.
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	20/07/2021
Reasons for approval or rejection	This has been through the appropriate process.
Please print and save a PDF copy for your records	Yes
Julie Bach	▨ Caroline Naven
Person or Group	▨ Caroline Naven

Content Type: Item
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Created at 09/07/2021 12:02 PM by ▨ Claire Mawby
Last modified at 20/07/2021 10:12 AM by Workflow on behalf of ▨ Caroline Naven

Close

Birmingham City Council
Report to Cabinet

7th September 2021

Subject:	**ADVOCACY SERVICES**
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 Robert Pocock - Health and Social Care** **Cllr Mohammed Aikhlaq - Resources**
Report author:	**Kalvinder Kohli** **Head of Service Commissioning Adult Social Care** **Tel: 0121 303 6135** **Email: Kalvinder.Kohli@birmingham.gov.uk**

Are specific wards affected? If yes, name(s) of ward(s):	☐ Yes	☒ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference: 009028/2021	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information? ☐ Yes ☒ No If relevant, provide exempt information paragraph number or reason if confidential:		

1   Executive Summary

1.1   This report provides details of the proposed Commissioning Plan for the recommissioning of Advocacy. Existing contracts for these services expire on 31st March 2022.

1.2   These services are statutory and vital in delivering against several Council priorities, which include corporate parenting, improved health and wellbeing and building resilient and independent communities.

1.3   Cabinet approval is required to proceed with the procurement of a single supplier contract for Advocacy Services via the Open route. The contract will be for a period of 5 years plus 2 years for the value of up to £9.8m commencing on 1st April 2022.

2   Recommendations

That Cabinet:

2.1   Approves the contents of this report to implement the strategy and the commencement of procurement activity for a single provider for Advocacy and approach, set out in this report.

2.2   Delegates authority to the Director for Adult Social Care in conjunction with the Interim Director of Council Management (or their delegate), the Acting City Solicitor (or their delegate) and the Assistant Director Commercialism and Development (or their delegate), and to award the contract following the procurement process up to a value of £9.8m.

2.3   Delegates authority to the Director of Adults Social Care, in conjunction with the Interim Director of Council Management, Acting City Solicitor and the Assistant Director of Development and Commercial (or their delegates) to extend the contract awarded for up to a period of 2 years, subject to funding availability and satisfactory performance. The contract will be awarded for 5 years with effect from 1 April 2022 and the 2 years extension will apply from 1 April 2027.

2.4   Authorise the Acting City Solicitor to negotiate, execute and complete any documents to give effect to the above recommendation.

3   Background

3.1   Advocacy is providing the support someone needs to be able to express their views, to communicate their choices and to receive services, or to participate in decision making. It can enable people to take more responsibility, have choice, and control over the decisions which affect their lives. It thereby promotes individuals' overall health and wellbeing by increasing self-determination and on a larger scale helps to promote social inclusion, equality, and justice.

3.2   The proposed contract is for a single service delivering the four types of advocacy services. The requirement is to offer city-wide access to services which meet individual needs and abilities and deliver community advocacy provision.

3.3   The cost of the service will be based on the referrals into the service that meet the statutory requirements and the preventative offer criteria. It is not possible to forecast the cost of the service. A maximum annual value of £1.4m will be applied to the contract with no minimum level set. Based on historical spend data the maximum annual value is sufficient.

3.4   The continued delivery of Community Advocacy (CA) provides a preventative offer to residents enabling them to maintain their wellbeing and independence. CA recognises that the health and independence of a citizen is often determined by

wider factors such as the impact of crime, welfare and benefit issues, housing, use of voluntary sector services, Neighbourhood Network Schemes, and use of universal services. The value of this element of the contract will be for a ring-fenced amount of up to £278,000 per annum.

3.5   The following legal requirements are delivered by this service:

3.5.1   **Care Act 2014 S67 (2)** requires authorities to arrange independent advocates to facilitate the involvement of a person in their assessment, preparation of their care and support plan and in the review of their care plan, if two conditions are met

    i)   the person has substantial difficulty in being fully involved in these processes; and

    ii)   there is no one appropriate available to support and represent the person's wishes.

3.5.2   The **Mental Capacity Act 2005 (Independent Mental Capacity Advocates IMCA)** Regulations 2006: provides a statutory framework for acting making decisions on behalf of people who lack capacity to make those decisions for themselves and provider the statutory framework within which local authorities and their partners can authorise the deprivation of liberty on an individual. Deprivation of Liberty Safeguards (DoLS) will be replaced by Liberty Protection Safeguard, in April 2022.

3.5.3   The **Mental Health Act 1983 (Independent Mental Health Advocates)** Regulations 2008: provides a framework for citizens who are adult mental health service users and qualifying adult patients in Birmingham under the Mental Health Act (1983) to be supported by an Independent Mental Health Advocate. This applies to hospital patients and those who are on a Supervised Community Treatment Orders or under guardianship.

3.5.4   Health and Social Care (Community Health and Standards) Act 2003 and the National Health Service (Complaints) Regulations 2004 (amended 2006 and 2009): puts a duty on local authorities to commission a local independent **NHS Complaints Advocacy Service (ICAS)** to provide assistance for individuals making or intending to make a complaint against the NHS (which includes a complaint to the Health Service Ombudsman).

3.6   Statutory requirements set out the minimum lawful provision of advocacy, commissioning, which extends beyond this and enables the local authority to better promote people's well-being and contributes to healthy and sustainable communities. Advocacy services will help to meet needs as we progress beyond this phase of the pandemic, for example the predicted long-term impact on people's mental health.

3.7   Community Advocacy (CA) is non-statutory advocacy service providing a preventative offer to Birmingham residents and provides advocacy support to citizens to participate and engage with services in the public, private and voluntary sector in situations not covered by specific legislation but where there is a need for an advocate.

3.8 The current Framework Agreement was approved by Cabinet on 13th February 2019 for the period of 2 years with the option to extend for a further 1 year. Delegated approval for the 1-year extension was obtained on 23rd October 2019. The current arrangement expires on 31st March 2022.

3.9 Engagement activities were regularly undertaken with Social Work Teams to ensure all relevant information regarding access to services was shared. However, this proved difficult at times as the Social Work Teams underwent a restructure, which in turn impacted referrals. It was anticipated that the second year of the contract would provide data on service delivery and cost, which would enable assessment of the cost effectiveness of the framework contract, however the second year has been impacted by the pandemic.

3.10 Service delivery continued throughout the Covid19 pandemic. Changes were made to service delivery in line with government guidelines to ensure citizens continued to receive statutory support. During this time the service was provided via video and phone calls, which reduced costs as there was no travel time. There has also been a reduction in referrals across all advocacy services.

3.11 The service will provide a single door access for advocacy services with referrals via Adults Social Workers, Hospital Teams, and self-referral. There will be a unified case management system for Birmingham.

3.12 There is a set annual budget of £1.4m, which is part funded by BCF contribution of £438,172 per annum. This annual budget cannot be exceeded. The services to be delivered are set out below together with service volumes:

Type of Advocacy	No. of new referrals 2019/20	No. of on-going referrals 2019/20 at the end of 4th quarter	No. closed referrals 2019/20	No. of new referrals 2020/21	No. of on-going referrals 2020/21 at the end of 4th quarter	No. closed referrals 2019/20
Independent Health complaints Advocacy	469	172	305	273	161	284
Independent Mental Health Capacity Advocacy, Paid Relevant Person's Representative, Out of Area PRP	1184	406	787	1082	405	1037
Independent Mental Health Advocacy	1067	97	975	991	97	991
Independent Care Act Advocacy	706	128	538	439	129	438
Community Advocacy	882	215	669	736	281	670
Total	4,308	1018	3274	3521	1073	3420

3.13 Cost is based on the service delivered in response to referrals made and cannot be forecast. This is managed by setting a maximum annual value.

3.14 Payment will be made quarterly, in arrears upon receiving an invoice for activity levels. There will be ringfenced funding for Community Advocacy which will not exceed this amount.

4 Strategic Procurement Approach

4.1 The following options were considered:

4.1.1 Not to tender the requirement; this is not an option as elements are a statutory requirement.

4.1.2 To use a collaborative framework agreement. There are no collaborative framework agreements in place that meet the Council's requirements.

4.1.3 To tender for a Birmingham only framework agreement with a single lead provider. This was considered as there is no minimum value and a framework agreement does not commit the Council to any spend. It was discounted on the basis that a single contract would be called off the framework for 5 plus 2 years for the requirements of no minimum spend and a maximum annual limit; it is more efficient to tender for the contract.

4.1.4 To tender for a single provider contract for 5 years, with approval to extend for a further 2 years subject to funding availability and performance, with a value of up to £9.8m and no minimum level. This is the recommended option as it provides the most efficient means to deliver the requirements.

4.2 A single lead provider organisation will ensure that referrals are managed via a Single Point of Access. This allows the provider to ensure referrals are directly responded to or re-directed to the appropriate part of the supply chain and is the most efficient way to deliver for all stakeholders from referrals to contract management and keeping back office transactions to a minimum. Clarity and consistency are achieved for citizens and professionals.

4.3 The contract will allow the lead provider to sub-contract a proportion of the service to meet demand across the city and will ensure that the sub-contracted provider pays the Real Living Wage and meet the requirements of BBC4SR subject to financial thresholds. The lead provider will be responsible for all management of sub-contractors.

4.4 The proposed service delivery model is currently in place and is cited as good practice by the Social Care Institute for Excellence (SCIE).

4.5 The markets for this service are mainly national providers that deliver locally. There are 3 main providers giving limited but sufficient competition. The organisations are third sector of a similar size and quality provision.

5 Procurement Approach

5.1 <u>Duration and advertising Route</u>:

The contract will be awarded for 5 years with effect from 1 April 2022 with an option to extend by 2 years and advertised in the Find a Tender, Contracts Finder and on the www.finditinbirmingham.com website Sourcing Strategy

5.2 Procurement Route

The procurement will be via the Open Route

5.3 Scope and Specification

5.3.1 The service will offer a single door access to all Advocacy Services and triaged accordingly. Clients identified for the statutory service will meet the required criteria.

5.3.2 The Provider shall ensure a referral process is in place to capture the information required to accept the referral and provide feedback to the referring agency. Referrals will be made via the Local Authority; NHS Trust; CCG and Self-referral.

5.3.3 The Provider will work proactively to reduce barriers to access the service and will work flexibly, employing different engagement approaches, engaging with key stakeholders.

5.3.4 In order to fulfil the requirements of this service the following principles will be applied: -

- Individuals have a single point of access to advice and assistance relating to advocacy support

- A unified case management system detailing number of advocacy/management hours during the contract period

- Diversity competence in service delivery

- The provider will have expertise in local service provision to offer an appropriate response to citizens of Birmingham

- Providers will ensure that the breath of expertise required to deliver advocacy services will be provided either in-house or through collaboration with other expert agencies

- All provision is designed for flexibility of support, including the use Information Technology where appropriate

- Empathises on partnership working, including statutory, non-statutory, NNS services

5.4 Tender Structure (including evaluation and selection criteria)

5.4.1 There will be a single service contract

5.4.2 Evaluation and selection criteria

The quality / social value / price balances below were established having due regard for the corporate document 'Evaluating Tenders' which considers the complexity of the services to be provided. The tender documents will include the standard Terms and Conditions which will be reviewed and amended as required with the appropriate data sharing agreements for each service.

5.4.3 The evaluation of tenders will be assessed as detailed below:

The assessment will be divided into the following stages:

Stage 1 – Selection Stage

Stage 2 – Invitation to Tender

Stage 1 – Company Information

Criteria	Evaluation
STAGE ONE - Selection Stage	
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
Supplier Portal	Pass /Fail
Modern Slavery Act 2015	Pass / Fail
Technical and Professional Ability – Advocacy Quality Performance Mark (achieved or working towards)	Pass / Fail
Safeguarding?	Pass / Fail
Declaration	Pass / Fail

The lead provider and the supply chain will be accredited with the Advocacy Quality Performance Mark, which is held by over 80 organisations offering independent advocacy services. The Advocacy Quality Performance is aligned to the National Development Team for Inclusion (NDTi) and holds a minimum pass threshold of 60% for Quality.

Tenderers will be required to pass Stage 1 to progress to Stage 2.

Stage 2 – Invitation to Tender Stage

Evaluation and Selection Criteria

Tenders will be evaluated using the quality / social value / price in accordance with a pre-determined evaluation model and the standard scoring methodology. The quality element will account for 40%, social value 20% and price 40%. This quality / social value / price balance has been established having due regard to the corporate document 'Evaluating Tenders' which considers the complexity of the services to be provided and the degree of detail contained within the contract specification.

Tenders will be evaluated against the specification in accordance with the pre-determined evaluation model described below:

Quality (40% weighting)

Criteria	Overall Weighting	Sub-weighting
Management & Organisation	100%	20%
Service Design and Delivery		30%
Safeguarding		10%
Achieving Outcomes		40%

Tenderers who score less than 60% of the quality threshold i.e. a score of 60 out of a maximum quality score of 100 (60 marks out of 100) may not proceed to the next stage of the evaluation.

Social Value (20% weighting)

Tenders will be evaluated on two social value questions, (i) tenders will be asked to evidence how positive working relationships will be built with partners in the community, including: other providers, community assets, voluntary and non-voluntary organisations, ensuring a joint up approach to providing a service to Birmingham Citizens citywide. (ii) Tenders will be asked to evidence how they plan to reduce their carbon footprint, over a course of time. Social Value rationale is attached as **Appendix 2**.

The social value questions will assess the following criteria for qualitative:

	Sub-Weighting	Sub-Criteria	Theme Sub-Weighting
Qualitative	**60%**	Partners in Communities	50%
		Green and Sustainable	50%
			TOTAL 100%
		BBC4SR Action plan	Total of financial

Quantitative	40%		proxies (£) score
			TOTAL 100%
Overall Social Value	20%		

Price (40% weighting):

Tenderers will be expected to submit a single hourly rate based the average rate to deliver the range of services.

Advocacy Type	Single Price Per Hour
Blended rate for statutory advocacy per hour of service delivered	
Blended rate for community advocacy per hour of service delivered	

The tenderer with the lowest acceptable price is given the maximum possible weighted price score. The other tenderers' weighted price scores will be calculated on a pro rata basis.

Overall Evaluation

The evaluation process will result in comparative quality, social value, and price scores for each tenderer. The maximum quality score will be awarded to the bid that demonstrates the highest quality. The maximum social value score will be awarded to the bid that demonstrates the highest social value. The lowest price will be given the maximum score. Other tenderers will be scored in proportion to the maximum scores to ensure value for money and the proposed contract will be awarded to the first ranked tenderer.

5.4.4 Evaluation Team

The evaluation will be undertaken by a panel made up of a minimum of 3 panel members from the following areas:

- ASC Commissioning
- ASC Social Work
- ASC Citizens Panel member

The evaluation stage will be moderated by a Procurement Officer.

5.4.5 <u>Indicative Implementation Plan</u>

Approval (Strategy)	September 2021
ITT Issued	October 2021
ITQ Return	December 2021
Evaluation Period	January 2022
DPR Approval (Award)	February 2022
Contract Award	March 2022
Contract Start	1st April 2022
Mobilisation period	April 2022

6   Service Delivery Management

6.1   <u>Contract Management</u>

The contract will be managed operationally by the Senior Commissioner Adults Social Care with support from the Contract Manager. Corporate Procurement Services as required.

6.2   <u>Performance Management</u>

Performance will be measured through a set of key performance indicators including:

- •   Caseload

- •   Referral source

- •   Client demographics; and

- •   Client outcome and satisfaction

7   Options considered and Recommended Proposal

<u>Option 1</u>: Not to progress the procurement of this service, has been ruled out due to the statutory nature of this service.

<u>Option 2:</u> Deliver in-house; this is not an option as the capability does not currently exist. Due to the fluctuation in demand and the reactive timescales for delivery a lead provider with a supply chain is the most effective method.

<u>Option 3:</u> Procure a contract with a single provider; this is the recommended option.

8   Consultation

8.1   The Birmingham Safeguarding Adults Board has been engaged and consulted regarding the commissioning of these services.

8.2   Other West Midlands local authorities have been engaged in discussing their commissioning plans for advocacy and have exchanged lessons learnt and good practice.

8.3   Birmingham and Solihull CCG commissioners have been canvassed regarding the Independent Mental Health Advocacy service (IMCA).

8.4   Adults Social Care Social Justice Board have been consulted.

8.5   The Councils Deprivation of Liberty Safeguards (DoLS) Team has been canvassed regarding roles of paid Relevant Person's Representative and the implementation of Liberty Protection Safeguards (LPS).

8.6   Birmingham Children's Trust, The Rights and Participation Service have been canvassed regarding Independent Mental Health Advocacy service (IMCA) and forthcoming changes to DoLS.

9   Risk Management

9.1   The risk management of this commissioning is overseen by the Social Justice Board which has formal responsibility for the Commissioning of these services. The Board is chaired by the Assistant Director of Commissioning Adult Social Care.

10   Compliance Issues:

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

10.1.1   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.

10.1.2   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+

- Putting Prevent First Delivering the Vision for Adults Social Care 2017+

10.2   Legal Implications

10.2.1   The Local Authority has a statutory obligation under the Mental Capacity Act 2005 (Independent Mental Capacity Advocates) Regulations 2006, Mental Health Act 1983 (as amended by the Mental Health Act 2007), the Health and Social Care Act 2012 and the Care Act 2014 to provide these services to vulnerable citizens 18 years or older and their carers. Section 111 Local Government Act 1972 allows the Council to do anything which is calculated to facilitate or is conducive or incidental to the discharge of its functions.

10.2.2   The Council has a best value duty under Section 3 of the Local Government Act 1999 to improve the efficiency, economy, and effectiveness of the services that it delivers. The use of an open procurement route/procurement of a framework agreement will ensure that the competitive bids are obtained, and the terms offered by the successful tenderer will deliver best value to the Council.

10.2.3   Some of the services being procured may be subject to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) however in this instance no Council employees will be affected. The Council's role will be to facilitate the transfer of relevant information between the incumbent providers of existing services and perspective bidders without providing any indemnity regarding the accuracy of information provided.

10.2.4   The Council's obligations for this service under the General Date Protection Regulation (GDPR) will be met by conditions in the tender specification.

10.3   Financial Implications

10.3.1   The maximum value of the contract is up to £9.8m.

10.3.2   The estimated cost of the services based on historical spend/patterns, forthcoming changes to the DoLS services and the impact of the Covid-19 pandemic in relation to mental health, is £1.4m per annum, which is funded within the existing budget in the service

10.3.3   The cost of undertaking this procurement will be met from the Adults Social Care budget.

10.4 **Procurement Implications (if required)**

10.4.1   All procurement implications are set out in this report.

10.5 **Human Resources Implications (if required)**

10.5.1   None identified

10.6 **Public Sector Equality Duty**

An Equality Assessment has been undertaken and is attached as **Appendix 1**

11 **Appendices**

11.1   Appendix 1 - Initial Equality Assessment

11.2   Appendix 2 - Social Value Rationale

Title of proposed EIA *	Advocacy Services Please provide the title of your policy or service area.
Reference No	EQUA709 Please do not amend. A reference number will automatically be applied once the form is saved.
EA is in support of *	Amended Function
Review Frequency *	Annually Please select how regularly you plan to review the assessment.
Date of first review *	23/01/2023 Based on the review frequency, please enter the date when your first review will take place.
Directorate *	Adults Social Care
Division	Commissioning
Service Area	Prevention Community Assests Please add if applicable
Responsible Officer(s) *	Jason Bartlett x This is the person responsible for completing, submitting and reviewing the assessment. If you get the message 'The user does not exist or is not unique'. Please enter the full email address.
Quality Control Officer(s) *	Gordon Strachan x This is the person responsible for checking the quality of the assessment. If you get the message 'The user does not exist or is not unique'. Please enter their full email address.
Accountable Officer(s) *	Kalvinder Kohli x This is the person responsible for making the final decision on the EIA and the policy, plan, procedure etc. If you get the message 'The user does not exist or is not unique'. Please enter their full email address.
Purpose of proposal *	Commissioning Statutory and community advocacy services
Data sources	☑ Survey(s) ☑ Consultation Results ☑ Interviews ☑ relevant reports/strategies ☑ Statistical Database (please specify) ☑ relevant research ☐ Other (please specify) What sources of data have been used to produce the screening of this policy/proposal? (Please tick all that apply)
Please include any other sources of data	market intelligence, from existing providers, service users and local authorities in the WMCA.
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	Include how any potential negative impact be removed or mitigated.
Protected characteristic: Age *	☑ Service Users / Stakeholders ☑ Employees ☑ Wider Community ☐ Not Applicable Please select those directly impacted or affected.
Age details:	The service users will be of working age or older adults and Liberty Protection Safeguards will be available to young people aged from 16 yrs. All services commissioned will be tested for diversity competence and must demonstrate adherence to the Equality Act and other relevant legislations as part of the tender process and contract awards. This includes organisational policies and procedures, through to staff training and competencies in being able to meet the diverse needs of Birmingham Citizens accessing these services. The intended impact is positive. The Care Act says that local councils must involve people in decisions about

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their care and support needs. If it would be difficult for someone to be involved without support the council must make sure they get the help they need. If the citizen doesn't have someone who can help they have the right to have an independent Care Act advocate.

Advocacy is providing the support someone needs to be able to express their views, to communicate their choices and to receive services, or to participate in decision making. It can enable people to take more responsibility, have choice and control over the decisions which affect their lives. It thereby promotes individual's overall health and wellbeing by increasing self-determination and on a larger scale helps to promote social inclusion, equality and social justice.

Services will provide support under the following areas; Care Act Advocacy, NHS Complaints Advocacy, Independent Mental Health Act Advocacy, Independent Mental Capacity Act Advocacy and Community Advocacy. All services will be available via one provider and offer face to face support as well as telephone or video call support, where appropriate. Covid has highlighted the need to offer a hybrid service, offering service users a choice of how they prefer to access and receive support.

This service will meet all statutory requirements with regards to advocacy support outlined within relevant legislation and statutory guidance. This includes the following:

Independent Mental Health Advocates (IMHA) under the Mental Health Act (2007) IMHAs are a right afforded to patients that are detained under the Mental Health Act. There is no requirement to instruct an IMHA but rather a responsibility to inform all qualifying patients that they have a right to this advocate. IMHAs can be instructed or non-instructed advocates and the Mental Health Act advises professionals to request advocacy involvement if a person is unable to instruct an advocate. An IMHA will need to use his or her own judgement in deciding whether a qualifying patient has the capacity to give them instructions about a issue or not.

Access to an IMHA is a statutory right for people detained under most sections of the Mental Health Act, subject to Guardianship or on a community treatment order (CTO). When someone is detained in hospital or on a CTO it can be a very confusing and distressing experience. IMHAs are independent of mental health services and can help people get their opinions heard and make sure they know their rights under the law.

Independent Mental Capacity Advocates (IMCA) under the Mental Capacity Act (2005) – IMCAs have to be instructed (by the local authority or NHS). IMCAs are non-instructed advocates. Independent Mental Capacity Advocate (IMCA) is appointed to act on behalf of the citizen if they lack capacity to make certain decisions. The IMCA service is only available to people **lacking capacity** that have **no family, friends, or previously named citizen willing to support them**. The exception being adult protection cases where family or friends may be available but would be deemed to be inappropriate. In these circumstances, independent advocacy must be provided, when decisions are being made regarding serious medical treatments; a change of accommodation in a specified circumstance; a care review or an adult protection case. It is essential, advocates are independent from the people caring for and treating people with mental health problems and that they do not have any conflicts of interests.

In such situations, this is known as 'non-instructed advocacy', i.e. where a citizen lacks the capacity to instruct an advocate. The non-instructed advocate will still seek to uphold the citizen's rights; ensure fair and equal treatment and access to services; and make sure that certain decisions are taken with due consideration for all relevant factors which must include the citizen's unique preferences and perspectives.

Deprivation of Liberty Safeguards (DOLS) under the Mental Capacity Act (2005). In 2007 Local Authorities were required to implement the Mental Capacity Act 2005 Deprivation of Liberty Safeguards (DoLS). The Act provides legal protection and the statutory framework within which local authorities and health authorities can authorise the Deprivation of Liberty of individuals (the relevant citizen). The relevant citizen for whom the application is being made must have

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someone to support him/her if a standard DoLS is authorised. The representative who is supporting the citizen is called the Relevant Citizen's Representative (RPR); the role can be paid or unpaid. The DoLS service is to be replaced by Liberty Protection Safeguards (LPS) in April 2022.

Independent Advocacy provided under the Care Act (2014). This service will also include Community Advocacy a non-statutory advocacy function contained within the service will help to provide a preventative offer to residents enabling them to maintain their wellbeing and independence. This offer will support citizens to participate and engage with services in the public, private and voluntary sector in situations not covered by specific legislation but where there is a need for an advocate. This type of service is often called instructed advocacy; means the person is able to state their wishes as well as the actions they would like the advocate for take, for example write a letter on their behalf, represent them in meetings or contact professionals in their lives.

In the above situation's the advocate will:

- Seek to uphold the citizen's rights
- Ensure fair and equal treatment
- ensure that decisions are taken with consideration for the citizen's
- Unique perspective and preferences
- Make sure that all options are considered

Impact Upon Employees:

The service will be commissioned externally. The current service is delivered by a third sector provider. The frontline workforce is predominantly local to Birmingham. Compliance with the Living Wage requirements is expected as part of the contract awards. Organisations within this sector also have a track record of providing volunteering and peer to peer support opportunities for people with lived experience. The re commissioning will enable continued training and employment opportunities. As with any external re commissioning/tendering activity there is a potential for a change of provider and TUPE may apply. However, at this stage it is difficult to predict any further implications.

Wider Communities:

Advocacy Services will provide the support needed to citizens to voice their view and opinions and contribute to the decision that will affect their life. Citizens accessing Community Advocacy will be supported to gain access to a wider support and activity offer close to where they live, creating greater levels of independence, community resilience, being able to make a positive contribution to their community, and overcoming isolation or unintended dependency on one support agency.

Monitoring and Evaluation of the re commissioning process:

A risk log will be maintained throughout the re commissioning process, mobilisation and delivery of the new contracts. This will enable any adverse impacts, whether it be negative or against the protected characteristics or other vulnerabilities to be identified, addressed or mitigated against.

Specific diveristy quesitions will be built into the tender processess to test bidders for their diveristy competence. The Pre qualitication stage requires bidders to evidence up to date policy and proceedures including where they relate to legal requirements and duties under the Care Act and Equality Act. Subsequent contract awards further stipulate these requriements

Whilst we don't envisage there to be any adverse impacts of this service delivery, should they arise this will be captured through the monitoring of the contract and addressed with the provider. This includes addressing any intersectionality issues. The team will actively collect diversity monitoring data, feedback from clients and stakeholders to ensure that there are no gaps or negative impacts in the service offer

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

Protected characteristic: Disability *

comments.

☑ Service Users / Stakeholders
☑ Employees
☑ Wider Community
☑ Not Applicable
Please select those directly impacted or affected.

Disability details:

The statistics below show the increasing rates across mental health, mental capacity and healthcare and social services in England. These figures continue to rise year on year in light of budget cuts and austerity showing that the need for advocacy is more important than ever.

According to NHS Adult Social Care statistics 2020, there are close to 2million requests for support with social care services for new clients each year. This demand is growing in line with population increases.

Over the last five years, there has been a striking increase in new requests in the 18-64 age group. 2016-2017 The ombudsmen received over 16,000 complaints about councils. A report into care and support in the UK found 70% of citizens felt that local authority in the UK did not listen to their wants or needs

https://www.advocacyfocus.org.uk/blog/aaw18-why-advocacy-is-more-important-than-ever

Other types of demand for local authority social services, such as adult safeguarding and applications to authorise deprivations of liberty (DoLS), have also increased. Nationally there were 227,400 applications for DoLS received during 2017-18, an increase of 4.7% on the year before.

However, data for April-December 2020 shows that new referrals have slowed or fallen. This may be as a result of the knock-on impact of the coronavirus pandemic. The table below demonstrates the current data for Birmingham.

Type of Advocacy	No. of new referrals 2019/20	No. of new referrals April 20/Dec 20
Independent Health complaints Advocacy	469	204
Independent Mental Health Capacity Advocacy, Paid Relevant Citizen's Representative, Out of Area PRP	1184	841
Independent Mental Health Advocacy	1067	796
Independent Care Act Advocacy	706	323
Community Advocacy	882	525
Total	4,308	2,689

Type of Advocacy	No. of new referrals 2019/20	No. of on-going referrals 2019/20 at the end of 4th quarter	No. closed referrals 2019/20	No. of new referrals 2020/21	No. of on-going referrals 2020/21 at the end of 4th quarter	No. closed referrals 2019/20
Independent Health complaints Advocacy	469	172	305	273	161	284
Independent Mental Health Capacity Advocacy, Paid Relevant	1184	406	787	1082	405	1037

Representative, Out of Area PRP						
Independent Mental Health Advocacy	1067	97	975	991	97	991
Independent Care Act Advocacy	706	128	538	439	129	438
Community Advocacy	882	215	669	736	281	670
Total	4,308	1018	3274	3521	1073	3420

Adults with disabilities or mental health conditions will be supported under the **Independent Mental Health Act and Independent Mental Capacity Act**, to share their views, opinions and contribute to the decisions that affect their life enabling them to live healthy happy, independent lives within communities.

Advocacy services will support people who are at risk of, prolonged hospitalisation, debt, losing independence, going into statutory care, losing their home, no access to health, or beginning to have difficulties in managing their home, via Community Advocacy, signposted to the most appropriate service to meet the citizens need.

It is crucial that advocates are independent from the people caring for and treating people with mental health problems and that they do not have any conflicts of interests.

The purpose of recommissioning these services is not only a statutory requirement but also to link in with existing pathways to ensure that citizens are aware of all the support that is available and how to access this support.

People with learning disabilities, and people who are deaf, have higher rates of mental health problems than the general population, with estimates for people with learning disabilities, from 25–40%.

Challenging behaviours (aggression, destruction, self-injury and others) are also evident for 10%–15% of people with learning disabilities, and, consequently they are over-represented in the criminal justice system. People with learning disabilities are also vulnerable to violence and abuse. (https://www.learningdisabilities.org.uk/).

Successful providers will be using the NDTI Outcome Framework, this supports Birmingham City Council's priority for Health "Help people become healthier, and more independent with measurable improvement in physical activity and mental wellbeing."

The NDTI Outcome Framework will deliver the following:

- **Changes for individuals** - Using the NDTI Outcome Framework we will produce an effective advocacy service, that delivers good outcomes for the citizen and helps them to achieve their goals.

  These goals can be related to a range of outcomes including accessing services, influencing decisions, making a complaint or achieving change. Citizens wanting advocacy support often to have specific outcomes in mind. The first stage within the advocacy relationship (in both instructed and non-instructed advocacy) is to clearly identify what the citizen wants to achieve.

  Advocacy can also lead to secondary gains: these are outcomes (changes and benefits) the individual experiences through the advocacy support but were not identified as specific issues to achieve. Such gains include increased confidence, choice and control or empowerment.

- **Changes to the health and social care sector** - Commissioned advocacy services will frequently lead to changes and improvements in how health and social care services are planned, delivered and evaluated.

  Using the NDTI Outcome Framework, advocacy services can shine a spotlight on areas that are failing people by analysing themes and trends – and acting upon them, with the result that services will change

how they do things.

- **Change to the wider community -** The NDTI framework will promote social inclusion, equality and social justice and will have a critical role to play in changing how communities are experienced and accessed by its service. From national political campaigns to local pressure groups, advocacy can reduce social exclusion, increase participation and represent groups who are at risk of being ignored.

  As a result, communities and 'non-service' organisations may change how they do things to become more inclusive.

- **Change to the advocacy service -** Measuring what works (or otherwise) within advocacy provision is an important way of improving the impact of advocacy. By developing better ways of providing advocacy, the advocacy service can increase its reach and effectiveness.

  These require the service to gather evidence that can be measured and analysed to inform service improvement, performance management and business planning. Through using the outcomes data for self-reflection, the advocacy provider itself will instigate positive changes in how it does things.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristic: Sex *

☑ Service Users / Stakeholders
☑ Employees
☑ Wider Community
☐ Not Applicable
Please select those directly impacted or affected.

Gender details:

Services will be non-gender specific and there will be a positive impact as services recognise the wider range of gender identity that is emerging, whilst ensuring that everyone has the same opportunity to access appropriate support.

The Services are accessible to all gender with a commitment to addressing their personalised support needs and applying a holistic approach to their wellbeing.

As part of the support planning process and allocation of support staff, service users are able to request male for female workers where it is appropriate to do so in the best interest and outcomes for the service user

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristics: Gender Reassignment *

☑ Service Users / Stakeholders
☑ Employees
☑ Wider Community
☐ Not Applicable
Please select those directly impacted or affected.

Gender reassignment details:

Gender reassignment is not a barrier to access support. The Services commissioned will ensure all people using services who identify as transgender, non-binary or intersex are treated with respect and dignity throughout their support and will be able to access the same support, and be offered the same opportunities whilst ensuring they have a personalised approach as any other gender.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristics: Marriage and Civil Partnership *

☑ Service Users/ Stakeholders
☑ Employees
☑ Wider Community
☐ Not Applicable
Please select those directly impacted or affected.

Marriage and civil partnership details:

Martial Status will not act as a barrier when accessing the services. Both single and couples can access the assessment for support as those who are married or have a civil partnership

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated.

Protected characteristics: Pregnancy and Maternity *

☑ Service Users / Stakeholders
☑ Employees
☑ Wider Community
☐ Not Applicable
Please select those directly impacted or affected.

Pregnancy and maternity details:

Pregnancy will not act as a barrier when accessing the services.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristics: Race *

☑ Service Users / Stakeholders
☑ Employees
☑ Wider Community
☐ Not Applicable
Please select those directly impacted or affected.

Race details:

People from Black, Asian and Minority Ethnic (BAME) communities can face disparity in access and discrimination in health and social care services and are underrepresented in those accessing advocacy services.

Current year data from the current provider demonstrates the following: 80% of referrals received for people who have been assessed as not having capacity were from white heritage, compared to 19% from the BAME community.

43% of referrals received for people who have been assessed as having a mental health need were from white heritage, compared to 40% from the BAME community.

73% of referrals received for Care act advocacy were from white heritage, compared to 21% from the BAME community.

Black British men: are five times more likely to be diagnosed and admitted to hospital for schizophrenia; have disadvantageous pathways into mental healthcare; higher than expected rates of detention under the Mental Health Act (MHA) are more likely to be prescribed medication; and have difficulties accessing services and poorer outcomes when they do (Lankelly Chase, 2014) People from BAME communities are more likely to be disadvantaged in accessing support and overall, people from these communities have particularly low treatment rates.

This will be addressed by the service working to deal with the diverse needs of BAME communities, addressing their lack of trust in public services, language barriers or previous negative experiences of those services.
https://www.mind.org.uk/media/6484/race-equality-briefing-final-oct-2020.pdf

Refugees are people whose asylum claims have been accepted and the estimates cited in the Birmingham City of Sanctuary Policy Statement 2018-22 indicate there are 48,000 refugees living in Birmingham, although these estimates are not based on current data. Refugees, asylum seekers and migrant workers are likely to have communication needs which might benefit from independent advocacy when accessing health and social care services. A number of people who have recourse to public funds can have access to the services.

Services will have a positive impact on race as they will ensure that everyone has access to the appropriate support and links with BAME partner organisations; encouraging take up of support and addressing any language barriers. For example, case studies and interviews demonstrate how the Neighbourhood Network Service (NNS) supports assets to provide much needed, tailored support for communities who have felt isolated or overlooked. The inclusive strategy of NNS ensures that all funded assets are designed to be inclusive and welcoming to all older people regardless of ethnicity, and other protected characteristics (Ethnic Minority Groups Supported by NNS and P&C, BVSC April 2021). A key feature of specifications will be for providers to develop robust links with this service.

Advocacy Services will be aware of intersectionality, providing support where a mixture of discrimination (racism, gender, transphobia, homophobia, sign language, language, etc) is present. They will work with other services, to help contest the many forms of discrimination which are preventing vulnerable adults from thriving.

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

Protected characteristics: Religion or Beliefs *

☑ Service Users / Stakeholders
☑ Employees
☑ Wider Community
☐ Not Applicable
Please select those directly impacted or affected.

Religion or beliefs details:

Religion or beliefs will not be seen as a barrier when accessing these services. Providers will be expected to deliver equality and diversity training; ensuring that local assets and support will be accessible to all citizens regardless of religion or belief and inclusive of their needs.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristics: Sexual Orientation *

☑ Service Users / Stakeholders
☑ Employees
☑ Wider Community
☐ Not Applicable
Please select those directly impacted or affected.

Sexual orientation details:

Sexual orientation will not be a barrier when accessing the programme. Providers will be expected to deliver equality and diversity training; ensuring that local assets and support will be accessible to LGBTQ+ citizens and inclusive of their needs.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Socio-economic impacts

The commissioning will have a range of positive socio-economic impacts including:

Supporting someone to be able to express their views, to communicate their

choices and to receive services, or to participate in decision making. It can enable people to take more responsibility, have choice and control over the decisions which affect their lives; thereby promoting an individual's overall health and wellbeing and increasing self-determination, social inclusion, equality and social justice.

Support for service users to access peer to peer will help them to improve and gain new skills increasing the opportunity of seeking employment.

Social value is key to the commissioning and represents 20% of the evaluation of tenders.

Service users can access support to better manage their finances and access all appropriate benefits reducing the risk of falling into poverty.

Please indicate any actions arising from completing this screening exercise.

Not as a result of this screening. As mentioned in the above sections a risk impact log will be maintained throughout the re commissioning process which will enable oversight of any negative impacts in relation to protected characteristics to be identified and addressed.

Please indicate whether a full impact assessment is recommended

NO ▾

If yes, please continue to complete the remaining questions. If no, please go to the quality control section below.

What data has been collected to facilitate the assessment of this policy/proposal?

What are the main findings from the analysis of the data?

Consultation analysis

Who was consulted, what are the results of the consultation exercise?

Adverse impact on any people with protected characteristics.

Based on the analysis of the data does the policy/proposal have any adverse impact?

Could the policy/proposal be modified to reduce or eliminate any adverse impact?

Can the policy/proposal be modified to reduce or eliminate any adverse impact? on any particular group(s)?

How will the effect(s) of this policy/proposal on equality be monitored?

What data is required in the future?

Please describe the data needed to ensure effective monitoring of this policy/proposal?

Are there any adverse impacts on any particular group(s) ☐

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

Please give details on any initial assessment carried out. For a full assessment please complete the rest of the form. AS OF 29/11/2018 YOU ARE NO LONGER REQUIRED TO COMPLETE THIS BOX.

Consulted People or Groups

AS OF 29/11/2018 YOU ARE NO LONGER REQUIRED TO COMPLETE THIS BOX

Informed People or Groups

AS OF 29/11/2018 YOU ARE NO LONGER REQUIRED TO COMPLETE THIS BOX

Summary and evidence of findings from your EIA *

Not as a result of this screening. As mentioned in the above sections a risk impact log will be maintained throughout the re commissioning process which will enable oversight of any negative impacts in relation to protected characteristics to be identified and addressed

Please add any documents including any consultation or engagement findings. Attach any source data using the attachment button above. Please include how you will mitigate against any negative impacts.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

Please tick this box and 'Save' the document once you have finished. Your nominated Quality Control Officer will by notified to review the assessment and decide whether it can proceed for approval or reject it.

Quality Control Officer comments

The EIA is approved on the basis that the intended outcome is a positive one for citizens accessing the services. There are wider benefits to employees, and communities of this service being commissioned.

Please untick 'Submit to quality control officer box' before saving.

Decision by Quality Control Officer   Proceed for final approval ✔

IMPORTANT: Quality Control Officer - Please untick the above box 'Submit to the Quality Control Officer for reviewing?' before provide your decision.

Submit draft to Accountable Officer?

☑

Quality Control Officers only - Please tick the box when you are happy for the assessment to be submitted for approval.

Decision by Accountable Officer

[⌄]

IMPORTANT: Accountable Officer - Please untick the above box 'Submit draft to Accountable Officer' before providing your final decision.

Date approved / rejected by the Accountable Officer

23/06/2021

Reasons for approval or rejection

Approved, given that the overall benefits are positive and diveristy impacts will be monitored both pre and post commissioning

Please print and save a PDF copy for your records

☑

Julie Bach

Gordon Strachan x

Person or Group

Gordon Strachan x

Version: 46.0
Created at 16/06/2021 09:14 AM by ☐ Jason Bartlett
Last modified at 16/06/2021 11:35 AM by Workflow on behalf of ☐ Kalvinder Kohli

[Save] [Cancel]

Appendix 2

Social Value Rationale
Title of Commissioning / Procurement project: **Advocacy Services**
Project details: The procurement of Advocacy services which holds four statutory services to be provided to the citizens of Birmingham: Care Act Advocacy Independent Mental Health Advocacy; Independent Mental Capacity Advocacy and NHS Complaints. The procurement will also include a non-statutory service – Community Advocacy.
Value of spend (total contract): £9.8m (7 years)
Estimated award date: March 2022
Duration of the Contract: 05 years commencing 01/04/2022
Main element of contract: Services
Market dynamics: The Market for delivering Advocacy services within the West Midlands is mature and is dominated by four providers, who deliver across all statutory advocacy services as well as non-statutory (community advocacy). The ITT will encourage partnership working, promoting larger, more mature providers to link with smaller more localised providers. This will allow experienced providers to access the localised intelligence and assess the need in Birmingham, ensuring the need can be met, albeit by sub-contracting a proportion of the service. The market is experienced in delivering social value as part of past and current contractual requirements. Their strengths include: - Recruiting locally - Volunteering - Peer to Peer mentoring schemes - Partnership working with other organisations
Total Social Value Weighting: 20%
Qualitative / Quantitative split: 40% / 60%
Reasons for which themes are to be prioritised: Reasons for which themes are to be prioritised: This contract will focus on two themes will be prioritised for this contract. The market is strong in building and contributing to networks that support vulnerable people across Birmingham. Although some partnership linkages are in place to support this service, the current contract has shown a need for further engagement across Neighbourhood Network Schemes, Community Assets and linkages to other third sector providers. These linkages are important for statutory advocacy services but also for the non-statutory, as often the need can be met within the community. Social Value for Partners in Communities will strengthen this work and these networks. The Green and Sustainable, linked to carbon reduction, will be prioritised as over the past 18 months, the current provider has shown new ways of working which has been accepted by service users. The Market will be encouraged to consider what other changes can be implemented to contribute to the reduction of the carbon footprint, which in turn also provides flexibility for service users and new ways of accessing the service. Themes not being considered – Local Employment – it is understood from historical data that providers are unlikely to employ staff outside of the geographical area. The Market understands the need for the employed

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advocates to represent the diversity of the city and advocates to understand the need of the client which may be impacted by geographical area.

Good Employer – the contract will ensure that employees are paid the living wage and that the provider has or is working towards a 'good employer' accreditation e.g. Investors in People.

Innovation – This theme is partly linked to Green and Sustainable, as the Market will be asked for innovative ways to engage with clients and deliver service, which promotes the use of technology and supports citizens out of digital poverty.

Buy Local and Ethical Procurement does not apply to this contract as there are limit goods being bought by the provider, as this contract is a support service.

List the themes in order of priority (sub-weighting)
Priority Theme 1: Partners in Communities: The Council is keen to see partnership working with other providers, community assets, voluntary and non-voluntary organisations, ensuring a joint up approach to providing a service to Birmingham Citizens citywide. Appropriate engagement with partners will ensure an understanding of Advocacy service. In addition, the Council expects close working with CCGs and NHS services linking into appropriate pathways. Additionally, considerations to support the client base to overcome digital poverty and promote digital skills attainment is highly desirable, which will link into community advocacy.
Priority Theme 2: Green and Sustainable: The Council would expect to see plans by which providers intend to reduce their carbon footprint, over a course of time. This has a link to innovation with some providers delivering support remotely using technology and reducing travel and carbon emissions.
Sub-weighting of the Themes:
Partners in Communities: 50%
Green and Sustainable: 50%

Birmingham City Council
Report to Cabinet
7 September 2021

Subject:	**GREEN HOMES GRANTS – LOCAL AUTHORITY DELIVERY PHASE 2**
Report of:	**Julie Griffin – Managing Director, City Housing**
Relevant Cabinet Member:	**Cllr Shabrana Hussain – Cabinet Member Homes and Neighbourhoods**
	Cllr Tristan Chatfield – Cabinet Member Finance and Resources
Relevant O &S Chair(s):	**Cllr Penny Holbrook - Housing and Neighbourhoods Overview and Scrutiny Committee**
	Cllr Mohammed Aikhlaq - Resources
Report author:	**Guy Chaundy, Senior Service Manager Housing Strategy, Neighbourhoods Tel: 07766 924 420 Email: Guy.Chaundy@birmingham.gov.uk**

Are specific wards affected? If yes, name(s) of ward(s):	☐ Yes	☒ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference: 008959/2021	☒ Yes	☐ No
Is the decision eligible for call-in	☒ Yes	☐ No
Does the report contain confidential or exempt information? If relevant, provide exempt information paragraph number or reason if confidential:	☐ Yes	☒ No

1   Executive Summary

This report sets out the proposed City Council approach regarding establishing the Council's delivery of the Green Homes Grant (GHG) Local Authority Delivery (LAD) Phase 2.

008959/2021

The Council decision by approving this scheme, will be a key contribution to reducing carbon emissions, improving energy efficiency and supporting households by tackling fuel poverty.

This also supports the Council effort to reduce the implications of COVID-19 in that it enables more citizens to secure the means to keep warm and stay well and safe.

In late December 2020 the Midlands Energy Hub (MEH) advised that the Green Homes Grants (GHG) Local Authority Delivery (LAD) phase 2 would be announced the following spring of 2021. This was a direct allocation of funds to each of the Midlands councils, depended on their size and number of homes with the lowest Energy Performance Certificate rating. On 3rd March 2021 a formal Grant award letter was received by the Council from MEH, that confirmed the proposed financial allocation and included detailed conditions that were attached to LAD phase 2 scheme.

Following the award letter on 15th April 2021 the Council submitted detailed proposals by the required deadline of 24th May 2021.

2   Recommendations

That Cabinet

2.1   Approves the acceptance of Grant funding of £6.856m of which a capitalisation element of £0.566m will be paid to Acivico Limited through an existing agreement to fully administer the scheme on the Council's behalf. The funding is Green Homes Grant LAD2 allocated from Business Energy Industry Strategy, administered through the Midlands Energy Hub (MEH).

2.2   Delegates authority to the Managing Director of City Housing to take decisions as required in regard to the identification of appropriate areas for delivery and profiling and tenure split of grant monies based on the proposals submitted to MEH outlined in Appendix 1. The current plan is split 75% BCC dwellings, 15% Private Landlord properties and 10% owner occupiers, 1470 properties in total.

2.3   Approves HRA revenue contributions to Capital of up to £3.22m as required match funding contributing to the capital investment proposed on HRA dwellings

2.4   Authorises the Managing Director of City Housing to instruct Acivico Ltd to provide the professional services to support the delivery of LAD2 at a cost not to exceed £0.566m and be fully met from Grant allocation.

2.5   Delegates authority to Managing Director City Housing in consultation with Cabinet Member Homes and Neighbourhoods, Interim Director Council Management (or their delegate) and Acting City Solicitor (or their delegate) to apply for and accept any future related LAD funding.

2.6   Approves the strategy and commencement of the procurement activities by Acivico Ltd for the works for the LAD2 scheme and future related LAD schemes, using the Constructing West Midlands 2 (CWM2) Framework Agreement and delegates the award of the contract to the Managing Director, City Housing in conjunction with the Interim Assistant Director of Procurement (or their delegate), the Interim Director of Council Management (or their delegate) and the Acting City Solicitor (or their delegate).

2.7   Authorises engagement with BCC's wholly owned company Acivico Ltd to support the delivery of LAD 2 and future related LAD schemes using the Constructing West Midlands 2 Framework.

2.8   Authorises the Acting City Solicitor (or delegate) to negotiate, execute and complete all necessary legal documentation to give effect to the above recommendations.

3   Background

3.1   In July 2020 the Chancellor announced the GHG Local Authority Delivery (LAD) Scheme, with up to £500m of support to English Local Authorities. The aims of the scheme are to create green jobs, save householders money, and cut carbon emissions.

3.2   A key objective of the scheme is to provide an economic stimulus over summer and Autumn 2021 as part of the Government's plan to build back better, greener and faster in response to Covid-19. All funding must therefore be invested during 2021. Phase 2 comprises of £300m that will be allocated through Local Energy Hubs in 2020/21 for regional delivery.

3.3   The GHG LAD 2 scheme operates in a different way to previous Government energy efficiency schemes by utilising Regional Energy Hubs. The Midlands Energy Hub (MEH) has received a total of £59.95m of LAD funding as part of Phase 2 of the Local Authority Delivery (LAD) element of the Green Homes Grant scheme, which will to run from March 2021 to December 2021.

3.4   Birmingham has been allocated a total £6,856,100 to enable delivery of eligible measures to vulnerable Birmingham residents who qualify within the prescribed criteria.

- The main purpose scheme is to raise the energy efficiency rating of low income and low Energy Performance Certificate (EPC) rated homes (those with EPCs of E, F or G although D is also in scope subject to a cap of 50% of Band D homes upgraded across each region).
- Private owner occupier 'Eligible Household' receiving measures have a combined household annual income of no more than £30,000 gross, before housing costs and where benefits are counted towards this figure.

- Funding to owner occupied 'Eligible Household' should cover the full cost of upgrading a home and we do not expect the average cost of upgrades to exceed £10,000 per property.
- Any landlords (social or Private) eligible for funding would need to provide at least 33% contribution towards the cost of the upgrades. This includes BCC dwellings.
- BEIS do not expect the subsidy to exceed £5,000 on average per household of landlords

3.5   Appendix 1 provides the headline proposals submitted to MEH and sets out the targeted interventions in greater detail for both private and Birmingham City Council (BCC) dwellings.

3.6   The Department of Business Energy Industry Strategy (BEIS) confirmed the expected outcomes to LAD Phase 2 will be.

- Tackle fuel poverty by reducing energy bills for low-income households by improving the energy efficiency of their home.

- Deliver cost effective carbon savings to carbon budgets and progress towards the UK's target for net zero by 2050.

- Support economic resilience and a green recovery in response to the economic impacts of Covid-19, creating thousands of jobs.

- The phasing out of the installation of high-carbon fossil fuel heating and reducing emissions and improving air quality.

- Utilise the role of Local Energy Hubs to build Local Authority capacity and supply chains to deliver energy efficiency at scale.

3.7   Acivico Ltd will provide the administration for the GHG LAD 2 scheme to deliver a fully managed service to ensure effective delivery.

3.8   As part of the £55.59 million allocated to the MEH, 4% was top sliced for customer journey support for Local Authorities for each of the 65 local West Midlands Councils. Act on Energy were appointed by MEH through a competitive tender process to deliver this scheme in Birmingham. They have a long-established history of supporting energy schemes having started as Warwickshire Energy Efficiency Advice Centre (WEEAC) in 1998 when they were created by Stratford on Avon District Council. Act on Energy will provide end to end customer support and liaise with the delivery contractors that includes;

- Single point support contact centre and customer journey support (telephone helpline)
- Stakeholder engagement for public meetings
- Check householder eligibility to inform residents of the grant process
- Marketing and communications
- Monitoring reporting including data collection

- Answer all questions on the scheme and energy efficiency measures and register any complaints
- Provide additional support to help tackle fuel poverty for vulnerable residents including Energy saving advice.
- Energy saving measures outside of the LAD2 funding.
- Income maximisation advice.
  This customer journey support provided by Act on Energy is directly funded by MEH and not from our LAD 2 grant allocation.

4   Options considered and Recommended Proposal

4.1   Do Nothing - If the Council does not approve the acceptance of the GHG LAD 2 funding, this means a significant portion of Birmingham citizens are likely to remain in fuel poverty and poor energy efficient homes and would hinder our commitments regarding achieving route to zero carbon.

4.2   Approve GHG LAD 2 acceptance of funding – to enable the Council to utilise the identified funds to enable a significant portion of Birmingham citizens be brought out of fuel poverty and improve the energy efficiency of their homes. This has several health and welfare benefits for our residents.

5   Consultation

5.1   Cllr Waseem Zaffar – Cabinet Member Transport and Environment has been consulted and is supportive of the contents of this report.

6   Risk Management

Relevant risks are captured in the proposal template in Appendix 2

7   Compliance Issues

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

Accepting this grant and delivering energy efficiency improvements to approximately 1470 homes in the city directly contributes to the key council priorities:

- Birmingham, a great city to live in
- Birmingham a city that takes a leading role in tackling climate change.

Additionally, it will deliver positive outcomes for residents facing fuel poverty, suffering from health effects of fuel poor homes and contributes to the delivery of Birmingham's Housing Strategy and Financial inclusion strategy.

7.1.1 Birmingham Business Charter for Social Responsibility (BBCSR)

For works undertaken in private properties, the BBC4SR is a mandatory requirement that will form part of the conditions of the contract with the successful contractor awarded via the CWM2 framework agreement. Tenderers will submit an action plan with commitments that will be managed and monitored during the contract period.

7.1.2   For works undertaken in the Council's properties, additional commitments relevant to the contract will be provided by the contractors on the Housing Repair and Maintenance contract proportionate to the value of the additional spend and included in their action plan. The actions will be monitored and managed under the existing contract management process.

7.1.3   The social value outcomes, the successful contractors will be required to address / include:

Local Employment

- Employment and employability opportunities for the target groups particularly young people.

- A strong local employment offer, including full time equivalent jobs, apprenticeships, student placement and work experience, with the focus on the hardest to reach groups particularly focused on disadvantaged area of the city.

Buy Local

- Spend to be, as practically as possible, with local, small and medium enterprises as well as social enterprises within a 30-mile radius of the scheme.

Partners in Communities

- Bidders and their supply chain will need to utilise their community reach and focus their outcomes on community cohesion with sensitivity to local demographics using www.matchmyproject.org.

- Working with schools to focus on increasing attainment and employment options for those students facing disadvantage and education on.

- Working with schools and community organisations to focus on sustainability in the construction environment

- A robust understanding and methodology for community engagement, with supporting fuel poverty

Good Employer

- Provide good employment practices to increase the staff employability and quality of employment.

- Demonstration of the provision of in-depth training for their employees in equality, diversity and inclusion.

- Good practices around areas including collective representation, zero-hour contracts, whistle blowing policies.

- The payment of the Real Living Wage down the supply chain is a mandatory requirement in accordance with the Council's policy.

Green and Sustainable

- Plans for a carbon natural position and what activities they are undertaking to achieve that additional to the specification including details relating to transport, recycling, materials used and offsetting.

Ethical Procurement

- The outcomes sought under this theme relate to the treatment of subcontractors in terms of payment and training.

- Evidence will be required as to how the bidder is ensuring that the materials used are sourced ethically

7.2 **Legal Implications –** Under the general power of competence per Section 1 of the Localism Act 2011, the Council has the power to enter into the arrangements set out in this report which are within the boundaries and limits of the general power of competence Section 2 and 4 of the Localism Act 2011.

Local housing authorities have a statutory duty under Part 1 of the Housing Act 2004 to keep the housing conditions in their area under review with a view to identifying any action that may need to be taken by them under several statutory provisions.

The Grant is issued subject to Subsidy Control Rules and having reviewed the proposals within the report, they are considered to be compliant with this requirement.

7.3 **Financial Implications**

7.3.1 The breakdown of costings and outputs is provided in Appendix 1 The total grant allocated is for £6.856m of which £0.566m is available to support delivery and administration of the scheme. This will be undertaken by Acivico Ltd at a cost no greater than £0.566m and the funding transferred across in line with the existing terms of the Council's DCFM Contract. The total earmarked for delivery of works is £6.290m with the majority supporting works within the HRA. Funding must be used by December 2021 in line with the scheme end date.

7.3.2 The majority of the capital investment that will be funded with the aid of the LAD2 Grant will be work on HRA properties. The planned works to be carried

out are based on a package of work for each property, which could include replacement windows and doors, fitting PV cells to roofs or new lighting, dependent on the property requirements. The amount of grant that can be applied to each HRA property is 2/3rds the cost of the works up to a maximum of £5,000 per property, with the remaining cost funded from within the HRA. It is planned to do works on over 1,100 HRA properties in 2021/22 at an estimated cost of £7.51m funded from HRA revenue contributions up to £3.22m and GHG LAD 2 grant £4.29m

7.4 In respect of works outside of the HRA, owners / landlords will have to provide appropriate match funding as per grant conditions.

7.5 Procurement Implications

7.5.1 Acivico Ltd will provide the technical professional services and administration for the delivery of the scheme under the Council's DCFM contract. An additional side letter will be entered into with Acivico Ltd setting out any specific terms of the grant conditions including appropriate Data Processing arrangements. Acivico Ltd will also undertake an audit trail of all grant applications submitted and approved by the Council and monitor outcomes through KPIs.

7.5.2 The proposed route for works to private sector properties is to use Acivico Ltd's Constructing West Midlands 2 Framework Agreement in accordance with its rules. The Council is entitled to access this framework agreement. The Council, in collaboration with Acivico Ltd, will be involved in selecting the most appropriate contractor for the project based on a price, quality and social value evaluation criteria as provided for in the Framework Agreement. The Council will be able to amend clauses or add clauses to the call off contract specific to the project. Alternative frameworks agreements were considered. However, they tend to be single contractor led which does not provide the competitiveness required to evidence best value.

7.5.3 The works for the Council's own stock will be delivered under the Housing Repair and Maintenance contract in accordance with its call-off arrangements by quadrant of the city.

7.6 Human Resources Implications (if required)

None

7.6 Public Sector Equality Duty

7.6.1 Initial Equality Impact Assessment submitted (**Appendix 2**) - no adverse impact identified.

8 Appendices

8.1 **Appendix 1** – Summary of Proposals submitted to MEH

8.2 **Appendix 2** – Equality Impact Assessment

Appendix 1

	Package 1	Package 2	Package 3	Package 4
Windows	1	1	1	1
Doors	1			1
Solar		1	1	
Battery		1	1	
EWI				
Loft				
Cavity				
LED Lighting			1	1

	75%	15%	10%	100%
	HRA properties	Private landlord properties	Owner occupier properties	Total properties
Package 1	364	73	49	485
Package 2	188	38	25	250
Package 3	188	38	25	250
Package 4	364	73	49	485
Total	1,103	221	147	1,470

Package	August	September	October	November
1	90	115	120	110
2	40	60	60	60
3	40	60	60	60
4	90	115	120	110
Total Homes	260	350	360	340

	£000
Total Cost	10010.31
Total Grant	6145.317
Total Match Funding - HRA	3220.8275
Total Match Funding - PL	644.1655

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December	total	
50	485	
30	250	
30	250	
50	485	
160	1470	

USEFUL LINKS: Public Sector Equality Duty guidance   Equality Act 2010   Equality Objectives   Race Disparity Audit   Be heard consulta

EA

Assessments

Title of proposed EIA	Green Homes Grants (GHG) - Local Authority Delivery (LAD) Phase 2
Reference No	EQUA695
EA is in support of	Amended Function
Review Frequency	No preference
Date of first review	01/02/2022
Directorate	Neighbourhoods
Division	Housing
Service Area	Housing Division
Responsible Officer(s)	☐ Paul McGrath
Quality Control Officer(s)	☐ Karen Huxtable
Accountable Officer(s)	☐ Guy Chaundy
Purpose of proposal	This report sets out the proposed City Council approach regarding establishing the Council's delivery of the Green Homes Grant (GHG) Local Authority Delivery (LAD) Phase 2.
Data sources	Survey(s); Statistical Database (please specify)
Please include any other sources of data	Online Energy Perforamnce Certificate (EPC) property data from MHCLG website. https://find-energy-certificate.digital.communities.gov.uk/

ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS

Protected characteristic: Age	Not Applicable
Age details:	
Protected characteristic: Disability	Not Applicable
Disability details:	
Protected characteristic: Sex	Not Applicable
Gender details:	
Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	
Protected characteristics: Marriage and Civil Partnership	Not Applicable
Marriage and civil partnership details:	
Protected characteristics: Pregnancy and Maternity	Not Applicable
Pregnancy and maternity details:	
Protected characteristics: Race	Not Applicable
Race details:	
Protected characteristics: Religion or Beliefs	Not Applicable
Religion or beliefs details:	
Protected characteristics: Sexual Orientation	Not Applicable
Sexual orientation details:	
Socio-economic impacts	A key objective of the scheme is to provide an economic stimulus over summer 2021 as part of the Government's plan to build back better, greener and faster in response to Covid-19.

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Please indicate any actions arising from completing this screening exercise.	There has been no adverse impact identified on any group determined with the protected characteristics.. The Green Homes Grants , Local Authority Delivery scheme delivery is predicated on the identified needs to improve residents homes.
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	Energy Performance Certifcate data based on MHCLG online service.
Consultation analysis	It has identified where the lowest performing properties thta exsit within the City to help support delivery for homes rated D, E, F & G.
Adverse impact on any people with protected characteristics.	There is not adverse impact on people with protected characteristics as the project implementation and delivery
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	It is not anticipated that any aspects of this proposal will directly or indirectly contribute to inequality on the grounds of age, disability, gender, gender reassignment, race, religion or belief, sexual orientation, marriage and civil partnership, pregnancy and maternity or human rights. However, there may be times when we are unable to meet our Customers additional non-standard requirements, due to the nature of the dwelling or the design or construction: Our aim is to meet specific needs where possible and also accommodate individual requirements across all of our GHG LAD schemes.
Consulted People or Groups	
Informed People or Groups	
Summary and evidence of findings from your EIA	The Green Homes Grants (GHG) Local Authority Delivery (LAD) Phase 2 Cabinet report details improvements to be delivered to Council, private rented and owner occupier properties based on priorities identified in this equality assessment. Equality assessment has considered the impact of the programme on protected characteristics. Through this process we have determined that no persons are adversely affected because investment is based on property condition and not the customer. Consideration has been given to take account of disabled persons disabilities, even where that involves treating disabled persons more favourably than other persons. Improvements are carried out based on the property condition and energy efficiency. Once a property has been identified and included in our programme, detailed assessment of a customer's needs is undertaken. This means that some customer groups may receive additional support based on their appropriate needs.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?	No
Quality Control Officer comments	Thank you for preparing a comprehensive document.
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	26/07/2021
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: 51.0
Created at 18/05/2021 04:25 PM by ☐ Paul McGrath
Last modified at 26/07/2021 09:41 AM by Workflow on behalf of ☐ Guy Chaundy

Close

Birmingham City Council
Report to Cabinet
7 September 2021

Subject:	**TENANTS FEES ACT 2019 PROVISIONS AND ENFORCEMENT POLICY IN RELATION TO LANDLORDS AND LETTING AGENTS**
Report of:	Robert James, Managing Director – City Operations
Relevant Cabinet Member:	Councillor Ian Ward - The Leader
Relevant O &S Chair(s):	Councillor Mohammed Aikhlaq, Resources Overview and Scrutiny Committee
Report author:	Tony Quigley, Head of Service Trading Standards Tony.Quigley@birmingham.gov.uk Tel: 0121 303 9158

Are specific wards affected? If yes, name(s) of ward(s):	☐ Yes	☒ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference: 009212/2021	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information? ☐ Yes		☒ No
If relevant, provide exempt information paragraph number or reason if confidential :		

1   Executive Summary

1.1   The report informs cabinet of the provisions of the Tenants Fees Act 2019 applicable to landlords and property agents concerning displaying fees, prohibited fees, being members of a redress scheme and belonging to designated Client Protection Schemes.

1.2　The Act and Statutory guidance also require the local authority to have in place an enforcement policy in respect of issuing penalty fees. The National Trading Standards Estate and Letting Agency Team (NTSLEAT) have implemented such a policy through the lead authority at Bristol Council. This report recommends committee adopt this policy.

2　Recommendations

2.1　That Cabinet agrees to adopt the enforcement policy on deciding financial penalty amounts as instigated by the NTSLEAT.

3　Background

3.1　The numbers of households in the private rented sector in the UK increased from 2.8 million in 2007 to 4.5 million in 2017. Many families including those with children have no other option but to rent but can fall victim to rogue landlords and letting agents setting unregulated and unfair or hidden fees.

3.2　The Tenant Fees Act 2019 (TFA) was introduced to prevent unscrupulous landlords and letting agents from grossly overcharging tenants and holding them to account for this and other unfair practices.

3.3　The TFA was set up to prevent 'hidden fees' being charged to tenants and outlining what is now prohibited and what fees are permissible. It should go some way towards improving transparency around the costs of entering into a rental agreement.

3.4　The Act applies to Assured Short-hold Tenancies and would include Student Lettings.

3.5　Mandatory Letting Agent Redress Schemes were introduced to resolve disputes between tenants, letting agents and landlords. The schemes can investigate complaints and order a letting agent to reimburse or pay compensation for unfair practices. The TFA sets out sanctions for landlords/agents failing to be a member of such a scheme.

3.6　Compulsory Client Money Protection Schemes were also introduced to ensure money paid by tenants such as rent and deposits are protected if the agent for example goes 'into administration. The Housing and Planning Act 2016 (HFA), as amended by the TFA again sets out sanctions for landlords/agents failing to use such a scheme for client's monies.

3.7　The TFA sets out what fees letting agents can lawfully charge and what fees are prohibited. It also amends section 83 of the Consumer Rights Act and implements further provisions with regards to the duty of letting agents to publicise their fees.

3.8 The Letting Agency Work and Property Management Work Order 2014, Article 8, provides that a financial penalty may be imposed for any person engaged in a letting agency or property management failing to be a member of a Redress Scheme, as required by the Letting Agency Work and Property Management Work Order 2014.

3.9 The Client Money Protection Scheme for Property Agents Regulations 2019, Article 6, provides that a financial penalty may be imposed for property agents who hold client monies and do not belong to a designated Client Money Protection Scheme, as required by Regulation 3 of the Client Money Protection Scheme for Property Agents Regulations 2019.

3.10 Further details on the actual provisions can be found in the governments statutory guidance documents which can be found at: https://www.gov.uk/government/publications/tenant-fees-act-2019-guidance

3.11. The provisions in the TFA include issuing financial penalty charges of up to £5000 for breaching either sections 1, 2 or Schedule 2 of that same act, and up to £30,000 for a breach of section 12 (multiple breaches).

3.12 However the statutory guidance stipulates the enforcing local authority should develop and document its own enforcement policy on issuing financial penalties under the Act.

3.13 The Act also requires the appointment of a lead enforcement authority and currently, Bristol City Council have been given this designation, operating as the National Trading Standards Letting and Estate Agency Team (NTSLEAT).

3.14 As the lead enforcement authority the NTSLEAT at Bristol City Council has issues such an enforcement policy document with regards to the statutory guidance.

4 Options considered and Recommended Proposal

4.1 It is recommended that Birmingham adopts the same enforcement policy as set out by the lead authority. This can be found at: https://www.bristol.gov.uk/documents/3368713/3492947/Tenant+Fees+Act+Penalty+Notice+Policy.pdf/789145a2-0b15-5542-2851-63d3bc47d57b

4.2 An extract of the policy is at Appendix 1.

5 Consultation

5.1 No external consultation has taken place, the policy will be in adherence with statutory guidance.

6 Risk Management

6.1 Whilst Regulations and Enforcement has a general Enforcement Policy Failure under the Regulators code, failure to adopt and publicly document an enforcement policy specifically for provisions under the Tennant Fees Act could result in legal challenge.

6.2 The policy as set out in Appendix 1 has been formulated with regards to the statutory guidance and sets out approach for determining the offence category and determining the level of penalty to set.

6.3 Adoption of the enforcement policy as set out would demonstrate a fair, proportionate approach reflecting on the severity of the breach as well as previous history of the landlord or property agent.

6.4 The policy would also demonstrate the Councils compliance with statutory guidance.

7 Compliance Issues:

7.1 The issues addressed in this report underpin the City Council Vision, Birmingham is an entrepreneurial city to learn, work and invest in, Birmingham is an aspirational city to grow up in, Birmingham is a great city to live, Birmingham is a fulfilling city to age well in.

7.2 Further Regulation and Enforcement will be a key service in ensuring Birmingham residents gain the maximum benefit from hosting the Commonwealth Games by supporting legitimate business and tackling rogue traders looking to take advantage of opportunities that arise within the ghost market.

7.3 They also support the Regulation and Enforcement Mission Statement: Locally accountable and responsive fair regulation for all – achieving a safe, clean, green and fair-trading city for residents, business and visitors.

8 Legal Implications

8.1 By Adopting and documenting this enforcement policy the City Council is meeting its obligations under the Tenants Fees Act and associated statutory guidance.

9 Financial Implications

9.1 The policy will be administered by the Regulation and Enforcement Division within existing resources and budgets.

9.2 Income received from payment of a penalty can be retained by the local authority and used to further statutory enforcement functions.

10   Procurement Implications (if required)

10.1   None identified.

11   Human Resources Implications (if required)

11.1 The work attributable to enforcing the above provisions under the Tenants Fees Act would be carried out with existing resources.

12   Public Sector Equality Duty

12.1 The proposed policy applies to all landlords and property letting agents and will not have a significant impact on any with different protected characteristics.

12.2 One of the benefits of an enforcement policy is to ensure consistency and fairness of enforcement throughout all communities and the commercial sector in Birmingham. The purpose of this Policy is to ensure that decisions are made transparently and to eliminate unfair or inequitable decisions. By its nature it should not have an adverse impact on anyone with protected characteristics.

13   Background Documents

13.1 Tenants Fees Act 2019 – Statutory Guidance for Enforcement Authorities.

13.2 Mandatory Client Money Protection for Property Agents, Enforcement Guidance for Local Authorities.

List of appendices accompanying this report:

Appendix 1   Extract from National Trading Standards Estate and Letting Agency Team Lead Enforcement Authority / Bristol City Council Policy under Tenants Fees Act 2019.

Appendix 1   Extract from National Trading Standards Estate and Letting Agency Team   Lead Enforcement Authority / Bristol City Council Policy under Tenants Fees Act 2019.

STEP ONE – Determining the offence category

The Council will determine the breach category using only the culpability and category of harm factors below. Where an offence does not fall squarely into a category, individual factors may require a degree of weighting to make an overall assessment. The Council may also apply a discretionary factor in order to reflect consistency across England and may consider decisions in other UK jurisdictions where they contain some relevant and persuasive content.

Culpability

Very high: Where the Landlord or Agent intentionally breached, or flagrantly disregarded, the law or has/had a high public profile[4] and knew their actions were unlawful

High: Actual foresight of, or wilful blindness to, risk of a breach but risk nevertheless taken

Medium: Breach committed through act or omission which a person exercising reasonable care would not commit

Low: Breach committed with little fault, for example, because:

- significant efforts were made to address the risk although they were inadequate on the relevant occasion

- there was no warning/circumstance indicating a risk

- failings were minor and occurred as an isolated incident

Harm

The following factors relate to both actual harm and risk of harm. Dealing with a risk of harm involves consideration of both the likelihood of harm occurring and the extent of it if it does.

Category 1 – High Likelihood of Harm

- Serious adverse effect(s) on individual(s) and/or having a widespread impact due to the nature and/or scale of the Landlord's or Agent's business

- High risk of an adverse effect on individual(s) – including where persons are vulnerable[5]

Category 2 – Medium Likelihood of Harm

- Adverse effect on individual(s) (not amounting to Category 1)

1

-Medium risk of an adverse effect on individual(s) or low risk of serious adverse effect.

- Tenants and/or legitimate landlords or agents substantially undermined by the conduct.

[4] Which may include any significant role in a trade or business representative organisation

[5] A wide definition of vulnerability will be used. See Appendix 2 for a non-exhaustive list.

-The Council's work as a regulator is inhibited

-Tenant or prospective tenant misled

Category 3- Low Likelihood of Harm

- Low risk of an adverse effect on actual or prospective tenants.

- Public misled but little or no risk of actual adverse effect on individual(s)

We will define harm widely and victims may suffer financial loss, damage to health or psychological distress (especially vulnerable cases). There are gradations of harm within all of these categories.

The nature of harm will depend on personal characteristics and circumstances of the victim and the assessment of harm will be an effective and important way of taking into consideration the impact of a particular crime on the victim.

In some cases no actual harm may have resulted and enforcement authority will be concerned with assessing the relative dangerousness of the offender's conduct; it will consider the likelihood of harm occurring and the gravity of the harm that could have resulted.

To the community

Some offences cause harm to the community at large (instead of or as well as to an individual victim) and may include economic loss, harm to public health, or interference with the administration of justice.

STEP TWO - Starting point and category range

Having determined the category that the breach falls into, the Council will refer to the following starting points to reach an appropriate level of civil penalty within the category range. The Council will then consider further adjustment within the category range for aggravating and mitigating features.

Obtaining financial information

The statutory guidance advises that local authorities should use their powers under Schedule 5 to the CRA 2015 to, as far as possible, make an assessment of a Landlord's or Agent's assets and any income (not just rental or fee income) they receive when determining an appropriate penalty. The Council will use such lawful means as are at its disposal to identify where assets might be found.

2

In setting a financial penalty, the Council may conclude that the Landlord or Agent is able to pay any financial penalty imposed unless the Council has obtained, or the Landlord or Agent has supplied, any financial information to the contrary. The subject of a Final Notice, or a Notice of Intent where the subject does not challenge it, will be expected to disclose to the Council such data relevant to his/her financial position to facilitate an assessment of what that person can reasonably afford to pay. Where the Council is not satisfied that it has been given sufficient reliable information, the Council will be entitled to draw reasonable inferences as to the person's means from evidence it has received, or obtained through its own enquiries, and from all the circumstances of the case which may include the inference that the person can pay any financial penalty.

Starting points and ranges

The tables in Appendices 4-10 below give the starting points, minimum and maximum financial penalties for each harm category and level of culpability for each type of breach .

- Appendix 4 First breach in respect of a Prohibited Payment
- Appendix 5 Second & subsequent breach in respect of a Prohibited Payment
- Appendix 6 Breach of Publication of Fees requirements
- Appendix 7 Breach in respect of membership of a Redress Scheme
- Appendix 8 Breach in respect of membership of a Client Money Protection Scheme
- Appendix 9 Breach in respect of certificates in respect of a Client Money Protection Scheme
- Appendix 10 Breach of transparency requirements in respect of a Client Money Protection Scheme

Context

Below is a list of some, but not all factual elements that provide the context of the breach and factors relating to the Landlord or Agent. The Council will identify whether any combination of these, or other relevant factors, should result in an upward or downward adjustment from the starting point. In particular, relevant recent convictions[6] are likely to result in a substantial upward adjustment. In some cases, having considered these factors, it may be appropriate to move outside the identified category range which will not exceed the statutory maximum permitted in any case.

Factors increasing seriousness

Aggravating factors:

- o Previous breaches of the TFA 2019
- o Previous convictions, having regard to:

  - the nature of the offence to which the conviction relates and its relevance to the current breach; and,
  - the time that has elapsed since the conviction:

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Other aggravating factors may include:

- Motivated by financial gain
- Deliberate concealment of illegal nature of activity
- Established evidence of wider/community impact
- Obstruction of the investigation
- Record of poor compliance
- Refusal of advice or training or to become a member of an Accreditation scheme

See Appendix 3 for a list of relevant convictions

Factors reducing seriousness or reflecting personal mitigation

- Deliberate concealment of illegal nature of activity
- Established evidence of wider/community impact
- No previous or no relevant/recent breaches
- No previous convictions or no relevant/recent convictions
- Steps voluntarily taken to remedy problem
- High level of co-operation with the investigation, beyond that which will always be expected
- Good record of relationship with tenants
- Self-reporting, co-operation and acceptance of responsibility
- Good character and/or exemplary conduct
- Mental disorder or learning disability, where linked to the commission of the breach
- Serious medical conditions requiring urgent, intensive or long-term treatment and supported by medical evidence

STEP THREE - General principles to consider in setting a penalty

The Council will finalise the appropriate level of penalty so that it reflects the seriousness of the offence and the Council must take into account the financial circumstances of the Landlord or Agent if representations are made by the Landlord or Agent following the issue of a Notice of Intent.

The level of financial penalty should reflect the extent to which the conduct fell below the required standard. The financial penalty should meet, in a fair and proportionate way, the objectives of punishment, deterrence and the removal of gain derived through the commission of the breach; it should not be cheaper to breach than to take the appropriate precautions and a fundamental principle involved is that there should be no financial gain to the perpetrator from the commission of the breaches.

If issuing a financial penalty for more than one breach, or where the offender has already been issued with a financial penalty, The Council will consider whether the total penalties are just and proportionate to the offending behaviour and will have regard to the factors in STEP EIGHT below.

4

STEP FOUR- Issue Notice of Intent

The Council will issue a Notice of Intent within 6 months of the enforcement authority having sufficient evidence that the Landlord or Agent has breached the TFA 2019. If the breach is ongoing the 6-month deadline continues until the breach ceases. A Notice of Intent can be served spontaneously.

While there are slight variations in the Statutory requirements according to which breach is being addressed a Notice of Intent will typically contain the date of the Notice, the amount of the proposed penalty, the reason for imposing the penalty and how the recipient can make representations concerning the penalty.

Examples of Notices of Intent may be found in the Council Guidance at https://www.bristol.gov.uk/web/ntselat/lettings-enforcement.

STEP FIVE – Consideration of representations and review of financial penalty where appropriate

The Council should review the penalty and, if necessary adjust the initial amount reached at STEP FOUR, and represented in the Notice of Intent, to ensure that it fulfils the general principles set out below.

Any quantifiable economic benefit(s) derived from the breach, including through avoided costs or operating savings, should normally be added to the total financial penalty arrived at in step two. Where this is not readily available, the Council may draw on information available from enforcing authorities and others about the general costs of operating within the law. Whether the penalty will have the effect of putting the offender out of business will be relevant but in some serious cases this might be an acceptable outcome.

STEP SIX – Reductions

The Council will consider any factors which indicate that a reduction in the penalty is appropriate and in so doing will have regard to the following factors relating to the wider impacts of the financial penalty on innocent third parties; such as (but not limited to):

- The impact of the financial penalty on the Landlord or Agent's ability to comply with the law or make restitution where appropriate

- The impact of the financial penalty on employment of staff, service users, customers and the local economy.

The following factors will be considered in setting the level of reduction. When deciding on any reduction in a financial penalty, consideration will be given to:

- The stage in the investigation or thereafter when the offender accepted liability
- The circumstances in which they admitted liability
- The degree of co-operation with the investigation

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The maximum level of reduction in a penalty for an admission of liability will be one-third. In some circumstances there will be a reduced or no level of discount. This may occur for example where the evidence of the breach is overwhelming or there is a pattern of breaching conduct.

Any reduction should not result in a penalty which is less than the amount of gain from the commission of the breach itself.

STEP SEVEN - Additional actions

In all cases the Council must consider whether to take additional action. These may include further enforcement action itself or reference to other organisations where appropriate.

STEP EIGHT – Totality of breaching conduct

Where the offender is issued with more than one financial penalty, the Council should consider the following guidance from the definitive guideline on Offences Taken into Consideration and Totality which appears to the Council to be an appropriate reference and guide.

As the total financial penalty is inevitably cumulative the Council should determine the financial penalty for each individual breach based on the seriousness of the breach and taking into account the circumstances of the case including the financial circumstances of the Landlord or Agent so far as they are known, or appear, to the Council.

The Council should add up the financial penalties for each offence and consider if they are just and proportionate. If the aggregate total is not just and proportionate the Council should consider how to reach a just and proportionate total financial penalty. There are a number of ways in which this can be achieved.

For example:

Where a Landlord or Agent is to be penalised for two or more breaches or where there are multiple breaches of a repetitive kind, especially when committed against the same person, it will often be appropriate to impose for the most serious breach a financial penalty which reflects the totality of the conduct where this can be achieved within the maximum penalty for that breach. No separate penalty should be imposed for the other breaches. Where a Landlord or Agent is to be penalised for two or more breaches that arose out of different incidents, it will often be appropriate to impose separate financial penalties for each breach. The Council should add up the financial penalties for each breach and consider if they are just and proportionate. If the aggregate amount is not just and proportionate the Council should consider whether all of the financial penalties can be proportionately reduced. Separate financial penalties should then be imposed.

Where separate financial penalties are passed, the Council must take care to ensure that there is no double-counting.'

STEP NINE – Recording the decision

The officer making a decision about a financial penalty will record their decision giving reasons for coming to the amount of financial penalty that will be imposed.

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1   Appendix 2 – Non exhaustive list of vulnerable people

Young adults and children

Persons vulnerable by virtue of age

Persons vulnerable by virtue of disability or sensory impairment

People on a low income

Persons with a Drug or alcohol addiction

Victims of domestic abuse

Children in care or otherwise vulnerable by virtue of age

People with complex health conditions

People exploited where English is not their first language.

Victims of Trafficking or sexual exploitation

 Refugees

Asylum seekers

People at risk of harassment or eviction

People at risk of homelessness.

2   Appendix 3 – Non exhaustive list of relevant offences /breaches

Housing law or landlord and tenant related

Offences under:

- The Public Health Acts of 1936 and 1961

- The Building Act 1984

-The Environmental Protection Act 1990

-The Town and Country Planning Act 1990

- The Prevention of Damage by Pests Act 1949

- The Protection from Eviction Act 1977

- The Local Government (Miscellaneous Provisions) Acts of 1982 and 1976

- The Housing Grants, Construction and Regeneration Act 1996

- The Local Government and Housing Act 1989

- The Housing Act 2004

Offences involving fraud

Offences in which the victim has been deprived of money, property or other benefit by misrepresentation/deception on the part of the offender including:

-Theft

-Burglary

-Fraud

- Benefit fraud (particularly where tenants are in receipt of Housing Benefit)

- Conspiracy to defraud

- Obtaining money or property by deception

-People trafficking

Being struck off as a company director

Offences involving violence

A conviction for the offence of:

- Murder

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- Manslaughter

- Arson

-Malicious wounding or grievous bodily harm

- Grievous bodily harm with intent

- Actual bodily harm

- Grievous bodily harm

- Robbery

- Criminal damage where the intent was to intimidate or was racially aggravated

-Common assault

-Common assault which is racially aggravated

- Assault occasioning actual bodily harm

- Possession of an offensive weapon

- Possession of a firearm

Offences involving drugs
- Consideration should be given to the nature of the offence and what bearing it could have on the Landlord or Agents business activities. The nature, quantity, purity and class of drugs should be taken into account. In addition where an offence of possession with intent to supply is involved regard should be had to the role and importance of, the subject in the supply chain

Offences involving sexual offences
- An offence contained in schedule 3 of the Sexual Offences Act 2003.

Unlawful discrimination
- Unlawful discrimination can include findings of an Industrial Tribunal on unlawful employment practice such as discrimination under the Disability Discrimination Act. Consideration should be given to the nature of the unlawful discrimination and what bearing it could have on the management of a licensable property.

Other offences
- Modern Slavery/ Human Trafficking
  Offences involving the recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of abuse of power or of a position of vulnerability or of the giving or

  receiving of payments or benefits to achieve the consent of a person having control of another person, for the purpose of exploitation is likely to attach a lower level of culpability.

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3 APPENDIX 4 – Financial Penalty in the case of a first breach in respect of Prohibited Payments.

The table below gives the starting points, minimum and maximum financial penalties for each harm category and level of culpability. Where exceptional circumstances apply the Council may reduce the minimum penalties further but may not increase them above the maximum permitted of £5000.

	Starting point (£)	Range	
		Min (£)	Max (£)

Low culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	1250	250	2250
Harm Category 2	1500	500	2500
Harm Category 1	1750	750	2750

Medium culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	2000	1000	3000
Harm Category 2	2250	1250	3250
Harm Category 1	2500	1500	3500

High culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	2750	1750	3750
Harm Category 2	3000	2000	4000
Harm Category 1	3250	2250	4250

Very high culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	3500	2500	4500
Harm Category 2	3750	2750	4750
Harm Category 1	4000	3000	5000

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4   APPENDIX 5 – Financial Penalty in the case of a second or subsequent breach in respect of Prohibited Payments within 5 years of a previous breach.

The table below gives the starting points, minimum and maximum financial penalties for each harm category and level of culpability. Where exceptional circumstances apply the Council may reduce the minimum penalties further but may not increase them above the maximum permitted of £5000.

	Starting point (£)	Range	
		Min (£)	Max (£)

Low culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	3500	2000	8000
Harm Category 2	6500	4000	10000
Harm Category 1	8500	4500	15000

Medium culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	6500	4750	17000
Harm Category 2	10500	5000	20000
Harm Category 1	12500	5500	22000

High culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	10500	5500	20000
Harm Category 2	15000	6250	24000
Harm Category 1	18000	7000	26000

Very high culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	15000	7000	24000
Harm Category 2	17500	7250	28000
Harm Category 1	20000	7500	30000

5 APPENDIX 6 – Financial Penalty in the case of a breach in respect of Publication of Fees.

The table below gives the starting points, minimum and maximum financial penalties for each harm category and level of culpability. Where exceptional circumstances apply the Council may reduce the minimum penalties further but may not increase them above the maximum permitted of £5000.

	Starting point (£)	Range	
		Min (£)	Max (£)

Low culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	1250	250	2250
Harm Category 2	1500	500	2500
Harm Category 1	1750	750	2750

Medium culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	2000	1000	3000
Harm Category 2	2250	1250	3250
Harm Category 1	2500	1500	3500

High culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	2750	1750	3750
Harm Category 2	3000	2000	4000
Harm Category 1	3250	2250	4250

Very high culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	3500	2500	4500
Harm Category 2	3750	2750	4750
Harm Category 1	4000	3000	5000

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6   APPENDIX 7 – Financial Penalty in the case of a breach in respect of Membership of a Redress Scheme.

The table below gives the starting points, minimum and maximum financial penalties for each harm category and level of culpability. Where exceptional circumstances apply the Council may reduce the minimum penalties further but may not increase them above the maximum permitted of £5000.

| | Starting point (£) | Range | |
		Min (£)	Max (£)

Low culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	1250	250	2250
Harm Category 2	1500	500	2500
Harm Category 1	1750	750	2750

Medium culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	2000	1000	3000
Harm Category 2	2250	1250	3250
Harm Category 1	2500	1500	3500

High culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	2750	1750	3750
Harm Category 2	3000	2000	4000
Harm Category 1	3250	2250	4250

Very high culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	3500	2500	4500
Harm Category 2	3750	2750	4750
Harm Category 1	4000	3000	5000

7   APPENDIX 8 – Financial Penalty in the case of a breach in respect of a failure to obtain membership of a Client Money Protection Scheme

The table below gives the starting points, minimum and maximum financial penalties for each harm category and level of culpability. Where exceptional circumstances apply the Council may reduce the minimum penalties further but may not increase them above the maximum permitted of £30000.

	Starting point (£)	Range	
		Min (£)	Max (£)

Low culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	3500	2000	8000
Harm Category 2	6500	4000	10000
Harm Category 1	8500	4500	15000

Medium culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	6500	4750	17000
Harm Category 2	10500	5000	20000
Harm Category 1	12500	5500	22000

High culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	10500	5500	20000
Harm Category 2	15000	6250	24000
Harm Category 1	18000	7000	26000

Very high culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	15000	7000	24000
Harm Category 2	17500	7250	28000
Harm Category 1	20000	7500	30000

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8   APPENDIX 9 – Financial Penalty in the case of a breach in respect of issues relating to certificates of evidence of Membership of a Client Money Protection Scheme.

The table below gives the starting points, minimum and maximum financial penalties for each harm category and level of culpability. Where exceptional circumstances apply the Council may reduce the minimum penalties further but may not increase them above the maximum permitted of £5000.

	Starting point (£)	Range	
		Min (£)	Max (£)

Low culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	1250	250	2250
Harm Category 2	1500	500	2500
Harm Category 1	1750	750	2750

Medium culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	2000	1000	3000
Harm Category 2	2250	1250	3250
Harm Category 1	2500	1500	3500

High culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	2750	1750	3750
Harm Category 2	3000	2000	4000
Harm Category 1	3250	2250	4250

Very high culpability

	Starting point (£)	Min (£)	Max (£)
Harm category 3	3500	2500	4500
Harm Category 2	3750	2750	4750
Harm Category 1	4000	3000	5000

9   APPENDIX 10 – Financial Penalty in the case of a breach in respect of transparency issues relating to Membership of a Client Money Protection Scheme.

The table below gives the starting points, minimum and maximum financial penalties for each harm category and level of culpability. Where exceptional circumstances apply the Council may reduce the minimum penalties further but may not increase them above the maximum permitted of £5000.

	Starting point (£)	Range	
		Min (£)	Max (£)
Low culpability			
Harm category 3	1250	250	2250
Harm Category 2	1500	500	2500
Harm Category 1	1750	750	2750
Medium culpability			
Harm category 3	2000	1000	3000
Harm Category 2	2250	1250	3250
Harm Category 1	2500	1500	3500
High culpability			
Harm category 3	2750	1750	3750
Harm Category 2	3000	2000	4000
Harm Category 1	3250	2250	4250
Very high culpability			
Harm category 3	3500	2500	4500
Harm Category 2	3750	2750	4750
Harm Category 1	4000	3000	5000

Birmingham City Council
Report to Cabinet
7th September 2021

Subject:	**Birmingham Museum & Art Gallery repairs funding**
Report of:	**Robert James, Managing Director City Operations**
Relevant Cabinet Member:	**Councillor Jayne Francis, Education, Skills and Culture**
	Councillor Tristan Chatfield, Finance and Resources
Relevant O &S Chair(s):	**Councillor Cllr Mohammed Aikhlaq, Resources Overview and Scrutiny Committee**
Report author:	**Symon Easton, Head of Cultural Development & Tourism**
	Tel: 07703 373286
	symon.easton@birmingham.gov.uk

Are specific wards affected? If yes, name(s) of ward(s): Ladywood	☒ Yes	☐ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference: 009052/2021	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information? ☐ Yes If relevant, provide exempt information paragraph number or reason if confidential :		☒ No

1 Executive Summary

1.1 To seek Cabinet approval to submit a full application for up to £4.99m capital grant funding to the Department for Digital, Culture, Media & Sport (DCMS) Museum Estate and Development (MEND) fund by October 18th 2021 to enable 'vital and urgent' repairs to the infrastructure of Birmingham Museum and Art Gallery (BMAG) including roof and window repairs and access lifts.

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1.2   This follows on from an initial Expression of Interest submitted on 5th July and subsequent invitation by Arts Council England (ACE) on 30th July to submit a full application.

2   Recommendations

That Cabinet;

2.1   Notes the background to the DCMS MEND funding and the submission of an Expression of Interest by 5th July 2021.

2.2   Approves the recommendation to focus the application on Birmingham Museum and Art Gallery

2.3   Approves the submission of a full application to the grant fund for up to £4.99m capital funding by 18 October 2021

2.4   If the application is successful, delegate to the Assistant Director of Neighbourhoods to accept the award and execute all associated documents in consultation with Director of Legal Services

3   Background

3.1   In late May 2021, DCMS published application details for a capital fund to support 'vital and urgent' repairs to museums and heritage buildings - the MEND fund. Arts Council England (ACE) will process and administer applications to this fund with assistance from Historic England who will be visiting sites, scrutinising applications and making recommendations for awards to ACE.

3.2   Whilst several Birmingham Council owned museum estate sites require much needed repairs and maintenance, only one site can be applied for under the criteria. Considering the criteria and circumstances, it is recommended that Birmingham Museum and Art Gallery (BMAG) is the subject of the application - it is the flagship museums site that has a number of significant infrastructure issues including water ingress through the roof and windows and, ageing access lifts. It also happens to be closed for major (rewiring) works until 2023-24 making any works / interventions easier to facilitate.

3.3   It is proposed that the city council, as owner of the property, would be the lead applicant and if successful, deliver the project through Acivico management. However, ACE expects this will be an application in partnership with Birmingham Museums Trust (BMT) as the Accredited Museums contractor, utilising their heritage knowledge and operational expertise. It is also certain that the Council will need to apply for Listed Building Consent.

3.4   The deadline for submitting an initial Expression of Interest (EOI) was 5th July 2021 and a working group was set up with BMT and ACIVICO to coordinate this. The Council was subsequently invited to apply on the 30th July with the clear instruction that the scope of the application will be based on recommendations in a report provided to ACE by Historic England who are providing the technical assessment expertise. We will be advised of the permitted scope of an application

by 24ᵗʰ September. This may mean we are not able to apply for works which are not deemed by the funder as vital and urgent. The full application deadline is 18 October 2021 with a final decision expected February 2022. Applications need to be up to RIBA Stage 3 and, any works approved need to be undertaken and completed between 2022 and 2025.

3.5 The initial EOI lists a number of key areas requiring attention but the priority must be to address BMAG's roof and external infrastructure regarding water ingress which is the subsequent cause of many of BMAG's internal problems presenting risk of damage to the council's collections. There is also a need to repair or replace internal lifts which are at the end of their life cycle and ensuring accessibility is a key criterion of the funding.

4 Options considered and Recommended Proposal

4.1 Not to make an application - it is likely that repair works at BMAG will not be able to progress to the scale required

4.2 To delay an application to another year – funding has only been announced for 2021-22 with no guarantee of future years funding so best to apply now and apply for another facility if further funds are released in future.

4.3 An application presents a unique opportunity to secure up to £5m funding from this DCMS Cultural Investment Fund (MEND) scheme. Hence recommendation to apply in October 2021 if invited.

5 Consultation

5.1 Birmingham Museums Trustees who support the application

5.2 An initial Expression of Interest was discussed at The Capital Programme Board on 5th July.

5.3 Birmingham Civic Society, Birmingham Heritage Strategy Group and Friends of Birmingham Museums have all been consulted on the initial EOI submission. They all support the proposal for a full application

5.4 Arts Council England officers have been consulted regarding formal advice and guidance on the MEND Fund.

5.5 Officers have been working closely with Birmingham Museums Trust and Acivico management in preparation of the initial Expression of Interest. This work has involved consulting with various external experts regarding condition surveys including Historic England who have been conducting site surveys and appraisals.

6 Risk Management

6.1 Appendix 4 sets out the potential risks and mitigations associated with making a full application to the fund

6.2　The works will not proceed if the bid is unsuccessful and/or the claim for match funding isn't applicable. However, the building will deteriorate further without urgent repair works for which a Business Case will need to be made to Capital Programme Board.

7　Compliance Issues:

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

7.1.1　Outcome 1 - Birmingham is an entrepreneurial city to learn, work and invest in.

- *Priority 2: We will strive to maximise the investment in the city and engage local employers to create quality jobs and opportunities for citizens* – if successful this funding could draw in up to £5m investment in one of the city's flagship facilities and provide local employment opportunities.

7.1.2　Outcome 4 - Birmingham is a great, clean and green city to live in.

- *Priority 6: We will foster local influence and involvement to ensure that local people have a voice in how their area is run* – the proposed application will be developed in conjunction with Birmingham Museums Trustees, staff and Friends.

- *Priority 8: We will enhance our status as a city of culture, sports and events* – the repair and continued operation of this internationally significant building will have a positive impact on the City's profile nationally and internationally with the potential to support the City's growing reputation as tourist destination.

7.1.3　Support for developing and improving the city's cultural facilities aligns with objectives outlined in the city's existing Cultural and Heritage Strategies.

7.2　Legal Implications

7.2.1　Under Section 145 of the Local Government Act 1972 the Council may do, or arrange for the doing of, anything necessary or expedient for the provision of entertainment of any nature, the provision of a theatre, development and improvement of the knowledge, understanding and practice of the arts and the crafts which serve the arts and any purpose incidental to the matters aforesaid.

7.2.2　The full application conditions include a requirement for the operating organisation having a minimum 20-year lease in place. The current lease agreement isn't due for renewal until 2043 so an application will meet this criterion.

7.3　Financial Implications

7.3.1　Applications can be for up to £5m but there is only £18.8m available for the whole country so it is evident that the competition for funds will be strong. However, Arts Council England has cited Birmingham Museum & Art Gallery and others as an example of the need for the fund.

7.3.2   Following consultation with the Cabinet member for Educations, Skills and Culture, the EOI submitted in July outlined a programme of essential works to BMAG costing £16.1m with a bid requesting £4.99m in capital funding.

7.3.3   Applications over £1m require 10% match funding but it is expected that at least £11m of the planned programme of M&E (rewiring) works to Council House / BMAG complex from 2022-23 will more than meet that requirement. Whilst costs for condition / M&E surveys are applicable as match, applications can't qualify for any capital expenditure prior to the application being approved

7.3.4   The Council will have a museums and repairs maintenance budget of £150,000 in 2023 which could also contribute to match funding, but this would be to the detriment of any of the other eight sites in the museum estate that require repairs and maintenance. So, calling on this revenue budget is not recommended.

7.3.5   This R&M budget is distinct from the extant Capital Programme Board budget allocation of £475,000 for necessary improvements to museums collections conservation and storage areas across BMAG and the Museum's Collections Centre at Dollman Street which will be the subject of a separate report. The proposal for these necessary internal works follows on from the initial Turner Townsend Report into the feasibility for a new Museums Collections Centre presented in late 2020.

7.3.6   If the application is unsuccessful, or only successful in part, then inevitably BMAG's infrastructure will deteriorate further requiring capital investment to remedy the problems. Whilst there is the possibility of applying to National Heritage Lottery Fund for some remedial works, a Business Case will need to be brought to the Capital Programme Board requesting Council funding once a full schedule of works is known.

7.4   Procurement Implications

7.4.1   There are no Procurement implications for this proposed application for funding but if the application is successful, a procurement strategy for the works will be drafted for approval in accordance with the Constitution and Procurement Governance Arrangements.

7.5   Human Resources Implications

7.5.1   A full application will be overseen by council officers, supported by finance, property and legal as required.

7.6   Public Sector Equality Duty

7.6.1   A copy of the Equality Act 2010 – Public Sector Duty statement is appended (Appendix 1) together with the existing equality assessment screening (Appendix 2). There are no perceived negative Equalities aspect to the protected characteristics in this proposed application for funding

8   Background Documents

8.1   MEND Fund Application guidance / template

8.2   BMAG Condition Surveys

List of appendices accompanying this report:

Appendix 1 Equality Duty Statement

Appendix 2 Equality Assessment Screening (EIA)

Appendix 3 MEND Fund Expression of Interest (July 2021)

Appendix 4 Risk Assessment

Equality Act 2010

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

The public sector equality duty is as follows:

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

009052/2021

EA

Assessments

Title of proposed EIA	MEND Capital Funding Application
Reference No	EQUA730
EA is in support of	New Function
Review Frequency	Six Months
Date of first review	28/02/2022
Directorate	Neighbourhoods
Division	Neighbourhoods
Service Area	Cultural Development & Tourism
Responsible Officer(s)	☐ Symon Easton
Quality Control Officer(s)	☐ Karen Huxtable
Accountable Officer(s)	☐ Chris Jordan
Purpose of proposal	Application to DCMS for capital funding to repair BMAG
Data sources	Survey(s); Consultation Results; relevant reports/strategies
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	N
Protected characteristic: Age	Not Applicable
Age details:	
Protected characteristic: Disability	Not Applicable
Disability details:	
Protected characteristic: Sex	Not Applicable
Gender details:	
Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	
Protected characteristics: Marriage and Civil Partnership	Not Applicable
Marriage and civil partnership details:	
Protected characteristics: Pregnancy and Maternity	Not Applicable
Pregnancy and maternity details:	
Protected characteristics: Race	Not Applicable
Race details:	
Protected characteristics: Religion or Beliefs	Not Applicable
Religion or beliefs details:	
Protected characteristics: Sexual Orientation	Not Applicable
Sexual orientation details:	
Socio-economic impacts	N/A
Please indicate any actions arising from completing this screening exercise.	To reassess in Feb 2022 if application successful
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	Existing building condition surveys and meetings with Birmingham Musuems Trust and ACIVICO
Consultation analysis	To discuss and inform a capital funding application to DCMS

Adverse impact on any people with protected characteristics.	None affecting any of the protected characteritics
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?	Will be reviewed in Feb 2022 if application successful
What data is required in the future?	Further detailed building surveys
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	This is just a proposal to support a funding application to DCMS for capital funding towards vital building repairs at Birmingham Museum and Art Gallery. These are capital works so if the application is successful, have no impact on any of the Protected Characterisitics.
Consulted People or Groups	
Informed People or Groups	
Summary and evidence of findings from your EIA	This is just a proposal to support a funding application to DCMS for capital funding towards vital building repairs at Birmingham Museum and Art Gallery. These are capital works so if the application is successful, have no impact on any of the Protected Characterisitics.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?	No
Quality Control Officer comments	Follwoing discussion with Symon easton on 27th July. I can confirm that this can proceed for approval to the Accountable Officer.
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	27/07/2021
Reasons for approval or rejection	Any capital improvements (if the bid is successful) will be in line with required building regs
Please print and save a PDF copy for your records	Yes

Julie Bach

Person or Group

Content Type: Item
Version: 40.0
Created at 26/07/2021 12:35 PM by ☐ Symon Easton
Last modified at 27/07/2021 05:58 PM by Workflow on behalf of ☐ Karen Huxtable

Close

Introduction

Museum Estate and Development Fund

You are strongly advised to discuss your project with your Arts Council area office before submitting an Expression of Interest or making an application. Click contact us in the left menu bar on the Submissions screen for contact information.
If you believe you have a proposal that meets all of the eligibility criteria in the Guidance for Applicants and the criteria described within the 'Meeting the Brief' section, please tell us about it by completing an Expression of Interest, describing your outline proposal in no more than 2,500 characters.

Applicant details

Applicant name:	Cultural Development Service
Applicant number:	58783777
Applicant type:	Organisation
What is your organisation's legal name?	Birmingham City Council
What name is your bank account registered in?	Birmingham City Council
Please give any other names your organisation uses:	Cultural Development Service
Which option most closely describes your organisation?	Government / public body
Which option most closely describes your organisation's status?	Local government body
Which category most closely describes your organisation?	Professional organisation
Are you a registered charity?	No
Are you based within England or the European Union?	Yes

Address information

Non-UK address or address not found: ☐

Address name or number: Cultural Development Service, Floor 7,Library Of Birmingham,4

Street: Centenary Square

Locality:

Town / city: BIRMINGHAM

Postcode: B1 2ND

Main contact number: 0121 3032434

Email address: (Organisation email address if applicant is an organisation) Claire.Starmer@birmingham.gov.uk

Website address: https://www.birmingham.gov.uk/

Fax number:

Your contact information

Contact type	Main contact	First name	Last name	Primary contact number	Email
Grant administrator	Yes	Claire	Starmer	01213032434	Claire.Starmer@bi...
Grant administrator	No	Lydia	Harrington	01213032434	Lydia.Harrington@...
Grant administrator	No	Roxanna	Collins	01213032434	Roxanna.F.Collins...

Contact details

Contact type:	Grant administrator
Is this the main contact for the applicant?	X
First name:	Claire
Middle name:	Dawn
Last name:	Starmer
Position:	Cultural Development officer
Primary contact number:	01213032434
Alternate contact number:	01214649277
Mobile phone number:	
Email address:	Claire.Starmer@birmingham.gov.uk
Fax number:	

Contact details

Contact type:	Grant administrator
Is this the main contact for the applicant?	
First name:	Lydia
Middle name:	
Last name:	Harrington
Position:	Cultural Development officer
Primary contact number:	01213032434
Alternate contact number:	01214649277
Mobile phone number:	
Email address:	Lydia.Harrington@birmingham.gov.uk
Fax number:	

Contact details

Contact type: Grant administrator

Is this the main contact for the applicant? ☐

First name: Roxanna

Middle name: Francis

Last name: Collins

Position: Cultural Development officer

Primary contact number: 01213032434

Alternate contact number: 01214649277

Mobile phone number:

Email address: Roxanna.F.Collins@birmingham.gov.uk

Fax number:

Project cost and amount to be requested

Please confirm the overall cost of your project and the amount you will request from us if you are invited to apply.

Please note, required partnership funding for this programme is:

- 5 per cent of the total project costs for grants between £50,000 to £499,999

- 10 per cent of the total project costs for grants from £500,000 to £5 million

Total project cost: £16,101,976

Amount to be requested from Arts Council: £4,997,643

Partnership funding percentage: 68.96%

Tell us about your project

The information you provide in your application will be shared with National Lottery Heritage Fund, Historic England and Department for Digital, Culture, Media & Sport. Please refer to the MEND Guidance for applicants for more details.

Describe your proposed project using up to 2,500 characters (including spaces) using the following prompts:

- provide brief details of your organisation and the museum collection

- provide details of your project proposal and evidence that the work you have applied for is urgently needed to be carried out in the next one to two years in comparison to any other work across the estate

- provide a summary of findings of your recent condition survey

- identify how your project contributes to the aims and outcomes of MEND

- provide details of the preparatory work you have already undertaken, including the RIBA design stage you have reached, if applicable?

- confirm how you will raise the required partnership funding

Proposed project:

No more than 2500 characters.

Birmingham City Council (BCC) has a 25 year agreement w/ Birmingham Museums Trust (BMT) for the provision of museum services. The collection of 1m objects is the city's greatest cultural asset & a priceless resource for learning, creativity, health & wellbeing, the majority are Designated.

2019. A risk assessment of the deteriorating condition of Birmingham Museum & Art Gallery (BMAG) was shared w/ BMT's key stakeholders. This highlighted
• Risks to people & collections from water ingress, 30+ episodes in 5yrs
• Fire risk: 2016 Electricity at Work Act testing confirmed the dangerous condition of the electrical installation
• Poor access & environment for staff, visitors & objects

2020. BCC's Cabinet approved a critical electrical upgrade of the Council House Complex (CHC) to comply w/ H&S requirements. The work includes BMAG located within the CHC. A comprehensive programme of electrical works is underway, w/ phase 2 planned in 2022-24 fitting w/ the MEND timeline. Due to the nature of the works, a full collection decant has taken place & alternative staff accommodation/storage arranged. Part of BMAG will open for the 2022 Commonwealth Games, w/ the rest closed until early 2024. Works will be coordinated to ensure max value is delivered by BCC & MEND funds.

The timing of electrical works & decant offers a unique opportunity to undertake the MEND Project. The proposed works represent a small proportion of a much higher figure needed to fully address the building issues. We have prioritised work req'd in the next 1-2 yrs to
• Protect building fabric & longevity of structure, exhibits & collections from water ingress
• Improve public access
• Upgrade building services

Proposal, timeline 1/4/22 – 31/1/2024
• Replacement/repairs to roof, roof lights, windows & drainage systems to prevent water ingress & repair past damage
• Replacement of public/ goods lifts

Surveys have identified urgent needs for MEND & future maintenance
• 47+ areas effected by water ingress due to broken/blocked drainage, missing flashings/tiles, damaged mortar/pipework/windows/rooflights
• Sole external public lift has exceeded its life, callouts frequent, out of action 10% of days open in 2019, risk of major failure high
• Main goods lift has exceeded its life, currently running on slow, showing signs of major failure
• Heating inadequate in major public areas of BMAG w/ heating failure in some areas

BCC partnership funding confirmed; cost of phase 2 electrical works on BMAG in MEND timeline

Expression of Interest	Page 9	05/07/2021

Museum Site Address

When completing this section, please ensure you are familiar with the Arts Council's requirements relating to the ownership of land and buildings as set out in 'Guidance for applicants'.

 Please provide the full address of the land and/or buildings where the capital project will take place (this may be the same as the address provided on the previous screen) and details of your interest in the land and/or buildings, ie leasehold or freehold interest:

Address name/number	Street	Town/city	Postcode	Local authority	Conservation area	Interest
Birmingham Museum...	Birmingham Museum...	BIRMINGHAM	B3 3DH	Birmingham	No	Freehold

Museum Site Address details

Click to use postcode search: ☐

or

No postcode available: ☐

Address name/number: Birmingham Museum Trust

Street: Birmingham Museum & Art Gallery

Locality: Chamberlain Square

Town/city: BIRMINGHAM

Local authority: Birmingham

Is your museum site in a local authority designated conservation area? No

Provide details of your interest in the land and/or buildings where the capital project will take place: Freehold

Listing Status

Please provide details of the category of listing for your building, if applicable.   Grade 2*

Historic England manages the National Heritage List for England database which provides access to up to date information on all nationally designated heritage assets in England. You can use the database to check if a building in England is listed.

Please tick all that apply:

Visitor Numbers

Please provide museum visitor numbers for the last 12 consecutive months of full opening:

Start date:	**01/03/2019**
End date:	29/02/2020
Number of Visitors:	617,024

Costed Condition Survey/Management and Maintenance Plan

Do you have a costed condition survey? Yes

Date costed condition survey completed: 01/07/2021

Do you have a management and maintenance plan? No

(Note: this question is for information only, a management and maintenance plan is not an eligibility requirement of this funding programme.)

Submission summary

The submission summary displays a list of all the steps you've worked through. If you have completed a step successfully, there will be a green tick beside it. If a step is incomplete or has not been completed successfully, this will be indicated by a red tick. A hyperlinked statement will tell you what part of each step needs attention. Click on this hyperlinked statement to take you to the step and make your amendments.

  By clicking submit, you are submitting your completed Expression of Interest for our consideration.

Page	Last Updated	Last Updated By
Introduction	No Input Required	
Applicant details	29/06/2021	Symon Easton (symon.easton@birmingham.gov.uk)
Address information	29/06/2021	Symon Easton (symon.easton@birmingham.gov.uk)
Contact information	29/06/2021	Symon Easton (symon.easton@birmingham.gov.uk)

Project cost and amount to be requested	05/07/2021	Symon Easton (symon.easton@birmingham.gov.uk)
Tell us about your project	05/07/2021	Symon Easton (symon.easton@birmingham.gov.uk)
Museum Site Address	29/06/2021	Symon Easton (symon.easton@birmingham.gov.uk)
Listing Status	29/06/2021	Symon Easton (symon.easton@birmingham.gov.uk)
Visitor Numbers	29/06/2021	Symon Easton (symon.easton@birmingham.gov.uk)
Costed Condition Survey/Management and Maintenance Plan	05/07/2021	Symon Easton (symon.easton@birmingham.gov.uk)

Appendix 4 – MEND Fund application Risk Assessment

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1	Not securing a successful application for capital funding to MEND Fund	Develop application to other funders such as National Lottery Heritage Fund (NLHF)	Med	High	Med	Approach Capital Programme Board with FBC for vital works.
2	Securing partial funding from MEND Fund	Develop application to other funders such as National Lottery Heritage Fund (NLHF)	Med	Med	Low	Approach Capital Programme Board with FBC for vital works. Phase works according to priorities.

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.

Birmingham City Council
Report to Cabinet

7th September 2021

Subject:	**UK Athletics 10-year Partnership - 2022-2032**
Report of:	Robert James, Managing Director City Operations
Relevant Cabinet Member:	Councillor Ian Ward – Leader
Relevant O &S Chair(s):	Councillor Mariam Khan - Commonwealth Games, Culture and Physical Activity
Report author:	Laura Denham – Sports Events Manager Telephone No: 07548 123 782 E-mail: laura.denham@birmingham.gov.uk

Are specific wards affected? If yes, name(s) of ward(s):	☐ Yes	☒ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference: 009224/2021	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information?	☒ Yes	☐ No

If relevant, provide exempt information paragraph number or reason if confidential:

Paragraph 7.3.1. – Information contained within this paragraph is commercially sensitive until contracts with UKA are signed.

1. Executive Summary

1.1. To obtain delegated approval to agree Heads of Terms with UK Athletics (UKA) to form a 10 – year partnership for the period 2022 – 2032 (Partnership Agreement) to host sporting events, which will align and help to deliver the City's Major Sporting Events Strategy

1.2. To obtain delegated approval to enter into formal agreement to host the Indoor Athletics Grand Prix and British Indoor Athletics Championships, each on an annual basis, over consecutive weekends, commencing February 2022 until February 2032.

2. Recommendations

2.1. Cabinet delegates authority to the Assistant Director of Neighbourhoods in consultation with City Solicitor and Monitoring Officer to approve the principles of the UK Athletics 10-year Partnership Agreement between 2022-2032.

2.2. Delegates the authority to the Assistant Director of Neighbourhoods in consultation with City Solicitor and Monitoring Officer to enter into a Single Contractor Negotiation (SCN) and conclude the award of contract to UK Athletics to secure hosting of the Indoor Grand Prix and British Indoor Championships for ten years from February 2022 on an annual basis for the value set out in Exempt Information, Appendix 1.

2.3. Authorises the City Solicitor (or their delegate) to negotiate and complete any agreements necessary to implement the above recommendations

3. Background

3.1. Birmingham has a rich history and excellent reputation of hosting major athletics events over the past 30 years. Development of The Major Sporting Events Strategy confirms our intention and ambition to position Birmingham as a major events City. A new 10-year partnership with UK Athletics will form a key pillar of the strategy and will demonstrate our desire to build on and further develop our existing relationship and secure new hosting opportunities with UKA in order to maintain Birmingham as the home of athletics.

3.2. A Heads of Terms Agreement will be developed in consultation with the BCC Legal team; an outline of the partnership details is detailed in 3.3 - 3.8.

3.3. The new agreement will ensure the Indoor Grand Prix and British Championships are hosted in Birmingham on an annual basis during the partnership period. Previously these events were hosted bi-annually with another major City but the City's major investment in a new indoor track has persuaded UKA that Birmingham is best suited to host these events for at least the next ten years.

3.4. The partnership commits both parties to explore further opportunities to host a series of outdoor events at Alexander Stadium including mega/major events as part of the legacy for the Commonwealth Games.

3.5. UKA and BCC commit to work together to develop an athletics strategy for the City, the key focus will include assessing opportunities and scoping potential for 3x International Sporting Events and maximising investment/funding opportunities through stakeholder relationships with UK Sport and Sport England.

3.6. The Diamond League event is a key event in the athletics season and UKA agree to support and work with the City to secure this event for Birmingham from 2023 onwards.

3.7. UKA will retain their HQ in Birmingham through the leasing of office space at the Alexander Stadium.

3.8. At the end of the 10 years Birmingham to have the first option on reviewing the hosting of the annual events.

3.9. Hosting major events attracts new visitors, grows the visitor economy and generates income within the leisure, culture, tourism and hospitality sectors. The partnership will align with our Major Sporting Events Strategy and will deliver against the following outcomes:

- o Profile & Image
- o Business and Economic Impact
- o Engagement and participation
- o Environment and Infrastructure
- o Employment and skills
- o Social Impacts

3.10.   In 2019 Birmingham's Major Events programme delivered more than £75m in economic benefit to the City. Hosting major events and establishing partnerships with key Governing Bodies of sport will support economic recovery for the region as we emerge from the impact of COVID.

4. Options considered and Recommended Proposal

4.1. Not approve the partnership: The City Council has a stated outcome to enhance Birmingham's status as a city of culture, sports and events. This partnership supports the ambitions under this priority.

4.2. Undertake a tender process to secure the partnership through a competitive market process: This has been discounted because UK Athletics are the only National Governing body for athletics and are therefore the only organisation that is able to form this partnership.

4.3. Approve the partnership: This is the recommended option as it sets out Birmingham's ambition to build on the legacy of the Commonwealth Games, aligns with the Major Sports and Events Strategy and show its commitment to athletics.

5. Consultation

5.1. UK Athletics have been consulted as part of the partnership negotiations.

6. Risk Management

6.1. There is a reputational risk of not building on the legacy of the Commonwealth Games and utilising the investment.

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

7.1.1 This project is entirely consistent with the Council Plan outcome 4 Priority 8, to enhance Birmingham's status as a city of culture, sports and events.

7.2 Legal Implications

7.2.1. Under S19 Local Government (Miscellaneous Provisions) Act 1976, the Council is able to provide outdoor recreational facilities and to make them available to, and to grant fund, third parties such as UKA who operate on a not for profit basis.

7.3 Financial Implications

7.3.1 The City's proposed financial commitment to UKA [under this report over a period of 10 years] is set out in exempt appendix 1

7.3.2 The costs for the Indoor Grand Prix and British Indoor Championships as set out in the above table are included in the Major Events business plan funded through the annual Major Events revenue budget supported by the drawdown or contribution to the Major Events smoothing reserve .This is a reserve to manage peaks and troughs through the 10-year business plan. Where drawdown of the reserve is required, approval will be sought through the quarterly finance report to Cabinet. The reserve movements are typically less than £200k per annum. The budget to host the Indoor Grand Prix and British Indoor Championships is already included within the Major Events revenue budget.

7.3.3 Historically the two indoor athletics events have supported the local economy by bringing more than 7,000 people to the city with almost 1,000 hotel bed nights being delivered as a result

7.3.4 The impact of the 2019 British Indoor Athletics events alone generated £1,209,184 in media value for the City with 22% of spectators staying overnight and 97% saying they would return to the City for a future athletics event (attached appendix 2 Event Impact Statistics)

7.4 Procurement Implications (if required)

7.4.1 A Single Contract Negotiation (SCN) will be undertaken where necessary to enter into further hosting arrangements under the partnership agreement, in accordance with the Council's Procurement Governance Arrangements and is

justifiable on the basis there is only one National Governing Body (NGB) for Athletics (UKA).

7.5   Human Resources Implications (if required)

7.5.1 There are no Human Resource implications associated with this report

7.6   Public Sector Equality Duty

7.6.1. This decision has no negative impact on those covered by the Equality Duty. This project is unlikely to have a disproportionate impact on any of the protected groups and characteristics under the Equality Act 2010.

8   Background Documents

8.1   None.

List of appendices accompanying this report:

Appendix 1 - Exempt Information
Appendix 2 - Birmingham Indoor Grand Prix Event Economic Impact

INDOOR GRAND PRIX
EVENT IMPACT

BRITISH ATHLETICS | **GOODFORM**
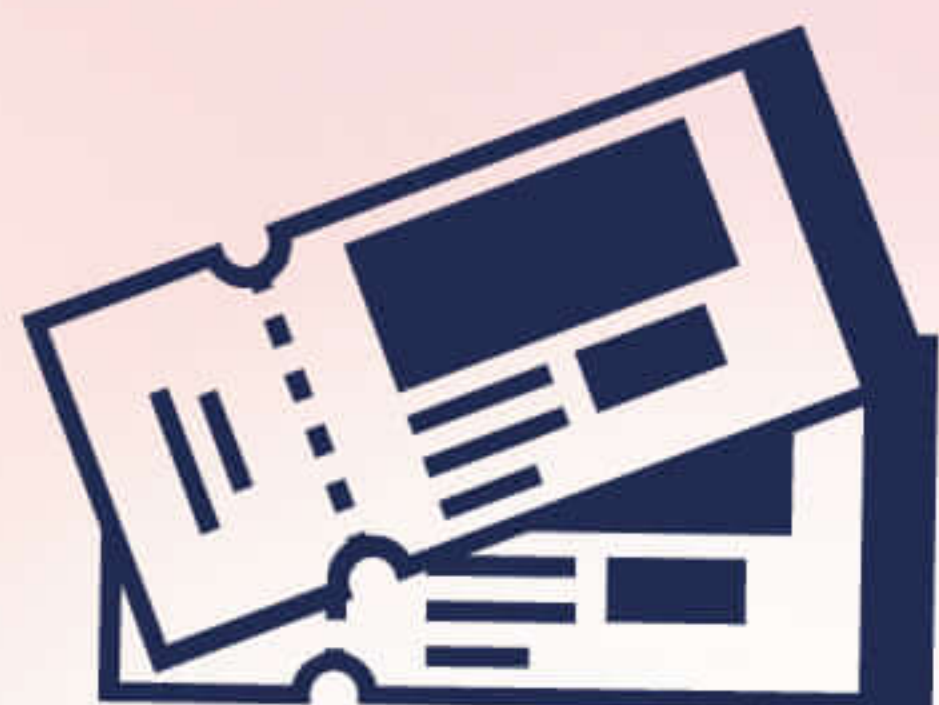
7,377
tickets sold

6,344 VISITORS
travelled to the city for the event

ATTRACTED 112 DIFFERENT POSTCODE
areas to visit Birmingham

44%
of attendees used public transport to attend

97%
of attendees intend to return to the City for a future athletics event

72%
spent an additional £30 at the Event Venue

1.78 MILLION
peak television audience

£1,209,184
city media value generated

40 VOLUNTEERS SELECTED 45%
from within Birmingham, and 78 % from the West Midlands Region

22%
of the audience stayed overnight in the City

16
different sponsors and brands recalled from the event

*All figures based on Birmingham 2019 Grand Prix

009224/2021

Birmingham City Council
Report to Cabinet
7th September 2021

Subject:	**Delivery of the Transport Malls for the Commonwealth Games**
Report of:	Rob James, Managing Director, City Operations
Relevant Cabinet Members:	Cllr Ian Ward, Leader of the Council, Cllr John O' Shea, Street Scene and Parks, Cllr Tristan Chatfield, Finance and Resources
Relevant O&S Chair(s):	Cllr Mariam Khan, Commonwealth Games, Culture and Physical Activity, Cllr Penny Holbrook, Housing and Neighbourhoods, Cllr Mohammed Aikhlaq, Resources
Report author:	Darren Share, Assistant Director, Street Scene
	Tel: 0121 675 0648
	Email: darren.share@birmingham.gov.uk

Are specific wards affected? If yes, name(s) of ward(s): Perry Barr	☒ Yes	☐ No – All wards affected
Is this a key decision? Forward Plan Reference: 009238/2021	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information?	☒ Yes	☐ 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 an update and makes recommendations on the procurement strategy and delivery approach for the transport malls at the Alexander Stadium site required for the Birmingham 2022 Commonwealth Games.

1.2   To support the passage of spectators, athletes, and officials to and from the Alexander Stadium in games-time, there is a requirement to provide temporary transport malls in Perry Park and for the subsequent reinstatement back to parkland following the Games. As temporary structures, the construction of the transport malls is the responsibility of the Commonwealth Games Organising Committee (OC). Following a review of the options, it has however, been identified by all parties (OC, Department for Digital, Culture, Media, and Sport, WMCA and the Council) that the most effective route to deliver the transport malls in time for Games is for the Council to modify the contract with McLaughlin & Harvey Construction Ltd, the stadium main build contractor.

1.3   A proposal to transfer responsibility for the delivery of the transport malls from the OC to the Council is made in this report, with a request for the Council to enter into a funding agreement with the OC to allow delivery to be undertaken through the modification of the contract between the Council and McLaughlin & Harvey Construction Ltd for the redevelopment of the Alexander Stadium site. It should be noted that responsibility for costs (including professional fees and works) and all commercial risks for the delivery of the works will remain with the OC.

2   Recommendations

It is recommended that Cabinet:

2.1   Approves entering into a Funding Agreement with the OC under which the OC retains full responsibility for all costs and all commercial risks associated with the procurement and delivery of the temporary transport malls and the subsequent reinstatement of the park and associated facilities on completion of the Games.

2.2   Approves the modification of the contract with McLaughlin & Harvey Construction Ltd for the redevelopment of the Alexander Stadium site to include the delivery of the temporary Spectator Transport Mall and Games Family Transport Mall on Perry Park, with associated connections to the Athletes Road on the park and the highways network via Church Road and the reinstatement of the park following the Games, subject to the entering into of a Funding Agreement that suitably protects the Council's financial and commercial requirements as set out in recommendation 2.1.

2.3   Authorises the City Solicitor to execute and complete all necessary legal documents to give effect to the above recommendations.

3 Background

3.1 The Alexander Stadium (the stadium) will host the opening and closing ceremonies as well as the athletics and para-athletics events during the Birmingham 2022 Commonwealth Games.

3.2 On 31st January 2020, the Council granted planning permission for the redevelopment of the stadium ahead of the Commonwealth Games. As part of this planning permission, outline consent was granted for the temporary overlay structures required to deliver the games, which included transport malls for both Games Family and spectators.

3.3 The transport malls are a critical part of the Games-time transport solution for people to arrive at and leave the stadium. With limited rail capacity and a stadium site constrained to both north and east, the stadium will be heavily reliant on buses as the primary mode of transport to and from the venue including city centre shuttle buses, park and ride buses and the new A34 Sprint route. The transport malls will provide facilities where large volumes of spectators and accredited guests can safely board and alight from shuttle buses, coaches, and other vehicles.

3.4 The provision of transport malls (for both spectators and accredited officials) in Perry Park is enshrined in the baseline plan for the Games. Following the decision in August 2020 to move away from the single site athletes' village in the Perry Barr, which included transport mall facilities, the OC have considered several alternative options taking into account the revised number of expected vehicle movements and cost considerations. Both Transport for West Midlands (TfWM) and the Council have made clear that options to partially close the either the A34 or Aldridge Road would not be supported given the substantial disruption and pressures this would place on the strategic road network.

3.5 Following lengthy discussions between Games stakeholders, it was agreed by all parties that constructing temporary transport malls in Perry Park remains the preferred option. On 22nd July 2021, the OC submitted a reserved matters planning application seeking approval of the detailed plans of the stadium for its use during the Games including the transport malls in Perry Park.

3.6 The transport malls are required to be completed by April 2022 in time for test events at the stadium in May 2022 ahead of the Games in July / August 2022.

3.7 In line with the other temporary structures and facilities at the stadium, the transport malls will be removed after the Commonwealth Games, and working with the Council's Parks team, the grassed areas and playground in Perry Park will be re-instated subject to any conditions set out as a part of the anticipated planning consent for the proposed works.

3.8 The works required include groundworks to level the site and providing hard standing areas with appropriate line markings and signage. Given the nature of the required construction works and the need to deliver the transport malls in a compressed timescale, the OC have been in discussion with the Council for support

with potential procurement / delivery options that offer the necessary delivery certainty and cost effectiveness. Key options considered were either for the works to be procured through the OC's temporary overlay turnkey provider (with the works likely to be sub-contracted), or for the Council to seek to modify the existing contract with McLaughlin & Harvey Construction Ltd to incorporate the temporary transport malls. It has been agreed by all parties (OC, WMCA, DCMS and the Council) that the best route to ensure delivery in time for Games is for the Council to modify the contract for the development of the stadium to include the works for the transport malls. This will mitigate against risks to both cost and schedule associated with other potential procurement and delivery options.

3.9   To ensure the required allocation of responsibility for costs and commercial risks is in place, a separate Funding Agreement between the OC and the Council is required. This will ensure that financial and commercial risks remain with the OC, in line with the existing arrangements for temporary overlay works as set out in the Host City Contract. The entering into of this agreement is proposed to be a pre-condition to the proposed modification of the contract with McLaughlin & Harvey Construction Limited.

4   Options considered and Recommended Proposal

4.1   A detailed assessment has been undertaken between the OC, WMCA (including TfWM) and the Council to examine alternative options to providing a Games-time transport solution for the stadium. Alternative approaches considered included city centre shuttle buses and/or Games Family vehicles setting down and picking up on the A34 southbound carriageway (in addition to the park & ride buses) or using the Aldridge Road and/ or parcels of adjacent land. These options were discounted based on the extensive adverse impact on the wider highways network, safety and customer experience, which are the key criteria guiding decisions as agreed with the Commonwealth Games Transport Integration Group (TIG).

4.2   Design options for the transport malls in Perry Park were considered by the OC in December 2020, including several potential surfacing solutions. The use of a traditional road construction specification was the preferred option as it was cost effective in delivering a solution to meet the anticipated vehicle movements. The design intent is to maximise the percentage of recycled material used within the construction and then to further recycle material at the point of removing the malls.

4.3   The OC, DCMS and the Council also considered procurement options and concluded that a contract modification to the main build contract between the Council and McLaughlin & Harvey Construction Ltd provides both schedule and cost advantages over the option to procure the works via the OC as the contracting authority.

5 Consultation

5.1 The recommendation to modify the main build contract between the Council and McLaughlin & Harvey Construction Ltd was endorsed by Commonwealth Games Capital Programme Executive Board, Commonwealth Games Finance Directors Group and Commonwealth Games CEO Group in July 2021.

5.2 Public engagement has been undertaken by the OC and there is ongoing dialogue with Ward Councillors and relevant Council departments including Highways and Parks on the proposed layout of the malls within Perry Park. All proposals have been well received to date.

6 Risk Management

6.1 A thorough review of the risks associated with delivering the transport malls has been undertaken and has informed the proposal to transfer delivery responsibility from the OC to the Council.

6.2 The active identification and management of risks associated with the transport malls, will continue throughout the life of the project until completion of reinstatement works following the Commonwealth Games.

6.3 The transport malls will be included in future Quantitative Risk Assessments using industry standard techniques to establish likely cost and schedule risk exposure.

6.4 It has been agreed that the OC will retain town planning responsibilities and associated planning risk through the process of determination and closing out of conditions.

6.5 It has also been agreed in principle that the OC will retain the design and commercial risk on the project and a Funding Agreement detailing costs, contingency, payment terms and governance arrangements has been developed in support of the transfer of scope from the OC to the Council.

7 Compliance Issues

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

7.1.1. Redeveloping Alexander Stadium to host the Commonwealth Games is recognised as a significant contributory factor in supporting the legacy aspirations for the stadium and the regeneration of the wider Perry Barr area. Successfully delivering the Games will create employment opportunities, drive investment, and deliver facilities that will nurture and support health and well-being.

7.1.2. The decision within this report will contribute greatly to Birmingham's reputation as a city capable of hosting major international events, help the city make its permanent mark on the global stage, showcase the city's assets, and enhance the city's international reputation.

7.1.3. Birmingham Business Charter for Social Responsibility (BBC4SR)

McLaughlin & Harvey Construction Ltd is a certified signatory to the BBC4SR and has produced additional commitments proportionate to the value of this modification. These actions continue to be monitored and managed during the period of the contract.

McLaughlin & Harvey Construction Ltd is committed to delivering the stadium redevelopment at net carbon zero, complementing the Council's route to the same city-wide target.

7.2 Legal Implications

7.2.1. Under S.111 Local Government Act 1972, the Council has power to undertake works which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

7.2.2. The Council has a best value duty under the Local Government Act 1999 to improve the efficiency, economy, and effectiveness of the services that it delivers.

7.2.3. The arrangements set out in this report are in compliance with the powers of general competence as set out in Section 1 of the Localism Act 2011.

7.3 Financial Implications

7.3.1. The costs of any temporary overlay, including the provision of temporary transport malls at the Stadium, rest with the OC. As such, any costs incurred by the Council (including both works and associated professional fees) will be fully funded by the OC.

7.3.2. It is anticipated that all costs and associated reimbursements will be incurred and accounted for in 2021/22, with no net financial impact on the Council.

7.4 Procurement Implications

7.4.1. The award of the contract for the development of the Alexander Stadium was approved the Acting Director, Neighbourhoods in conjunction with the Assistant Director, Development and Commercial (or their delegate), the Interim Chief Finance Officer (or their delegate) and the Acting City Solicitor (or their delegate) on 5th March 2020.

7.4.2. Regulation 72(1)(c), Modification of Contracts During their Term, of the Public Procurement Regulations (PCR) 2015, allows provision for contracts to be modified without the need for a new procurement procedure where all of the following conditions are fulfilled:

   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.

7.4.3. This contract modification is compliant with PCR 2015, Regulation 72 on the basis the works were to be previously undertaken by the OC and it was unforeseen the Council would be responsible for delivering the works. The modification is for works of the same nature as detailed in the Official Journal of the European Union Contract Notice and falls within the 50% threshold of the value of the original contract.

7.5 Human Resources Implications

7.5.1. The Council is providing support, skills and expertise from within existing resources. Where there is a gap in these resourcing requirements, external resources and services have been engaged. These include Programme/Project and Commercial Management.

7.6 Public Sector Equality Duty

7.6.1. A relevance test to decide whether the planned procurement for the development of Alexander Stadium has any relevance to the equality duty contained in Section 149 of the Equality Act 2010 of eliminating unfair/unlawful discrimination and to promoting equality and human rights was conducted on 3rd May 2018, reference EA002844. The screening identified that there was no requirement to assess this further and completion of an Equality Assessment form was not required. The test has been subsequently reviewed and the same continues to apply.

8 **Background Documents**

- Alexander Stadium: Full Business Case to Cabinet dated 26th June 2019
- Alexander Stadium Planning Application 2019, incl. outline of OC reserved matters dated 10th October 2019.
- Commonwealth Games Organising Committee Reserved Matters Planning Application, dated 22nd July 2021

List of appendices accompanying this report:

Appendix 1 General Arrangement Site Plan showing temporary transport malls on Perry Park

Appendix 2 Exempt Appendix B – Delivery of the Transport Malls for the Commonwealth Games

Appendix 3 Environment and Sustainability Assessment

Appendix 1 - General Site Arrangement

009238/2021
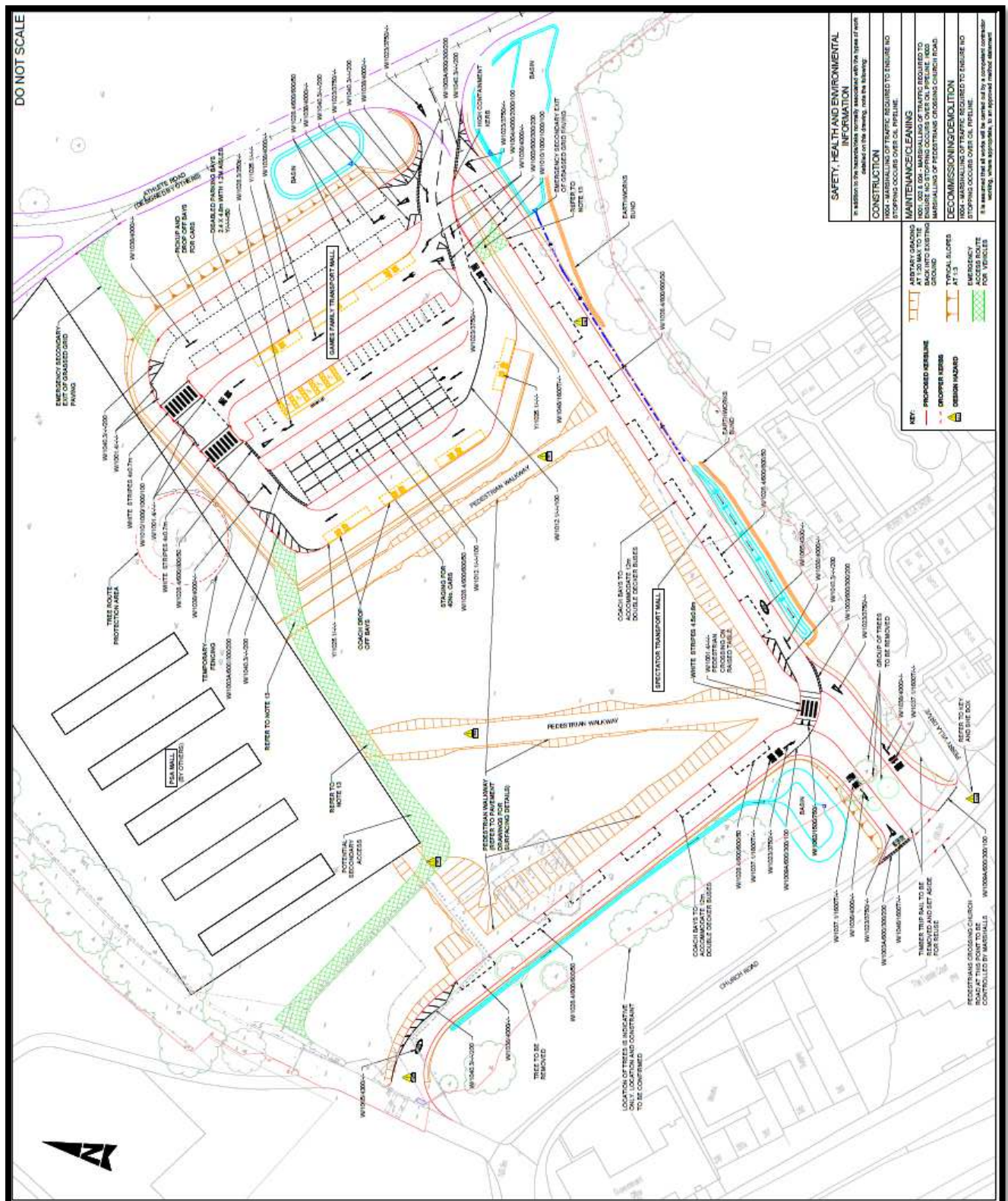
APPENDIX 3

Environment and Sustainability Assessment

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

Theme	Example
Natural Resources - Impact on natural resources including water, soil, air.	Does the decision increase water use? Does the decision have an impact on air quality? Does the decision discourage the use of the most polluting vehicles (private and public) and promote sustainable modes of transport or working from home to reduce air pollution? Does the decision impact on soil? For example, development will typically use water for carrying out various operations and, once complete, water will be needed to service the development. Providing water to development and treating affluent water requires energy and contributes to climate change. Some of the activities including construction or disposal of waste may lead to soil pollution. The decisions may lead to more journeys thereby deteriorating air quality and thus contribution to climate change and greenhouse gases.
Energy use and CO_2 emissions.	Will the decision have an impact on energy use? Will the decision impact on carbon emissions? Most day-to-day activities use energy. The main environmental impact of producing and using energy such as electricity, gas, and fuel (unless it is from a renewable source) is the emission of carbon dioxide.
Quality of environment.	Does the decision impact on the overall quality of the built environment? Decisions may have an impact on the overall setting, character and distinctiveness in the area. For example, if development involves ground digging and excavations etc. it may have an impact on the local archaeology.

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

Project Title:	**Delivery of Temporary Transport Malls for the Commonwealth Games in Perry Park**

Department:	Team: Neighbourhoods / Parks as part of B2022 Commonwealth Games Programme, together with the Commonwealth Games Organising Committee	Person Responsible for commentary: Mark Kennedy / Philip Tyrrell on behalf of B2022 Commonwealth Games team, BCC Stadium and Parks teams and the Commonwealth Games Organising Committee
Date of assessment: 18/08/2021	**Is it a new or existing proposal?** Works included in the Alexander Stadium and Perry Park re-development planning application determined in January 2020, and subsequent reserved matters application in July 2021.	

Brief description of the proposal: Temporary provision of transport malls and associated roads and footpaths within Perry Park, Birmingham, to provide coach drop off and collection facilities for athletes, officials, spectators and visitors to the 2022 Commonwealth Games events to be held at Alexander Stadium.

Potential impacts of the policy/development decision/procedure/ on:	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?
Natural Resources- Impact on natural resources including water, soil, air			Minimised and offset where possible and reasonable.	Given the nature of the proposed facility, use of water during construction will be limited. The facility will be removed following the Commonwealth Games and the open grassland will be reinstated, requiring no additional water for maintenance in legacy. A significant volume of soil will be excavated during construction. This will be used to reinstate the park following the Games. There is no space on Perry Park to temporarily store the excavated soil without impacting the flood plain, so it will be necessary to transport the soil to a nearby space, then return it for the re-instatement works. A large number of construction vehicle movements will be required during both construction and de-construction / reinstatement. During the Games period in July 2022, the facility will serve as the main transport hub for visitors, officials and athletes attending the competition at Alexander Stadium – the type of vehicle which will be using the facility is being co-ordinated by TfWM.

Birmingham City Council

Energy use and CO_2 emissions		Minimised and offset where possible.		CO_2 emissions will increase over current levels during construction and operation of the mall, and again during reinstatement of the park, but should return to current levels following reinstatement and into legacy.
Quality of environment			Short term impact for Games will be offset in reinstatement.	Proposed works are an essential component of the Commonwealth games infrastructure and just one of several projects proposed or already underway in Perry Barr – This will bring significant investment, legacy benefits and support long-term regeneration in the area. Full access to the public open space of Perry Park will be restricted for a period and this has been agreed with BCC colleagues in Parks within the Neighbourhoods Directorate.
Impact on local green and open spaces and biodiversity			Short term impact for Games will be offset in reinstatement.	A small number of trees will be removed as part of the development, but significantly more will be planted within the park as part of the reinstatement and other associated projects linked to the Queen's Jubilee – Details included in reserved matters planning application submitted in July 2021. There are no water courses displaced or otherwise affected by the proposed works.
Use of sustainable products and equipment			Maximised where possible and reasonable.	Materials used in the construction of the transport malls, roads and associated footpaths are typically stone and tarmac. These will be sourced and recycled locally wherever possible.
Minimising waste	Materials recycled where possible.			See note above – wherever possible, material used in the temporary construction will be recycled.
Council plan priority: a city that takes a leading role in tackling climate change	Contractor committed to Social Charter and contractual environmental targets.			The main contractor has pledged to reduce emissions, landfill and the use of potable water as part of its social charter with BCC and within the construction contract.

| Overall conclusion on the environmental and sustainability impacts of the proposal | This proposal relates to the temporary provision of an essential piece of Commonwealth Games transport infrastructure. Whilst there will inevitably be impacts on Perry Park and its current use in the short term, these will be reversed and the current public open space potentially enhanced when the park is reinstated following the Games. |

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

Birmingham City Council
Report to Cabinet

7 September 2021

Subject:	**Digital Inclusion Strategy and Action Plan**
Report of:	Peter Bishop - Director for Digital and Customer Services
	Ilgun Yusuf - Acting Assistant Director for Skills and Employability
Relevant Cabinet Member:	Councillor Brigid Jones, Deputy Leader
	Councillor John Cotton, Social Inclusion, Community Safety and Equalities
	Councillor Jayne Francis, Education, Skills and Culture
	Councillor Tristan Chatfield, Finance and Resources
Relevant O &S Chair(s):	Councillor Carl Rice, Coordinating Scrutiny Committee
Report author:	Raj Mack, Head of Business Engagement
	Information, Technology and Digital Services
	Telephone: 0782 353 4981
	Email: raj.s.mack@birmingham.gov.uk

Are specific wards affected? If yes, name(s) of ward(s):	☐ Yes	☒ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference:	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No

009228/2021

Does the report contain confidential or exempt information?   ☐ Yes   ☒ No
If relevant, provide exempt information paragraph number or reason if confidential:

1 Executive Summary

1.1   There has been an acceleration in digital uptake since the pandemic. It was inevitable that the pandemic would increase the dependence on the internet and lead to a massive acceleration in many pre-existing digital trends. The lockdown has been a catalyst for breaking through the inertia that existed in some sectors in relation to digitalisation. These trends will not be reversed, and further services will move to a greater online presence.

1.2   The Digital Inclusion Strategy is central, as a cross cutting theme, to maximising the short and longer impact of the Council Recovery Plan and wider city actions for reducing poverty and closing the inequality gap. Evidence shows that individuals and communities with the lowest levels of digital access and skills also tend to have the lowest levels of: health/wellbeing outcomes; formal qualifications/skills; employment/'good jobs'; and income.

1.3   Evidence also shows that digital skills gained through training tend to be lost after three months if not applied within this timescale as a result of limited opportunities and incentives to access digital equipment or connectivity. For this reason, linking a digital skills strategy to wider plans for housing and placed-based community renewal is vital as well as integrating practical solutions to providing connectivity or kit at locations such as Youth Hubs, libraries and community centres. For example, representatives of the Youth City Board are currently advising library management on how to adapt or even transform services to better suit young people.

1.4   The design and implementation of a city-wide Digital Inclusion Strategy is a major recommendation of the 'recovery report' for young people (Breaking Down Barriers: Working Towards Birmingham's Future). This strategy aligns with key actions stated in the report such as developing a city-wide approach to digital inclusion, linked to existing regional aspirations (including the West Midlands Digital Inclusion Coalition) and underpinned by a robust partnership framework for action bringing together the public sector, voluntary and community organisations, and businesses. Consideration should also be given to the provision of secure, comfortable and accessible space for young people to use the internet and internet-enabled devices.

1.5   The UK has made five years' worth of progress in one year in terms of its digital engagement. A further 1.5 million more people are now online, increasing the percentage of people online from 92% in 2020 to 95% in 2021. On average people are spending an extra 13 hours online a week with increasing levels of willingness to enhance their digital skills if appropriate support is available (Lloyds Consumer Digital Index 2021).

1.6   However, those who are not engaging effectively with the digital world are at risk of being left behind. Technological change means that digital skills and access to digital connectivity are increasingly important for connecting with citizens and communities, accessing information and services and meeting the changing demands for day to day living. This is leading to an increasing digital divide and giving rise to inequalities in access to opportunities, knowledge, services and goods resulting in digital poverty.

1.7   In 2021, there still remains 2.6 million people completely offline, 39% of whom are under the age of 60 dispelling the idea that all offline people are older, with 11.9 million adults still lacking essential digital skills.

1.8   The pandemic has exposed systemic weaknesses in digital infrastructure, digital skills, digital poverty at all age groups and further isolated those with existing vulnerabilities, such as mental and physical disabilities, those socially excluded and already in financial poverty.

1.9   Birmingham has seen a faster rate of digital inclusion in recent years, and it has now moved to 91.4% (2019) from 88.6% (2018). The percentage of digitally excluded people has reduced from 11.2% in 2018 to 8.6% in 2019, and no doubt this will be further reduced in 2021 once the Office for National Statistics (ONS) Reports are released for Birmingham.

1.10   At first, this is really encouraging, however, the reality and lived experience for Birmingham's and the wider region's vulnerable citizens is in stark contrast. Being able to use the internet once in the past 3 months using any device (the Lloyds Consumer Digital Index measure for digital inclusion) does not reflect a person's ability to have access to a suitable device, their affordability of data packages to stay connected nor the digital skills to improve their learning or employment opportunities. There is a strong link between social and financial exclusion and digital exclusion and therefore, actions need to be designed to increase digital inclusion activities within other partnership strategies such as the Financial Inclusion Strategy and the Council's Customer Services Strategy.

1.11   The lived experience of our vulnerable communities over the last 12 months has shown that digital poverty is persistent across all ages leaving many excluded and increasing the level of inequality and vulnerability across the City. This is further backed up in the Lloyds Consumer Digital Index 2021 report which

suggests that data and device affordability is a real issue – with almost a third of those offline (31%) saying cheaper mobile data would motivate them to get online.

1.12   The Council recognised the importance of digital inclusion within its Information and Communications Technology and Digital Strategy (ICT&D) 2016- 2021 and its role in achieving the outcomes of the Economic and Community Recovery taskforce for our communities and businesses to recover and prosper. However, tackling digital exclusion is not something that the Council can, or should, do alone. It requires working collectively with businesses, voluntary and community organisations, education and training providers, and communities.

1.13   As a result, the Council has co-produced a city-wide Digital Inclusion Strategy and Action Plan (see Appendix A) following workshops and consultations with city partners and stakeholders as well as the conclusions from the Digital Inclusion Landscape Report (see Appendix B). This two-year city Digital Inclusion Strategy outlines how we can join up services, challenge inequalities, and make the most of all the skills and opportunities that we already have in our city.

1.14   The Digital Inclusion Strategy proposes a phased Action Plan and sets out the key role of the Council in supporting the delivery of the Action Plan. It establishes the need to fund a small digital inclusion team in order to co-ordinate the various strands of digital activity and to establish a partner led governance approach that will enable city partners to work together to create a joined up and end to end digital journey for our citizens and communities to support their outcomes. It outlines how the Council will use its existing computer assets to support vulnerable citizens and communities to access devices and connectivity.

2   Recommendations

2.1   That Cabinet notes the findings of the Digital Inclusion Landscape Report.

2.2   Approves the City-wide Digital Inclusion Strategy and Action Plan (as recommended by the Breaking Down Barriers: Working towards Birmingham's future).

2.3   Approves the establishment of a digital inclusion team for a two-year period at a cost of circa £0.433m and an operational budget of £0.050m from January 2022 funded from a draw down from the Community Recovery Plan Reserve.

2.4   Approves the provision of a budget of £0.250m to fund an average cost of £50 per device for recycling the kit into the community. For 2021/22, a total of 2,200 devices will be offered to community groups for distribution to citizens at a one-off cost of £0.110m. It is anticipated that up to 5,000 devices will be recycled over two years at a one-off cost of £0.250m, funded by a draw down from the Community Recovery Plan Reserve

2.5   Delegates authority to the Director for Digital and Customer Services, Assistant Director, Employment and Skills, the Assistant Director Development & Commercial or their delegate, in conjunction with the Chief Finance Officer or their delegate, and the City Solicitor or their delegate to approve the procurement strategy and selection of successful bidder(s) following the conclusion of the tender process and to execute the necessary contractual documentation to effect this outcome.

3   Background

3.1   It has been over 30 years since the launch of the world wide web. The internet has transformed services and continues to radically change the way people live, learn and work. Government figures show the country's thriving digital sector contributed £149 billion to the UK in 2018, accounting for 7.7 per cent of the UK economy.

3.2   Possessing digital skills such as the Essential Digital Skills Framework and access to ICT has the potential to reduce people's social, economic and health inequalities, social isolation and relieve the day to day mental and physical stresses that have been exacerbated during the lockdown. They are key to helping achieve the Council's overall vision that Birmingham is a city of growth where every child, citizen and place matters and will be a key component of our levelling up agenda and community recovery efforts post Covid.

3.3   However, a gap exists between those who have skills, easy access to ICT and the internet and those who do not – known as the "digital divide". Those who are already at a disadvantage, whether through age, disability, or income, are most likely to be missing out, thus widening inequality in the city. A lack of digital skills and access to the digital world can be hugely detrimental, leading to poorer health outcomes, a lower life expectancy, and an increased risk of poverty. The pandemic has exacerbated the impacts of digital poverty, leaving many families having to choose between spending money on food or data. It is this poverty that is widening and deepening the digital divide.

3.4   In July 2020, the Council undertook a Digital Inclusion Landscape Review (see Appendix B) to better understand the factors that cause digital exclusion and to map out the level of type of digital inclusion provision across the City. The review concluded the following:

Levels and Reasons for Digital exclusion

(i)   The percentage of internet users in the UK increased to 90.8% in 2019 from 89.8% in 2018 (ONS). In comparison, Birmingham saw a faster rate of digital inclusion in recent years, and it has now moved to 91.4% (2019) from 88.6% (2018). The most recent stats also indicate that in Birmingham the percentage of those digitally excluded has reduced from 11.2% in 2018 to 8.6% in 2019. The ONS stats for Birmingham are not yet available.

(ii) There are many reasons why people are not digitally included. Most common reasons are cited below and many people who are excluded will experience at least one if not all these issues:

   a. Affordability of devices and connectivity costs
   b. The skills gap to use the internet and devices, or means to learn
   c. A lack of internet and / or device access
   d. The motivation and confidence to use, understand or engage
   e. Trust and a fear of crime, or not knowing where to start to go online

(iii) The factors impacting on digital inclusion are complex and multifaceted and there are different levels of digital inclusion. For example, connectivity in the home does not mean people are digitally included. They may lack skills in using the devices and applications, they may only afford limited data packages, or have inappropriate devices, and/or inadequate numbers of devices to meet family needs.

(iv) COVID-19 has highlighted the importance of digital inclusion for all age groups and not just those who are over 65 years. For example, whilst over 65s remain the largest excluded group, there are other groups that require intervention and support. For example;

(v) 700,000 of those aged between 11 and 18 years (12%) could not access the internet at home from a computer or tablet, and a further 60,000 had no internet access at home across the UK (ONS, 2019)

(vi) 23.3% adult internet non-users were disabled compared with only 6.0% of those without a disability (ONS, 2019).

(vii) Older people, people with long term conditions and disabilities,

(viii) People living in poverty / with social deprivation

(ix) The socio-economic conditions in Birmingham have an impact on digital inclusion as there is a correlation between social exclusion and deprivation. It is widely anticipated that Birmingham will be heavily impacted with job losses and economic downturn, leading to a further increase in deprivation following COVID-19.

Levels and types of digital inclusion provision

(i) The review also provided a snapshot of the types of digital activities and the organisations currently delivering them. A summary of the main findings is:

   o There is little data at a locality level to identify the level of digital inclusion and the reasons for it.
   o Much of the views on the levels and reasons for not being digital included is anecdotal.
   o Many of the activities being undertaken are reactive and based on requests from the communities.
   o Most of the activities relate to the development of digital skills.
   o The available training covers the full range of skills identified in the essential digital skills

- o For older adults most of the digital inclusion work is being carried out by the Neighbourhood Network Service (NNS) and their Assets (i.e. local organisations based in the locality)
- o Many of NNS and local partners identified lack of connectivity and lack of devices as the key constraints that are stopping them from delivering their digital skills and or training as much of it was delivered in libraries, community centres, shared spaces or even cafes, all of which have closed due to COVID-19.
- o Numerous initiatives have been set up at national level to try to address the lack of devices and connectivity issues. However, these are limited in scope and are time limited.

(ii) There is some excellent work being undertaken by organisations and City partners to deliver digital skills. However, there is a lack of transparency in the work being delivered and its overall impacts on addressing digital inclusion. It appears that;
- o Services are not joined up enough and efforts are duplicated or mirrored across providers;
- o Some of the work is uncoordinated and siloed, leading to lost opportunities for joint and collaborative working and;
- o There is a lack of clear pathways or co-ordinated handovers to ensure that people continue to develop or even use their skills;

3.5 The Review also identified several partners/strategic groups who work with vulnerable people across the City such as the Child Poverty Action Forum, the Birmingham Financial Inclusion Partnership, the Birmingham Education Partnership (BEP) and many more who were impacted by digital exclusion. In particular, at the start of the pandemic, Birmingham Education Partnership estimated that there were potentially 5,000 vulnerable young people of all ages in schools who may be in digital poverty i.e. with no or little access to computer devices and connectivity meaning that they were unable to access online learning, left isolated from the friends with considerable adverse impacts on their education and wellbeing.

3.6 The Review concluded that there needed to be better links and coordination between the public, private and community and voluntary sectors, so that they can work together to maximise expertise, experience and resources to better meet user needs. Joining up support with a view to then fostering citizens' independence and resilience is at the heart of helping them build the confidence and skills they need to resolve the root causes of their issues and opportunities.

3.7 In May 2021, the Digital Landscape Review report was updated to take into account any further evidence and activities relating to digital inclusion as a result of Covid. The updated Review is incorporated in Appendix B and shows that;

(i) There has been an acceleration in digital uptake since the pandemic.
(ii) The UK has made five years' worth of progress in one year in terms of its digital engagement.

(iii) The pandemic has increased the dependence on the internet and led to a massive acceleration in many pre-existing digital trends: from online shopping to online GP appointments, automation of jobs to remote working.

(iv) The lockdown has been a catalyst for breaking through the inertia that existed in some sectors in relation to digitalisation. We think that these trends will not be reversed, and further services will move to a greater online presence.

3.8 Many citizens have had to learn new digital skills and use the internet for the first time. This is reflected in the latest annual Lloyds Banking Consumer Digital Index report 2021 which indicates that there has been a significant increase in the number of people who are online – 1.5 million more people are now online, meaning that 95% of UK adults have used the internet in the past three months at least once using any device.

3.9 At first, this is really encouraging, however, the reality and experience for Birmingham's and the wider region's vulnerable citizens is in stark contrast. Being able to use the internet once in the past 3 months does not reflect a person's ability to have access to a device, their affordability of data packages to stay connected nor the digital skills to improve their learning or employment opportunities. The lived experience of our vulnerable communities over the last 12 months has shown that digital poverty is persistent across all ages leaving many excluded and increasing the level of inequality and vulnerability across the City. This is further backed up in the Lloyds CDI 2021 which suggests that data and device affordability is a real issue – with almost a third of those offline (31%) saying cheaper mobile data would motivate them to get online. Digital poverty and in particular data poverty have increased during the pandemic. For example;

(i) Nationally, 2.6 million people are completely offline, 39% of whom are under the age of 60 dispelling the idea that all offline people are older (GoodThings Foundation 2021)

(ii) 4.7 million UK homes have struggled to afford their telecoms bills this year – almost 1 in 5 households (19%), with many households cutting back on spending on food and clothes just to stay connected

(iii) 1 in 6 broadband customers – people who are already online – struggled to pay their bill between March 2020 and January 2021

(iv) Nearly one in five (19%) UK households reported at least one affordability issue with their communications services (Education in England Annual Report)

(v) Access to suitable devices and connectivity were cited by 7% of households, claiming their only method of accessing the internet was through a mobile phone or other mobile device, such as a dongle or USB

3.10 In addition, a report by Citizens Advice (Broadband Must be Available to Everyone, Jan 2021) found that some groups have been disproportionately affected; disabled people, people on means-tested benefits, and people from ethnic minority backgrounds were finding it harder to pay.

3.11 Although the Council does not have a digital inclusion budget per se, it does commission services and funds other activities that enable digital inclusion activities to be undertaken. For example, in 2020 the Council's Education and Skills Directorate spent funds totalling £0.986m on the digital and IT provision in the Library of Birmingham and Community Libraries, digital platforms to support young people with mental health issues and a skills and employability project. Also, Birmingham Adult Education Services now includes free basic digital skills training as well as Maths and English for anyone over 19 years old.

3.12 Similarly, in 2020 the Adult Social Care directorate commissioned the Neighbourhood Network Services to deliver a multitude of services to older citizens, and whilst there is no specific digital inclusion allocation, the NNS have allocated circa £0.153m to date for digital inclusion activities which represents 2.7% of their commissioned budgets. There is also some nominal spend on providing access to computers within Council premises within the Neighbourhoods directorate.

3.13 The Council has continued to develop initiatives and work with city and regional partners to increase digital inclusion activities for citizens and communities. Some examples include;

(i) Supporting the establishment of the WM Coalition for Digital Inclusion
(ii) Funding Neighbourhood Network Scheme to establish computer loan schemes and increased digital skills provision
(iii) Securing £0.5million for a Computer Loan scheme as part of the PURE2 project to provide connectivity and devices for vulnerable citizens
(iv) Distributed for free up to 630 Council desktop computers to charities and community organisations
(v) Supporting the Digital Education Partnership to deliver over 1,000 devices to the vulnerable school children who were ineligible for the Department for Education scheme.

3.14 In September 2020 over 25 stakeholders and community organisations attended a workshop to support the Council on developing an interim Digital Inclusion Strategy. The workshop further reinforced the need for raising the awareness, grater alignment and coordination of digital inclusion activities across the City. Many of the stakeholders and organisations were not aware of each other's activities resulting in missed opportunities to collaborate and join up service provision.

3.15 In June 2021, a further two workshops were held with over 75 city partners and stakeholders representing over 40 organisations from the public, private and

community and voluntary sectors. These workshops have enabled the Council to co-design and co-produce a City-wide Digital Inclusion Strategy and Action Plan as set out in Appendix A.

3.16   The Strategy outlines why digital inclusion is an issue for the citizens and communities of Birmingham and how, together with the public, private and voluntary, community, social enterprise and faith sectors, we can work across the City to ensure we can address both the causes and effects of digital inequality and digital poverty. The Strategy aims to support all age groups recognising the impact the pandemic has had on not only the elderly and vulnerable people but also young people in schools from deprived backgrounds with little or no access to digital devices and connectivity.

3.17   The delivery of this Strategy will play an integral role in creating opportunities for our communities to recover from the impacts of the lockdowns and start to put in place a sustainable Action Plan and an approach to accelerate the inclusive economic and community recovery plans for the City. It has been influenced and shaped by city wide organisations who have experience, knowledge and expertise and aims to build on the excellent work being undertaken by them over recent years.

3.18   It is important to recognise that this is a City response and aims to bring together existing activities as well as identifying additional areas where collectively we can add greater value and opportunities for our citizens and communities. This is the Council's first step in developing a comprehensive and holistic approach to address the digital divide;

3.19   The strategy extends to citizens, communities and organisations and seeks to set out key principles and actions for relevant organisations in Birmingham to adopt in order to help tackle barriers to digital inclusion. Based on feedback from communities and the research, seven areas of focus have been established;

- o   a joined-up approach
- o   creating social value opportunities
- o   digital literacy and skills gap
- o   access to digital devices and affordable connectivity;
- o   access and accessibility;
- o   motivation and confidence;
- o   building trust and addressing online security concerns

3.20   In order to address the above, it is proposed that the Council set up a digital inclusion function and support the establishment of a governance board, chaired by a community lead that will work with communities, partner organisations and other digital inclusion partners to influence and enable greater co-ordination between the various organisations and to identify end to end pathways for citizens and communities to build and use their digital skills. These functions would work closely with existing partners to minimise duplication and ensure

resources are used more effectively, build capacity as well as support the delivery of the joint Action Plan.

3.21 It is intended that these functions will be funded from the Community Recovery Plan Reserve for two years and will sit within Birmingham Adult Education Service (BAES) of the Education and Skills Directorate. The digital inclusion team will consist of a number of FTEs and the indicative costs for this function over two years are £0.433m with an operational budget of £0.050m (£0.025m per annum).

3.22 This Strategy and Action Plan proposes that the Council's recycles its laptops and ensures that they are distributed to vulnerable citizens and families rather than sold. There are a number of companies that recycle computer equipment for reuse in the community and their prices range from nil to £100 per device. This Report proposes that a budget of £0.250m is set aside for the recycling up to 5,000 devices at an average cost of £50 per device over two years. Where possible the Council will prioritise recycling from organisations where there is a nil cost. However, a mix of recycling companies will be used to ensure there is an equitable and even distribution of devices amongst various charities and community organisations with a focus on those in need. Any underspends on this budget will be returned to the Community Recovery Plan Reserve.

3.23 This Strategy and Action Plan also recognises the importance of data poverty for our most vulnerable citizens and communities. However, it acknowledges that there are now a few community organisations trying to address this and the role of the Council is to support these initiatives. The Council will use its social value powers and relationships with telecommunication providers and the wider private sector to support this.

4   Options Considered and Recommended Proposal

4.1 The Council's ICT&D Strategy 2016-2021 recognised the importance of digital facilitation and already a number of actions have been delivered. Therefore, the Council could continue to leave community and voluntary sector organisations and commissioned services to provide ad hoc and siloed digital inclusion activities. However, such an approach will not reduce current inequalities or digital poverty as much as a more coordinated approach. It will increase and deepen the digital divide increasing the vulnerability and inequalities for those that are not digitally included. This is the do-nothing option. Therefore, the option to develop a City-wide Digital Inclusion Strategy and Action Plan which has been co-produced with stakeholders and community organisations and endorsed by several city partners is recommended.

5   Consultation

5.1 All relevant Cabinet Members and the Chair of the Overview and Scrutiny Committee have been consulted. The Strategy and Action Plan has been shared with relevant directorate Department Management Teams.

5.2 Several consultations have been held with the Citizens Involvement panel, the Adults Commissioning Citizens' Panel representing people with disabilities as well as a number of Neighbourhood Network Services and their assets. A number of stakeholder workshops were held on 3rd September 2020, 16th and 23rd June 2021 and attended by over 75 representatives from over 40 public, private and community and voluntary sector organisations to develop the City-wide Digital Inclusion Strategy and Action Plan.

6 Risk Management

6.1 As more and more services come online, there is a risk that those that are most vulnerable will become further disconnected from society and will not be able to access essential public services leading to greater inequalities and digital poverty.

6.2 There is a risk that alternative non digital channels will continue to decline, leaving many vulnerable citizens and communities unable to access services easily increasing further inequalities especially for those already in poverty.

7 Compliance Issues

7.1 The aim of the city wide Digital Inclusion Strategy and Action Plan is to support Birmingham citizens and communities to build their skills, confidence and trust in using digital in order to tackle inequality as a result increasing digital poverty. The Digital Inclusion Strategy supports the Council Plan 2018-2022, strategic outcomes of creating a city of growth where every child, citizen and place matters and is a key strand of the Economic and Community Recovery activities.

7.2 This approach is also aligned to the Council's ICT& D Strategy 2016- 2021 which identified digital facilitation as one of its key themes. COVID-19 has raised the urgency to address digital exclusion and this Digital Inclusion Strategy will enable the City to deliver those outcomes.

8 Legal Implications

8.1 The City Council will carry out this work under its General Power of Competence Section 1 of the Localism Act 2011.

9 Financial Implications

9.1 The cost of the two-year digital inclusion function will be £0.216.5m per annum (£0.433m over two years) with an operational budget of £0.025m (£0.050m over two years). It is intended that these costs are met from the Community Recovery Plan Reserve which was established by Cabinet in June 2021 with a balance of £10m.

9.2 The provision of a budget of £0.250m for two years to support the recycling of 5,000 laptops and distribution to vulnerable citizens and communities. The cost of recycling the laptops varies from nil cost to £100 per device. The funding

requested is based on an average of £50 per device. Where possible, those organisations that have a nil cost will be prioritised. Any underspends will be refunded to the Community Recovery Plan Reserve.

9.3   Cabinet is asked to approve the drawdown of £0.433m, for the digital inclusion function, £0.050m operational budget and £0.250m to support the recycling of laptops from the Community Recovery Plan Reserve.

10   Procurement Implications

10.1   The Council will undertake a procurement exercise to establish contracts with a number of companies to recycle its old kit for distribution into the community using its digital procurement platform, FinditinBirmingham. The procurement process is due in early September 2021.

11   Human Resources Implications

11.1   Recruitment to the Digital Inclusion co-ordinator 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.

12   Public Sector Equality Duty

12.1   An initial screening for an Equality Analysis (EA) has been undertaken and concluded that a full EA is not required at this time, with no adverse impacts on the protected groups and characteristics under the Equality Act 2010.   The reference number of the EA is EQUA731.

13   Appendices

13.1   Appendix A - The City-wide Digital Inclusion Strategy and Action Plan

13.2   Appendix B - The Digital Inclusion Landscape Report

13.3   Background Documents

Report to Cabinet 18th October 2016 - Birmingham City Council Strategic ICT & Digital Investment Programme (2016 - 2021) ICT and Digital Strategy (2016 – 2021)

Report to Cabinet 21st July 2020 - Initial Analysis of the Impact of COVID-19 on Birmingham's Communities (specifically Sections 3.4.56 and 3.8.8)

Breaking Down Barriers: Working Towards Birmingham's Future (Recommendation Six: Design and implement a city-wide Digital Inclusion Strategy)

Digital Inclusion Strategy and Action Plan

Foreword

Digital inclusion is not just about laying highspeed fibreoptic cable or making sure that everyone has the latest smartphone. It is about so much more. It is about keeping families and friends connected, even when they are miles apart. It is about ensuring that everyone has access to online learning and training, to enable them to lead fulfilling lives and achieve their dreams. And, for our most vulnerable citizens, it is about being able to access the services you need online, right when you need them.

As the rate of technological progress increases rapidly it is easy to feel left behind. In these fast-paced and uncertain times, every new app or online service presents a new opportunity for inclusion – or exclusion. It may be difficult for us to predict how the world will change over the next ten years, but by giving people the right skills and knowledge to understand an increasingly complex landscape, we can make sure that everyone has the same opportunity to benefit from new technologies, improve their lives, and stay safe while doing so.

We are proud of our work towards tackling digital inclusion in Birmingham. We are the definition of a 21st century city – diverse, young and aspirational, with a relentless drive towards improvement and change. For the vast majority of our citizens and communities, digital technology already plays a major role in our everyday lives. That's why so many new businesses and start-ups have chosen to make us their home, and why our very own 'Silicon Canal' boasts the second highest number of technology start-up businesses in the United Kingdom (after London). Birmingham has a bright future, and a lot of that has to do with how we have embraced new digital technologies and opportunities.

However, it has recently become clear that our high overall levels of digital inclusion are masking some striking inequalities between different communities in our city. It is not right that people over 65 are the most likely to be digitally excluded, or that 70% of people in Birmingham with a learning disability do not have access to a laptop, tablet or PC. We can no longer accept that thousands of young people in Birmingham do not have access to the internet in their homes. The COVID-19 pandemic and lockdown made it clear that digital inclusion is no longer a 'luxury' – it is a basic requirement to succeed in modern society, with a significant impact on life chances. Digital exclusion speaks to some of the most profound inequalities in our society and now is the time to take collective action as a city to tackle the challenge.

For those of us able to use digital technologies, we can go online, interrogate information, pre-empt problems, pay bills early so we don't pay more and search for better deals. Vulnerable people, people in crisis or people who can't afford to do this are all further disadvantaged. Enabling people to do the things we all take for granted could help citizens regain a bit of power, save money and stop the crisis from getting worse. We mustn't forget that.

The increasing use of digital technology also lies at the centre of the Council's improvement and transformation journey. As we face increasing demands on our services, along with diminishing resources and funding, it is vitally important that we utilise all the advantages that new technologies can bring in terms of quality, efficiency, cost and accessibility.

Tackling digital exclusion is not something that the Council can, or should, do alone. This is an issue that we need to face together as a city – working collectively with businesses, voluntary and community organisations, education and training providers, and communities. Our response to the Covid-19 pandemic has demonstrated that we can achieve amazing things when we work together. So, welcome to our Digital Inclusion Strategy for Birmingham, a platform for wider collaboration with city partners and stakeholders and an opportunity to collectively deliver and build on the Action Plan outlined towards the end of the Strategy.

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Together, we can and will put digital inclusion at the heart of our vision for Birmingham – a city of growth, where every person, community and business has a better chance of success.

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Executive Summary

This strategy outlines why digital inclusion is an issue for the citizens and communities of Birmingham and how, together with the public, private and voluntary, community, social enterprise and faith sectors, we can work across the City to ensure we can address both the causes and effects of digital inequality and digital poverty. This strategy aims to support all age groups recognising the impact the pandemic has had on not only the elderly and vulnerable people but also young people in schools from deprived backgrounds with little or no access to digital devices and connectivity. The delivery of this Strategy will play an integral role in creating opportunities for our communities to continue to recover from the impacts of COVID-19, putting in place a sustainable Action Plan to support the wider, inclusive economic recovery of the City.

The Strategy has been influenced and shaped by city wide organisations who have experience, knowledge and expertise and aims to build on the excellent work being undertaken by them over recent years.

It is important to recognise that this is a City response and aims to bring together existing activities as well as identifying additional areas where collectively we can add greater value and opportunities for our citizens and communities. This is the Council's first step in developing a comprehensive and holistic approach to address the digital divide. It sets out the goals and ambitions for the Council and its partners, a statement of intent for how we are going to tackle digital exclusion together.

The strategy extends to citizens, communities and organisations and seeks to set out key principles and actions for relevant organisations in Birmingham to adopt in order to help tackle barriers to digital inclusion. By listening to our partners, citizens and communities, we have identified the following areas in order to support the delivery of the Strategy, jointly with partners. We will:

- create a joined-up approach
- create social value opportunities
- assess the digital literacy and skills gap
- provide access to digital devices and affordable connectivity;
- address the lack of access and accessibility;
- build motivation and confidence;
- build trust and addressing online security concerns

For each of these areas, we have identified ways to address them in the action plan under a number of strategic themes. There are some early or quick win activities to start to address these, but we recognise that digital inclusion is a city-wide issue and will need the continued support from all partners. Our approach in addressing the above areas is set out in our co-designed joint Action Plan between the Council, key partners, and other organisations on how we can work together to tackle structural and organisational barriers and create a city where everyone has the opportunity to benefit from digital services which aims to address issues in an inclusive and sustainable way.

We know that we are on the start of a journey and our Action Plan will continue to evolve as the needs of our citizens and communities and the technology changes. Our aim is not to re-invent the wheel, but to learn lessons from successful approaches from across the UK and work in collaboration with partners. Already the Council is working with the West Midlands Coalition for Digital Inclusion, sharing best practice, and learning from others to make the most of the resources and opportunities within the region.

It will greatly support the strategic outcomes set out in the **Council Delivery Plan** 2020/21 by enabling our citizens and communities to access services and new opportunities to improve their life chances, greater access to jobs and learning and to be part of an inclusive society.

The digital landscape review outlined in this Strategy provides a snapshot of the types of digital activities and the organisations that responded to the challenges of lockdown to support citizens and communities to stay or get online. It shows the diverse range of organisations from the public sector, educational institutions, non-profit/charities, to the private sector and religious establishments, all delivering various activities to address digital inequalities.

This strategy has been informed by the national digital inclusion position and the comparison with the position in Birmingham; the current digital landscape review, existing evidence of digital inclusion activities and most importantly through engagement with city partners delivering real change on the ground. It recognises the need for better co-ordination and alignment of digital inclusion activities in Birmingham (post COVID-19).

Our Strategy recognises the increased uptake of activities online as a result of COVID-19, but strongly challenges the national measures used to define "digital inclusion" and the notion that only 5% of the UK population is digitally excluded in 2021. This is very much not the lived experience of Birmingham citizens and communities and our Action Plan is aimed at addressing all the factors that cause digital inequalities and poverty.

City partners and stakeholders' commitment

"At Greater Birmingham and Solihull Local Enterprise Partnership, we recognise the importance of digital and so welcome this strategy. We understand the detrimental effect of digital inequality on businesses, individuals and communities in our area, and are committed to working with Birmingham City Council and other stakeholders to remove barriers. We are also dedicated to providing targeted training, advice and practical support to drive digital inclusion." – *Henriette Lyttle-Breukelaar, Director of Economic Strategy, Greater Birmingham & Solihull Local Enterprise Partnership*

"We are committed to addressing Digital Exclusion and as the University for Birmingham can play a big role in contributing to progress given many of our students are from neighbourhoods that are being targeted for intervention.
We value our relationship with Birmingham City Council which is rich and broad and value the opportunity of inputting to this important piece of work. We are happy to put our support on the document." – *Joanna Birch, Director Innovation Enterprise and Employability for Birmingham City University*

'West Midlands Combined Authority Digital Skills Partnership is actively working to improve the digital skills training that is available to all residents and business across the region. We recognise that this can only be achieved through meaningful partnership work and collaboration and are committed to working with Birmingham City Council to achieve improved prospects both social and economic for residents." – Matt Jones, Chair of the WM Digital Skills partnership

'Department for Work and Pensions recognise the negative impact digital exclusion can have on citizens and communities by creating further inequalities and accessibility to vital services as we move into a more digital world. We are committed to working in partnership with Birmingham City Council and other organisations to have a co-ordinated approach to narrowing the digital divide and improving skills and employment prospects for the citizens of Birmingham'. – Lorraine Beech, District Operations Leader, Job Centre Plus

"At Good Things Foundation we know that a lack of digital skills, devices and affordable connectivity affects life chances and increases social and economic inequality. Good Things Foundation supports Birmingham City Council's approach to developing a collaborative digital inclusion strategy, which aims to tackle digital inequality and close the digital divide in the city."

Introduction

Digital technology and internet connectivity have transformed the way we interact with each other and the world around us; helping connect people, improving access to information, services and support and driving economic and social growth.

Possessing digital skills such as the Essential Digital Skills Framework and access to Information Communication and Technology has the potential to reduce people's social, economic and health inequalities, social isolation and relieve the day to day mental and physical stresses that have been exacerbated during the lockdown. They are key to helping achieve the Council's overall vision that Birmingham is a city of growth where every child, citizen and place matters and will be a key component of our levelling up agenda and community recovery efforts post COVID-19.

However, a gap exists between those who have skills, easy access to ICT and the internet and those who do not – known as the "digital divide". Those who are already at a disadvantage, whether through age, disability, or income, are most likely to be missing out, therefore widening inequality in the city. A lack of digital skills and access to the digital world can be hugely detrimental, leading to poorer health outcomes, a lower life expectancy, and an increased risk of poverty. The pandemic has exacerbated the impacts of digital poverty, leaving many families having to choose between spending money on food or data. It is this poverty that is widening and deepening the digital divide.

We recognise that one organisation alone cannot address digital poverty and inequalities, instead, it will need the collective resources of many city partners and stakeholders from the public, private, community and voluntary and academic sectors to support our citizens, families and communities.

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> **Definition of Digital Inclusion:** (Digitalinclusion.org)
> Digital Inclusion refers to the activities necessary to ensure that all individuals and communities, including the most disadvantaged, have access to and use of Information and Communication Technologies (ICTs).
>
> **This includes 5 elements:**
>
> 1) affordable, robust broadband internet service;
> 2) internet-enabled devices that meet the needs of the user;
> 3) access to digital literacy training;
> 4) quality technical support;
> 5) applications and online content designed to enable and encourage self-sufficiency, participation and collaboration

Often, national reports and statistics consider someone to be digitally included, if they have used the internet at least once in the last three months using any device. However, having connectivity in the home or using the internet at least once in three months does not mean people are digitally included. They may lack skills in using the devices and applications or may only be able to afford limited data packages, or have inappropriate devices, and/or inadequate numbers of devices to meet family needs. There is a risk that further digital transformation of Council and other public and private services will widen the digital divide and inequalities rather than narrowing them.

We believe in tackling the issues that are creating inequalities and digital poverty for our citizens and communities. Through tackling digital exclusion, we can help to create a fairer city where everyone enjoys a good quality of life; everyone experiences the benefits of growth and has fair access to opportunities and people are connected to one another and able to participate city activities.

We know that socio-economic conditions in Birmingham have an impact on digital inclusion as there is a correlation between social exclusion and deprivation. Previous assessments by the Scottish Council of Voluntary Organisations (SCVO) in 2018, suggested that the likelihood of Birmingham's citizens being digitally excluded was medium. As a result of the Coronavirus pandemic, like many other metropolitan cities, Birmingham has been heavily impacted with job losses and economic downturn, leading to a further increase in deprivation. It is inevitable that, without strategic and coordinated intervention digital inclusion will not improve and digital poverty will likely increase across the City.

Our strategy sets out why digital inclusion is an important issue for Birmingham and builds on the Council's Information Communications Technology and Digital Strategy 2016-2021 which outlined our approach for improving digital facilitation across the City. This Strategy sets out why a unified approach is needed to close the digital divide in the city and how the Council and others across the City can work together to ensure as many people as possible can access and benefit from digital.

This Digital Inclusion Strategy is central, as a cross cutting theme, to maximising the short and longer impact of the Council Recovery Plan and wider city actions for reducing poverty and closing the inequality gap. The Strategy is also one of the key recommendations of the 'recovery report' for young people (Breaking Down Barriers: Working Towards Birmingham's Future).

Our Vision

'A fully inclusive digital city, where everyone has the confidence, skills and capacity to access the services and information they need to thrive and live their lives to their full potential in an increasing digital world.'

In our fully inclusive digital city;

- every citizen has easy access to an internet enabled device such as a computer, laptop, smartphone etc. ideally within their own household.

- there is city-wide, locality based and online educational sessions, giving basic, intermediate and advanced tuition to meet specific needs which enable a person to develop their digital skills, increasing their confidence, motivation and well-being.

- there is targeted interventions and effective signposting to facilitate end to end learning opportunities for all citizens to ensure they can maximise and build on their skills, removing the barriers for those that are most vulnerable or excluded in a sustainable way.

- citizens have a digital by choice preference by making our solutions simple and easy that enable our citizens to access Council services using their device of choice and at a time of their choosing.

- digital and data poverty is minimized so that digital inequality no longer persists, and everyone can have choices to help improve their lives through accessing services and activities online as well as in other ways.

- we work with City employers to raise the importance of digital skills and inclusion and their role in supporting citizens, communities and their workforce

Our City Digital Inclusion Strategy is focussed on supporting citizens, communities and organisations to help them to gain the benefits that being digitally included can offer. However, we do recognise that not every citizen will have a preference for digital and as part of the Council's Customer Service Strategy, we will support citizens to access services using alternative ways until they are ready to adopt digital opportunities.

Principles

Our principles set out how we will work with our communities and stakeholders to deliver the Action Plan. Our digital inclusion approach is customer focused and starts with the citizens' needs; aiming to provide tailored support to help them overcome their own barriers; whether that's around access, cost, skills or confidence and motivation. Services need to be built with a good understanding of how citizens use online technologies in their everyday lives, recognising that peoples' journeys will be different. Our aim is to simplify the pathways and support their journey.

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The illustration below shows the areas that need further development and the joined up approach to address these:
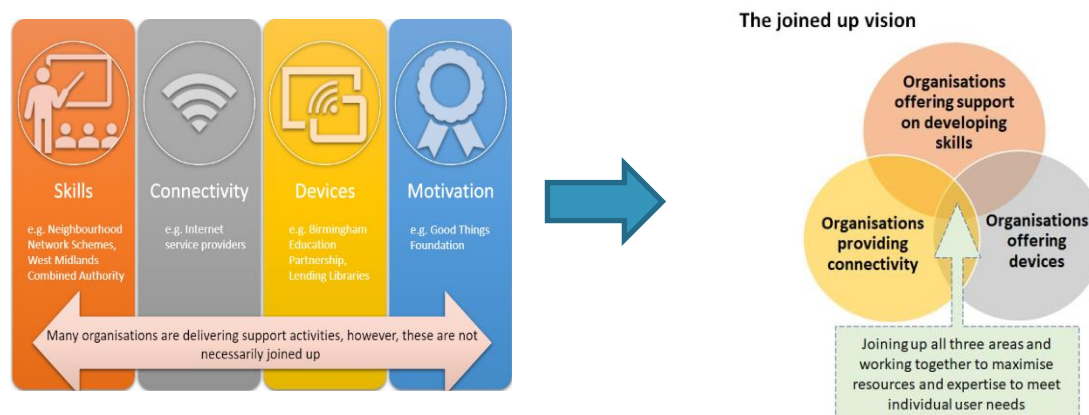
We are committed to delivering our Vision through a collaborative, partnership-based approach built around a set of core principles. These principles will provide the foundation on which we will deliver a coordinated and sustainable action plan to enable Birmingham's citizens to realise the benefits of digital.

PERSON-FOCUSED AND INCLUSIVE – placing people, communities, businesses, and organisations at the heart of design and delivery, ensuring they are involved from the outset in helping to co-design targeted and bespoke solutions that meet their needs

HOLISTIC – focusing on activity that seeks to overcome all the challenges associated with digital exclusion and linking this agenda with other areas of work that seek to tackle other forms of social and economic exclusion

COLLABORATIVE – working in collaboration with partners to achieve joint outcomes, deliver coordinated and strategic activity, empowering our communities to develop trusted networks and acting with one voice

PARTNER-LED – delivering a city vision with collective ownership and shared delivery of activity across partners, ensuring we work with and learn from those who have experience and expertise in this area as well as leveraging existing networks and assets

EVIDENCE-LED – working with partners to gather evidence of the local digital landscape, the barriers people face, and evidence of what works well to ensure we have a robust assessment of digital exclusion at a local level and can utilise this insight to identify interventions that will have the most impact

The Case for Change

It has been over 30 years since the launch of the world wide web. The internet has transformed services and continues to radically change the way people live, learn and work. Government figures show the country's thriving digital sector contributed £149 billion to the UK in 2018, accounting for 7.7 per cent of the UK economy.

There has been an acceleration in digital uptake since the pandemic. The UK has made five years' worth of progress in one year in terms of its digital engagement. A further 1.5 million more people are now online, increasing the percentage of people online from 92% in 2020 to 95% in 2021. On average people are spending an extra 13 hours online a week with increasing levels of willingness to enhance their digital skills if appropriate support is available.

It was inevitable that the pandemic would increase the dependence on the internet and lead to a massive acceleration in many pre-existing digital trends: from online shopping to online GP appointments, automation of jobs to remote working. The lockdown has been a catalyst for breaking through the inertia that existed in some sectors in relation to digitalisation. We think that these trends will not be reversed, and further services will move to a greater online presence.

In 2021, there remains 2.6 million people completely offline in the UK 39% of whom are under the age of 60 dispelling the idea that all offline people are older, with 11.9 million adults still lacking essential digital skills.

> "*More than ever, the Digital Divide is impacting on the lives of the most disadvantaged in our communities. COVID-19 has shone a light into how pronounced the divide can be, but it is essential that a long term and sustainable approach is taken to address this. Rushing to provide devices and data for individuals without identifying what will motivate them to take their first steps or providing the right kind of support and guidance to enable them to master the activities they wish to learn would be a missed opportunity to provide positive impacts and improvements to their lives. AbilityNet looks forward to working with partners in the City of Birmingham to come up with a coherent and supportive end to end process to get the citizens of Birmingham making the most of digital spaces and services."*
> *Amy Low, Service Delivery Director, AbilityNet*

> '*COVID-19 has changed everything and it's changed nothing. The social and economic impact of being digitally excluded is now well understood, while online activity has increased across society. But for all the progress, we still see debilitating digital exclusion and data poverty. It is holding millions back and threatens our economic recovery; We must work together to ensure everyone benefits from digital – and that the people hit hardest by the pandemic aren't further disadvantaged, as everyday life moves more online"* *Helen Milner, GoodThings Foundation-Lloyds Consumer Digital Index 2021*

Birmingham has seen a faster rate of digital inclusion in recent years, and it has now moved to 91.4% (2019) from 88.6% (2018). The percentage of digitally excluded people has reduced from 11.2% in 2018 to 8.6% in 2019, and no doubt this will be further reduced in 2021 once the Office for National Statistics Reports are released for Birmingham. Whilst the increase is greater than the national average, it does concur with national findings, that digital exclusion remains persistent and is becoming difficult to address which has certainly been further highlighted during the pandemic. Only a Strategy of focussing on partnerships and coordination across all sectors will help to tackle this issue.

Over the years, a number of initiatives in Birmingham have been implemented to support citizens, communities and businesses to take advantage of the internet and gain the skills to enhance their quality of life chances and business prospects. However, despite these initiatives, there remains a persistent number of citizens and communities who remain digitally excluded, leading to a widening and deepening digital divide, with some groups being disproportionately affected; disabled people, people on means-tested benefits, and people from ethnic minority backgrounds. COVID-19 and the recent lockdown has highlighted the importance of reducing the levels of digital exclusion and the need for the Council to intervene.

The factors impacting on digital inclusion are complex and multifaceted and there are different levels of digital inclusion. Many people who are excluded will experience at least one if not all these issues:

- o Affordability of devices and connectivity costs

- o The skills gap to use a device, or ways to learn how

- o A lack of internet and / or device access

- o The motivation and confidence to use, understand or engage

- o Trust and a fear of crime, or not knowing where to start to go online

We recognise that tackling digital exclusion is important for tackling inequality. This will enable us to deliver our commitments as set out in the Council Plan and help to drive our inclusive growth agenda. Our thinking and approach to digital inclusion must evolve as technology advances. Digital Inclusion requires joined up strategies and investments to reduce and eliminate historical, institutional and structural barriers to access and use of technology.

Those **OVER 65** remain the largest digitally excluded group, but there are other groups that require intervention and support such as;

- ❖ **People with long term health conditions**
- ❖ **People with disabilities, including those with a learning disability and autism**
- ❖ **People living in poverty / with social deprivation**

SOME KEY FACTS

- ❖ **700,000 of those aged between 11 and 18 years (12%) cannot access the internet at home from a computer or tablet, and a further 60,000 have no internet access at home (ONS, 2019).**

- ❖ **23.3% adult internet non-users are disabled compared with only 6.0% of those without a disability (ONS, 2019).**

- ❖ **People who most need health and care services are those least likely to be able to use digital health services so there is the risk that digital transformation widens health inequalities rather than narrowing them**

- ❖ **People with an impairment are 25% less likely to have the skills to access devices and get online by themselves**

- ❖ **In Birmingham, in 2019 8.6% of people had not been online for 3 months compared to 11.2% in 2018 and only 39% in 2017 had used all 5 basic digital skills. While there is improvement, there are still high levels of exclusion.**

- ❖ **There are an estimated 40,000 adults in Birmingham with a learning disability alone (8,000 children) and around 70% of them don't have access to a laptop, tablet or PC, let alone the means to connect to the internet if one were provided. (*Midland Mencap)**

The link between deprivation and digital exclusion:

Birmingham is ranked 7th in the Index of Multiple Deprivation (IMD) with 42% of its population living in the top 10% most deprived areas in the UK. This was predicted to increase by a further 1% before COVID-19 and the Lockdown. Inequalities in the West Midlands are stark, with Solihull having an IMD ranking of 171 compared to Birmingham's ranking of 7.

> ➢ People with an annual household income of £50,000 or more are 40% more likely to have foundation digital skills than those earning less than £17,499.

> ➢ Of those households earning between £6,000 to £10,000, only 51% had access to the internet at home, compared with 99% of households with an income of over £40,001.

> ➢ 57% of people with a household income below £11,499 have essential digital skills, compared to 89% of those with a household income over £25,000.[3]

> ➢ 41% of Children in Birmingham live in poverty and there is a life expectancy gap between the richest and poorest areas

> ➢ Birmingham's claimant unemployment rate stands at 15.3%; above both the West Midlands (9.1%) and the UK (7.8%) rates.

Birmingham has been heavily impacted with job losses by the economic downturn, leading to a further increase in deprivation. It is inevitable, that, without intervention digital inclusion will worsen and digital poverty will likely increase across the City. We recognise that poverty in general is a significant contributor to digital poverty and inequality and that's why we are committed to including actions to increase digital inclusion activities within other partnership strategies such as the Financial Inclusion Strategy and the Council's Customer Services Strategy.

Case Study

SmartLyte, our community partner based in Birmingham, is passionate about teaching digital skills to transform people's lives.

> The families SmartLyte works with experience poverty caused by cultural, social and economic challenges. A majority of its members and their children lack literacy skills and have limited digital and financial management skills.

> "We've been able to empower people during lockdown, remove shame around their financial situation, and build trust with our learners"

> "The Mastercard Nobody in the Dark campaign has helped us find solutions to some of the financial challenges families face, in a simple and creative way. We've been able to empower people during lockdown, remove shame around their financial situation, and build trust with our learners so they don't feel alone in the dark anymore and have the support they need to tackle their problems."- Hafsha Shaikh, SmartLyte Director.

A lack of connectivity at home means greater reliance on libraries, community hubs or localities with the availability of computers or free Wi-Fi, made worse when those access points have been closed as a result of COVID-19 and the recent lockdowns. This also directly impacts on how the Council and other public sector organisations can deliver their services.

The Current Digital Landscape

Birmingham has a vibrant and passionate community of organisations from the public, private, community, voluntary, charities and academic sectors, all of whom are contributing to improving the life chances and opportunities for Birmingham citizens through digital inclusion activities.

This Strategy recognises the numerous digital inclusion activities being carried out across Birmingham and the West Midlands. Some of these have been a direct response to COVID-19 whilst others are part of the fabric of the City. A Digital landscape Review which sets out the need for this Strategy is available on the Digital Birmingham Website (www.digitalbirmingham.co.uk).

The National Response

At a national level, organisations such as **FutureDotNow** are coordinating industry action through a new initiative, DevicesDotNow, targeting the 1.9 million households who don't have access to the internet and are not digitally included.

The Department for Education (DFE) also announced a £100 million package to support vulnerable young people in schools who do not have access to devices nor connectivity at home.

Good Things Foundation has launched a new Data Poverty Lab with Nominet

At a political level :-The House of Lords has published it Beyond Digital: Planning for a Hybrid World – recognising that home broadband is an essential utility in the same way as water or electricity: without it, people are excluded from employment opportunities and access to vital services. No one should be without access to the internet for reasons of cost or location.

Several **national charities**, organisations and funding bodies are also providing a variety of digital inclusion activities

At a regional and local level:

- At a regional level the West Midlands Combined Authority, is working with local authorities and regional partners to develop their approach on digital inclusion and have recently established the West Midlands Coalition for Digital Inclusion.

- There are credited and non-accredited digital skills courses for those aged 19 years and above with essential digital skills courses free for those with low levels of IT.

- At a local level, most digital inclusion activities are co-ordinated through a number of key partners, many of whom target specific age groups, with new initiatives such as:

  ➢ Work identifying an estimated 5,000 young vulnerable people who may not have access to devices or connectivity out of school.

  ➢ Supporting older people to connect with local organisations and resources which enable them to live healthy happy independent lives within their communities.

  ➢ Developing computer loan schemes, and device recycling opportunities

The Council is fully committed to responding to the call for justice articulated by the Black Lives Matter movement and recognises that Black and Minority Ethnic communities are unrepresented with the digital economy. Therefore, this Strategy will support initiatives that bring together technical organisations, partners and educational institutions to implement key strategies and have actions aimed at bridging the digital skills gap for these communities.

Case Studies

Challenges and Benefits

The city has a great track record of working to improve digital inclusion, with many organisations across the city already engaged and delivering excellent work that is seeking to close the digital divide, but there are still several challenges that make it difficult to have a long-lasting impact at the required rate and scale.

These challenges include:

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- ➤ **A lack of coordination and strategic planning**, including between national, regional and local schemes as well as between the Council and local organisations. This can lead to duplication of effort and missing out on key opportunities, for example working with major companies. It can also mean that the activity being delivered may not address citizens' wider needs.

- ➤ **A lack of access to digital devices and affordable connectivity costs.** Whilst there is a recognition that digital skills, access to devices and connectivity are all factors needed to deliver effective digital inclusion, lack of affordable connectivity has been identified as the most significant barrier for those in poverty or from deprived households.

  - ○ Citizens on basic data limited packages, especially for vulnerable households with multiple users particularly pay-as-you-go customers without the means to buy data.
  - ○ People with learning difficulties, can find their social isolation heightened with no means of communicating with the digitalised outside world.

- ➤ **The provision of equipment** is also challenging. The use of smartphones is widespread (issues of data aside) but many may struggle with a PC or laptop. Also, research by Midland Mencap suggests that around 70% of people with a learning disability in Birmingham don't have access to a laptop, tablet or PC, let alone the means to connect to the internet if one were provided. For many citizens digital access would also mean adapted equipment, specialist software and access to training and tech support amongst other enabling considerations.

- ➤ **Dependency on grant funding** that is time-limited and/or can only be used for certain types of activity. This makes it difficult to plan for the long-term and deliver lasting benefits, for example creating pathways to ensure people can continue to use and develop their digital skills.

  - ○ Need to work with funders as many do not understand the issues around digital inclusion or what is needed, which makes bid writing harder, especially in knowing what will be successful.

- ➤ **Addressing digital skills** in underserved groups can be problematic when local workers often lack the skill themselves to be able to support them. Also improving digital literacy needs to be accompanied by increasing levels of general literacy especially;

  - ○ Given the city diverse ethnic minority make up for whom English is not the first language.
  - ○ For some young children, whilst their social media skills are good, their literacy skills for online employment and academia uses is sometimes limited

- ➤ **Aligning and developing complementary provision** at a regional level (West Midlands Combined Authority and Greater Birmingham and Solihull Local Enterprise Partnership) with a focus on improving digital skills of businesses and citizens to enhance their job readiness.

We recognise that COVID-19 has left more people isolated and unemployed. That means they are further removed from a workplace which is likely to be digitally connected and leaves them at greater risk of going off the radar. The city is presented with a great opportunity to harness the weight of support from partners across the city to face these challenges head on and seize

the chance to improve the lives of so many people currently excluded from the benefits of digital services.

There are many examples of great digital innovation across the city, including the prospect of 5G coming to Birmingham, so we must capitalise on these initiatives and make sure citizens can realise the benefits of digital:

Social and Wellbeing Benefits

- Having access to information, knowledge, learning, services and support
- Staying in touch and connecting with family and friends, including social activities and volunteering
- Being able to manage everyday matters, including shopping and keeping track of your money
- Improved job prospects
- Having your say on decisions that affect you
- Addressing wider equality and social issues, including reducing isolation, improving physical health and mental wellbeing, and enabling people to self-manage health conditions

Economic benefits

- People with digital confidence and skills are more likely to secure employment and increase earnings

- Every £1 invested in digital inclusion delivers £15 rate of return over 10 years

- Within the next two decades, 90% of jobs will require some form of digital skills

Examples of local digital literacy resources:

Digital West Midlands News - a monthly ebulletin produced since 2017 by social enterprise RnR Organisation which helps to increase digital skills and knowledge in the voluntary, community and social enterprise sectors, and supports the use of technology for social good**.**

Dr Tech show - a weekly show on YouTube, produced since Sept 2020, which helps guide people through the world of online communications, often with special guests, and shares news about digital inclusion and literacy locally, regionally and internationally.

"It is fantastic that we can access their services remotely and we love the tips coming through regularly. It is the most amazing service. We can't praise them too highly and would recommend them to anyone. DigiKick has made a big difference to our lives."

Case Studies

'TEA and T'INTERNET' is a free, fun, social internet access group, with sessions run by DigiKick, supporting people in the community to be more confident online.

> *"The Tea sessions were absolutely fantastic. Everyone looked forward to them. We are in Harborne very often, or at least we were before lockdown, and we often used to bump into others from the sessions and they always said they just couldn't wait for the next meeting. We can't wait for it to start up again, everyone loved it so much" - Jane*

> *"I was contacted by a scammer recently but DigiKick helped me to clear my computer and learn how to turn the Wi-Fi off and on, so I won't get caught again!"*

> *"Tea and T'internet has really opened up computers for me. I have always been a technophobe. I have MS and can't spend too much time in front of a screen but now, thanks to DigiKick, I am doing internet banking! My husband can email now too! It has opened up our eyes completely."*

> *"It is fantastic that we can access their services remotely and we love the tips coming through regularly. It is the most amazing service. We can't praise them too highly and would recommend them to anyone. DigiKick has made a big difference to our lives."*

AbilityNet supports anyone living with any disability or impairment to use technology to achieve their goals at home, at work and in education.

> *AbilityNet are delivering Digital Lifeline; a digital inclusion project aimed at alleviating the disproportionate impact of the COVID-19 Pandemic felt by people living with learning disabilities and providing them with greater independence, social connection and ability to engage in work or training. Digital Lifeline is a DCMS-funded initiative. The lead partner in the project is The Good Things Foundation with Digital Unite providing online training options and over 150 local and national delivery partners from self-advocacy groups to specialist charities, local authorities and education providers.*

Developing the Outline Action Plan and Approach

Our intention is not to reinvent the wheel. Instead we will look for best practice and adopt it if it helps us to deliver our vision more effectively. We have already approached other local authorities as diverse as Leeds City Council to Cornwall County Council so that we can learn from their experiences and adapt them to meet our needs. Our aim is to also share our knowledge with others so that they too can learn from experiences.

We have developed our Action Plan and approach in line with the principles in order to deliver our vision and objectives.

A Partnership Approach

Based on our engagement with city stakeholders, partners and wider research, we believe that the following strategic themes set out in figure.1 will enable us to address the seven key focus areas outlined in the executive summary.
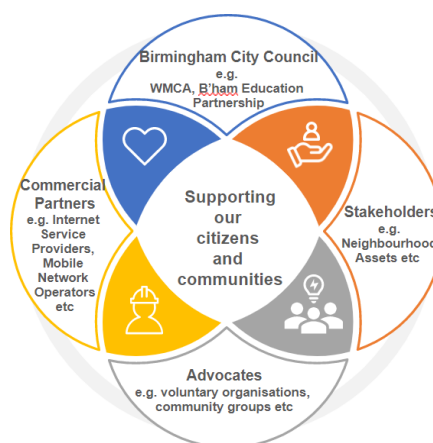
Seven Strategic Themes

1. **Governance** – a shared agenda and shared resources
2. **Scoping challenge** - understanding where to target our resources
3. **Inclusivity** – leaving no one behind
4. **Building capacity** – enabling our communities to lead
5. **Connectivity** – keeping our citizens and communities connected
6. **Building capability** – building on existing expertise
7. **Funding** - securing social value and a collaborative approach for bidding opportunities

Figure.1

The Action Plan outlines the details of the activities that will enable us to address digital exclusion and covers those actions required to address the key seven areas of focus.

However, we recognise that this will be an evolving Action Plan that will be shaped based on feedback and learning from collaborative city projects and programmes as well as an understanding that digital skills will change as technologies evolve.

STRATEGIC THEME	ACTIVITY/ACTION	Delivering on key areas of focus	TIME-SCALES
GOVERNANCE **Establish a Governance framework for delivery**	• Establish the right level of governance to oversee the development, design and delivery of the action plan • Establish greater alignment with regional and local organisations, the Neighbourhood Network Schemes and community and voluntary groups, commercial and academic sectors • Build in greater social value requirements for our citizens through our work with commercial and industry partners and organisations • Engage with city employers to raise the importance of digital skills and inclusion and their role in	A joined-up approach Creating greater Social value	Short Term

	developing the abilities of citizens, communities as well as their workforce		
SCOPING AND SIZING **Understanding the extent of the problems and targeting resources accordingly**	• Gather the necessary evidence and information to develop a richer understanding of the digital landscape and the extent of digital exclusion at a local level. • Work with partners to understand which individuals, communities, and organisations are most at risk, the specific barriers they face, and assessing their specific needs, e.g. Asylum seekers, refugees, those with disabilities	A joined-up approach Building trust and reducing online security concerns Lack of access and accessibility	Short Term Medium Term
INCLUSIVITY **Influencing policy and strategy development. Ensure digital is built into all policies and strategies**	• The Council will consider the impact of digital exclusion when developing future strategies and policies to ensure our processes do not increase or deepen the digital divide • Work with public sector partners, Department for Work and Pensions, NHS, West Midland Police, housing associations to influence their strategies and policies to ensure digital inclusion is embedded	A joined-up approach	Medium /Long Term Short Term
BUILDING CAPACITY **Enhance community capacity**	• Establish a two-year funded team that; − identifies what is being provided across the city to facilitate better coordinated support, remove duplication and ensure money is spent more wisely. − enables better coordination and alignment between the city partners to enhance joint working opportunities − co-ordinates activity city wide to reduce fragmentation and ensure that investment is maximised resulting in the best outcomes − identifies, shapes and influences emerging strategies and policies with partners to support the delivery of the city vision − works with city partners to explore the development of a digital champions framework embedded within the communities to ensure that those that are hardest to reach are included − works with the communities and organisations to develop and deliver the action plan	Meeting the digital literacy and skill gap	Short Term

CONNECTIVITY Maximising our assets to accelerate internet accessibility	• Work with the community libraries, local businesses and other public sector organisations to establish a city-wide computer loans service with connectivity • Work with our planning and infrastructure teams to explore new models for securing internet connectivity within the social housing sector • Work with partners to map out places/spaces with free Wi-Fi to identify accessibility • Establish areas of "notspots" across the city and work with telecommunication providers to bridge the gap • Work with Housing Associations and Registered Social Landlords to establish ways of providing access to Wi-Fi in communal areas • Work with our care homes, day centres and other centres used by older people, to explore ways to enable the residents to have access to free internet services • Ensure our libraries and community centres provide access to computer devices and free internet services • Work with other community-based organisations, e.g. religious institutions to explore ways to increase places and spaces for online access and digital skills development • Explore opportunities to establish a city-wide digital connectivity and data with telecommunication providers • Working with city partners to develop a city-wide digital equipment recycling service to increase the availability of computer devices for the community and citizens	Access to digital devices and connectivity Addressing lack of access and accessibility	Short Term Medium / Long Term
BUILDING CAPABILITY Maximise and promote the use of existing communities and organisations that deliver digital skills to build confidence and trust	• Identify existing and emerging digital skills provision across the city • Utilise Birmingham Adult Education Service offer of free basic digital skills • Build on existing funded programmes such as PURE project and Youth Promise Plus. • Build on and promote digital inclusion activities being delivered by the Neighbourhood Networks Service and their assets for local areas. • Promote the digital skills offering by major corporates, such as Amazon, Microsoft and LinkedIn, Barclays Eagles etc. • Explore opportunities for partnering with tech companies • Work closely with the West Midlands Digital Skills Partnership and Greater Birmingham and Solihull Local Enterprise Partnership to identify new and emerging training and development opportunities • Work with Universities, colleges, further education institutions and schools as anchor institutions to support end to end learning	Building motivation and confidence Building trust and addressing online security concerns	Short Term Medium Term

| FUNDING

Maximising funding streams for better alignment of outcomes | • Identify funding streams, such a government grants, i.e. Big Lottery
• Establish potential partners to develop joint bids for targeted interventions, such as infrastructure, connectivity or skills development | Creating greater social value | Medium Term |
|---|---|---|---|

We have a good understanding of what digital inclusion support is available in the city, including key organisations and businesses who are delivering great work to help to tackle digital exclusion. We have started the process of bringing together the initial set of organisations who are committed to supporting the delivery of this Strategy and will continue to build engagement with other organisations.

In order to ensure that there is pace and resources to back up our approach, we have set out several potential quick wins aimed at providing timely intervention to support our citizens and communities.

Strategic Themes - Early Wins

Theme	Council's Commitment	Early Partnership Opportunities
Governance	The Council proposes to invest over two years to establish dedicated digital inclusion team to help create a partner-led governance for a better co-ordinated and joined up approach – Anticipated Delivery: January 2022

Invest over two years to secure a Chair for the Governance Board as a secondment opportunity: April 2022. Ensure that digital inclusion is included as a social value responsibility within supplier contracts – Anticipated Delivery: September 2021 | Opportunities to bring together existing structures that have differing target groups. For example; Neighbourhood Network Schemes (NNS), Birmingham Children's Partnership, Birmingham Voluntary Sector Council (BVSC), West Midlands Coalition for Digital Inclusion etc as well as the commercial sector |
Scoping the challenge	Create a data map of Birmingham highlighting areas where digital exclusion is most likely to occur and identify areas for intervention – Anticipated delivery: October 2021	Some of the NNS are already undertaking local surveys to identify hyperlocal areas of exclusion e.g. Hall Green NNS. Opportunity to undertake a standardised and co-ordinated survey across Birmingham and target resources.
Inclusivity	Ensure digital inclusion is built into key council and partnership strategies. For the Financial Inclusion Partnership Strategy, the Customer Services Strategy, Homelessness Strategy etc. Anticipated delivery: October 2021	Shaping and influencing West Midlands Coalition for Digital Inclusion and the Digital Inclusion Catch Up proposals to ensure our approaches are complementary and benefit our citizens and communities.
Building capacity	Create a 2 year digital inclusion team to work closely with existing partnerships and stakeholders to build greater capacity, align programmes and develop joint community-	Building on local initiatives run by partner organisations, such as Digital Champions, digital tutors, digital mentors.

	based initiatives. Anticipated delivery: January 2022 Offer space in our libraries to community groups to provide training facilities and establish the libraries as Citizen Online Centres – Anticipated delivery: December 2021	
Connectivity	Secure initial funding to recycle 2,200 computer devices with connectivity to support vulnerable citizens and communities of all ages. Anticipated delivery: October 2021 Ensure all Libraries provide access to free Wi-Fi. Anticipated delivery: September 2021 Set up a £0.5 million computer device loan scheme as part of the PURE project: Anticipated delivery: September 2021	Identify and promote social tariffs offered by commercial sector partners using established networking and social media channels and publications Bring together existing computer recycling and loan schemes to ensure a more co-ordinated and targeted response to address hyperlocal needs
Building capability	Embed basic digital skills as part of the Adult Education free courses on Maths and English to ensure digital literacy is supported by a wider literacy programme. Anticipated delivery: September 2021	Pull together and showcase the various skills courses offered by the community, voluntary and commercial sectors as well as creating linkages to education sectors such as Universities, and the Further Education and Colleges sectors.
Funding	Continued close working with NNS and the Birmingham Children's Partnership in order to commission digital services and with closer alignment with the new Digital Inclusion team. Anticipated delivery: Ongoing Develop local and regional funding bids to support citizens and communities to enhance their digital services and capabilities. Anticipated delivery: Ongoing	Identify joint bidding opportunities with multiple partners

These will need to include an agreed set of measures and targets against which the impact can be monitored and reported to inform progress and continuous shaping of our approach. This will be developed under the governance strategic theme.

Acknowledgments and endorsements

We would like to thank the partners listed below for their participation and engagement in the workshops. All partners listed endorse the strategy and are committed to supporting the next phase of its development.

- Aston University
- BID Services – The Deaf Cultural Centre
- Birmingham Adult Education Services
- Birmingham Children's Trust
- Birmingham City University
- Birmingham Community Matters
- Birmingham Education Partnership
- Birmingham Financial Inclusion Partnership
- Birmingham Public Health
- Birmingham Social Housing Partnership
- Birmingham Solihull Women's Aid
- Birmingham Voluntary Service Council
- Black Country Consortium
- BT Group
- Capita
- Code your Future
- CX Squared
- Digikick CIC
- Digisheds Ltd
- Digital Innovators
- Disability Resource Centre
- Entrust Education
- Greater Birmingham and Solihull Local Enterprise Partnership
- Green Square Accord
- Hyperoptic
- Innovation Alliance for the West Midlands
- Microsoft
- New Starts
- NHS
- Northfield Community Partnership
- Pioneer Group
- POhWER
- PURE project
- RnR Organisation
- Sandwell Council
- Serco
- SmartLyte
- Solihull Public Health
- STEM Learning
- Telefonica UK
- Titan Partnership
- Trident Reach
- West Midlands Combined Authority
- West Midlands Coalition for Digital Inclusion
- Witton Lodge Community Association
- Wolverhampton City Council

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f. Essential Skills Framework – https://www.gov.uk/government/publications/essential-digital-skills-framework/essential-digital-skills-framework
g. Lloyds Consumer Digital Index 2021
h. Breaking Down Barriers: Working Towards Birmingham's Future 2021

Appendix B

Subject: The Digital Inclusion Landscape Review – Taking Stock post Covid 19 Lockdown

1.   Introduction

1.1   This Report builds on the Digital Inclusion Landscape Review initially undertaken in September 2020. It reflects on some of the measures and their effectiveness that were introduced to minimise the impacts of both digital exclusion and digital poverty. It reviews the current situation to establish whether the previous conclusions and recommendations are still valid and considers the findings of recent reports from leading authorities on digital inclusion as well as other national and regional reports in order to gain a more informed understanding of the impacts of Covid-19 on citizens and communities and their abilities to access digital services.

1.2   The original Review will not be rewritten and has been included as an addendum to this update. Instead, this Report will build on the previous recommendations and will be used to inform the City-wide Digital Inclusion Strategy and action plan as part of the Council's response to the Community Recovery activities.

2.0   Executive Summary

2.1   There is no doubt that the pandemic has increased the importance and the necessity of digital connectivity as an essential tool for everyday living leaving those without connectivity and access in greater poverty and exclusion.

2.2   There has been an acceleration in digital uptake since the pandemic. The UK has made five years' worth of progress in one year in terms of its digital engagement. A further 1.5 million more people are now online, increasing the percentage of people online from 92% in 2020 to 95% in 2021. On average people are spending an extra 13 hours online a week with increasing levels of willingness to enhance their digital skills if appropriate support is available.

2.3   It was inevitable that the pandemic would increase the dependence on the internet and lead to a massive acceleration in many pre-existing digital trends as alternative channels such as face to face were no longer possible. The lockdown has been a catalyst for breaking through the inertia that existed in some sectors in relation to digitalisation. It is likely that these trends will not be reversed, and further services will move to a greater online presence.

2.4   In 2021, there remains 2.6 million people completely offline, 39% of whom are under the age of 60 dispelling the idea that all offline people are older, with 11.9 million adults still lacking essential digital skills. There have been some positive impacts for those who are connected and have the right skills and capabilities, leading to significant increases in the use of online services. However, there are significant concerns that digital exclusion remains. It is also worth noting that the current definition of digital inclusion (i.e. going online at least once in the last 3 months using any devices) does not reflect the lived experiences of many citizens of all ages who throughout the pandemic have suffered from digital poverty, ranging from a lack of devices, access to data and the skills to effectively engage.

2.5   Work undertaken by the GoodThings Foundation 2020, further recognises that digital inclusion is not a linear process and draw a distinction between differing levels of digital engagement. It highlights that there are limited users i.e. young people, for example, may be able to use their

phone for social media, but may not have the skills, capabilities or even the right device to apply for jobs online or undertake learning and training.

2.6   According to the Lloyds DCI 2021 report, the West Midlands has one of the highest levels of digital inclusion at 97%. However, in recognition of the lived experiences and anecdotal evidence presented by citizens and communities, the West Midlands Combined authority has set up the West Midlands Coalition for Digital Inclusion which brings together the local authorities and other stakeholders to share knowledge and exchange ideas for addressing digital inclusion.

2.7   At the Birmingham level, there has been increased activities by local organisations including the Neighbourhood Network Service (NNS) to support digital inclusion such as; the setting up computer loan schemes, recycling devices, digital champions programmes and digital skills courses. Some NNS have really accelerated their activities such as Hall Green and Northfield and have even conducted hyperlocal surveys to gauge the extent of the digital exclusion issues within their locality.

2.8   Whilst the increased levels of activity at both a regional and local level are very welcomed, not surprisingly, this has not changed many of the findings of the initial Digital Inclusion Landscape Review carried in September 2020 (Addendum A). Many of the factors that give rise to digital exclusion have remained the same and many of the local activities and projects being undertaken still tend to be siloed, fragmented in their approach and there continues to be missed opportunities to joined up working and collaboration for creating the pathways for developing end to end digital journey for citizens and communities to develop their skills and capabilities in a sustainable way.

2.9   In conclusion, the pandemic has laid bare the issue of the digital divide and recast the UK's view of digital access as a critical component to an equitable society. It exposed systemic weaknesses in infrastructure, skills, digital poverty at all age groups and, for those with existing vulnerabilities, such as mental and physical disabilities, those socially excluded and already in poverty.

2.10   This Updated Review re-enforces the conclusions and recommendations outlined in the initial Digital Inclusion Landscape review carried out in September 2020 and therefore, recommends that the Council works with city partners and stakeholders to co-design and co-produce a Digital Inclusion Strategy and Action Plan that addresses the root causes of digital inclusion as identified in our findings in a sustainable way.

3.0   Strategic Update

National Landscape

3.1   Since the pandemic various reports have been published on the impacts it has had on peoples' lives.   Nationally, there are some noteworthy statistics that demonstrate that despite improvements in the percentage of people who are digitally included, there remain a persistent digital divide which has deepened and has been further exacerbated by increases in poverty for the most vulnerable citizens and groups. This is further supported by a report by Citizens Advice (Broadband Must be Available to Everyone (Jan 2021) which found that some groups have been disproportionately affected; disabled people, people on means-tested benefits, and people from ethnic minority backgrounds were finding it harder to pay.

3.2 The most recent Lloyds Consumer Digital Index Report 2021 indicates that **1.5 million more people are now online**, increasing the percentage of people online from 92% in 2020 to 95% in 2021. It outlines that;

(i) The UK has made five years' worth of progress in one year in terms of its digital engagement
(ii) On average people are spending an extra 13 hours online a week
(iii) 28% of people say they have digitally upskilled themselves for work related reasons
(iv) 67% of people said they would improve their digital skills if they knew there was support available

3.3 However, the report also noted that 2.6 million people remain completely offline. A further 20.5 million adults have Low or Very Low digital engagement. It re-enforced that digital poverty is exacerbated by existing vulnerabilities, never more so than in the last year. It put forward the following findings.

(i) One-in-ten (10%) of those offline are under 50 years old
(ii) 55% of those offline earn under £20,000
(iii) 27% (700,000 people) remain offline due to a lack of adequate Internet connectivity

3.4 In previous editions of the Consumer Digital Index, it has been well evidenced that the people using digital tools and services have a real advantage such as finding new ways to save money, more easily finding and accessing new information as well as managing their wellbeing and keeping connected to loved ones. In the last year, its findings concluded that this has moved from an advantage to a necessity. For those shielding at homes, without the lifeline of the Internet, have been locked out during lockdown.

3.5 The Lloyds Consumer Digital Review identified a number of reasons why citizens were offline. This is shown in figure 1. The findings showed that the percentage of people who believe that it is too expensive has increased year on year. For some, fears of the unknown or the threat of Internet scammers prevail, but for others a lack of interest is a key barrier. However, most notably cybersecurity, theft of identity and the complexity of using the internet have all increased since 2020. This further re-enforces our previous findings that affordability and trust and confidence in using the internet are still recognised barriers to digital inclusion. The full findings of the Lloyds Consumer Digital Index report can be found at (210513-lloyds-consumer-digital-index-2021-report.pdf (lloydsbank.com).

Figure 1 Reasons why People are offline
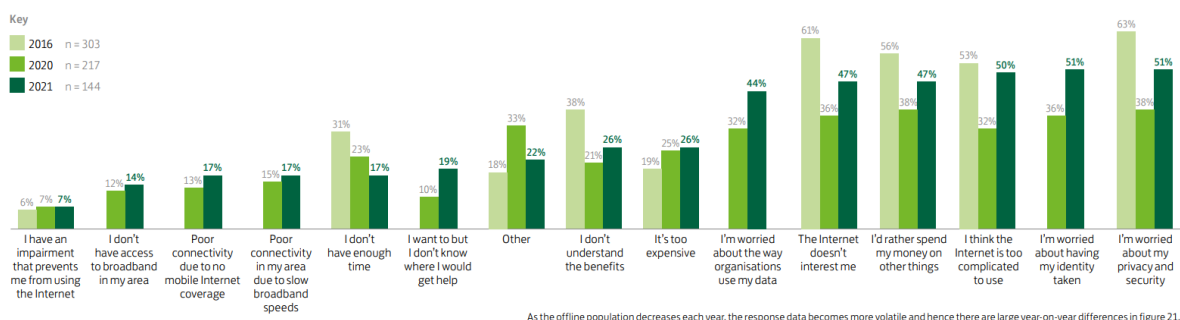
3.6   The lockdown also exposed that for those in digital poverty, many of the inequalities and disadvantages they encountered were further exacerbated. For example, the analysis undertaken by the GoodThings Foundation (GFT) in their 2020 update of the Digital Nation infographic (figure 2) re-enforces that just having an internet connection and access to devices does not necessary mean that you are digitally included. A summary of the infographic highlighted;

   (i)   that COVID-19 has exacerbated the digital divide.
   (ii)   the challenges compounded by COVID-19 including reduced incomes, increased redundancies, unaffordability of internet access, increased isolation, and a limitation of citizens options
   (iii) how digital has helped people in the pandemic: as a vital support, in using mobile payments, improving digital skills, and increased desire to improve skills.

3.7   The infographic also stressed that a number of 'limited internet users' (in orange) are online but use the internet for very few things. For example, young people with no or few qualifications who only use the internet for social media or entertainment and lack the digital skills needed for work. The GTF identified four factors needed to cross the digital divide; point of access, motivation, confidence and skills. This is consistent with our findings outlined in the initial Digital Landscape Review and further re-enforces its conclusion and recommendations

   Figure 2 GoodThings Foundation Digital Nation UK 2020 Stats
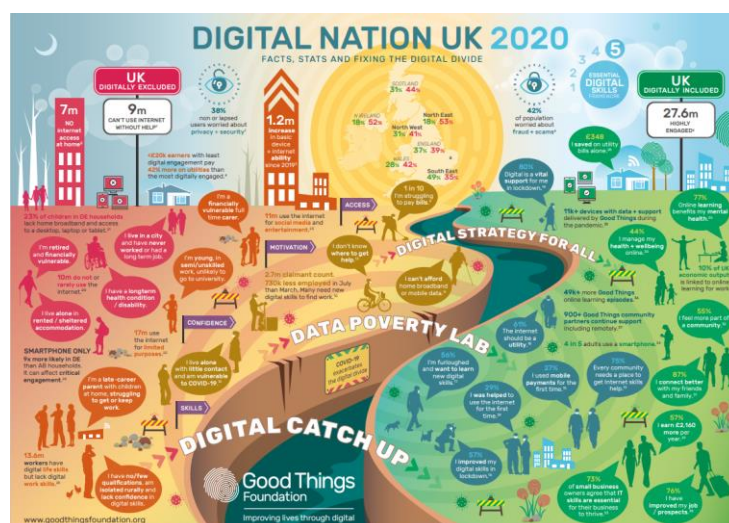
3.8   A review of several reports and publications also recognises that although the UK is coming out of lockdown, the use of the internet will continue to grow and, in many cases, services will further shift to online and may not necessarily provide alternative ways to access goods and services. This will be the new normal. This is being further explored in a publication by the House of Lords, Beyond Digital: Planning for a Hybrid World. Beyond Digital: Planning for a Hybrid World (parliament.uk). The House of Lords report reflected on those aspects that have a known impact on wellbeing: mental and physical health, social interaction, work and education and stressed the following areas that required further attention;

- Digital inequality;
- Skills and training;
- Data and research;
- Co-operation;
- Resilience; regulation and rights;
- and online harms

3.9   The House of Lords Report concluded that unless comprehensive action is taken to address these issues, with government interventions to maximise the opportunities and mitigate the risks, the new hybrid world will neither achieve its full potential nor serve the interests of all, and instead will leave many behind.

Regional landscape

3.10   Overall in the West Midlands, there has been an increased internet usage on par with London in terms of its proportion of connected citizens 97% in 2021 compared to 89% in 2020 according to the Lloyds Consumer Digital Inclusion Review 2021.

Figure 3. Have you used the Internet in the last three months? (e.g. desktop, laptop, mobile or tablet), 'Yes', split by region, 2021 and 2020

Figure 6. Proportion of benefit claimants with Very Low digital engagement. Split by nation and region, 2021 and 2020

3.11   However a deeper analysis of local data in the West Midlands shows that:

- 21.7% of people in the West Midlands are non-users of the internet, compared to 12.6% in the South East. (Yates, 2020).
- 34% of benefit claimants have very low digital engagement (Lloyds CDI 2021)
- 56% of the population in the West Midlands do not have essential digital skills for work ('Lloyds Digital Index 2020')
- 5.5% of people are unemployed compared to 4% for the UK ('West Midlands State of the Region Report 2020')
- 19.2% of residents live in the 10% most deprived neighbourhoods (as above).

3.12   In recognition of the extent of the challenges concerning digital inclusion and skills highlighted by Covid, the West Midlands Combined Authority (WMCA) set up the WM Coalition for Digital Inclusion, which brings together the local authorities and several local and regional organisations that are delivering digital inclusion opportunities. The WMCA is aiming to

establish the West Midlands Digital Catch Up, a pilot that will build the confidence of those who are digitally excluded and who do not traditionally access WMCA funded digital skills provision, to take their first steps online as well as providing kit and data/broadband access to people who can't afford it. Their aim is to build a coalition of funding partners from both Government and the private sector in recognition that the West Midlands has;

- Highest proportion of non-internet users in the UK (21.7%, with a further 23% who are limited users (Yates, Analysis of Ofcom data 2020)
- Low broadband connectivity, particularly in the Black Country
- Limited cross-regional governance to address issues including digital inclusion
- As with the rest of the UK, a high proportion of non-internet users who are disabled.

3.13   Birmingham City Council is working with the WMCA to support the delivery of the WMCA Digital Roadmap and the further development of the WM Coalition for Digital Inclusion

Local Landscape

3.14   The Lloyds Consumer Digital Index 2021 Review only provides statistics at a national and regional level and therefore there are no recent Birmingham specific statistics. Many of the previous digital inclusion statistics relating to Birmingham were obtained from the Office for National Statistics (ONS) and the equivalent report for 2021 have yet to be published. However, in line with national and regional improvements, it is most likely that there will be equivalent improvements in digital inclusion.

3.15   At a local level, the Neighbourhood Network Services (NNS) and charities, community and voluntary sector organisations have continued to develop and deliver digital inclusion projects and activities that have either been commissioned by the Birmingham City Council or they have secured funding from other sources to deliver a variety of hyperlocal computer loans schemes, digital champion programmes, digital skills programmes and recycling of devices initiatives.

3.16   Some of the NNS have undertaken surveys to gauge the extent of the digital exclusion issues within their locality. Whilst the surveys are limited in number of responses, they do challenge the national statistics that suggest that only 5% of the UK population digital excluded. For example, the Hall Green NNS survey showed:

Local citizens:
- About 14- 20% of people have no access to the internet at all.
- Approximately 50% of respondents who said they have access to the internet, are accessing the internet by sharing.
- 30-40% of respondents indicate they need support to get online and to be confident online with general day-to-day online activities like form filling, benefit information, skills development, applying for jobs etc.
- 40-50% could do with assistance with equipment to connect online

Hall Green organisations:
- A good proportion have developed online services (60%) but 40% or so of these have not felt it's been well taken up and therefore need support with their online / digital offer.
- Most of these would seem to have old and inefficient equipment, a lack of reserves to upgrade and a lack of IT support to develop it well.

- 20-30% of them would likely be able to and be interested in being digital delivery partners.
- 30-50% of the organisations would benefit from IT support/ training mainly around common software e.g. Excel, web development, Zoom etc.

3.17   Whilst it is recognised that the above survey is not representative of Birmingham, it is very much in line with the lived experience of many citizens and communities who have been disadvantaged as a result of digital poverty. Being able to use the internet once in the past 3 months does not reflect a person's ability to have access to a device, their affordability of data packages to stay connected nor the digital skills to improve their learning or employment opportunities. The lived experience of our vulnerable communities over the last 12 months has shown that digital poverty is persistent across all ages leaving many excluded and increasing the level of inequality and vulnerability across the City. This is further backed up in the Lloyds CDI 2021 which suggests that data and device affordability is a real issue – with almost a third of those offline (31%) saying cheaper mobile data would motivate them to get online.

3.18   In response to the lack of connectivity and devices, Birmingham City Council is undertaking several activities to support those that are socially and digitally excluded. For example, it is;

- Delivering a programme to install fibre broadband connectivity into its multi-storey dwellings to ensure tenants can have access to internet services in recognition that those in social housing are more likely to be digitally, financially and socially excluded.
- Making available 650 recycled desktops to charities and community and voluntary sector organisations to help these organisations deliver frontline training and skills development
- Establishing a pipeline of recycled laptops for distribution to vulnerable citizens, families and communities to meet the demand of devices
- Ensuring that social value requirements that support digital inclusion are built into supplier contracts

4.0   Conclusion

4.1   The latest Lloyds CDI 2021 report indicates that there has been an acceleration in the uptake of digital services, leading to a reduction in the percentage of people who are offline down to 5% of the UK population. This was inevitable given that most face to face channels were no longer available. However, the measures used to determine whether someone is digitally included is misleading as it only it is only an indication of whether someone has used the internet in the last 3 months at least once and from any device. It does not take into account the person's levels of competency, whether the device was suitable or where or how they accessed the internet.

4.2   Both at a regional and local level the lived experience of vulnerable citizens and communities indicate that there continues to be a digital divide which has been exacerbated by Covid and the lockdown and has led to deepening digital and data poverty and greater inequities between those who have access and the digital skills compared to those who do not

4.3   There has been an increase in digital activities at all levels, and new projects and activities to support digital inclusion activities ranging from the setting up of computer loan schemes, recycling devices, digital champions networks etc, have been established. However, many of the issues identified in the initial Digital Inclusion Landscape Review (Addendum A) are still relevant. There is still no overarching governance to bring together the various stakeholders,

many organisations are still working in silos, potentially duplicating and/or competing for the same resources and there continues to be missed opportunities to establish end to end pathways and defined handovers for citizens that enable them to determine their digital journey and ensure their achieve their overall outcome.

5.0   Recommendation

5.1   Many of the recommendations outlined in the initial Digital Inclusion Landscape are still valid. Therefore, it is recommended that the Council works with city partners and stakeholders to co-design and co-produce a Digital Inclusion Strategy and Action Plan that addresses the root causes of digital inclusion as identified in our findings in a sustainable way.

Addendum A
Subject: The Digital Inclusion landscape

1.   Executive Summary

1.1   It has been over 30 years since the launch of the world wide web. The internet has transformed services and continues to radically change the way people live, learn and work. New government figures show the country's thriving digital sector contributed £149 billion to the UK in 2018, accounting for 7.7 per cent of the UK economy. Over the years a number of initiatives have been implemented to support citizens, communities and businesses to take advantage of the internet and gain the skills to enhance their quality of life chances and business prospects. However, despite these initiatives, there still remains a persistent number of citizens and communities who remain digitally excluded, leading to a widening and deepening digital divide. COVID-19 and the recent lockdown has highlighted the importance of reducing the levels of digital exclusion and the need for City Council to intervene.

1.2   The report provides an overview of the current digital inclusion position in Birmingham compared to the UK. It provides the initial evidence base which will be used to develop the Council's Digital Inclusion Strategy which will include an action plan co-designed and co-produced with city stakeholders and delivery partners. The focus of the strategy will cover citizens, communities and businesses and will align to the Council's overall Digital Strategy which will include the further digitising of our services and improving accessibility through our Citizen Access Strategy.

1.3   According to ONS figures the percentage of internet users in the UK 89.8% in 2018. This has increased to 90.8% in 2019. This means that there still remains 3.9 million offline in the UK. Nationally, there only been a small increase in this percentage over a 12 months period. In comparison, Birmingham has seen a faster rate of digital inclusion in recent years, and its has now moved to 91.4% (2019) from 88.6% (2018). The most recent stats also indicate that in Birmingham the percentage of digitally excluded has reduced from 11.2% in 2018 to 8.6% in 2019. Whilst the increase is greater than the national average, its does concur with national findings, that digital exclusion remains persistent and is becoming difficult to address.

1.4   There are many reasons why people are not digitally included. Most common reasons are cited below and many people who are excluded will experience at least one if not all of these issues:
   - Affordability of devices and connectivity costs
   - The skills gap to use, or means to learn
   - A lack of internet and / or device access
   - The motivation and confidence to use, understand or engage
   - Trust and a fear of crime, or not knowing where to start to go online

   However, the factors impacting on digital inclusion are complex and multifaceted and there are different levels of digital inclusion. Having connectivity in the home does not mean people are digitally included. They may lack skills in using the devices and applications, they may only afford limited data packages, or have inappropriate devices, and/or inadequate numbers of devices to meet family needs. There is a risk that further digital transformation of Council services will widen the digital divide and inequalities rather than narrowing them. Our Digital Inclusion Strategy and Action Plan will aim to address these issues

1.5 Whilst those over 65s remain the largest excluded group, there are other groups that require intervention and support. For example;

- 700,000 of those aged between 11 and 18 years (12%) could not access the internet at home from a computer or tablet, and a further 60,000 had no internet access at home (ONS, 2019)
- 23.3% adult internet non-users were disabled compared with only 6.0% of those without a disability (ONS, 2019).
- Older people, people with long term conditions and disabilities,
- people living in poverty / with social deprivation

1.6 The socio-economic conditions in Birmingham has an impact on digital inclusion as there is a correlation between social exclusion and deprivation. It is widely anticipated that like many other metropolitan cities, Birmingham will be heavily impacted with job losses and economic downturn, leading to a further increase in deprivation following COVID-19. According to Scottish Council of Voluntary Organisations (SCVO) in 2018, the likelihood of Birmingham's citizens being digital excluded was medium. It is inevitable that without intervention digital inclusion will not improve and digital poverty will likely increase across the City.

1.7 The digital landscape map provides a snapshot of the types of digital activities and the organisations currently delivering them. In the main the activities are delivered by the public sector, educational institutions, non-profit/charities, the private sector and religious establishments. It shows that;

- Most of the activities relate to the development of digital skills.
- The skills training covers the full range of skills identified in the essential digital skills
- Most of the digital inclusion work is being carried out by the Neighbourhood Network Service (NNS) and their Assets (ie local organisations based in the locality) for older adults
- Very few organisations provide access to connectivity (13) and/or devices (7) compared to skills developments (79). See figure

However, despite the number of skills initiatives, Birmingham and the West Midlands still has fewer initiatives than most areas in the UK according to FutureDotNow (2019) based on their analysis. It also noted that there are fewer initiatives for NEETs compared to those for adults in the West Midlands

1.8 Many of NNS and local partners identified lack of connectivity and lack of devices as the key constraints that are stopping them from delivering their digital skills training as much of it was delivered in libraries, community centres, shared spaces or even cafes, all of which have closed due to COVID-19. As the analysis shows only 7 organisations are currently making devices available with a further 13 offering connectivity. In both cases, these services are time limited and do not meet the current need.

1.9 Much of the views on the levels and reasons for digital inclusion at the local level is anecdotal There does not appear to be any data collected to identify the level of inclusion and the reasons for it at a local level. Most of the activities being undertaken are reactive and based on demand from the communities. Without this data, it will be difficult to develop a targeted digital inclusion action plan.

1.10 Given the multitude of organisations delivering digital inclusion activities with varying outcomes and a focus based on different funding regimes, there is a lack of transparency in the work being delivered and its overall impact on digital inclusion. Prima facie, it appears that;

- Services are not joined up enough and efforts are duplicated across providers
- Some of the work is uncoordinated and siloed, with a lack of visibility of some of the opportunities
- There is a lack of clear pathways or co-ordinated handovers to ensure that people continue to develop or even use their skills

There needs to be better links and coordination between the public, private and voluntary sector, so that their efforts add up to more than the sum of their parts and so that they can work together to maximise expertise, experience and resources to better meet user needs

1.11 A review of the digital strategies of other local authorities and their successful interventions suggest that there was a strong focus on;
- Securing a level of dedicated investment and resources to drive an inclusion programme
- Co-design and co-production of skills programmes with communities and partners
- Connectivity and building community capacity
- Ensuring that activities are led by the communities rather than the Local authorities

1.12 The Council recognised the importance of digital facilitation within its Information and Communications Technology and Digital Strategy 2016-2021. Through its Digital Birmingham Partnership, the Council pioneered a number of successful initiatives to help address digital inclusion ranging from providing connectivity through free Wi-Fi schemes, to creating a network of digital champions, providing computer equipment to vulnerable people and working with commercial organisation and as such as Google Garage, BT, Virgin Media, and communities group to develop a range of digital skills. Unfortunately, many of these schemes were either grant funded or time limited and have now ceased.

1.13 Based on our findings, a good digitally inclusive City is one;

- Where every citizen has easy access to an Internet enabled device ideally within their own household.
- Where there is city wide locality based and online educational sessions, giving basic, intermediate and advanced tuition to meets specific needs and enables a person to develop their digital journey.
- There is signposting and targeted campaigns to remove the barriers of those most excluded
- That provides citizens with a digital by choice preference by creating innovative solutions that enable citizens to access services using their device of choice.

Next Steps and Recommendations

1.14 Based on above findings, the Report recognises that it is imperative the Council develops a Digital Inclusion Strategy to address the above concerns. It recommends the following approach and suggests some areas for quick wins;

1. Establish a task and finish group to develop a Digital Inclusion Strategy, co-designed and co-produced with communities and businesses and based on the principles set out in section 6.0 of this Report. This should be part of a wider ICT and Digital Strategy

2. Identify a level of investment and resources to build internal capacity help to facilitate, shape and act as an interface with stakeholders and partners to enable a more strategic and joined up approach

3. Develop an approach that enables a rapid and radical approach to digital inclusion if/when a second wave impacts on Birmingham

4. Work with established partners such as the NNS to identify the extent and reasons for persistent digital inclusion within their localities and to create a network of digital champions cross the City that work directly with communities to build community capacity and greater sustainability

5. Work with existing programmes and opportunities to identify quick wins e.g.

   - leverage the deployment of 5G small cells to create Wi-Fi or connectivity hotspots in areas of low take up and deprivation

   - work with telecommunication infrastructure providers to ensure that communal areas in our Social housing stock and Sheltered accommodation have access to free Wi-Fi as part of our wayleave requirements

6. Work with the community libraries, local businesses and other public sector orgs to establish a city-wide equipment loans service with connectivity

7. Establish an Action Plan that sets out sustainable medium and long term approaches to address digital inclusion, recognising that one size does not fit all

8. Consider establishing East Birmingham as an exemplar testbed & blueprint for piloting new initiatives and joining up activities for greater sustainability/impact

2. Introduction

2.1 This Report provides a starting point for creating a wider digital inclusion strategy. It establishes the national digital inclusion position and draws comparatives with the position in Birmingham in order to use the data to gain a better understanding of the factors that Birmingham City Council needs to consider in developing its own strategic response and to make recommendations for the better co-ordination and alignment of digital inclusion activities to respond to the Council's recovery strategies post COVID

2.2 It provides an overview of the levels of digital inclusion and the factors potentially contributing to it across the City. It provides a snapshot of the key current initiatives being undertaken by the Council, its partners and agencies that are working to improve the digital inclusion landscape and skills capabilities for its citizens, communities and businesses. It offers a high-level overview of the impacts of some of the existing strategic and reactive approaches used to address digital poverty and digital inclusion and draws conclusions and recommendations on how a more strategic and joined up approach can be envisioned.

3.0 Evidence of Digital Inclusion

The National Position

3.1 The most recent ONS data for 2019 shows that the average data shows that the percentage of internet users (individuals who have used the internet in the last three months) has increased to 90.8%. In the UK over the last 7 years the, there has been a steady increase from 79.4% in 2012 to 89.8% in 2018. (ONS 2019).

Figure 1: The number of internet non-users has declined over time
Number (millions) and percentage of adult internet non-users, UK, 2011 to 2018
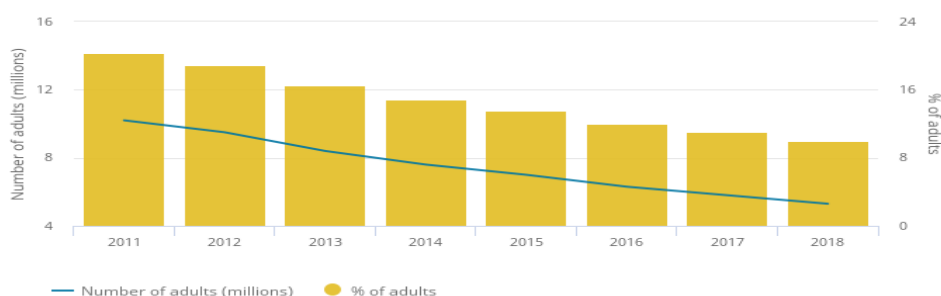
Source: Office for National Statistics – Internet Users, Labour Force Survey (LFS)

3.2 A summary of the key stats from the latest Lloyds Consumer Index 2020. https://www.lloydsbank.com/banking-with-us/whats-happening/consumer-digital-index/key-findings.html, paints the following picture;

- 3.8 million (7%) people in the UK remain completely offline.

- An estimated 9 million people (16%) are unable to use the Internet or their devices without assistance
- 6.5 million (12%) people cannot open apps.
- Circa 2.7 million (5%) people can access the Internet but lack the ability to use it to its full advantage;
- in total, an estimated 11.7 million (22%) people in the UK are without the digital skills needed for everyday life.
- Two-thirds (66%) of those online have not used the Internet or digital apps and tools to manage their health.
- Only 15.7 million people have the Essential Digital Skills needed for Work https://www.gov.uk/government/publications/essential-digital-skills-framework
- Two-thirds of jobs need digital skills of some kind, and yet 52% of the UK workforce are not fully digitally enabled.

3.3 There are certain groups that are more vulnerable to digital exclusion that others, in particular the elderly. However, the research shows that there are many factors that impact on digital exclusion irrespective of age.

- According to Age UK, 82% of the adults that have never used the internet are aged 65 years and over.
- In 2018, 12% of those aged between 11 and 18 years (700,000) reported having no internet access at home from a computer or tablet, and a further 60,000 had no internet access at home at all (ONS, 2019)
- In 2018, 23.3% adult internet non-users were disabled compared with only 6.0% of those without a disability (ONS, 2019).
- People who are homeless make widespread use of phone and internet; almost as much as the wider population, but their experiences of use (and barriers) are different

The Birmingham Position

3.4 In comparison, Birmingham's internet usage in the most recent ONS 2019 has increased to 91.4% and is slightly higher than the UK figures and it has risen faster , going from 76.1% to 91.4%%. However, it is still below Solihull which has gone from 86.5% – 96% in the same time.

3.5 The most recent data shows that the percentage of digitally excluded people has reduced to 8.6% in 2019 from 11.2% in 2018. The digital exclusion heatmap shows several contributors to digital exclusion, including social factors such as age, education and income, as well as access to fast broadband and 4G connectivity (SCVO, 2018). It concludes that in 2017 the likelihood that Birmingham is digitally excluded is medium compared to the rest of the UK.

Figure 2 – Digital Exclusion in Birmingham 2017
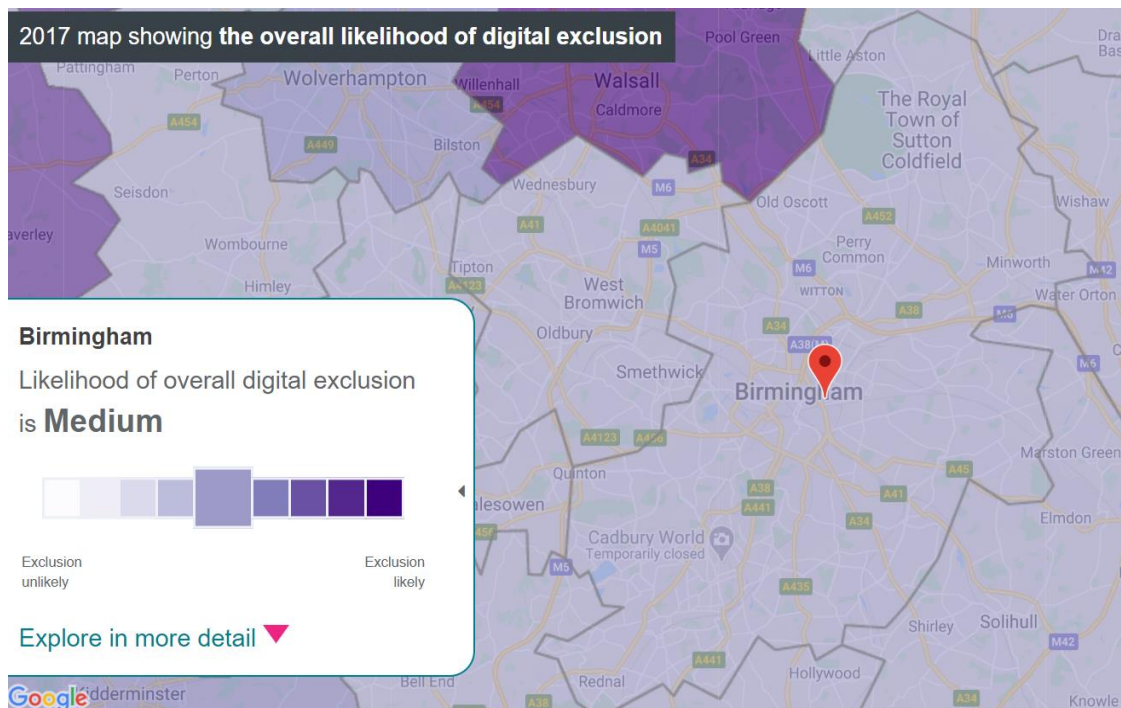
- 11.2% of adults in Birmingham have not been online within the last 3 months
- 77% of adults in Birmingham have all five Basic Digital Skills
- 39% of adults in Birmingham have used all five Basic Digital Skills in the last three months
- 12.9% of adults in Birmingham are over 65.
- 41.5% of adults in Birmingham have no qualifications and/or no Level 1 qualifications.
- £21,500 is the average income per taxpayer
- 18.4% of adults in Birmingham have long-term illness or disability

It has not been possible to locate comparative figures for Birmingham covering 2018.

3.6   The outbreak of COVID identified approximately 19800 shielded and vulnerable people in Birmingham. Of these people it is estimated that 44% provided an email address to contact them. The email addresses may have been of family members rather than the individual, however, in the absence of more recent other data, this provides a potential proxy of the percentage of the vulnerable people digitally excluded.

Summary of Digital Inclusion position

3.7   The national statistics show that there still remains 3.9 million (ONS2019) offline in the UK in 2020. Despite a range of initiatives to build skills within communities, only circa. 1.2 million more people are able to use the Internet themselves, and circa 15.7 million people have the Essential Digital Skills needed for Work. As two-thirds of jobs need digital skills of some kind, and 52% of the UK workforce are not yet fully digitally enabled, there is much to be done

3.8   Also the national evidence indicates that the people who most need health and care services (older people, people with long term conditions and disabilities, people living in poverty / with

social deprivation) are those least likely to be able to use digital health services. Without tackling digital inclusion, there is a risk that digital transformation widens health inequalities rather than narrowing them.

3.9   At the local level, given Birmingham's City demographics and the factors that impact on the level of digital inclusion, it is most probable that there remains a significant proportion of people that are still not digitally included. According to the latest set of Birmingham specific data 8.6% (2019) of people had not been online for 3 months compared to 11.2% (2018) and only 39% (2017) had used all 5 basic digital skills. Whilst, there has been some improvement, this suggests that there are high levels of exclusion especially compared to Solihull which is at

3.10   The lack of digital inclusion has an impact on how the Council and other public sector organisations deliver their services, for example in Birmingham, vulnerable people can only access housing tenancy and benefits services if they are online. Many of these people may not have connectivity at home and are reliant on libraries, community hubs or localities with the availability of computers or free wifi. This has been made worse when those access points have been closed

3.11   The socio-economic conditions in Birmingham has an impact on digital inclusion as there is a correlation between social exclusion and deprivation. Birmingham is ranked 7th in the Index of Multiple Deprivation (IMD) and 42% of its population lives in the top 10% most deprived Super Output Areas (SOA) in the UK and this was predicted to increase by further 1% before COVID 19 and the Lockdown. The inequalities in the West Midlands is stark, with Solihull having an IMD ranking of 171 compared to Birmingham's ranking of 7.

3.12   It is widely anticipated that like many other metropolitan cities, Birmingham will be heavy impacted with job losses and economic downturn, leading to a further increase in deprivation. It is inevitable that without intervention digital inclusion will worsen and digital poverty will likely increase across the City.

4.0   The Current Digital Landscape

4.1   National – Regional – local Landscape

4.1.1 At a national level, organisations such as FutureDotNow are coordinating industry action through a new initiative, DevicesDotNow, targeting the 1.9 million households who don't have access to the internet and are not digitally included. The initiative is supported by the Department for Digital, Culture, Media and Sport, (DCMS). The DevicesDotNow campaign is asking businesses to donate tablets, smartphones and laptops, as well as connectivity in the form of sims, dongles and mobile hotspots so that these can be redistributed to those in need. Since the launch of the initiative in March 2020 to end of May 2020, only a total of 1700 devices have been provided to approximately 250 community organisations, some of which are in Birmingham.

4.1.2 Major technology companies, such as BT, Microsoft, EE, Vodafone, Google etc. have also been approached by Central Government to support national initiatives and national charities of their choice. These organisations provide a combination of digital skills training as well as connectivity

and devices. For example, BT will provide in-need families with six months' of free access to their network of WiFi access points, and Barnardo's are offering support for vulnerable children and young people suffering from 'digital poverty' with no access to fixed internet. Whilst welcomed, many of these initiatives are short term, restricted to specific and limited content and do not provide access to internet services that many of us take for granted. These initiatives have also impacted considerably at a local level, with these organisations stating that they are unable to support local initiatives and are re-directing requests for support to national organisations.

4.1.3 The Department for Education (DFE) also announced a £100million package to support vulnerable young people in schools, recognising that there are significant numbers of young people who do not have access to devices nor connectivity at home. Birmingham City Council has been allocated 4,408 laptops and 786 4G routers. However, this is been restricted to a proportion of year 10 pupils and those young people are leaving care or have a social worker allocated to them. Again the offer is time limited and with connectivity only available for until October 2020 and a monthly data allowance of 8GB.

4.1.4 A number of national charities, organisations and funding bodies are also providing a variety of digital inclusion activities, such as Barclays, (the Barclays Eagles), UK Online Centre (Learning My Way) and the Big Lottery Fund.

4.1.5 A snapshot of the regional and local organisations and their activities is shown in Appendix 1. At a regional level (WMCA and GBSLEP) the focus is not on digital exclusion, but on improving digital skills of businesses and citizens to enhance their job readiness. In 2019, The West Midlands Combined Authority set up the Digital Skills Partnership which brought together tech firms, businesses, universities, colleges and training providers from the region, in order to improve local people's digital skills and qualifications. In October 2019, the partnership launched a £5 million **'Beat the Bots'** fund, which aims to help upskill workers whose jobs could be under threat of automation, whilst also providing digital training to those with no previous experience. The fund aimed to provide over 1,100 training places for all ages, people with disabilities and those from the BAME community.

4.1.6 At a local level, many of the digital inclusion activities are co-ordinated through either the Birmingham Voluntary Service Council (BVSC), the 10 Neighbourhood Networks, the Birmingham Childrens and Early Years Partnership, 10 locality hubs, Digi–kicks, the Birmingham Education Partnership and Birmingham Adult Education Services. Many of these organisations target specific age groups.

4.1.7 The Council's Birmingham Adult Education Services http://www.learnbaes.ac.uk/ provides both accredited and non-accredited digital skills courses for those aged 19 years and above. All their essential digital skills courses are free for those with low levels of IT and cover digital skills for everyday living and IT for Work. They have a SEN provision and provide accredited vocational training courses at a cost. Since Lockdown, they are providing hybrid online courses as well as classroom-based training.

4.1.8 The Neighbourhood Network Services, (NNS) and their Asset partners (organisations within the locality) have been commissioned across a ten locality based model covering the City. Their

primary aim is to support older people to connect with assets and resources which enable them to live healthy happy independent lives within their communities. The NNS are the main community facing organisations and they have picked up aspects of digital inclusion agenda and are providing "assisted digital" capabilities as part of their wider role. Following meetings with them a number of observations have emerged as well as further opportunities to work with them;

- The NNS support the delivery of the community based social work model, with a strong focus upon strength based approaches to seek community based solutions close to where people live.
- They operate upstream, by generating local assets which older people access independent of the City Council
- The main focus of the NNS is on the over 50s though they do support other age groups
- Much of the funding for the NNS is time limited to March 2021 and secured from the Better Care Fund and Prevention First Grant (£6.7million) via the City Council
- Some of the NNS have secured some funding for digital inclusion activities
- Many of the NNS have little or no information on the extent of digital inclusion within their area, most of the requests for devices have come via the Assets to enable them to deliver their training/support on line rather than the citizens and communities.
- The main focus of the NNS and their associated assets is on delivering basic and every day digital skills.
- Many of the digital courses provided by the Assets were face to face and centred on individual needs
- Many of the assets are unable to deliver digital training as their usual locations, e.g. libraries, cafes and communities centres where they have access to free wifi and devices are closed under Lockdown
- Many of the Assets do not have access to digital devices to enable them to continue providing digital skills training
- A number of NNS have advised that they have the funds to procure devices, but lack the knowledge as to what type and from where to get good value devices
- The majority of NNS have stated that the biggest issue is lack of connectivity which is preventing them from delivering many of their online courses
- Digi-kicks, one of the Assets working across several NNS, identified the need for co-designed and tailored training especially for those already dis-enfranchised
- Evidence from their various projects has shown people learn best from repeated, informal, face-to-face and one-to-one support
- Digi-kicks identified a need for greater diversity in training, i.e. little provision for training non-English speaking citizens
- There is little support for carers of the elderly and those with physical disability, learning and mental health conditions. These carers tend to be older and lack many of the digital skills to optimise the use of technologies on offer

4.1.9 A number of other organisations have also created new initiatives since the lockdown. For example, the Birmingham Education Partnership has partnered with a number of organisations including the Titan Partnership for schools and has identified a conservative estimate of 5000

young vulnerable people who may not have access to devices or connectivity out of school. They have started a campaign to raise funds and are working with schools to provide recycled devices to schools with connectivity. To date they are in the process of delivering over 300 devices to young people. In additional the Children and Early Years Programme has set up the Resilience Fund which provides £150 vouchers for digital connectivity for citizens and families. It has also provided £22500 to the Digital Education Partnership to support the 5000 young vulnerable people in schools with connectivity.

4.1.10 There is also been a recognition that the BAME community is vastly unrepresented with the digital economy and Brum MUSE, a new collaborative organisation is drawing considerable interest in bringing together key tech organisations, and institutions to implement key strategies to solve the digital skills gap within schools.

4.1.11 There is a significant number of funding opportunities across the regional ranging from £120 to £250,000 as a response to COVID 19. Many of the NNS and their assets have taken advantage of these opportunities to support digital inclusion activities for example, Midlands Mencap has procured Kindle Fire devices and are distributing them into the community.

4.1.12 Birmingham City Council is lobbying the ESIF Growth Programme Board to combine ERDF and ESF in support for the most vulnerable of our society which includes the youngest and oldest workers, and those suffering with Mental Health, Learning and Physical disabilities and other labour market disadvantages. This alignment of funds could see enhanced support for digital inclusion, giving projects the flexibility to provide IT equipment to those who need it, and equip training programmes with moveable assets for vocational training needs, especially for new and growth industries where digital machinery plays an increasing role.

4.2   Summary of our key Findings

4.2.1   There are some national schemes to support access to devices and connectivity. However, these are time limited and do not meet existing levels of demand. There are little or no sustainability plans beyond the initial announcements. It has also meant that many of the major tech and telecommunications companies have been unwilling to provide any local support.

4.2.2   There is significant funding for digital skills at the regional level (WMCA and GBSLEP). However, many of these programmes relate to enhancing existing digital skills and enabling people to become more work ready. Their focus is not on digital inclusion for hard to reach groups or those who lack the basic skills.

4.2.3   Some of the digital inclusion work in Birmingham is currently being carried by the NNS and their Assets. However, there is no information or data to indicate the extent of the number of people who are not digitally included their areas. Many of the digital skills activities have had to stop as the usual locations for training such as libraries, cafes, and community centres with connectivity or access to devices are currently closed.

4.2.4   Our findings show that local voluntary and community sector organisations are reporting that many elderly and vulnerable people are isolated in their homes with limited means of

communicating with the outside world, or getting access to vital services such as health, benefits, housing, food or banking.

4.2.5 Front line community organisations are in desperate need of digital devices to be able to mobilise into the community in order to support households facing self-isolation. There is an imperative to support digital inclusion activities as given the relaxing of the social distancing rules, there is a real risk that there will be a second wave of COVID-19.

4.2.6 Digital inclusion and digital poverty is no longer about having access to a digital device and connectivity in the home. For example, many young people have smart phones irrespective of their levels of deprivation. However, they may have limited data, or there is only one device amongst within the family or the device is not suitable for educational and other learning experiences

4.2.7 The digital landscape picture shows that there are numerous organisation delivering various aspects of digital skills, and there is some excellent work being undertaken in the region. This is just a snapshot and there are other organisations that we have not captured as yet. It is clear that much of the work is uncoordinated, with a lack of visibility of some of the opportunities for joint working. A lot of the work is siloed and aimed to deliver particular outcomes. There does not appear to be many clear pathways nor co-ordinated handovers to ensure that people continue to develop or even use their skills.

Figure 4 Shows number of organisation providing connectivity, devices and Skills training and their targeted audience.
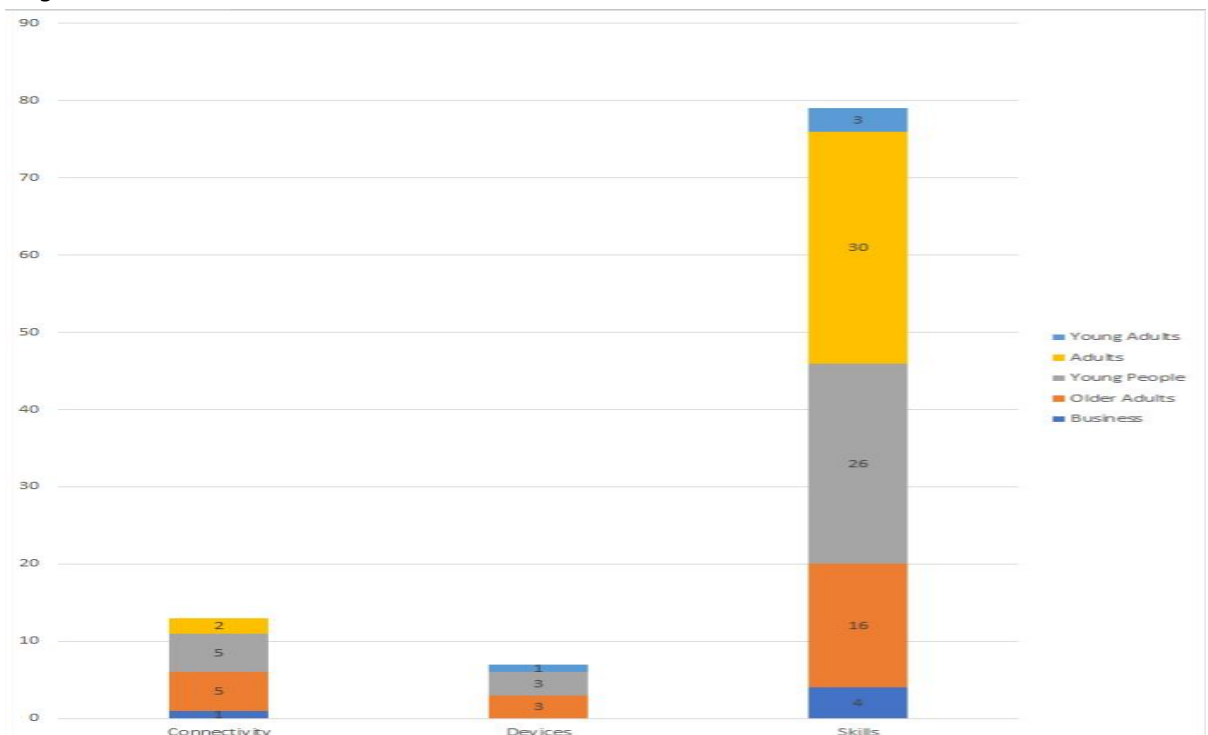
4.2.8 Services to help people go online are not joined up enough. Efforts are duplicated across providers, funding is sporadic and does not always align with users' needs. Work together to

maximise expertise, experience and resources to better meet user needs. Better links and coordination are needed between the public, private and voluntary sector, so that their efforts add up to more than the sum of their parts.

Figure 5 shows how services are siloed and need to be joined up
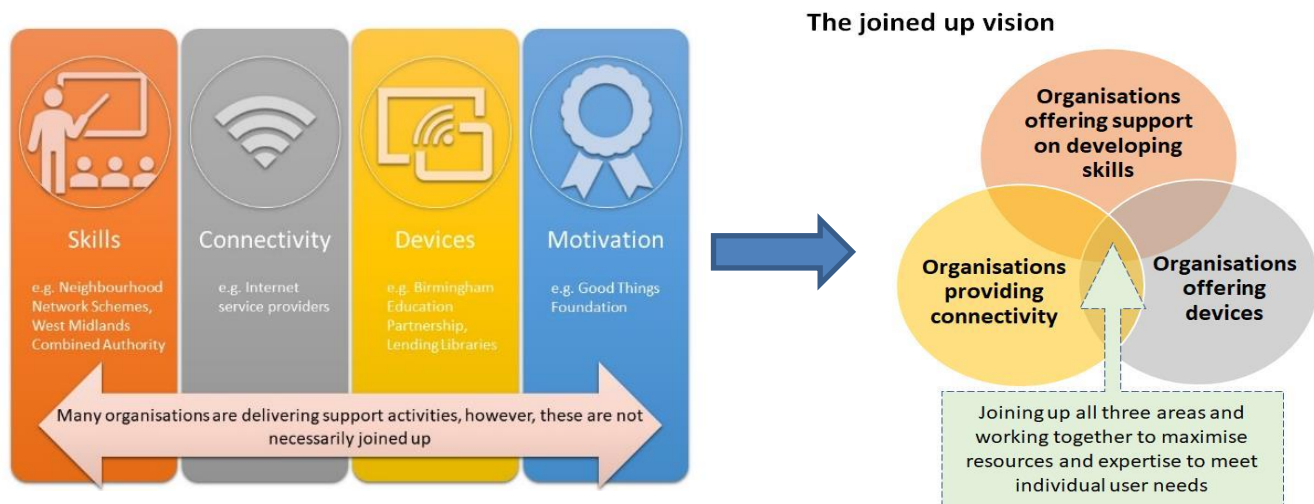
4.2.9 Whilst there is a recognition that digital skills, access to devices and connectivity are all factors needed to deliver effective digital inclusion, lack of affordable connectivity has been identified by the NNS as the most significant barrier.

4.2.10 From the above we can draw out that there are many reasons why people are not digitally included. Many people who are excluded will experience at least one if not all of these issues:
- Affordability of devices and connectivity costs
- The skills gap to use, or means to learn
- A lack of internet and / or device access
- The motivation and confidence to use, understand or engage
- Trust and a fear of crime, or not knowing where to start to go online

4.2.11 Currently, there are multiple sources of funding and the amounts available can be substantial. Many of the organisation submit bid for specific and siloed outcomes. There could be an opportunity to develop cross city proposals that could deliver more sustainable and joined up outcomes. The Council is also lobbying the ESIF Growth Programme Board to combine ERDF and ESF in support for the most vulnerable of our society. This alignment of funds could be used to increase digital inclusion activities.

5.0   Evidence from successful Strategies

5.1   Over the last 20 years there have been numerous strategies and activities deployed to address digital inclusion both at a national and local level. For example, in 2014, Government published its Digital Inclusion strategy which set out 10 actions that government and partners from the public, private and voluntary sectors will take to reduce digital exclusion. A list of these action is shown in Appendix 2. It was intended to that by 2020 everyone who can be digitally capable

will be. Whilst some progress has been made, there still remains an estimated 9 million people (16%) who are unable to use the Internet or their devices without assistance

5.2   In 2016, Birmingham City Council published its Information and Communications Technology and Digital Strategy 2016-2021 which set out its approach for improving digital facilitation across the City. This introduced a number of new initiatives and built on the work undertaken by its Digital Birmingham Partnership, who were pioneers in developing partnership with the private, public and community and voluntary sectors to address digital inclusion and delivered a number of successful programmes, some of which could be replicated today. Some examples include;

- The Award-winning Aston Pride Initiative which provided children and families in the Aston area with computers and connectivity via the schools' network. This led to increased education attainments in both Maths and English
- Keeping IT in the Family, both an online and paper-based comic codesigned by young children to show parents and grandparents how to use the internet safely for every day use. This won the European Excellence in Childrens Services Award for its impact and reach.
- The Computer for Pupils Initiative – providing access to laptops for young vulnerable children. This is similar to the current Department for Education scheme.
- The recruitment over 1000 digital champions from the community
- Worked with partners to establish Online Centres including the Council's libraries to enable citizens with free access to computers and connectivity
- Worked with entrepreneurs to set up and promote the use of social media surgeries in local areas and enabled community group to design their digital skills programmes tailored to their community needs.
- Attracted the Google Garage to Birmingham to support digital skills for businesses as well as hard to reach groups.
- Provided free wifi in community and leisure centres, communal areas in Housing Associations and some charities and cafes

Many of the above activities were grant funded and without mainstream funding, have lapsed.

5.3   A review of the recent digital strategies of some of the neighbouring authorities and core cities suggest there is some commonality in approach for digital inclusion. Many local authorities have published digital inclusion strategies and actions plans to cover gaps in access to connectivity, skills and capabilities enhancement through assisted digital programmes, as well as schemes to provide access to equipment as part of their wider digital strategies. However, most recently, Leeds City Council's approach to digital inclusion has been identified an exemplar approach that other local authorities should consider. Their focus is three-fold;

- Skills – building a network of organisation to work together to tackle digital exclusion
- Access – Increase the number of places where people can get online for free
- Motivation – Get everyone championing digital

5.4   The most successful approaches have started from understanding the extent and scope of the problems. For examples, as part of their annual citizen opinion surveys Local authorities were

able to gain a better understanding of the types of inclusion, and their locality, thus being able to delivery targeted interventions. Many local authorities no longer undertake these surveys and lack the insights to develop targeted and locality driven programmes.

5.5   Also the evidence does show that the more sustainable and effective successes have been where programmes have been delivered in partnerships recognising that there are many organisations out there that are already doing great things, and it makes sense to draw upon their experiences where relevant. Also, there are examples where Local authorities have partnered with commercial organisations eg Barclays Digital Eagles, BT Rangers, Virgin Media Pioneers, O2 Guru

5.6   Leeds City Council recognised that a focussed investment is required whether that is for equipment or a team of people to drive the delivery. It has developed a strength-based approach which enables a multifaceted approach codesigned with existing communities. It has established local digital champions and empowered them to be the interface with their communities thus enabling more sustainable and successful outcomes.

6   What does a good Digital inclusion strategy look like

6.1   A good digital inclusion approach needs to start with the user needs. People need tailored support to help them overcome their own particular barriers; whether that's around access, cost, confidence or skills. Services need to be built for the user, not for the council

6.2   It needs to recognise that digital inclusion is not about the number of people who simply log-on. Equally, being able to go online is not an end in itself. There needs to be a better way to measure digital inclusion

6.3   The strategy needs to ensure that there are processes in place to evaluate and test what works, and prioritise these against wider outcomes, agreeing common measures, as well as iterating and making things better. This is critical to realising the benefits of going digital and achieving sustainable impacts.

6.4   It needs to understand behaviour issues such as motivation and trust. This is really important for those hard to reach groups. Nobody wants to learn digital skills for the sake of it. Having an internet connection is useless unless people have a reason to want to use it. Therefore, it is essential to bring digital into people's lives in a way that benefits them; helping them do things they care about and can readily be done online, for example keeping in touch with your grandchildren who live abroad.

6.5   It is vital that they can rely on trusted sources to get the help, support and assurance they need to build their confidence in a digital world. Providing training and assurances on how to stay safe online by providing simple and straightforward advice and tools will encourage a greater and more sustained use of the internet.

6.6   The outcome we want to achieve is a city where every citizen has easy access to an Internet enabled device ideally within their own household. There should be the availability of city wide locality based and online educational sessions, giving basic, intermediate and advanced tuition. There should be signposting and the expansion of targeted campaigns to remove the barriers

of those most excluded. It should provide citizens with a digital by choice preference by creating innovative solutions that enable citizens to access services using their device of choice.

7.0   Overall Conclusions

7.1   Birmingham has slightly higher levels of digital inclusion at 91.4% than compared to the rest of the UK at 90.8% in 2019. The most recent figures show that the levels of digital exclusion has improved from 11.2% in 2018 to 8.6 in 2019. Whilst, this is positive, the national findings suggest that despite a range of initiatives to build skills within communities, digital inclusion levels remain relatively unchanged. According to the SVCO rating, Birmingham is viewed as being medium is its rating on levels of digital exclusion in 2017.

7.2   There are multiple factors that impact on digital inclusion but there is a strong correlation with social exclusion and deprivation. Given Birmingham's ranking on deprivation and a potential worsening of its economic position due to the lockdown, it is likely that the digital divide could widen and as well as deepen.

7.3   Whilst the majority of people who are digitally excluded are over 65years, there is still exclusion in other age groups for example 12% of those aged between 11 and 18 years (700,000) have no internet access at home from a computer or tablet and those with disabilities are four times more likely to be excluded than those without disabilities.

7.4   There are many reasons why people are not digitally included, such factors includes affordability of devices and connectivity costs, the skills to make use of the internet, motivation and confidence as well as lack of trust and personal data safety concerns. Many people who are excluded will experience at least one if not all of these issues.

7.5   There is little or no data at a locality level to identify the level of digital inclusion and the reasons for it. Much of the views on the levels and reasons for not being digital included is anecdotal. Most of the activities being undertaken are reactive and based on demand from the communities. Without this data, it will be difficult to develop a targeted digital inclusion action plan.

7.6   The digital landscape map provides a snapshot of the types of digital activities and the organisations currently delivering them. It shows that there is some excellent work on digital inclusion activities being undertaken across the region.

7.7   In the main the activities are delivered by the public sector, educational institutions, non-profit/charities, the private sector and religious establishments. This is just a snapshot and there are other organisations that we have not captured as yet. It shows that;

- Most of the activities relate to the development of digital skills.
- The skills training covers the full range of skills identified in the essential digital skills
- Most of the digital inclusion work is being carried out by the NNS and their Assets for older adults
- Very few organisations provide access to connectivity (13) and/or devices (7) compared to skills developments (79)

7.8   However, despite the number of skills initiatives, Birmingham and the West Midlands still has fewer initiatives than most areas in the UK according to FuturedotNow (2019) based on their

analysis. It also noted that there are fewer initiatives for NEETs compared to those for adults in the West Midlands.

7.9 The NNS and their Assets delivered most of their skills training in local facilities. However, these activities have had to stop as the usual locations for training such as libraries, cafes, and community centres with connectivity or access to devices are currently closed. The lack of connectivity and devices is has significantly impacted on the ability to deliver skills training.

7.10 Services to help people go online are not joined up enough. Efforts are duplicated across providers, funding is sporadic and does not always align with users' needs. Work together to maximise expertise, experience and resources to better meet user needs. Better links and coordination are needed between the public, private and voluntary sector, so that their efforts add up to more than the sum of their parts.

7.11 Currently, there are multiple sources of funding and the amounts available can be substantial. Many of the organisation submit bid for specific and siloed outcomes. There could be an opportunity to develop cross city proposals that could deliver more sustainable and joined up outcomes.

7.12 Having connectivity in the home does not mean people are digitally included.
- they may lack skills in using the devices and applications,
- may have limited data packages,
- may inappropriate devices, and/or inadequate numbers of devices to meet family needs.

7.13 There have been a number of successful strategies and programmes delivered by Local authorities and their partners to improve address digital inclusion, However, many of the initiatives have grant funded or have not been sustainable. The most successful approaches require

- A level of dedicated investment and resources
- Co-design and co-production with communities and partners
- Lead by the communities rather than the Local authorities

8   Next Steps

8.1 The Report recognises that it is imperative the Council develops a Digital Inclusion Strategy to address the above concerns. It recommends the following approach and suggest some areas for quick wins

1. Establish a task and finish group to develop a Digital Inclusion Strategy, co-designed and co-produced with communities and businesses and based on the principles set out in section 6.0 of this Report. This is should be part of a wider IT and Digital Strategy

2. Identify a level of investment and resources to build internal capacity help to facilitate, shape and act as an interface with stakeholders and partners to enable a more the strategic and joined up approach

3. Develop an approach that enables a rapid and radical approach to digital inclusion if/when a second wave impacts on Birmingham

4. Work with established partners such as the NNS to identify the extent and reasons for persistent lack of digital inclusion within their localities and to create a network of digital champions cross the city that work directly with communities to build community capacity and greater sustainability

5. Work with existing programmes and opportunities to identify quick wins eg

   - leverage the deployment of 5G small cells to create Wi-Fi or connectivity hotspots in areas of low take up and deprivation

   - work with telecommunication infrastructure providers to ensure that communal areas in our Social housing stock and Sheltered accommodation have access to free Wi-Fi as part of our wayleave requirements

6. Work with the community libraries, local businesses and other public sector orgs to establish a city-wide equipment loans service with connectivity

7. Establish an Action Plan that sets out sustainable medium and long term approaches to address digital inclusion, recognising that one size does not fit all

8. Consider establishing East Birmingham as an exemplar testbed & blueprint for piloting new initiatives and joining up activities for greater sustainability/impact

9   Appendices

Appendix 1 – A snapshot of the current organisations delivering digital inclusion activities
Appendix 2 – Government Inclusion Strategy – 10 Actions - 2014

Appendix 1 - A snapshot of the current organisations delivering digital inclusion activities
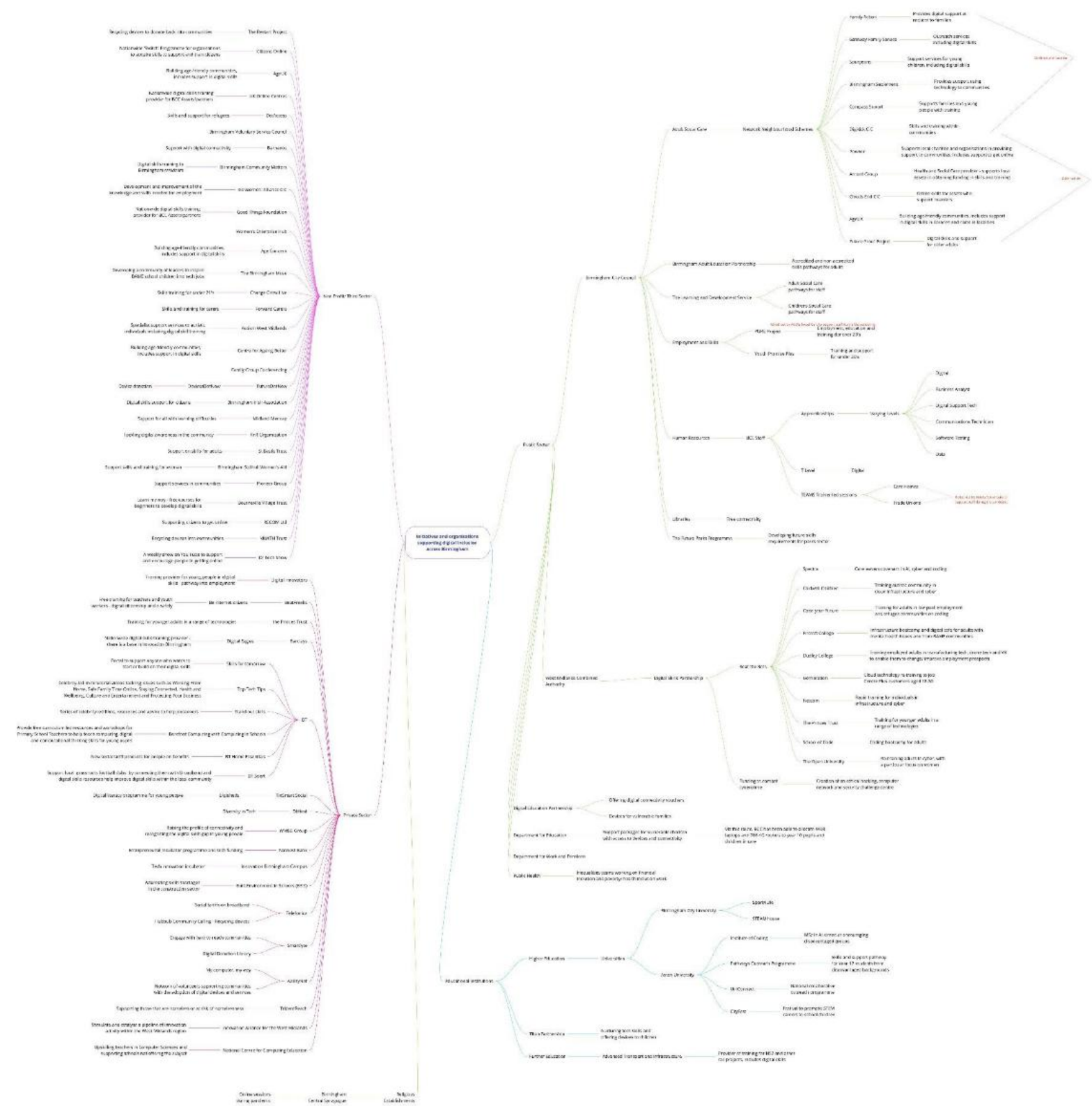
	Government Digital Inclusion Strategy – 10 Actions
1	Make digital inclusion part of wider government policy, programmes and digital services
2	Establish a quality cross-government digital capability programme
3	Give all civil servants the digital capabilities to use and improve government services
4	Agree a common definition of digital skills and capabilities
5	Boost Go ON UK's partnership programme across the country
6	Improve and extend partnership working
7	Create a shared language for digital inclusion
8	Bring digital capability support into one place
9	Deliver a digital inclusion programme to support SMEs and VCSEs
10	Use data to measure performance and improve what we do

Birmingham City Council
Report to Cabinet

7 September 2021

Subject:	**Human Resources and Organisational Development Transformation**
Report of:	Rebecca Hellard, Interim Director Council Management
Relevant Cabinet Member:	Councillor Tristan Chatfield – Finance and Resources
Relevant O &S Chair(s):	Councillor Mohammed Aikhlaq - Resources
Report author:	Amanda Mays, Interim HR Transformation Programme Manager

Are specific wards affected? If yes, name(s) of ward(s):	☐ Yes	☒ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference: 009211/2021	☒ Yes	☐ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information?	☐ Yes	☒ No

1   Executive Summary

1.1   The Council is going through a period of unprecedented change and this has exposed several gaps in our people capabilities. It is also clear that the foundations of what the Human Resources and Organisational service is accountable for are not in place, starting with the basics through to a strategic direction. As detailed in the KPMG research the current service has reduced in headcount, and corresponding budget, by over 45% in the last 5 years and overall, the function is more reactive and transactional than consultative with capability and capacity gaps at all levels.

1.2   This report seeks approval to invest in the Human Resources and Organisational Development service, with a vision to create a best in class People Service where we empower our people by proactively providing the insight they need, being a

trusted partner, enabling the Council to deliver its priorities and committed to enabling all our diverse talent to flourish. A transformed and appropriately funded service will be key to support our directorates to achieve their delivery plans through having the right engaged people, at the right time, in the right place with the right skills to achieve better outcomes for our all citizens and to deliver the Medium-Term Financial Plan.

1.3 The aim of the HR&OD Transformation Programme is to introduce a new target operating model to achieve a best in class service. Using the knowledge and experience of working with the whole service and across the organisation KPMG supported the HR&OD team and senior leaders to facilitate the development of the proposed TOM. Key elements of the operating model include the introduction of leading practice busines partnering, clear distinction between strategic activities and operational execution and the introduction of a specialist reporting and analytics function, designed to be integrated with other enabling functions.

2 Recommendations

That Cabinet

2.1 Approves the proposed Target Operating Model to transform Human Resources and Organisational Development to achieve a best in class People Service.

2.2 Approves the increased costs for the proposed People Services Target Operating Model structure in the Medium-Term Financial Plan from 2022/23, to c. £8.1m per annum, an increase to base line budget of £3.5m.

2.3 Delegates authority to consult on the People Services Target Operating Model and to implement the outcome of the consultation.

3 Background

3.1 Birmingham City Council is a large and complex organisation and therefore the requirements of the Human Resources and Organisational Development service are significant. The current directorate has base line funding for 88.83 FTEs, excluding the Schools Traded HR service. Headcount has reduced significantly in recent years with restructures taking place in 2017, 2018 and 2019. The core budget for 2021/22 is £4.6m plus £2.2m in year project funding. Annually the project funding is used for what could be considered essential 'business as usual' services, for example industrial relations and culture change. Approximately 50% of the team are either on fixed term contracts, secondments or 'acting up' due to the transitory nature of funding the service.

3.2 Feedback from senior leaders in the Council has demonstrated that there is frustration with the current service provided. Strategic Business Partner roles, removed in 2019, have led to the lack of a single point of contact resulting in inconsistency and duplication. The function has a risk averse culture, stemming from a complicated history in dealing with equal pay claims. There is siloed working between HR and OD and a firefighting culture exists which leads to limited value-

added activity as staff have no time to do this. The Council's Workforce Strategy is not effectively implemented and key strategies to underpin this are not in place, for example talent, learning, engagement, reward, resourcing, or cultural strategies. There are no Service Standards or KPIs to monitor performance. There are delays in producing data combined with a lack of forward-looking data. Limited insight hampers the ability of the organisation to make proactive decisions on people matters. The Service has no current agreed delivery plan, with clear measures of success identified, and there is limited alignment of activity to the outcomes specified in the Workforce Strategy.

3.3   The current systems within the existing HR&OD services will not help the Council achieve its ambitions long term so, together with the Oracle ERP implementation and New Ways of Working programme, we have an opportunity to modernise the way we work and serve our customers and citizens in better ways.

3.4   It is therefore proposed that a new comprehensive target operating model is introduced to ensure that the Council has best in class services from one of its key enabling functions to meet its ambitions.

3.5   The TOM is underpinned by the assumption that all our workforce come to work because they want to make a positive difference every day to people's lives. We are a city of growth where every child, citizen, and place matters. That means we have big challenges to face, whether that's supporting living, working, and learning in the city, tackling climate change, or making sure everyone who lives or works in Birmingham gains from hosting the Commonwealth Games. People Services will play a key role in supporting our ability to manage these challenges. Modernising and transforming our people policies, systems and processes will help us achieve this faster and will help us do our best work in easier ways, fit for the 21st century.

3.6   As one of the largest employers in the city and a workforce, of whom the majority are also local citizens, the Council can contribute to its six key outcomes by ensuring our workforce is properly equipped with the skills required to use technology effectively and deliver services appropriately in the future. We will provide jobs within the Council in an inclusive way that ensures a diverse workforce that reflects the communities served. The aspiration is that the Council is an exemplar employer in the city and recognised as an employer of choice, representing the city's diversity in all roles and grades. Birmingham is a young city, with 46% of citizens under the age of 30, which presents huge potential for accelerated growth, fairer distribution of wealth, and opportunities for innovation across all spheres of life. However, the Council has an aging workforce with 39% over the age of 55 years and no plan currently to tackle this.

3.7   Investment is required in a People Service that has expertise in areas such as workforce planning and resourcing, so we can identify ways to redress the balance and recruit to reflect the community. The proposed model introduces new centres of excellence, to ensure that the development of resourcing and total reward strategies together with a focus on learning, skills, and talent, are reflective of what

the Council needs now to be a modern employer, as well as anticipating what it will need in the future.

3.8 Whilst it is difficult to put a quantifiable figure, improved people services will support the Council in increasing engagement across the whole workforce. Evidence from many studies finds consistently that there is a strong correlation between highly engaged staff, customer satisfaction and increased value for money, for example decreased sickness absence, retention of talent and higher productivity. Below are two links to provide examples of the link between engaged employees, satisfied customers, and increased profitability:

https://engageforsuccess.org/the-evidence/?nowprocket=1

https://www.gov.uk/government/collections/engagement-and-wellbeing-civil-service-success-stories

3.9 As detailed in the Delivery Plan 2020-2022 narrative our employees benchmark the internal services provided to them against the experience they receive day to day from companies such as Uber, Amazon, Spotify, and Expedia. These changes in expectations fundamentally challenge how our services need to be designed; how they are led; our approach to innovation and how we drive change and improvement in a consistent and reliable manner across the Council as a whole. We need to make sure that all our employees receive a best in class experience when dealing with employment matters. At present the service provided does not match the innovation, customer service, immediacy, and agile approach that the companies above provide and a direct customer quote is that the services provided are '*archaic, bureaucratic and inefficient'*.

4   Options Considered and Recommended Proposal

4.1 The approach outlined in this paper is the recommended option in line with the Investing in our Future proposals to address both the Council's and city's challenges.

4.2 Not investing in the people service, as part of our Fit for the Future Council, or not resourcing them sufficiently, risks continuing with the status quo that does not provide the workforce needed to deliver on the city's ambitions.

4.3 KPMG were engaged by the Council at the beginning of 2021 to undertake a review of the function. To develop a proposal for a new target operating model the KPMG team undertook an approach based on three key principles:

- Consultative – listen and incorporate the views of stakeholders, including the HR&OD function, internal customers, and Council leadership.
- Co-development – created the vision and design principles through group discussion, ensuring that the operating model is in line with the views of the HR&OD function.
- Best practice – whilst appreciating the good practice that already exists within the HR&OD functions KPMG were open to best practice from outside of BCC, including from other sectors.

4.4 Their 4-step process was to analyse the current state, create the vision and design principles, develop a proposal for a leading practice informed target operating model and finally to spell out the roadmap and next steps.

4.5 The HR&OD leadership team undertook an options appraisal of implementing the model and used a zero-based budget approach. The four options were aligned to the Green Book – maintaining the status quo, a reference option and then looking at a more and a less ambitious option. These are outlined in the Business Case at Appendix 1.

4.6 The proposed preferred model introduces an additional Assistant Director role to further provide leadership, direction, and influence to support the strategic value the People Partners can add. It provides greater accountability and control in one unified team, with Business Partnering, creating centralised Centres of Excellence and a Service Delivery Centre, driving standardisation, consistency, and efficiency. Crucial to the model is developing new capabilities in analytics and strategic value-added services, embracing modern technologies to drive process efficiency, new ways of working and automation.

4.7 Ultimately the model aims to increase productivity and capability in the workforce to deliver a great service to our citizens and setting an example of a great place to work for the city of Birmingham.

4.8 To achieve the model in its entirety the preferred option is to stabilize service delivery by increasing core funding and reducing reliance on short term ad hoc funding.

4.9 The Outline Business Case seeks approval to initially invest an additional estimated £3.5m in base-line HR&OD funding from 2022/23 to take the core budget from £4.6m established base-line budget (plus £2.2m project costs) to £8.1m, reducing to £7.7m in 2025/26. This will increase FTE from 88.83 to 148, which excludes those on the New Ways of Working programme which is subject to its own Business Case. In addition, as stated above, the Schools Traded Service is not included in this review but will benefit from changes to the core service by leading practice polices and processes.

4.10 The Outline Business Case also includes reference to one key project that is required in addition to the increase in base line funding. Funds are being requested to deliver the time bound Job Evaluation Project, which will last throughout 2022/23 and into 2023/24. This is to fund the 15 posts required for an approximate 18-month period. £1.1m is required, funded via capital. The aim of this project is to ensure fair and equal pay is achieved through a robust evaluation and grading of all Council roles. All roles will be evaluated and analysed as part of this project. This activity supports a review of the Council's Pay and Grading Framework - leading to better attraction, retention with a market led, within a fair and transparent process.

4.11 The £1.1m is being requested to fund the project team – 1 x Grade 6, 2 x Grade 5 and 12 x Grade 4 job analysts. The project team will be undertaking a full evaluation of all jobs within the Council, using the Gauge evaluation software (a nationally recognized approach).

4.12 The high-level timeline is as follows:

4.12.1 Phase One: Establish People Services, to March 2022
Moving to the new organisation design, including establishing Centres of Excellence, the service delivery centre and new People Partner roles

4.12.2 Phase Two: Transitioning to Oracle ERP, April 2022 – March 2023
The transition to the Oracle ERP implementation enables us to deliver more automated and efficient processes configured to enhance customer experience

4.12.3 Phase Three: High Value Services, April 2023 – ongoing
We ensure we are getting the best out of our model and the Oracle system. Service level agreements will be published, and leading practice service management will be established. With our operating model in place we will prioritise building and maintaining a culture of innovation and continuous improvement.

4.13 The Target Operating Model is summarised below:
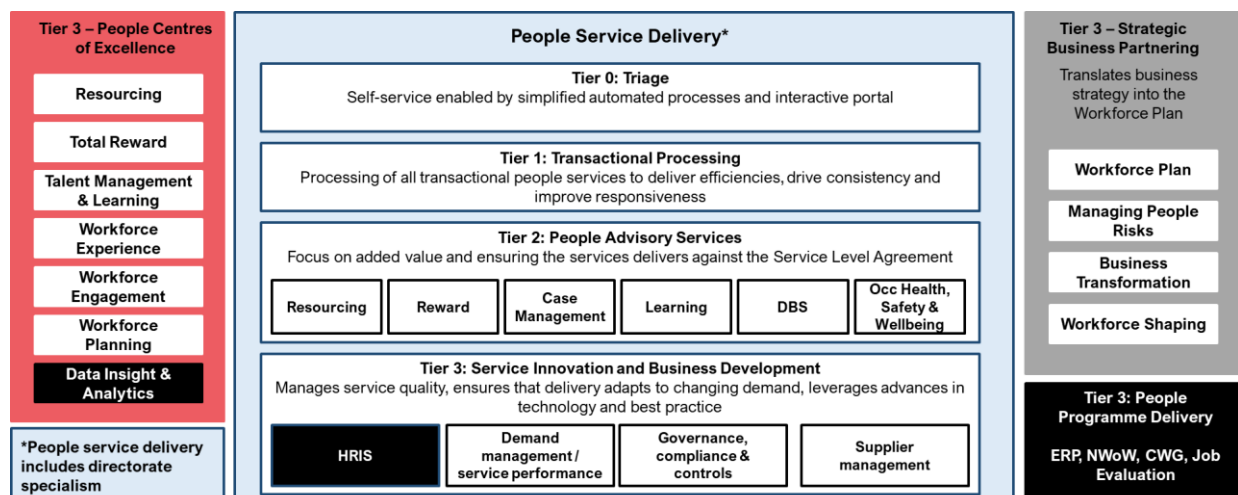
4.14 The proposed structure to underpin this is also shown below:
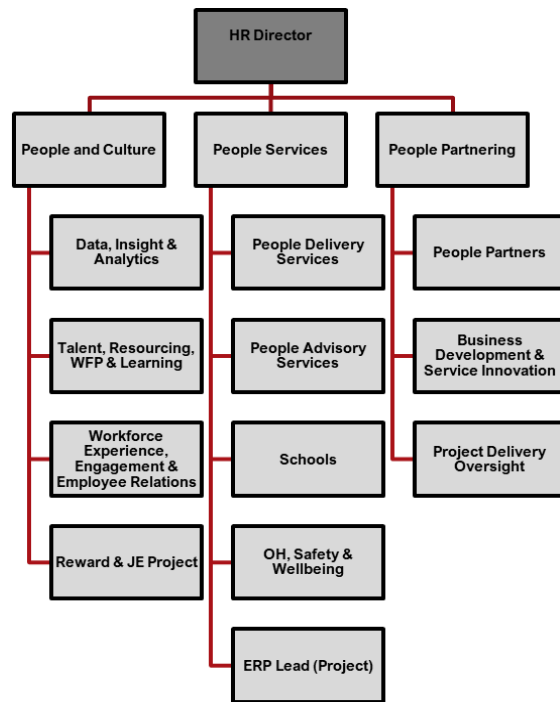
4.15 The Head of Service for Equality, Diversity, and Inclusion, and their team, is within the Cohesion and Equalities Division, as part of the Assistant Director for Community Safety and Resilience responsibilities. However the Centres of Excellence in the model above will ensure that through the design and implementation of leading practice policies and processes the Council will become an Employer of Choice and deliver on the Council's ambition in this area, notably to lead with an accessible and inclusive mindset in strategic planning and operational decision making, to make the Council a place where employees can bring their whole authentic selves and to be truly representative at all levels in the organisation.

4.16 The focus on the People Services Resourcing and Talent functions will support the work within the Council on the findings of the 'Breaking Down Barriers: Working Towards Birmingham's Future'. This is a Cabinet Office produced report, examining the impact of Covid-19 on young people in Birmingham. This report specifically focuses on the effects of the pandemic on youth employment in the city, and the challenges faced by young people seeking employment and work experience. The work of these Centres of Excellence will review how the People Service can support and improve the employment, education and training landscape in Birmingham and feed into the new Employment Strategy, which will also be informed by the findings of this report and an extensive ongoing programme of engagement with young people themselves.

4.17 School's HR as a traded service remains 'as is' as part of the model. However, this team will benefit from enhanced processes and polices as result of implementing the model.

4.18 As a result of the TOM the benefits and outcomes the organisation will see are listed below:

- A new Assistant Director role to further provide leadership, direction, and influence to support the strategic value the People Partners can add
- Greater accountability and control in one unified HR & OD team
- Increased focus on Business Partnering, creating an improved strategic relationship with customers
- Reduction in process duplication by creating centralised Centres of Excellence driving best in class strategy and policy, and a Service Delivery Centre, driving standardisation, consistency, and efficiency
- Increased oversight of strategic workforce strategy and workforce planning
- Clearer career pathways within HR & OD, helping to attract and retain talent
- Develop new capabilities in analytics and strategic value added services
- Embrace modern technologies to drive process efficiency, hybrid working and automation
- Ultimately increasing productivity and capability in the workforce to deliver a great service to our citizens and setting an example of a great place to work for the city of Birmingham, which in time will deliver savings across the Council.

5. Consultation

5.1 Consultation has taken place with the HR&OD Team, the Council Leadership Team, and the Extended Council Leadership Team. In addition, alignment with other programmes is key and ongoing consultation is taking place with Finance, Procurement, Insights and Data Centre of Excellence. The Trade Unions have been kept informed and will be formally consulted in due course.

5.2 Consultation and engagement on the new target operating model will be managed as part of the implementation, ensuring that all relevant stakeholders, including trade unions and staff, are fully involved.

6 Risk Management

6.1 An extract from the Programme's risk register can be see below:

Title	Risk description and impact	Mitigating Actions	Direction of Travel	Proximity	Impact	Likelihood	Score	Live / Closed
Budget	Existing budget is inadequate to deliver the required outcomes and there is a risk that here will be no uplift in core budget to deliver the operating model in its entirety.	1. The structure to be redesigned and service standards to reflect the funds available. 2. Review of non statutory / legal activities to be undertaken and activity ceased where appropriate - reducing value add activities 3. Progress in delivering the plan will be tracked alongside the budget.	↑	4	5	4	80	Live
Conflicting priorities	Other conflicting priorities and projects (e.g. 1B implementation / New Ways of Working / Covid response) take priority and draw resources away from the programme resulting in slippage and / or non-delivery. Short / no notice resource requests from 1B exacerbate this risk.	1. The plan will consider potential clashes with peak workloads and will time activities accordingly. 2. ERP requirements will be factored into planning to identify potential resource conflicts. 3. Additional backfill resourcing will be considered where appropriate. 4. Resource request submitted for the HR Services team to support 1B Programme.	↔	4	4	5	80	Live
HR&OD Management Resourcing	HR&OD Management are unable to allocate adequate capacity to supporting and delivering the programme. This leads to programme work not being delivered / slipping.	1. Programme briefing session delivered to the wider management team. 2. HR & OD Managers will be asked to sponsor each Workstream and Project, supported by add. capacity 3. Work to assess the 'Right size of HR&OD' has been initiated and this will help establish options for releasing, creating capacity. 4. Detailed plans will be developed with Project Leads that reflect their capacity / availability to support the programme.	↓	4	5	4	80	Live
HR&OD staff capacity	HR&OD staff are unable to identify adequate capacity for undertaking programme activities, so tasks are not delivered / slip. This creates increased reliance on additional capacity to progress the programme and consequently costs increase.	1. Early conversations with HR&OD to promote the importance of the Programme and encourage involvement. 2. Identification of resource available 3. Consideration of backfill if necessary. 4. Identification of options from the activity analysis to create capacity.	↔	4	5	3	60	Live
Comms Strategy	A draft Communications Strategy has been developed and currently there is no agreed resource allocated to implementing this. Comms are in progress for HR&OD team, but wider Comms are not being delivered. Consequently, the programmemay fail to engage wider stakeholders sufficiently especially Line Managers in directorates who are essential to engage to drive the required changes.	1. Comms resource to be identified to develop and deliver Comms Strategy.	↔	4	4	4	64	Live

Current Risk Assessment spans Proximity, Impact, Likelihood, Score columns.

7   Compliance Issues:

7.1   The HR&OD transformation programme supports the proposals set out in the Cabinet report of 19 January 2021 (Investing in our Future) and the next phase to Birmingham City Council's Delivery Plan to 2022 agreed by Cabinet in November 2020. The proposals for the new target operating model, properly funded and resourced, incorporates the provision of world class support and governance services, delivered on an in-house basis, designed from first principles to achieve the council's key objectives.

7.2   Legal Implications

7.2.1   If the proposed structure is approved, consideration would have to be given to the roles that are required in order to fulfil the objectives set out in the Cabinet Report and whether they will be generic or specialist. Thereafter, specific job descriptions will need to be composed and roles will have to be job evaluated. Formal consultation in relation to the business case and the service re-design will have to commence in relation to the proposals.

7.2.2   BCC must ensure that fair and consistent recruitment practices are followed in line with the Council's policies and procedures in relation to the recruitment of these posts including; making sure that the interview panel is representative of protected characteristics i.e. 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 are removed from the application process.

7.2.3 Where there is potential displacement in the service, a business case will need to be drafted to determine where the displacement will happen, the criteria for displacement and the reason it amounts to a redundancy situation. Once the business case has been approved, employees should have the opportunity to apply for appropriate vacancies via selection pools through a fair and transparent process. Those employees at risk of redundancy should be given the opportunity to apply for suitable alternative vacancies within the Council. Any redundancies should be conducted in line with the Council's policies and procedures as well as the ACAS Code of Practice.

7.3 Financial Implications

7.3.1 The current budget for the HR&OD service has been reduced considerably over the last five years. The budget that supports the core provision of service is not considered adequate to deliver the aims and vision of the service and the support the council needs from its large workforce. The budget requested is to increase the core funding to c.£8.1m per annum for the next year, reducing annually to c.£7.7m in 2025/26. Current core funding for 2021/22 is £4.6m plus £2.2m project funding, equating to £6.8m. Further details of which can be found in the Outline Business Case – People Services Transformation

7.3.2 If agreement to funding is granted this will increase core headcount to c.148 from 88.83 and reducing to c.132 in 2025/26, as the service is embedded, the use of technology leveraged, the workforce is more engaged, and managers are upskilled in people management.

7.3.3 Headcount profile of proposed structure:

Headcount	2022-23	2023-24	2024-25	2025-26
JNC	4	4	4	4
Grade 7	12	12	12	12
Grade 6	16	16	16	16
Grade 5	44	46	42	42
Grade 4	28	28	24	24
Grade 3	42	38	32	32
Grade 2	2	2	2	2
Total	**148**	**146**	**132**	**132**

7.3.4 Headcount profile compared against current headcount in the baseline budget:

	Grade - Current (Baseline)	Grade - Proposed	Shortfall / surplus against Baseline
JNC	3	4	1
GR7	4	12	8
GR6	6	16	10
GR5	19.02	44	24.98
GR4	32.11	28	-4.11
GR3	22.7	42	19.3
GR2	2	2	0
	88.83	148	59.17

7.3.5 Costs profile – including on costs

Target Operating Model

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Preferred option:								
Revenue	8,109	8,189	7,642	7,723	7,813	7,820	7,827	55,123
Funded by:								
Existing	4,556	4,556	4,556	4,556	4,556	4,556	4,556	31,889
Additional	3,554	3,633	3,087	3,167	3,257	3,264	3,272	23,234
Total	**8,109**	**8,189**	**7,642**	**7,723**	**7,813**	**7,820**	**7,827**	**55,123**

Job Evaluation Project

	Year 0	Year 1	Year 2	Total
	£000s	£000s	£000s	£000s
Expenditure	736	379	0	1,115
Funded by:				
Capital	736	379	0	1,115

7.4 Procurement Implications – not required

7.5 Human Resources Implications

7.5.1 The new target operating model set out in the report includes new structures that will create opportunities for Council staff to progress and develop. Where new capability is required that does not currently exist within the Council external recruitment will take place.

7.5.2 Consultation will be required across the whole HR and OD function (excluding the Schools HR Service which is out of scope) and the Council's policies and processes relating to change will be followed. Following consultation there may be a small number of staff, even with an increase in permanent roles, who are displaced as they do not have the required knowledge, skills, and experience to be placed in the new structure. Every effort will be made to reduce the impact and HR&OD colleagues will be supported through the process fairly and equality of opportunity will be provided.

7.6 Public Sector Equality Duty

7.6.1 The consultation process and associated steps as identified within the report accord with the Council's legal duty to further its Public Sector Equality Duty. This duty requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. Please note the obligation on the Council to comply with the Public Sector Equality Duty is set out within the Equality Act (2010).

7.6.2 A full equality impact assessment under the Equality Act (2010) will be completed that considers the impact on all protected characteristics and will include all staff and service users.

8 Appendices

- Outline Business Case – People Services Transformation

9 Background Documents

9.1 Cabinet Report of 19 January 2021 (Investing in our Future)

9.2 Birmingham City Council Delivery Plan: 2020-2022

9.3 Workforce Strategy 2020-2022

OUTLINE BUSINESS CASE (OBC) TEMPLATE

Human Resources and Organisational Development Transformation Programme

Council Management Portfolio

AUTHOR: Amanda Mays, HR Transformation Programme Manager

Document Control

Document title	Outline Business Case – *Name of Programme*		
SRO	Rebeca Hellard, Director of Council Management (interim)		
Author(s)	Amanda Mays, HR Transformation Programme Manager		
Version number	0.2	Document owner	Human Resources Director
Date approved	24 Aug 2021	Document status	Final
Effective date	1 April 2022	Approved by	

Version	Author	Date	Summary of changes
0.1	Amanda Mays	20 June 2021	New
0.2	Amanda Mays	7 August 2021	Updated financials
0.3	Amanda Mays	13 August 2021	Updated with comments from HR&OD and Legal
0.4	Blaine Steede	20 August 2021	Updated with comments from Finance
0.5	Blaine Steede	24 August 2021	Final sign off

Contents

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1. Executive Summary

1.1 Introduction

This OBC seeks approval to initially invest an additional estimated £3.5m in baseline HR&OD resource funding from 2022/23 to take the baseline budget to £8.1m, reducing to £7.7m in 2025/26. This is required to transform the HR&OD function with an overarching vision to be a best in class People Service, achieved by empowering our people and proactively providing the insight they need, becoming a trusted partner to enable the Council to deliver on its promises and committed to enabling our diverse talent to flourish.

Through the design of the service delivery model the function will become an insightful partner, providing brilliant basics and excellent customer service, continually innovating, and leveraging the use of technology. A learning culture will be created across the Council with clear inclusive career pathways and proactive management of Council talent.

1.2 Strategic Case

1.2.1 The strategic context

The HR&OD Transformation Programme supports the proposals set out in the 'Investing in our Future' report of 19 January 2021, which includes support for a new Council operating model. This new model incorporates the provision of world class support and governance services, delivered on an in-house basis, designed from first principles to achieve the Council's key objectives.

The proposals also incorporate the 'ask' from the Council's Delivery Plan 2020-2022, where there is an expectation that parts of the organisation will be required to change in real and profound ways. This will mean ensuring that the Council's core People Service is able to support change, deliver improvements and do so in a way that is both assured and consistent. If the Council says it is going to make a change, it is important that it is delivered by winning consent and engaging the workforce. Delivering change in a fair and constructive way together with the support of our trade union colleagues. To deliver this the People Service must be equipped to focus on creating a positive workplace culture and supporting the specific changes the organisation needs to deliver in the coming months and years. More broadly, the service will ensure the sustainability of the Council by developing a core training and development offer for all staff, refreshing the Workforce Strategy to deliver a representative diverse workforce, and investing to ensure that we train the leaders of the future in a Fit for Purpose Council.

The aim of the HR&OD Transformation Programme is to introduce a new best in class comprehensive target operating model and create a new People Service. The model sets out

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the path required to become a true world class enabling function to support the delivery of the Council's ambitions. The model has been developed with KPMG, in conjunction with the HR&OD team and senior leaders. It is not simply about a restructure it is about transforming the service.

1.2.2   The case for change

The Council is going through a period of unprecedented change and this is exposing several gaps in our people capabilities. It is also clear that the foundations of what the HR&OD department is accountable for are not in place, starting with the basics through to a strategic direction.

Overall, the function today is more reactive and transactional than consultative, with capability gaps at all levels. The function has reduced by 45% FTE since 2016 (229 to 127 – both figures including temporary project funding) leading to capacity challenges, which are keenly felt by the business and create a firefighting culture which leads to limited value add activity. Some specific feedback received from key customers with regard to the quality of service from the HR&OD team is as follows:

'The team are considerably under resourced and so allocation of time to case work is stretched impacting quality of service'

'We need a more strategic service that appreciates the context and has time'

'Too distanced from day to day operations'

'The systems are archaic, bureaucratic and inefficient. The point of contact is inconsistent which is not helpful'

A complicated history in dealing with equal pay claims has resulted in a risk averse culture, which creates a political risk; costly employment tribunal claims and pressure as years of mismanagement of a reward structure is starting to be addressed. This has a big impact on the council's engagement and relationship with our people.

Due to the design of the service there is siloed working between the HR and OD teams leading to confusion both for customers and members of the teams themselves.

The lack of comprehensive workforce and career planning means vacancies are filled in an unplanned and ad hoc way across the council, which fails to address the issues relating to diversity and being representative of our community. Low engagement levels are compounded by the lack of a performance management culture, where successes are recognised, and personal development becomes a regular conversation.

Investment in learning and development has not consistently been set in the context of the council's needs nor aggregated for the benefit of the organisation, and no link to succession planning.

Leaders and managers, both within the HR&OD function and across the council, are working at least a level or two below to fill the capability gaps, both in thinking and doing. The roles of leaders and managers have not been clearly articulated; accountability, behaviours and building organisation capability comes a poor second to task management, in a reactive environment where everything is urgent and important.

The lack of digital solutions to drive the people processes means there are inefficiencies in the system, with HR&OD colleagues spending time on administrative tasks instead of adding value.

Many of the people policies and processes are complex, risking inconsistent application and in addition are not aligned to the Council's values and behaviours.

A Workforce Strategy is in place, updated in 2020 for the two years 2020-2022, but there are limited directorate workforce strategies / plans and limited alignment of cohesive joined up activity in the HR&OD function to achieve the Strategy. Key strategies, required to achieve the workforce aims are not in place, for example culture, talent, learning, engagement, reward, and resourcing.

In terms of the delivery of HR&OD services there are limited service level agreements (SLAs) or key performance indicators (KPIs) to monitor performance.

Delays in producing data, a lack of forward-looking data and limited insight hampers the ability of the organisation to make proactive decisions on people matters. Therefore, achieving the benefits from the integrated ERP system is key for the success of the programme.

Based on the issues highlighted above the key components of the transformation programme are summarised below:

For our people

It is the right thing to now invest in our HR&OD people and our systems to improve what we do and how we do it. Personal development benefits the council, our customers, and our people.

For our employees

We are a customer orientated function and want to reshape and align ourselves to ensure our customers receive a best in class and best value service.

For 'best in class'

We need to move toward best practice, such as being an embedded strategic partner to the business.

For value for money

We need to modernise ourselves for the challenges of tomorrow and meet the people challenges of today.

A summary of expected outcomes includes:

- A new Assistant Director role to further provide leadership, direction, and influence to support the strategic value the People Partners can add
- Greater accountability and control in one unified HR & OD team
- Increased focus on Business Partnering, creating an improved strategic relationship with customers
- Reduction in process duplication by creating centralised Centres of Excellence driving best in class strategy and policy, and a Service Delivery Centre, driving standardisation, consistency, and efficiency
- Increased oversight of strategic workforce strategy and workforce planning
- Clearer career pathways within HR & OD, helping to attract and retain talent
- Develop new capabilities in analytics and strategic value add services
- Embrace modern technologies to drive process efficiency, hybrid working and automation

Ultimately increasing productivity and capability in the workforce to deliver a great service to our citizens and setting an example of a great place to work for the city of Birmingham.

1.3   Economic Case

1.3.1   The long list

KPMG were engaged by Birmingham City Council at the beginning of 2021 to undertake a review of the function to meet the objectives as described. To develop a proposal for a target operating model the KPMG team undertook an approach based on three key principles:

- Consultative – listen and incorporate the views of stakeholders, including the HR&OD function, internal customers, and Council leadership.
- Co-development – created the vision and design principles through group discussion, ensuring that the operating model is in line with the views of the HR&OD function.
- Best practice – whilst appreciating the good practice that already exists within the HR&OD functions KPMG were open to best practice from outside of BCC, including from other sectors.

Their 4-step process was to analyse current state, create the vision and design principles, develop a proposal for a leading practice informed target operating model and finally to spell out the roadmap and next steps.

1.3.2   The preferred way forward

Based on the above analysis, the preferred and recommended way forward is to implement a target operating model, based on the HR leading practice of David Ulrich. Over the last two decades the Ulrich model has become the standard way for large complex organisations to organise their HR service delivery. This brings several benefits to as the model is more driven by the business and the internal voice of the customer. The target operating model is founded on its vision and a set of eight design principles.

Our vision for a best in class People Service:

- We empower our people by proactively providing the insight they need
- We are a trusted partner, enabling the Council to deliver its priorities
- We are committed to enabling all of our diverse talent to flourish

The design principles are as follows:
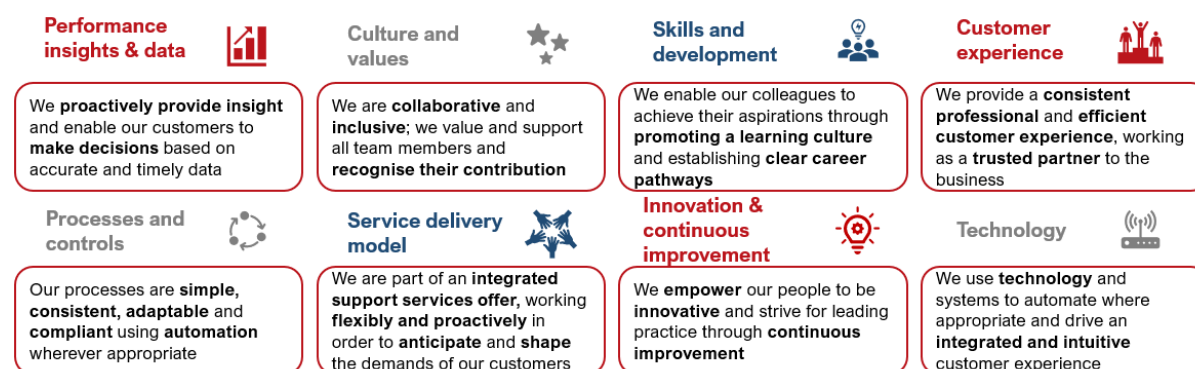
The model itself is based around six layers –

10
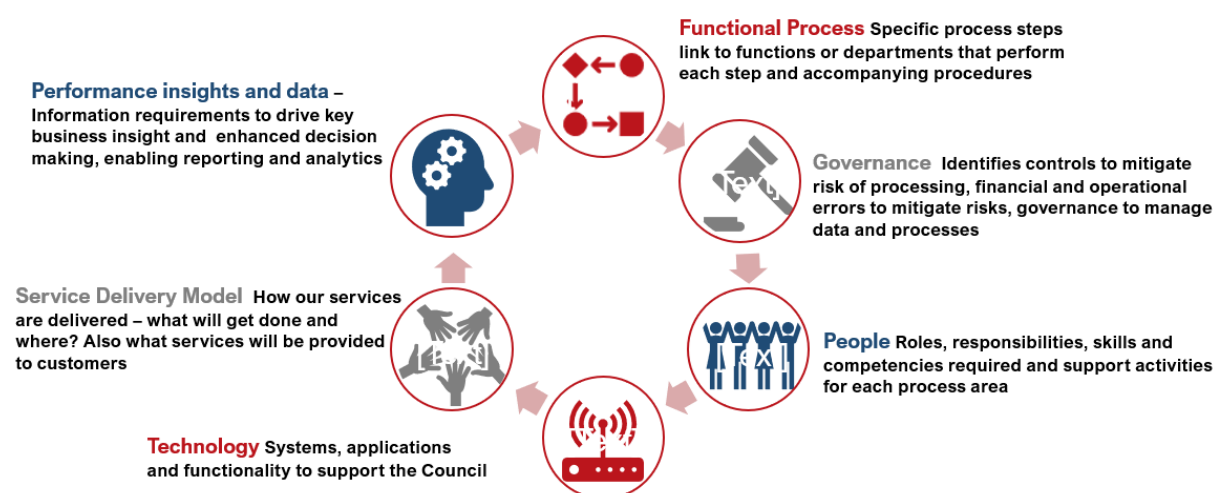
The model re-introduces business partnering through new People Partner roles. A clear distinction between strategic activities taking place within the People Centres of Excellence and transactional execution, which is delivered within a service delivery centre. A specialist data reporting and analytics function designed to be integrated with other enabling functions, including finance. Tiers of service delivery, as set our below, illustrate where transactional versus more strategic activities will take place across People Services. Triage (tier 0), transactional processing (tier 1) and advisory (tier 2) all take place within the People Services Delivery Team. The other 3 groups deliver at tier 3 only. Part of the People Services vision is to enable the Council to deliver its priorities and for all our diverse talent to flourish. To deliver on this vision it is proposed that, in the new service delivery model, wellbeing is aligned with OH and Safety. This is to provide a more holistic approach and achieve synergy from the services offered, with an aim to increase the wellbeing of our workforce, to increase attendance and ultimately employee engagement. The schools traded service is excluded from this review.

In all options listed below the New Ways of Working project has been excluded as this programme is subject to its own Business Case.

The high-level model can be seen in the diagram below:
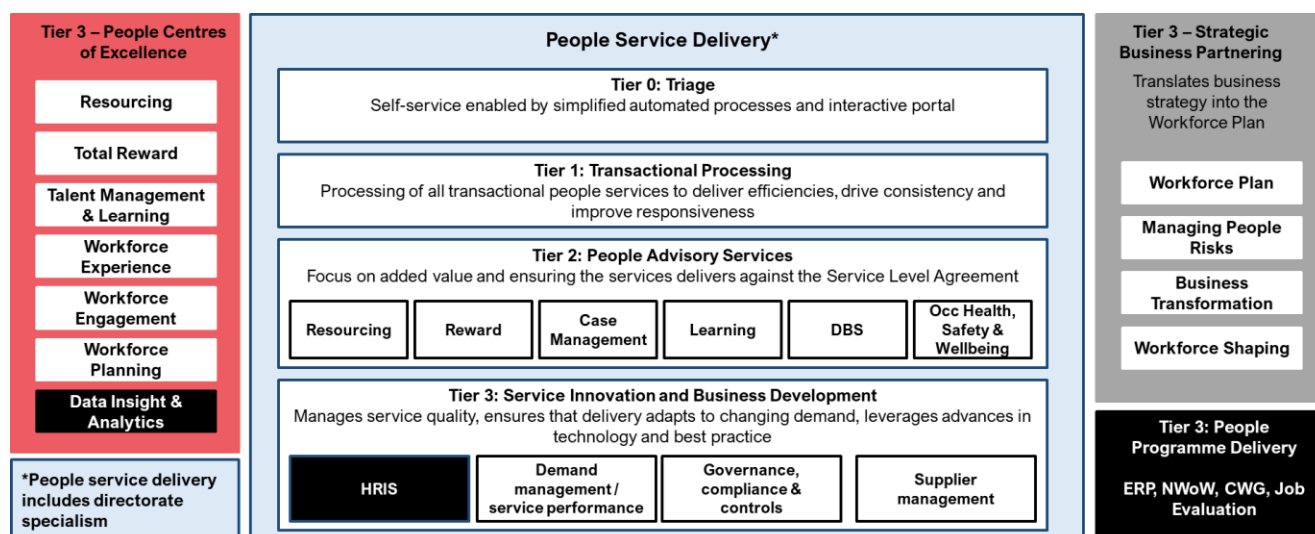
1.3.3 The short list

To implement the recommended Target Operating Model the following short list of options emerged:

- Option 1 – status quo, do nothing or do minimum
- Option 2 – TOM implementation in full, based on a zero-based budget and complete service redesign
- Option 3 – TOM implementation based on more ambitious transformation and service standards on a zero-based budget
- Option 4 – TOM implementation based on less ambitious transformation and lower service standards on a zero-based budget

1.3.4 Key findings

Option 1 – Status quo

As described above this option does not provide the Council with the best in class HR&OD service it requires to deliver the stretching aims of the Investing in our Future plan. Temporary funding would continue supplying short term ad hoc resource with firefighting as a prevailing culture. A recent stress audit identified unsustainable levels of stress within the service which will have an increasingly negative impact on staff wellbeing and service delivery. Value add services would not be provided and without full workforce, talent, and resourcing strategies the organisation will hit a cliff edge with an aging workforce. There would also be significant risk to the benefits of the 1B programme being realised without the associated view of policy, processes, and systems reviews. It is also very likely that employee engagement in the Council would remain low and managers feeling that the service standards they receive is below par. Current satisfaction scores with the service can be seen below.

Quality of service scores

The HR&OD team and a selection of key customers were asked 'How would you rate the quality of service HR provides to the business?

| HR&OD Team | 58 questionnaire responses from HR&OD team | Customers | 17 questionnaire responses from key customers |

Average rating 3.4
40% rated between '4-5'

Significant difference in perception

Average rating 2.3
59% rated between '1-2'

Making a positive difference everyday to people's lives
PAGE 8
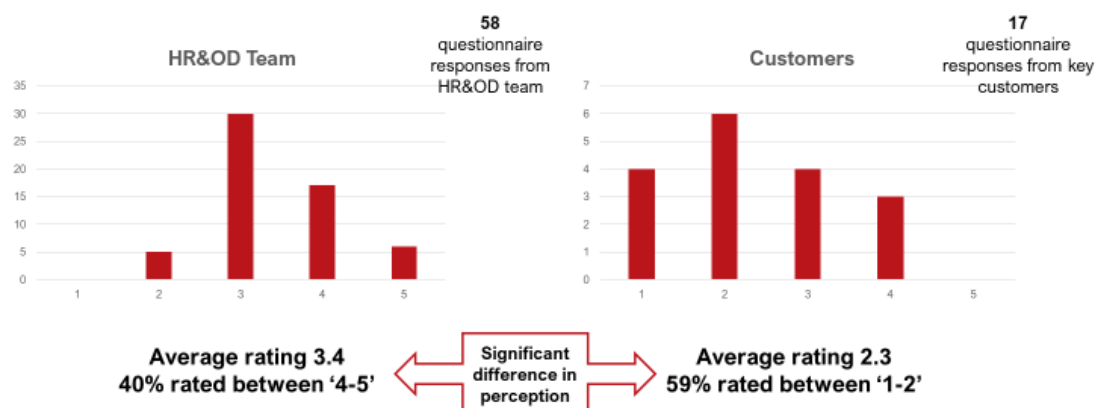
In addition, the service would not reach the full levels of maturity as required by a best in class service. Current assessment puts the Service at an average of 2.4 with world class at a 5.

Commentary

- The overall maturity assessment current state scores are consistent with the findings from other stakeholder engagement. A score of between 'Developing' and 'Good' for all layers is a good foundation to build from.

- Performance, Insights & Data stands out as the weakest score. There is a clear need for the team to place greater priority on the use of data, and to be more proactive in the generation of insights.

- The team have set an ambitious aspiration to sit between Excellent and World Class across all layers of the operating model within 5 years. The effective use of technology (the highest future state score) will be critical to enable this step change.

Option 2 – Implement full TOM

The TOM has been reviewed against the current service provision and a zero-based budget approach used. This has resulted in an increased need for an uplifted core budget by c. £3.5m and a core headcount increase of 59, against a current headcount of 88.83 FTE and an associated base line budget of £4.6m. It is anticipated that the reliance on project funding and associated headcount would decrease accordingly, other than that required of the Job Evaluation Project which is time bound to 2023/24. The full aims of the TOM can be realised in this model. It is anticipated that a small number of the workforce would be impacted where there is not a match across from current roles into the future model. However, this will be minimised and there would be an aim to move to a more stable core workforce by, wherever possible, making fixed term contracts permanent, reducing acting ups and secondments – currently running at 50% of the HR&OD workforce. There is no intention to put 'round pegs in square holes' and assessment of capability against roles would be required, in accordance with Council policies.

The impact can be seen below, which also includes the current 127 roles (119.12 FTE) currently funded by business cases, which end on the 31 March 2022:

	Grade – Current FTE	Grade - Proposed FTE	Shortfall / surplus	Grade – Current FTE – Including Projects	Grade - Proposed FTE	Shortfall / surplus
JNC	3	4	1	3	4	1
GR7	4	12	8	4	12	8
GR6	6	16	10	10	16	6
GR5	19.02	44	24.98	26.87	44	17.13
GR4	32.11	28	-4.11	43.81	28	-15.81
GR3	22.7	42	19.3	28.7	42	13.3

GR2	2	2	0	2.74	2	-0.74
	88.83	148	59.17	119.12	148	28.88

Year on year headcount is proposed to reduce as the ERP and JE projects cease and the full benefits of Oracle are felt in the organisation. With an increase in employee engagement activity it is also anticipated that here will be reduced case management and sick absence. With more channel shift to Tier 0 – self-service – less staff will be required in the Tier 1 service. 4.7% of People Services roles are proposed to be new entrant apprentices.

A proposed high-level outline functional structure can be seen below.

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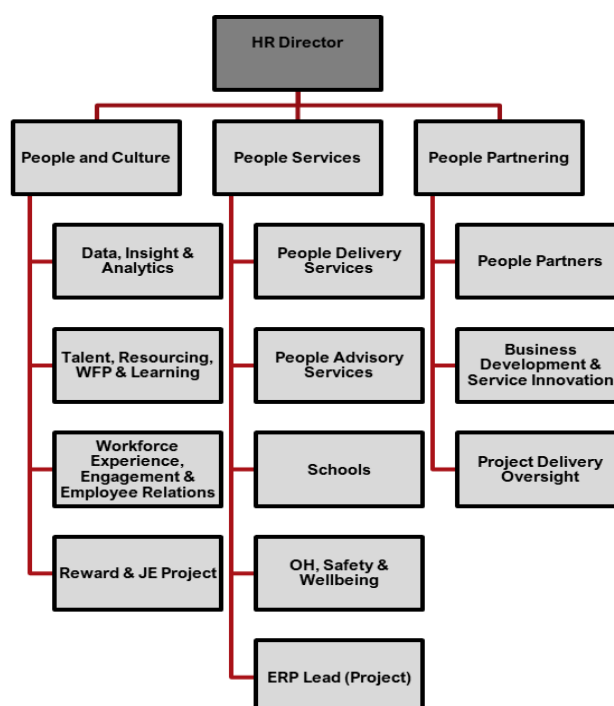
A more detailed view of each functional area can be seen in the table below:

People Services			
People Partnering	**People Partner** • Senior people specialists aligned to directorates • Develop directorate workforce strategies and plans • People risk and issue management	**Business Development and Service Innovation** • People services performance • Commercial opportunities • Service innovation • Business continuity, FOIs	**Project Delivery Oversight** • New Ways of Working Project • Commonwealth Games

People and Culture

Talent
• Talent and succession
• Leadership development
• Learning and development
Resourcing
• Resourcing strategy
• Resourcing Advisory service
Workforce Planning
• Council Workforce Planning
• WFP advisory service

Employee Relations
• Employee relations framework and activity
• Employee lifecycle
Employee Engagement
• Organisation effectiveness
• Collective values and behaviour frameworks
• Employee engagement actions
Data Insight & Analytics
• Data capture and creation
• Data interrogation, dashboard design and management, data quality and data governance

Total Reward
• Pay and grading
• Reward and Benefits

Job Evaluation Project
• Job analysis
• Working styles

People Services Delivery

Service Delivery
• Tier 0 and 1 people delivery services and HRIS
• Tier 2 people advisory, case work and job analysis service

Schools People Service
• Full range of people services to schools provided as a traded service

Occupational Health, Safety and Wellbeing
• H&S strategy, assurance & auditing
• Mental Health advice
• Occupational Health Service
• Wellbeing
ERP
• Design, Build, Testing and Implementation
• Post implementation Oracle support

Option 3 – More ambitious

The current budget is made up of core and project funding. This has resulted in 50% of the service being on either fixed term contracts, acting up or secondments. This creates a level of uncertainty and does not lead to a stable workforce with employees growing in roles and being able to confidently see their future career paths, as jobs may cease when project funding ends. In a complex environment with much to do with the workforce this is not sustainable. This option looks to create a strong base of permanent contracts and people in the right roles with the right skills.

This option looks to increase service standards by bolstering employees working in People Services Delivery and therefore reducing reliance on Manager and Employee self-service. It introduces a People Partner and Senior People Partner to each directorate as listed below.

- Places, Prosperity and Sustainability
- Council Management and Strategy, Equalities and Partnership
- City Operations
- City Housing
- Adult Social Care
- Education and Skills

Apprenticeships are increased to 10% and there is no reduction of workforce over time. A specialist resourcing expert has been introduced to bolster the recruitment team.

This option would enable the service to transformation quicker and reach maturity 'world class' at a faster rate and undoubtedly satisfaction with the service would increase from the current 2.3 rating. Effectively this would offer a more 'gold plated' service to the Council. However, the Council may not be ready to absorb the work generated by such a large team and with spare capacity old habits may be formed with the service taking over some of the line manager role.

The FTE for this option is 176 as follows:

	Grade - Current	Grade - Proposed	Shortfall / surplus
JNC	3	4	1
GR7	4	13	9
GR6	6	18	12
GR5	19.02	47	27.98
GR4	32.11	42	9.89
GR3	22.7	50	27.3
GR2	2	2	0
	88.83	176	87.17

The proposed budget for Option 3 would be £9.5m – an additional cost of £4.9m from the current of £4.6m funding.

Option 4 – Less ambitious

The time required to achieve full effectiveness of the Model would place a huge demand on the service where both levels of capacity and capability are not in place. With this less ambitious option the Model would take longer to become effective, if ever, and provide potentially a lower level of customer satisfaction. Roles in this option are reduced significantly and People Partners reduced to Grade 6 with no support roles and no Assistant Director.

Benefits to this option are that there would be less upheaval for the team but without an injection of expert resource across all centers of excellence the model will not achieve its aims. Customer satisfaction with the service is already poor and this would extend resolution times and may impact considerably the implementation of the 1B system.

	Grade - Current	Grade - Proposed	Shortfall / surplus
JNC	3	3	0
GR7	4	4	0
GR6	6	16	10
GR5	19.02	36	16.98
GR4	32.11	24	-8.11
GR3	22.7	35	12.3
GR2	2	2	0

16

	88.83	120	31.17

The proposed budget for Option 4 would be £6.4m – an increased cost of £1.8m from the current of £4.6m funding.

Summary of Options:

	FTE	Budget (£m)
Option 1 – Do Nothing/Do Minimum/Status Quo		
Total	**88.83**	**4.6**
Option 2 – Reference Project/ Outline Public Sector Comparator		
Total	**148**	**8.1**
Option 3 - Reference Project/ Outline Public Sector Comparator (more ambitious)		
Total	**176**	**9.5**
Option 4 - Reference Project/ Outline Public Sector Comparator (less ambitious)		
Total	**120**	**6.4**

Option appraisal conclusions:

- Option 1 – this option ranks 3
- Option 2 – this option ranks 1
- Option 3 – this option ranks 2
- Option 4 – this option ranks 4

1.3.5 Overall findings: the preferred option

Summary of overall results:

Evaluation Results	Option 1	Option 2	Option 3	Option 4
Economic appraisals	3	1	4	2
Benefits appraisal	3	1	2	4
Risk appraisal	3	1	2	4
Overall ranking	**3**	**1**	**2**	**4**

The overall conclusion is to progress with Option 2 and implement the Target Operating Model in full, by seeking Cabinet approval followed by full meaningful consultation with trade unions, the HR&OD Team and wider stakeholders, with an aim to implement by end of March 2022.

1.4   Commercial Case

1.4.1   The procurement strategy
 Not applicable

1.4.2   Required services
Not applicable

1.4.3   Potential for risk transfer and potential payment mechanisms
Not applicable

1.5   Financial Case

1.5.1   Financial expenditure

Summary of financial appraisal:

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Preferred option:								
Revenue	8,109	8,189	7,642	7,723	7,813	7,820	7,827	55,123
Funded by:								
Existing	4,556	4,556	4,556	4,556	4,556	4,556	4,556	31,889
Additional	3,554	3,633	3,087	3,167	3,257	3,264	3,272	23,234
Total	**8,109**	**8,189**	**7,642**	**7,723**	**7,813**	**7,820**	**7,827**	**55,123**

In addition to the base line budget funding request funds are being requested to deliver the Job Evaluation Project. This project is time bound and will last throughout 2022/23 and into 2023/24 as detailed below. This amount is being requested to fund the project team – 1 x Grade 6, 2 x Grade 5 and 12 x Grade 4 job analysts. The project team will be undertaking a full evaluation of all jobs within the council, using the Gauge evaluation software (a nationally recognised approach). The aim of this project is to ensure fair and equal pay is achieved through a robust evaluation and grading of all BCC roles. All roles in the Council will be evaluated and analysed as part of this project. This activity supports a review of the Council's Pay and Grading Framework - leading to better attraction, retention with a market led, fair and transparent process.

	Year 0	Year 1	Year 2	Total
	£000s	£000s	£000s	£000s
Expenditure	736	379	0	1,115
Funded by:				
Capital	736	379	0	1,115

1.5.2   Overall affordability and balance sheet treatment

The aim of this Business Case is to seek additional base line budget in the MTFP for the HR and OD function to create a best in class People Service for the Council. The increase in investment here is to enable the rest of the organisation to deliver and make their own workforce savings to achieve a balanced medium-term financial plan. A best in class HR function is required to ensure the Council is equipped to deal with the challenges ahead and enable a direct impact on the 41% of controllable budget that is our staffing.

Indirect savings are anticipated from improvements in attendance, productivity, and resourcing models – achieved through effective workforce planning.

Based upon data taken from SAP, in 2020 there were 74,000 FTE working days lost due to sickness absence with an associated cost of approx. £12m. Part of the People Services vision is to enable the Council to deliver its priorities and for all our diverse talent to flourish. To deliver on this vision it is proposed that, in the new service delivery model, wellbeing is aligned with OH and Safety. This is to provide a more holistic approach and achieve synergy from the services offered, with an aim to increase the wellbeing of our workforce, to increase attendance and ultimately employee engagement. Through the TOM it is anticipated that with higher engagement, better equipped managers and with centres of excellence designing leading practice interventions absence will reduce. If this is as much as 10% then savings of £1.2m could be realised in reduced absence cost alone.

In addition, it is well recognised that Workforce Planning underpinned by talent, learning and succession strategies will mean that BCC can grow own talent and reduce the need for contingent resource . Spend on agency, interim, consultants and consultancy companies (2020/21 spend) is c£80m. With workforce costs at £346m in 2020/21 this means that of the budget spent on resource 19.5% is spent on contingent labour. Again, if this were reduced by 10% it would mean a saving of £8m.

In the latest full staff survey in 2019 43% of staff would recommend Birmingham City Council as a great place to work (39% in 2018). With interventions across all people policies, systems, and practice, including revised pay and grading, learning and talent strategies – as well as upskilling of managers it is anticipated that this will increase. With increased engagement productivity would be increased, retention of key talent and higher quality hires as BCC would be seen as an 'Employer of Choice'. In addition, it is likely the Council would see less grievances, dignity at work complaints and disciplinary cases. It is hard to quantify a specific amount of savings, but studies have shown that activity in this area can make the organisation more efficient and citizens happier with the service provided.

1.6   Management Case

1.6.1   Project Management arrangements

The Programmes governance arrangements can be seen below.

Proposed structure for governance in 2021:

Programme Governance

0 **Existing Governance – Monthly**
Advising senior stakeholder on the overall status and progress of the programme, flagging certainty, risk, cost and quality of work.

1 **Programme Board – Monthly**
Providing Senior Leadership with assurance that the programme is on track for successful delivery. This includes ensuring the plan is realistic and deliverable, that there is certainty over costs and benefits, key issues are effectively managed and risks mitigated.

2 **Workstream Board (x6) – Fortnightly/Weekly**
Focus of this forum will be twofold: Firstly to manage the scope of each workstream and ensure subsidiary activities are suitably well defined; Secondly to track the delivery of each workstream to completion. This includes providing clarity on status, plans, costs, and whether improvements are fit for purpose.

3 **Project Team Meetings – Weekly**
Individuals sessions led by leads with their delivery teams, to track progress and delegate tasks.

0 Existing governance

1 Programme Board

Outputs
- Delivery Plan reporting
- 1B ERP reporting
- Corporate performance / PMO

2 Workstream Board (x6)

Key Inputs
- Workstream initiation documents
- Workstream updates
- Workstream plans
- Key decisions / approvals

3 Project Team Meetings

Key Inputs
- Project initiation documents
- Project updates
- Project plans
- Key decisions / approvals

Programme Leadership

Programme Sponsor	Programme Lead
Rebecca Hellard	Dawn Hewins
• Promotes, advocates and shapes the Programme; • Attends the Programme Board to provide oversight and advice.	• Ultimately responsible for leading and delivery of the Programme; • Leads the Programme Board, and challenges workstreams owners.

Key Stakeholders

Programme Board attendees

Stakeholder	Responsibility
Business Representatives	• Provides review and challenge from a business perspective, including business feedback on improvements.
Internal Audit	• Updated on progress, providing advice on the assurance of programme outcomes and links to audit findings.

Programme Board reporting

Stakeholder	Responsibility
Portfolio Holder for Resources	• Informed of progress against programme plan and Delivery Plan, providing strategic direction and challenge.
Corporate Performance / PMO	• Updated on progress, including specific Vital Signs and Milestones/Accountabilities, providing advice on corporate alignment.
1B ERP	• Engaged on improvements which may influence ERP design, and provides updates on progress on ERP implementation.

1.6.2 Benefits realisation and risk management

There are four key measures that the programme will focus on in terms of seeing the direct benefits for the team itself:

- **For our employees**
  Internal customer perception of HR&OD Service. A selection of key internal customers was asked how they would rate the quality of service HR provides to the business (on a 5-point rating in Feb 2021) with a rating of 2.3 with an aim to get to 5.

- **For best in class**
  The KPMG HR Maturity Assessment Tool is designed around the six target operating model elements, and provides a framework to understand the current position, as well as an aspirational position on the impact of the HR &OD function. KPMG rate World Class as 5 and current self-assessment rating is 2.4 with an aspiration to achieve 4 across the 6 elements.

- **For our people**
  The programme will focus on HR&OD development and career pathways, by implementing a competency framework with career pathways and development interventions identified – including apprenticeships at Level 3 to Level 7 and all staff to have a Personal Development Plan in place.

- **For value for money**
  The Workforce Strategy will be revised from 2022+ to support the delivery of the council's priorities. The overarching Council strategy to be underpinned by directorate workforce strategies and plans

In addition to the specific direct measures the transformation of the HR&OD service will lead to ultimately increasing productivity and capability in the workforce to deliver a great service

to our citizens and setting an example of a great place to work for the city of Birmingham. There is a well-established and growing body of evidence demonstrating the business benefit of employee engagement, these benefits are seen in employees having a more meaningful relationship with their work, customer satisfaction, and increased productivity, which is a long-standing structural challenge. The centres of excellence and developing leading practice strategies and upskilling our leaders and managers will be designed to increasing employee engagement and we would expect to then see better outcomes for our citizens.

This is a time of extraordinary change – demographically, technologically, politically – and the transformed HR&OD service will ensure that we are equipped to respond to these challenges and become a Fit for Purpose Council.

1.6.3   Post project evaluation arrangements

Please see above for how the evaluation of the programme will be considered and held to account.

1.7   Recommendation

It is recommended that Cabinet approves the proposed Target Operating Model to transform the Human Resources and Organisational Development to achieve a best in class People Service. It is also recommended that Cabinet approves the increased costs for the proposed People Services Target Operating Model structure in the Medium-Term Financial Plan from 2022/23, to c. £8.1m per annum, an increase to base line budget of £3.1m, option 2 as detailed above.

Signed:

Interim Director Council Management

2 Strategic Case

2.1 Introduction

This OBC seeks approval to initially invest an estimated £3.5m in core HR&OD funding for 2022/23. This is required to transform the HR&OD function with an overarching vision to be best in class and achieved by empowering our people and proactively providing the insight they need, becoming a trusted partner to enable the Council to deliver om its promises and committed to enabling our diverse talent to flourish.

Through the design of the People Service delivery model the function will become an insightful partner, providing brilliant basics and excellent customer service, continually innovating, and leveraging the use of technology. The aim is to create a learning culture with clear career pathways and being collaborative and inclusive.

At present the core budget for the service is £4.6m with an additional £2.2m project funding for 2021/22. A zero-based review has been undertaken and this has identified that the project funding is used for activity that should be part of a core service offering, such as apprenticeship levy delivery & succession planning, culture change, directorate change and industrial relations. As outcomes are realised through the transformation programme the core service budget is expected to decrease to £7.7m in 2025/26.

2.2 Structure and content of the document

This OBC has been prepared using the agreed standards and format for business cases, as set out in the Green Book.

The approved format is the Five Case Model, which comprises the following key components:

- The strategic case sections. This sets out the strategic context and the case for change, together with the supporting investment objectives for the scheme
- The economic case sections. This demonstrates that the organisation has selected a preferred way forward, which best meets the existing and future needs of the service and is likely to optimises value for money (VFM)
- The commercial case sections. This outlines what any potential deal might look like
- The financial case sections. This highlights likely funding and affordability issues and the potential balance sheet treatment of the scheme
- The management case section. This demonstrates that the scheme is achievable and can be delivered successfully in accordance with accepted best practice.

The purpose of this section is to explain and revisit how the scope of the proposed project or scheme fits within the existing business strategies of the organisation and provides a compelling case for change, in terms of existing and future operational needs.

Please refer to the Strategic Outline Programme (SOP) and Strategic Outline Case (SOC), noting any key changes since the production and approval of these documents.

2.3   The Strategic Context

2.3.1   Organisational overview

The HR&OD Transformation Programme supports the proposals set out in the 'Investing in our Future' report of 19 January 2021, which includes support for a new Council operating model. This new model incorporates the provision of world class support and governance services, delivered on an in-house basis, designed from first principles to achieve the council's key objectives.

The proposals also incorporate the 'ask' from the council's Delivery Plan 2020-2022, where there is an expectation that parts of the organisation will be required to change in real and profound ways. This will mean ensuing that the Council's core corporate services are able to support change, deliver improvements and do so in a way that is both assured and consistent. If the Council says it is going to make a change, it is important that it is delivered by winning consent and engaging the workforce. Delivering change in a fair and constructive way – with the support of our trade union colleagues. This is about the organisational development teams being equipped to focus on creating a positive workplace culture and supporting the specific changes the organisation needs to deliver in the coming months and years. More broadly, the service will ensure the sustainability of the organisation by developing a core training and development offer for all staff, refreshing the Workforce Strategy, and investing to ensure that we train the leaders of the future.

The aim of the HR&OD Transformation Programme is to introduce a new comprehensive target operating model and to set out the path required to become a true world class enabling function to support the delivery of the council's ambitions. The model has been developed with KPMG, in conjunction with the HR&OD team and senior leaders.

To enable a more fit for purpose Council the proposals incorporated a number of key changes to the Council's back office functions, including the creation of a new Council Management function that brings together all the enabling functions, including finance, digital and technology, legal and human resources and enhanced resources to support the Chief Executive in delivering the breadth of change required.

Part of this change includes ensuring that the council's core corporate services can support change and deliver improvement and to do so in a way that is both assured and consistent. The aim of the HR&OD Transformation Programme is to introduce a new target operating model and to set out the path required to become a true world class enabling function to support the delivery of the council's ambitions.

2.3.2   The case for change

As outlined in the Investing in our Future report the Council is going through a period of unprecedented change and this is exposing several gaps in our people capabilities. It is also clear that the foundations of what the HR&OD department is accountable for is not in place, starting with the basics through to a strategic direction. With years of no clear direction on 'what good looks like' to be an employer of choice we are now starting to see what happens when the organisation's greatest asset has not been invested in or nurtured. With no overarching policy framework which sets out what it means to work for Birmingham City Council in a modern and values-based context there are little anchors and ability to provide assurance.

Overall, the function today is more reactive and transactional than consultative, with capability gaps at all levels. The function has reduced FTE by 45% since 2016 (229 to 127 both figures including project funded posts) leading to capacity challenges, which are keenly felt by the business and create a firefighting culture which leads to limited value add activity.

A complicated history in dealing with equal pay claims has resulted in a risk averse culture, which creates a political risk; costly employment tribunal claims and pressure as years of mismanagement of a reward structure is starting to be addressed. This has a big impact on the council's engagement and relationship with our people.

Due to the design of the service there is siloed working between the HR and OD teams leading to confusion both for customers and members of the teams themselves.

The lack of comprehensive workforce and career planning means vacancies are filled in an unplanned and ad hoc way across the council. Low engagement levels are compounded by the lack of a performance management culture, where successes are recognised, and personal development becomes a regular conversation.

Investment in learning and development has not consistently been set in the context of the council's needs nor aggregated for the benefit of the organisation, and no link to succession planning.

Leaders and managers, both within the HR&OD function and across the council, are working at least a level or two below to fill the capability gaps, both in thinking and doing. The roles of leaders and managers have not been clearly articulated; accountability, behaviours and building organisation capability comes a poor second to task management, in a reactive environment where everything is urgent and important.

The lack of digital solutions to drive the people processes means there are inefficiencies in the system, with HR&OD colleagues spending time on administrative tasks instead of adding value.

Many of the people policies and processes are generally outdated, long, and inconsistent and not aligned to the council's values and behaviours.

A Workforce Strategy is in place, updated in 2020 for the two years 2020-2022, but there are limited directorate workforce strategies / plans and limited alignment of cohesive joined up activity in the HR&OD function to achieve the Strategy. Key strategies, required to achieve the workforce aims are not in place, for example culture, talent, learning, engagement, reward, and resourcing.

In terms of the delivery of HR&OD services there are no service level agreements (SLAs) or key performance indicators (KPIs) to monitor performance.

Delays in producing data, a lack of forward-looking data and limited insight hampers the ability of the organisation to make proactive decisions on people matters. Achieving the benefits from the integrated ERP system is key for the success of the programme.

Based on the issues highlighted above the key components of the transformation programme are summarised below:

For our people

It is the right thing to now invest in our HR&OD people and our systems to improve what we do and how we do it. Personal development benefits the council, our customers, and our people.

For our employees

We are a customer orientated function and want to reshape and align ourselves to ensure our customers receive a best in class and best value service.

For 'best in class'

We need to move toward best practice, such as being an embedded strategic partner to the business.

For value for money

We need to modernise ourselves for the challenges of tomorrow and meet the people challenges of today.

Outcomes include:

- Assistant Director roles to provide leadership, direction and influence within People Services, Council Management and across Services

- Greater accountability and control in one unified HR & OD team

- Increased focus on Business Partnering, creating an improved strategic relationship with customers

- Reduction in process duplication by creating centralised Centres of Excellence driving best in class strategy and policy, and a Service Delivery Centre, driving standardisation, consistency, and efficiency

- Increased oversight of strategic workforce strategy and workforce planning

- Clearer career pathways within HR & OD, helping to attract and retain talent

- Develop new capabilities in analytics and strategic value add services

- Embrace modern technologies to drive process efficiency, hybrid working and automation

Ultimately increasing productivity and capability in the workforce to deliver a great service to our citizens and setting an example of a great place to work for the city of Birmingham, which in time will deliver savings across the council. The HR&OD service will collaborate with delivery departments, key stakeholders, and other enabling functions to work towards creating centres of excellence and strategic Business Partners, as well as having brilliant basics in place for People Services.

The lack of comprehensive workforce and career planning means vacancies are filled in an unplanned and ad hoc way. Low engagement levels across the Council are compounded by the lack of a performance management culture, where successes are recognised, and personal development becomes a regular conversation.

A snap shot of current state and an outline of the target state can be seen below:
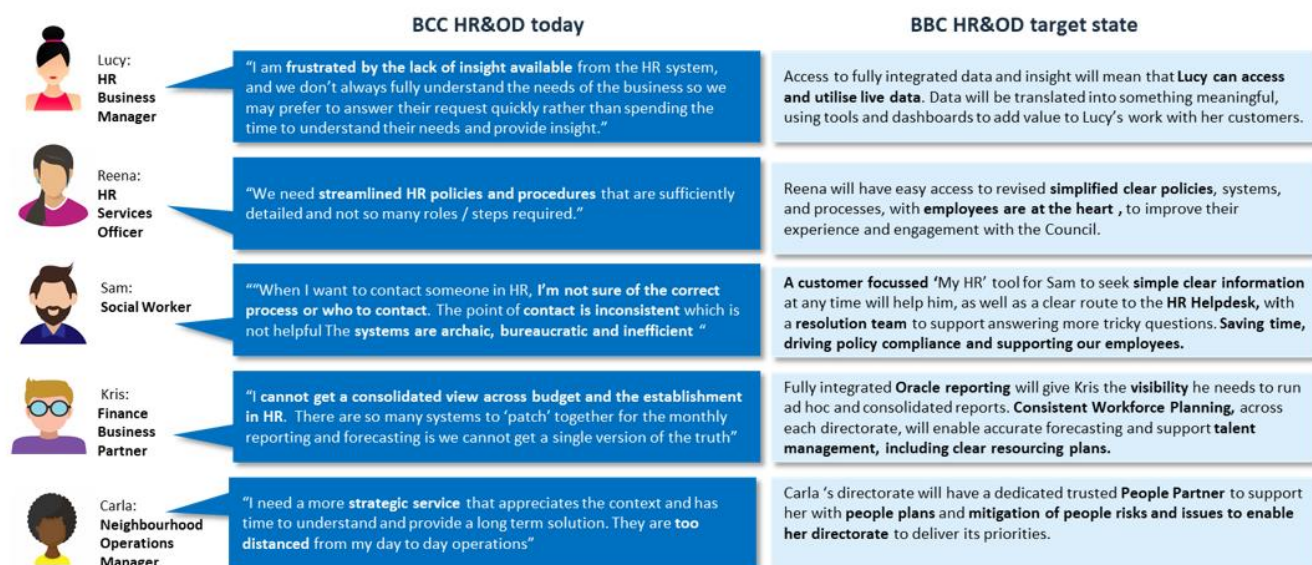
However, this programme cannot be just about fixing the HR&OD service, most if not all of what the team does is based on the needs of the Council so it's about doing this in parallel with the organisation wide development of our people. One cannot happen without the other and this will require significant resources and investment, in the context of the council's change agenda.

The programme is dependent upon the 1B programme and achieving the benefits from a new integrated ERP system and the service provided must be aligned to the operating model of

Finance and other support services, across both strategic and transactional areas, ensuring efficiency and a single version of the truth.

For the HR&OD Transformation to be successful the programme needs to be properly funded and held to account for delivery. The programme intends to build on the model developed by KPMG in February 2021 and follow leading practice design and implementation.

2.3.3 Business strategies

The Investing in Our Future' is the business strategy that the HR&OD TOM underpins. As well as getting fit for purpose to deliver the 2020/22 Delivery Plan and to support the achievement of the MTFP and becoming a fit for the purpose council.

2.3.4 Other organisational strategies

The Workforce Strategy and associated people strategies – resourcing, talent, reward and learning and skills will all be reviewed or developed with the introduction of the TOM. The New Ways of Working Programme is also aligned as well as the other enabling services' TOMs – such as finance and procurement. The principles within the Customer Strategy also feature in the TOM, which puts the customer at the heart of the model.

2.4 The Case for Change

2.4.1 Investment objectives

The investment objectives for this project are as follows:

- Investment objective 1: Introduce the proposed target operating model, which includes a service delivery model of People Partners, Centres of Excellence, and a transactional service centre, by the end of March 2022, by increasing core budget to c. £8.5m
- Investment objective 2: Develop a comprehensive Workforce Strategy to increase the efficiency and effectiveness of the council's workforce, underpinned by a clear delivery plan, by the end of June 2022.

The following aims will be achieved through the introduction of our best in class operating model:

Performance insights & data - we proactively provide insight and enable our customers to make decisions based on accurate and timely data

Culture and Values - we are collaborative and inclusive; we value and support all team members and recognise their contribution

Skills and Development - we enable our colleagues to achieve their aspirations through promoting a learning culture and establishing clear career pathways

Customer Experience - we provide a consistent professional and efficient customer experience, working as a trusted partner to the business

Processes and Controls - our processes are simple, consistent, adaptable, and compliant using automation wherever appropriate

Service Delivery Model - we are part of an integrated support services offer, working flexibly and proactively to anticipate and shape the demands of our customers

Innovation & continuous improvement - we empower our people to be innovative and strive for leading practice through continuous improvement

The target operating model can be seen in the diagram below:
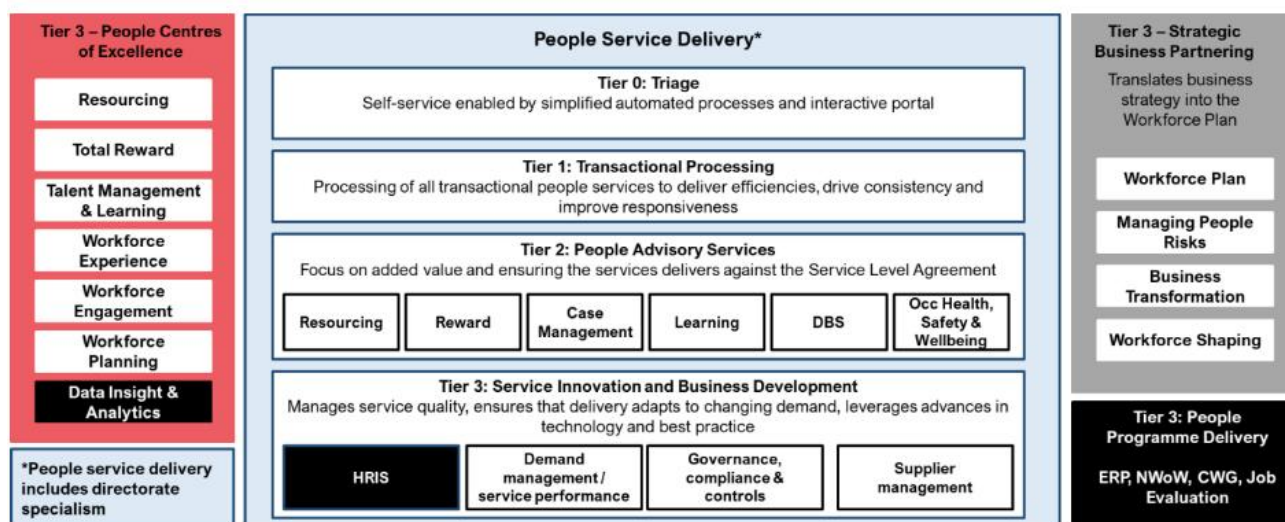
A more detailed explanation of the different elements can be seen below:
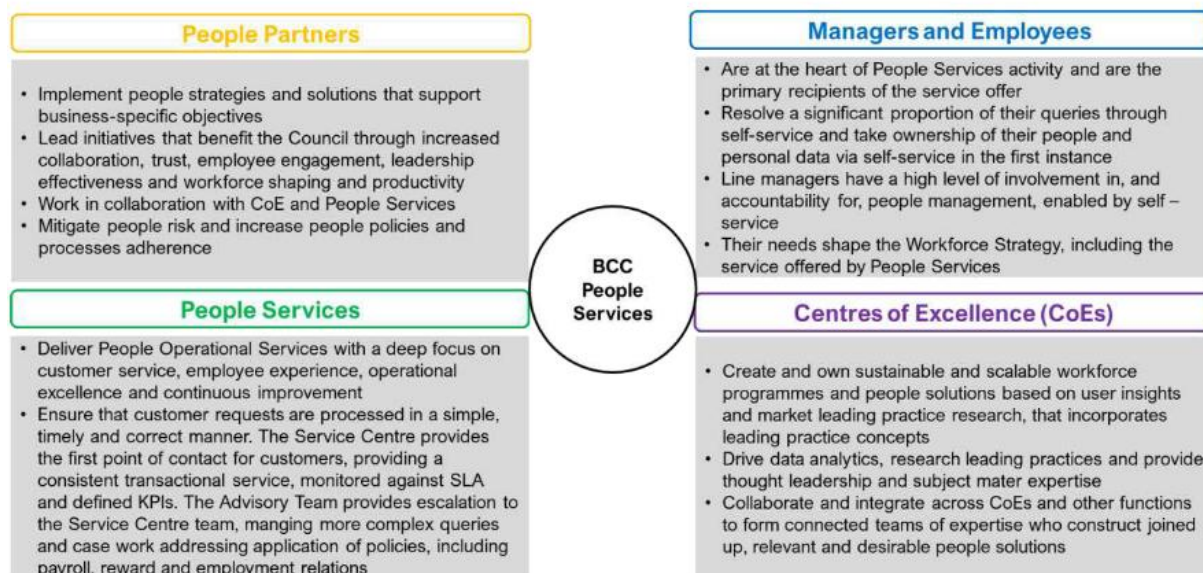
2.5 Existing Arrangements

The existing arrangements are as follows.

The Council is a large and complex organisation and the requirements of the HR&OD team are significant. The directorate has 88.83 FTE who are funded by base line budget. The FTE are bolstered by an additional 38 FTE who are funded by temporary project funds, excluding the Schools traded service. Headcount has reduced significantly with restructures taking place in 2017, 2018 and 2019). 50% of the team are also on FTC acting up or secondment. The function is split between two teams – Human Resources and Organisational Development.

Total employment costs account for 41.44% of net spend yet the HR&OD team is 0.84% of total net spend – which is low by industry standards (Bloomberg 2018 HR Benchmarks Report). A 5-year study by Xpert HR found the median number of employees covered by an HR Practitioner in steady state is 63. For the Council based on 10,000 employees an 'average' FTE should be in the range of 159 (CIPD People Management 'How big should an HR team be' Sept 2020).

Just over 16% of the Council workforce are over60 years old (c.1,700 people), and 40% are over 55 (c. 4,000 people), but there is no resourcing plan for how they are going to be replaced. Sickness absence YTD (at May 2021) was an average of 8.38 days per FTE.

The HR team are supporting 219 live open cases (101 absence) with 154 > 6 months and an average 136 days to close with 11 ET cases and a significant equal pay liability. There are 778 open jobs currently being recruited to.

Non-compliance by managers leads to the HR team conducting more checks and completing low level actions than they should be doing – mandated by audit reports. Only 11% of all Council employees have completed the mandatory employee learning modules (2 months into the year). 5,116 new activities were recorded in HR Services inbox and 408 DBS checks in the month of June.

All this indicates a significant and increasing workload which is distracting HR/OD resource from value adding strategic activity within the business plan.

Funding is also a mix of core and project budget as can be seen below.

Table 1: Existing Costs

Existing costs (£)	Core Budget	Projects*	Total
Current	4,555,593	£2,295,00	6,850,593

*Projects:

Apprenticeship Levy Delivery	£160,000
Apprentices (Succession Planning)	£350,000
Culture Change	£450,000
Directorate Change	£230,000
Equalities Review Team	£205,000
Review HR Records (ERP Data Cleanse)	£237,000

Job Evaluation Project	£363,000
Employee Relations Unit	£300,000
Total:	**£2,295,000**

The project funding leads to uncertainty and creates an unstable workforce.

2.6   Business Needs

The diagram below highlights the current 'ask' from the HR&OD function. The team is being asked to design and deliver a significant number of new solutions to meet needs and organisational demand, all at the same time, which us a big ask for mature teams let alone a team that is still trying to get the basics right.
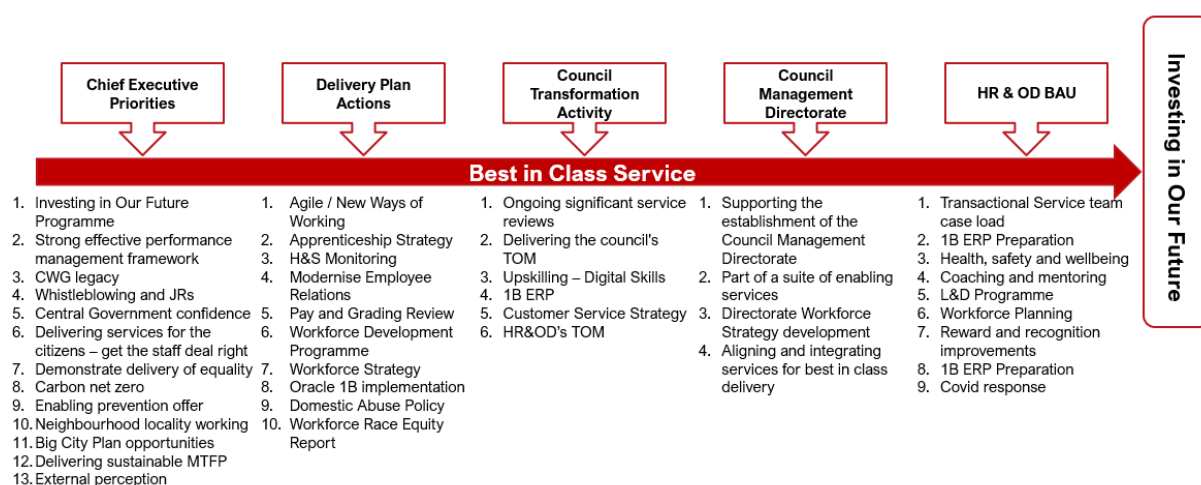
2.7   Main benefits criteria

This section describes the main outcomes and benefits associated with the implementation of the potential scope in relation to business needs.

The transformation of the Human Resources and Organisational Development directorate is being undertaken through the introduction of a new target operating model and a renamed 'People Services' function. The target operating model is founded on its vision and a set of eight design principles. The vision for a best in class People Service is as follows:

- We empower our people by proactively providing the insight they need
- We are a trusted partner, enabling the Council to deliver its priorities
- We are committed to enabling all our diverse talent to flourish

The People Services target operating model has been designed to ensure that the Council has the best in class services from one of its key enabling functions to meet its ambitions.
The model is underpinned by the assumption that all our workforce come to work because they want to make a positive difference every day to people's lives. We are a city of growth where every child, citizen, and place matters. That means we have big challenges to face, whether that's supporting living, working, and learning in the city, tackling climate change, or making sure everyone who lives or works in Birmingham gains from us hosting the

Commonwealth Games. People Services play a key role in supporting our ability to manage these challenges. Modernising and transforming our people policies, systems and processes will help us achieve this faster and will help us do our best work in easier ways, fit for the 21st century.

Our current systems within the existing HR&OD services will not help Birmingham achieve its ambitions long term so, together with 1B, this is an opportunity to modernise the way we work and serve our customers and citizens in better ways. That means we have big challenges to face.

The aim is to ensure that through the development of a revised Council Workforce Strategy, as a key output of the model, we can demonstrate how the Council will support its employees to contribute to our Council ambitions.

As one of the largest employers in the city and a workforce, of whom the majority are also local citizens, the Council can contribute to these outcomes by ensuring our workforce is properly equipped with the skills required to use technology effectively and deliver services appropriately in the future. We will provide jobs within the Council in an inclusive way that ensures a diverse workforce that reflects the communities served.

With new centres of excellence, we can ensure that the development of resourcing and total reward strategies together with a focus on learning, skills, and talent, are reflective of what the Council needs now to be a modern employer, as well as anticipating what it will need in the future.

Through supporting the volunteering programme and seconding key talent from the Council the People Services team can support the flexible and agile apprach we are taking to aligning to seeking the most from hosting the Commonwealth Games. Programmes outlined in the model, such as New Ways of Working, will have a positive impact on the Council's ability to achieve all its priorities and therefore should have a positive impact on achieving the zero-carbon target for the city.

Outcomes

The People Services operating model's design principles are a series of statements which provide a framework to support design decisions. These reflect our priorities and level of ambition for the future. The outcomes that the Model will deliver have been described against our principles, together with an outline plan of delivery.

Design Principle:	Delivering:
Performance insights & data **We proactively provide insight and enable our customers to make**	• Relevant, timely and accurate data and insight will be proactively provided enabling the Council to make informed decisions and operate effectively. • Data will be translated into something meaningful, using tools and dashboards where appropriate to add value to our customers.

decisions based on accurate and timely data	
Culture and Values **We are collaborative and inclusive; we value and support all team members and recognise their contribution**	• A high performing People Services team, continually improving, by sharing successes, addressing challenges, and learning from mistakes collectively. • The Council's priorities will be delivered by 'one' collaborative People Services team, brave and willing to challenge, taking managed risks where it is needed to deliver. • The team is agile and flexible, valuing diversity of skills, knowledge, and background and as a high trust team every individual has autonomy to make decisions at the right level, without fear of reprisal. • Shaping a high trust, positive workplace culture based on values that are lived and positive behaviours • A culture where all our people feel valued, motivated and can thrive.
Skills and Development **We enable our colleagues to achieve their aspirations through promoting a learning culture and establishing clear career pathways**	• Diverse talent, which is representative of our city is attracted, developed, motivated, and retained • Improved capacity and capability by investing in our people to acquire the right skills, knowledge, and competencies, at the right time, enabling them to perform and excel in their role to deliver excellent services for the people of Birmingham. • A culture of continuous learning and development is in place in which employees are enabled to drive their own learning based on their aspirations. • The development of our people is invested in through definition of career pathways and opportunities identified for growth and progression. • The workforce feel they are being provided with a safe and secure workplace where they can speak up about any unsafe practices, provided with information and tools they need to carry out their role safely without harm. • Visible leadership for health and wellbeing, where open dialogue is encouraged leading to action on mental health and wellbeing.
Customer Experience **We provide a consistent professional and efficient customer experience, working as a trusted partner to the business**	• Customers feel valued by receiving a consistent, professional, flexible, and efficient experience. • Customers understand the best channel to enable them to solve their problems. • High quality online guidance, leveraging technology enables customers to be self-sufficient, gaining information at a time and place that suits their needs. • All customers feel heard and understood. • Social mobility and inclusion principles are at heart of the operating model and Workforce Strategy by putting customers at the heart of the model.

Processes and Controls **Our processes are simple, consistent, adaptable, and compliant using automation wherever appropriate**	• Transactional activities are automated where appropriate to improve customer experience • Guard rails are in place for processes to ensure compliance and mitigate risk • A clear framework is in place that empowers people to exercise autonomy and make decisions at the right level. • Employees are at the heart of policies, systems, and processes to increase their experience and engagement with the Council.
Service Delivery Model **We are part of an integrated support services offer, working flexibly and proactively to anticipate and shape the demands of our customers**	• The service provided is aligned to the operating model of Council Management services, across both strategic and transactional areas, ensuring efficiency and a single version of the truth. • A single People Services team is in place, clearly aligned around People Partners, Centres of Excellence, and a transactional service centre. • The full resource and cost implications of undertaking People Services work is known, using this to make decisions on service provision. • Clear expectations are set for customer service through Service Level Agreements and key performance indicators.
Innovation & continuous improvement **We empower our people to be innovative and strive for leading practice through continuous improvement**	• Customer feedback is sought and acted upon where appropriate to address pain points. Combined with insight from data and root cause analysis to identify improvement opportunities. • The People Service team achieves best in class services. • Decisions are evidence-based using service management KPIs to drive continuous improvement
Technology **We use technology and systems to automate where appropriate and drive an integrated and intuitive customer experience**	• Process automation drives workflow efficiency, customer satisfaction, and supports customer engagement and decisions. • Digital and mobile-enabled employee experience is simple and intuitive, delivering a single source of truth. • Technology advances – will be maximised to reduce complexity and deliver automation in the right places.

Satisfying the potential scope for this investment will deliver the following high-level strategic and operational benefits. By investment objectives these are as follows:

2.8   Main Risks
The main business and service risks associated with the potential scope for this project are shown below, together with their counter measures.

Table 4: Risks and counter measures

Main Risk	Counter Measures
The design of the model does not ensure that the vision and design principles are achieved.	The KPMG model is based on leading practice and has been developed through consultation with key stakeholders. Consultation on the design and associated implementation will be key in mitigating this risk.
The development of the model and capacity in HR&OD leadership, staff and conflicting priorities may lead to a risk in achieving the right structure, policies, processes, and systems.	Capacity in the leadership team of HR&OD is a risk in the development of the model. Time is allocated but existing workloads make this scarce. The appointment of an interim HRD will provide more capacity.
Implementation risks • supplier • timescale • specification and data transfer • cost risks • change management and project management • training and user	Change and engagement in the model is a risk. Supplementing the programme team with a Lead Project Manager and additional interim capacity to lead Workstreams will ensure there is sufficient resource to counter this. As well as working with the IB team to align communications. Project timescales may slip if sufficient resource cannot be found to lead workstream activity. Funding has been agreed to support this work.
Operational risks • supplier • availability • performance • operating cost • project management	Implementing the TOM at the same time as the 1B implementation creates resource and capacity risks. Further resource will be provided through funding already approved.
Termination risks	Not applicable

2.9   Constraints

The project is subject to the following constraints:

- The Schools traded HR&OD service is not included in this review

2.10 Dependencies

The project is subject to the following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme.

There is a significant Oracle ERP implementation programme (1B) ongoing which covers HR, Finance, and procurement. If implemented appropriately, the new Oracle system will enable the HR&OD functions to significantly improve and modernise current ways of working.

This Business Case is based in the needs of the council, so it is about doing this in parallel with the Council wide development of the workforce. One cannot happen within the other and this will require significant resources and investment in the context of the council's 'Investing in Our Future' agenda. Financial investment and a different approach to the budgets that support HR&OD and our workforce is critical, and the function needs a strong core budget, which can be invested to grow capability, rather than short term project funding.

The Equality, Diversity, and Inclusion Head of Service and their team is within the Cohesion and Equalities Division, as part of the Assistant Director for Community Safety and Resilience responsibilities, which is of course a significant dependency within the programme. The Centres of Excellence in the model above will ensure that through the design and implementation of leading practice policies and processes the Council will become an Employer of Choice and deliver on BCC ambition's in this area, notably to lead with an accessible and inclusive mindset in strategic planning and operational decision making, to make the Council a place where employees can bring their whole authentic selves and to be truly representative at all levels in the organisation.

The focus on the People Services Resourcing and Talent functions will support the work within the Council on the findings of the 'Breaking Down Barriers: Working Towards Birmingham's Future'. This is a Cabinet Office produced report, examining the impact of Covid-19 on young people in Birmingham. This report specifically focuses on the effects of the pandemic on youth employment in the city, and the challenges faced by young people seeking employment and work experience. The work of the Centres of Excellence will review how we support and improve the employment, education and training landscape in Birmingham and feed into the new Employment Strategy, which will also be informed by the findings of this report and an extensive ongoing programme of engagement with young people themselves.

3 Economic Case

3.1 Introduction

In accordance with the Capital Investment Manual and requirements of HM Treasury's Green Book (A Guide to Investment Appraisal in the Public Sector), this section of the OBC documents the wide range of options that have been considered in response to the potential scope identified within the strategic case.

3.2 Critical success factors

The critical success factors (CSFs) shown within the SOC were as follows:

- achieving a world class HR and OD service through the introduction of a new target operating model (TOM)
- aligning the TOM to the Oracle ERP programme
- aligning the TOM to the wider Council management enabling services
- becoming an exemplar employer of choice for the city of Birmingham

3.3 The long-listed options

KPMG were engaged by Birmingham City Council at the beginning of 2021 to undertake a review of the function to meet the objectives as described. To develop a proposal for a target operating model the KPMG team undertook an approach based on three key principles:

- Consultative – listen and incorporate the views of stakeholders, including the HR&OD function, internal customers, and Council leadership.
- Co-development – created the vision and design principles through group discussion, ensuring that the operating model is in line with the views of the HR&OD function.
- Best practice – whilst appreciating the good practice that already exists within the HR&OD functions KPMG were open to best practice from outside of BCC, including from other sectors.

Their 4-step process was to analyse current state, create the vision and design principles, develop a proposal for a leading practice informed target operating model and finally to spell out the roadmap and next steps.

The proposed target operating model is based on the HR Model of David Ulrich. Ulrich is a university professor, author, speaker, management coach and thought leader in HR. Over the last two decades the Ulrich model has become the standard way for large complex organisations to organise their HR service delivery. This brings several benefits to as it is more driven by the business and the internal voice of the customer. The introduction of leading practice business partnering through new People Partner roles. A clear distinction between strategic activities taking place within the People Centres of Excellence and transactional execution which is delivered within a service centre. A specialist data reporting and analytics function designed to be integrated with other enabling functions, including finance. Tiers of service delivery, as set our below, illustrate where transactional versus more strategic activities will take place across People Services. Triage (tier 0), transactional processing (tier 1) and

advisory (tier 2) all take place within the People Services Delivery Team. The other 3 groups deliver at tier 3 only.

This option has been re-visited in the context of the OBC and remains valid.

3.4 Short-Listed Options

The short list shown within the SOC was as follows:

- Option 1 – status quo, do nothing or do minimum
- Option 2 – TOM implementation in full, based on a zero-based budget and complete service redesign
- Option 3 – TOM implementation based on current core budget and project funds with a limited service redesign
- Option 4 – TOM implementation as proposed – no overarching service redesign

In detail, the short-listed options are:

Option 1 – the do nothing, do minimum or status quo

This option provides the benchmark for VFM and is predicated upon the following parameters:

Scope: This maintains the current service delivery model and operational provision in place today.
Solution: This solution maintains a small core of HR&OD resource and is supplemented by agency and fixed term employees.
Service delivery: The service delivery is regarded as reactive and transactional with limited opportunity for value-add activity and unsustainable levels of service demand.
Implementation: This will require no significant change in implementing. Temporary project funding ceases in April 2022 therefore a review of what is currently being offered will be required and some services, such as employee relations unit will cease.
Funding: £4.6m plus £2.2m project, time limited, funding for 2021/22

Option 2 – TOM implementation in full, based on a zero-based budget and complete service redesign
This option provides an outline of the 'preferred way forward' (not preferred option) at SOC stage and is predicated upon the following parameters drawn from the long list for:

Scope: The option implements the recommended TOM in full of service delivery provided with leading practice design using the Ulrich Model.
Solution: This model implements a new TOM, implemented with consultation and employees matched to roles, leading to potential of redundancy and associated recruitment to fill vacant roles.
Service delivery: The service delivery model has a focus on simplicity, consistency and connected services with clear ownership. It uses a tiered approach to accessing HR – tier 0

self-serve, tier 1 general support and tier 2 specialist advisory. Tier 3 are centres of excellence and strategic busines partners.

It will work by improved use of Tier 0 – self-service and then managers supported by a team of Tier 1 transactional service and 2 advisers (more tricky cases and resolution experts - providing brilliant basics). People Partners will be strategic value adding support to managers. Each Centre of Excellence will have best in class research and practice which will be commissioned by People Partners (as the main face of People Services) to ensure that activity is consistent and effective. We will have specialist areas such as reward, resourcing and workforce planning and they will be able to lead the way in our people practice.

There will no longer be a divide between HR and OD, and it will become a joined-up service. We will maintain directorate knowledge within the service centre so that there can still be tailored delivery for the services relying on our support. Redundancies may be necessary even with investment as the job may not 'match' across to the new structure – but these will be minimised wherever possible.

Implementation: From April 2022

Funding: The option requires additional core funding of an estimated £3.5m resulting in a total core budget of £8.1m

Option 3 – TOM implementation based on current core budget and project funds with a limited service redesign

This option provides an outline of a more ambitious version of the preferred way forward at SOC but without additional funding.

Scope: This option introduces the TOM but does not provide any funding above the core budget of £6.5m

Solution: This option is ambitions as it could mean that the Model is implemented, and no addition resource recruited.

Service delivery: Due to cessation of project funds some activity currently provided to the Council would need to cease, such as the Industrial Relations Unit and culture change activity. Resource would be prioritised to work that is statutory and ensures compliance. Additional value add activity would not be available. With an ever-increasing dissatisfaction with the service directorates may resort to recruiting their own strategic HR support.

Implementation: From April 2022

Funding: The option requires additional core funding of an estimated £4.9m – resulting in a total core budget of £9.5m.

Option 4 – Option 4 – TOM implementation as proposed – no overarching service redesign

This option provides an outline of a less ambitious version of the preferred way forward at SOC.

Scope: Implement the TOM as and when opportunities occur – meaning no risk to jobs and no redundancies.

Solution: As vacancies arise new roles can be introduced but this will take a long time and be confusing for customers.

Service delivery: Confused and sub optimal.

Implementation: Ongoing

Funding: £6.4m This option requires additional base line funding of £1.8m.

3.5 Economic appraisal

3.5.1 Introduction

This section provides a detailed overview of the main costs and benefits associated with each of the selected options. Importantly, it indicates how they were identified and the main sources and assumptions.

3.5.2 Estimating benefits

Methodology

The benefits associated with each option were identified during a workshop held, by KPMG, in January 2021 with the stakeholders and customers for the scheme.

Description, sources, and assumptions

The benefits identified fell into the following main categories. In each case, the sources and assumptions underlying their use are explained.

Table 6: Main benefits

Metric	How to target improvements	BCC Today	BCC Target	Leading Practice*
For our customers **Customer perception of HR&OD Service** *Direct Measure*	A selection of key customers were asked how they would rate the quality of service HR provides to the business (on a 5 point rating). Implementation of the Service Delivery Model - Service Centre, Centres of Excellence and People Partners, together with an increase of core staffing on permanent contracts will provide a resilient optimum service and lead to enhanced customer satisfaction.	2.3	4.0	5.0
For best in class **HR&OD Service Maturity** *Direct Measure*	The KPMG HR Maturity Assessment Tool is designed around the six target operating model elements, and provides a framework to understand the current position, as well as an aspirational position on the impact of the HR &OD function. KPMG rate World Class as 5 and current rating is 2.4 with an aspiration to achieve 4.3 across the 6 elements.	2.4	4.3	5.0
For value for money **Enhanced Productivity** *Indirect Measure*	Sick absence currently running at 8.38 days per FTE. Pre-Covid absence was 9.11 days (YTD May 20) With more expert resource, insight and time spent on value add activity this will increase engagement, thereby increasing attendance, providing better productivity and satisfaction with council services 20% reduction = 6.7. 3.9 days is the average across all sectors in 2020. (ONS data 2021).	8.38	6.7	3.9
For value for money **Reduced spend on contingent workforce** *Indirect Measure*	Workforce Planning underpinned by talent, learning and succession strategies will mean that BCC can grow own talent and reduce the need for contingent resource . Spend on agency, interim, consultants and consultancy companies (2020/21 spend) is £84.12m. With workforce costs at £346m in 2020/21 this means that of the budget spent on resource 19.5% is spent on contingent labour.	19.5%	15%	10%
For our People **Increased Engagement** *Indirect Measure*	In the latest full staff survey in 2019 43% of staff would recommend Birmingham City Council as a great place to work (39% in 2018). With interventions across all people policies, systems and practice, including revised pay and grading, learning and talent strategies – as well as upskilling of managers it is anticipated that this will increase.	43%	60%	90%

3.5.3 Estimating costs

Methodology

Costs were derived by the Project team, with support from their Finance Business Partner from the Council's current 2021/22 staffing costs, incorporating on-costs. All requests for new staffing costs were built at the midpoint of the grade and then increased by an increment each year until the top of the grade was reached.

Description, sources, and assumptions

Based upon data taken from SAP, in 2020 there were 74,000 FTE working days lost due to sickness absence within BCC with an associated cost of approx. £12m. This represents a reduction to the previous year (prior to the pandemic) where costs are estimated to be around £15m. These should be regarded as conservative figures when we consider the existence of leaveism, presentism, the attenuative impact of home working, the prevalence of underreporting and poor reporting on SAP. Add to this the hidden costs of staff turnover, recruitment, training, litigation etc. and the financial impacts are considerably higher.

Part of the People Services vision is to enable the Council to deliver its priorities and for all our diverse talent to flourish. To deliver on this vision it is proposed that, in the new service delivery model, wellbeing is aligned with OH and Safety. This is to provide a more holistic approach and achieve synergy from the services offered, with an aim to increase the wellbeing of our workforce, to increase attendance and ultimately employee engagement. The Wellbeing team are already proposing a number of changes that will address sickness absence directly, these include; free access to the flu vaccination, OH early intervention as a part of the sickness absence policy, managed healthcare for those awaiting treatment on the NHS, self-referral physiotherapy and the continuation of the recently introduced Service Level Stress Risk Assessments. Through the TOM it is anticipated that with higher engagement, better equipped managers and with centres of excellence designing leading practice interventions absence will reduce. If this is as much as 10% savings of £1.2m could be realised.

In addition, it is well recognised that Workforce Planning underpinned by talent, learning and succession strategies will mean that BCC can grow own talent and reduce the need for contingent resource . Spend on agency, interim, consultants and consultancy companies (2020/21 spend) is £84.12m. With workforce costs at £346m in 2020/21 this means that of the budget spent on resource 19.5% is spent on contingent labour. Again, if this were reduced by as much as 10% it could mean a saving of £8m.

In the latest full staff survey in 2019 43% of staff would recommend Birmingham City Council as a great place to work (39% in 2018). With interventions across all people policies, systems, and practice, including revised pay and grading, learning and talent strategies – as well as upskilling of managers it is anticipated that this will increase. With increase agreement productivity would be increased, retention of key talent and higher quality hires as BCC would be seen as an 'Employer of Choice'. In addition, it is likely the Council would see less grievances, dignity at work complaints and disciplinary cases. It is hard to quantify a specific amount of savings, but studies have shown that activity in this area can make the organisation more efficient and citizens happier with the service provided.

3.5.4 Net present cost findings

Key results of economic appraisals

	Headcount	Budget (£m)
Option 1 – Do Nothing/Do Minimum/Status Quo		
Total	**88.83**	**4.6**
Option 2 – Reference Project/ Outline Public Sector Comparator		
Total	**148**	**8.1**
Option 3 - Reference Project/ Outline Public Sector Comparator (more ambitious)		
Total	**176**	**9.5**
Option 4 - Reference Project/ Outline Public Sector Comparator (less ambitious)		
Total	**120**	**6.4**

3.5.5 Option ranking

The results are summarised and shown in the following Table:

Table 8: summary of results

Option	Description	Ranking
		Costs net all savings
1	Status Quo	**3**
2	Reference Project	**1**
3	More ambitious	**2**
4	Less ambitious	**4**

3.5.6 Option appraisal conclusions

Option 1 – do nothing/do minimum/status quo

This option ranks 3

Option 2 – reference project/ outline PSC

This option ranks 2

Option 3 – reference project/ outline PSC (more ambitious)

This option ranks 2

Option 4 – reference project/ outline PSC (less ambitious)

This option ranks 4

3.6   Qualitative benefits appraisal

Several workshops were held with KMPG during January 2021 to evaluate the qualitative benefits associated with each option.

3.6.1   Methodology

The appraisal of the qualitative benefits associated with each option was undertaken by:

- Identifying the benefits criteria relating to each of the investment objectives
- Weighting the relative importance (in %s) of each benefit criterion in relation to each investment objective
- Scoring each of the short-listed options against the benefit criteria on a scale of 0 to 9
- Deriving a weighted benefits score for each option.

3.6.2   Qualitative benefits criteria

The benefits criteria were weighted as follows for each investment objective:

Table 9: qualitative benefits criteria

Investment Objectives	Qualitative Benefits	Weight
Investment objective 1	Increase in customer satisfaction and perception of People Services, delivering a professional, consistent, and connected service to enable the Council to deliver improved performance and citizen outcomes whilst achieving the workforce savings required – through improved engagement and productivity delivered through effective redesigns, workforce shaping and providing the right talent, learning, and resourcing solutions. Supporting the Council becoming an Employer of Choice.	25%
Investment objective 2	People Partnering model – providing strategic value & support directly to Directorate managers. Ensuring the Council and directorate Workforce Strategies are in lace – delivering a Fit for Purpose Council.	25%
Investment objective 3	Introduction of the Centres of Excellence to deliver best in class research and practice, ensuring all activity is consistent and effective, particularly to meet the Council's ambitions in diversity, equality, and inclusion activity.	20%
Investment objective 4	The proposed model removes the current silo mentality in HR & OD and creates a newly formed joined-up service for our customers. People Services employees will be supported in their career development, learning and development.	15%

Investment Objectives	Qualitative Benefits	Weight
Investment objective 5	Directorate knowledge will increase, and it is anticipated that with some minimal additional capacity service delivery during this transition phase will be unaffected. Knowledge will transfer across to the Centres of Excellence and Service Centre once formed.	15%

The key considerations that influenced the scores achieved by the various options were as follows:

- Option 1 – do nothing/do minimum/status quo:

This option ranks 3

- Option 2 – reference project/ outline PSC

This option ranks 1

- Option 3 – reference project/ outline PSC (more ambitious)

This option ranks 2

- Option 4 – reference project/ outline PSC (less ambitious)

This option ranks 4

3.7 Risk appraisal - unquantifiable

There is a risk that all new staff are appointed at the top of grade which would lead to additional cost of circa £0.5m but in past experience of service redesigns within the HR&OD Team only one third of people were appointed at the midpoint or above.

4 Commercial Case

There is no commercial case associated with this proposal.

5   Financial Case

5.1   Introduction

The purpose of this section is to set out the forecast financial implications of the preferred option (as set out in the economic case section) and the proposed deal (as described in the commercial case).

5.2   Impact on the organisation's income and expenditure account

The anticipated payment stream for the project over its intended life span is set out in the following table:

Table: summary of financial appraisal

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Preferred option:								
Revenue	8,109	8,189	7,642	7,723	7,813	7,820	7,827	55,123
Funded by:								
Existing	4,556	4,556	4,556	4,556	4,556	4,556	4,556	31,889
Additional	3,554	3,633	3,087	3,167	3,257	3,264	3,272	23,234
Total	**8,109**	**8,189**	**7,642**	**7,723**	**7,813**	**7,820**	**7,827**	**55,123**

5.3   Impact on the balance sheet

In addition to the base line funding request above, funds are being requested to deliver the Job Evaluation Project. This project is time bound and will last throughout 2022/23 and into 2023/24 as detailed below. This amount is being requested to fund the project team – 1 x Grade 6, 2 x Grade 5 and 12 x Grade 4 job analysts. The project team will be undertaking a full evaluation of all jobs within the council, using the Gauge evaluation software (a nationally recognised approach). The aim of this project is to ensure fair and equal pay is achieved through a robust evaluation and grading of all BCC roles. All roles will be evaluated and analysed as part of this project. This activity supports a review of the Council's Pay and Grading Framework - leading to better attraction and retention with a market led, fair and transparent process.

The intention is to fund this project by capital.

	Year 0	Year 1	Year 2	Total
	£000s	£000s	£000s	£000s
Expenditure	736	379	0	1,115
Funded by:				
Capital	736	379	0	1,115

5.4   Overall affordability

The proposed cost of this Business Case preferred option is £23m over 7 years with an annual ongoing cost of just under £3.3m.

6 Management Case

6.1 Introduction

This section of the OBC addresses the 'achievability' of the scheme. Its purpose, therefore, is to build on the SOC by setting out in more detail the actions that will be required to ensure the successful delivery of the scheme in accordance with best practice. The HR&OD Transformation is being overseen by an interim Programme Manager, Programme Lead and six Workstream Leads. Due to limited capability and capacity within the current HR&OD team the project is being resourced by a mix of external interims and internal secondments. Funding has been granted for 2021/22 to deliver the target operating model at a total of £742,571.

6.2 Programme management arrangements

The programme management arrangements are as follows:

Proposed structure for governance in 2021:

Programme Governance

0 **Existing Governance – Monthly**
Advising senior stakeholder on the overall status and progress of the programme, flagging certainty, risk, cost and quality of work.

1 **Programme Board – Monthly**
Providing Senior Leadership with assurance that the programme is on track for successful delivery. This includes ensuring the plan is realistic and deliverable, that there is certainty over costs and benefits, key issues are effectively managed and risks mitigated.

2 **Workstream Board (x6) – Fortnightly/Weekly**
Focus of this forum will be twofold: Firstly to manage the scope of each workstream and ensure subsidiary activities are suitably well defined; Secondly to track the delivery of each workstream to completion. This includes providing clarity on status, plans, costs, and whether improvements are fit for purpose.

3 **Project Team Meetings – Weekly**
Individuals sessions led by leads with their delivery teams, to track progress and delegate tasks.

0 Existing governance

1 Programme Board

Outputs
- Delivery Plan reporting
- 1B ERP reporting
- Corporate performance / PMO

2 Workstream Board (x6)

Key Inputs
- Workstream initiation documents
- Workstream updates
- Workstream plans
- Key decisions / approvals

3 Project Team Meetings

Key Inputs
- Project initiation documents
- Project updates
- Project plans
- Key decisions / approvals

Programme Leadership

Programme Sponsor	Programme Lead
Rebecca Hellard	**Dawn Hewins**
• Promotes, advocates and shapes the Programme; • Attends the Programme Board to provide oversight and advice.	• Ultimately responsible for leading and delivery of the Programme; • Leads the Programme Board, and challenges workstreams owners.

Key Stakeholders

Programme Board attendees

Stakeholder	Responsibility
Business Representatives	• Provides review and challenge from a business perspective, including business feedback on improvements.
Internal Audit	• Updated on progress, providing advice on the assurance of programme outcomes and links to audit findings.

Programme Board reporting

Stakeholder	Responsibility
Portfolio Holder for Resources	• Informed of progress against programme plan and Delivery Plan, providing strategic direction and challenge.
Corporate Performance / PMO	• Updated on progress, including specific Vital Signs and Milestones/Accountabilities, providing advice on corporate alignment.
1B ERP	• Engaged on improvements which may influence ERP design, and provides updates on progress on ERP implementation.

6.3 Project management arrangements

The project will be managed in accordance with the preferred Council methodology.

6.3.1 Project reporting structure

The reporting organisation and the reporting structure for the project are as follows:

6.3.2   Project roles and responsibilities

Programme Board:

Title	Programme Board		Frequency	Monthly	
Remit		**Objectives**		**Inputs**	
Oversees the delivery and progress to plan for all workstreams within the Programme. Provides Senior Leadership with assurance that the programme is on track for successful delivery. This includes ensuring then plan is realistic and deliverable, that there is certainty over costs and benefits, key issues are effectively managed and risks mitigated.		• Review of Programme against agreed costs, timescales, quality and standards; • Escalations of any potential delays, cost impacts or any other relevant risks or issues; • Review options and recommendations presented to the board and approve any required decisions; • Ensure that all decisions made align with the wider business strategy and business initiatives planned / underway.		• Programme status template • Comprehensive programme plan • Escalated programme level risks/issues • Workstream lead reports • Updated workstream plans	• Workstream level decisions and escalations • Change requests requiring decision
Attendees		**Standing items and agenda**		**Decisions/Outputs**	
Leadership Team • Programme Sponsor • Programme Lead • Programme Manager *(Facilitator)* **Attendees** • Business representatives • Corporate performance/PMO • CIPFA • Internal Audit • Workstream Leads • Delivery Partner representatives		• Review of programme updates • Review of programme level escalations • Review of workstream updates • Review of workstream level escalations • Review of external reporting outside of the programme • AOB, meeting close and next steps		• Meeting minutes (including actions, decisions and key notes) distributed to invitee list and stored centrally • Resolution of escalated items (logged as decisions) • Approved external reporting to other parties outside of the TOM Programme	

Programme Manager:

- planning and designing the programme and proactively monitoring its progress, resolving issues, and initiating appropriate corrective action
- defining the programme's governance arrangements

- ensuring effective quality assurance and the overall integrity of the programme - focusing inwardly on the internal consistency of the programme, and outwardly on its coherence with infrastructure planning, interfaces with other programmes and corporate, technical and specialist standards
- managing the programme's budget on behalf of the SRO, monitoring expenditure and costs against delivered and realised benefits as the programme progresses
- facilitating the appointment of individuals to workstreams and projects
- ensuring the delivery of services from projects is to the appropriate level of quality, on time and within budget, in accordance with the programme plan and programme governance arrangements
- ensuring there is allocation of common resources and skills within the programme's individual projects
- managing third party contributions to the programme
- managing communications with all stakeholders
- managing both the dependencies and the interfaces between projects
- managing risks to the programme's successful outcome
- initiating extra activities and other management interventions wherever gaps in the programme are identified or issues arise
- reporting the progress of the programme at regular intervals to the SRO

Workstream Lead:
- Overall responsible owner for the delivery of the workstream, reportable to the Programme Lead.
- Contributes to the definition of scope and outputs require to meet the objectives of the workstream.
- Owns the development of the workstream plan, as an element of the overall programme plan.
- Highlights the level of support required to deliver the projects and activities within the workstream and identifies internal resource available to support or gaps requiring external resource.
- Drives projects and activities within their workstream, managing resources delivering workstream activities.
- Actively identifies workstream risks and potential mitigation plans to these risks.
- Escalates risks and issues to the programme team as required.
- Maintains an awareness of interdependences between workstreams.
- Produces and submits workstream reporting templates and represents the workstream at the Programme Board.

Workstream Board Terms of Reference:

Title	Workstream Board	Frequency	Monthly

Remit

Focus of this forum will be twofold: Firstly to manage the scope of each workstream and ensure subsidiary activities are suitably well defined; Secondly to track the delivery of each workstream to completion. This includes providing clarity on status, plans, costs, and whether improvements are fit for purpose.

Objectives

- Review of workstream against baselined scope;
- Tracking of delivery and implementation of projects;
- Capture of any risks / issues for escalation;
- Review of workstream reporting with challenge from Programme Manager.

Inputs

- Workstream lead reports
- Updated workstream plans
- Workstream level decisions and escalations
- Project initiation and reporting templates
- Project plans

Attendees

Leadership Team
- Workstream Lead
- Programme Manager
- Workstream PMO Support

Attendees
- Project Leads
- Activity Leads (as required)
- Delivery Partner representatives

Standing items and agenda

- Review of project updates
- Discussion on potential risks / issues for escalation
- Review of workstream updates
- Challenge of workstream update from Programme Manager
- AOB, meeting close and next steps

Decisions/Outputs

- Meeting actions and decisions distributed to invitee list and stored centrally
- Items requiring escalation
- Reviewed workstream reporting for cascading to programme board

6.3.3 Project plan

This is as set out in the following table:

Table 17: project plan

Programme Highlight Plan
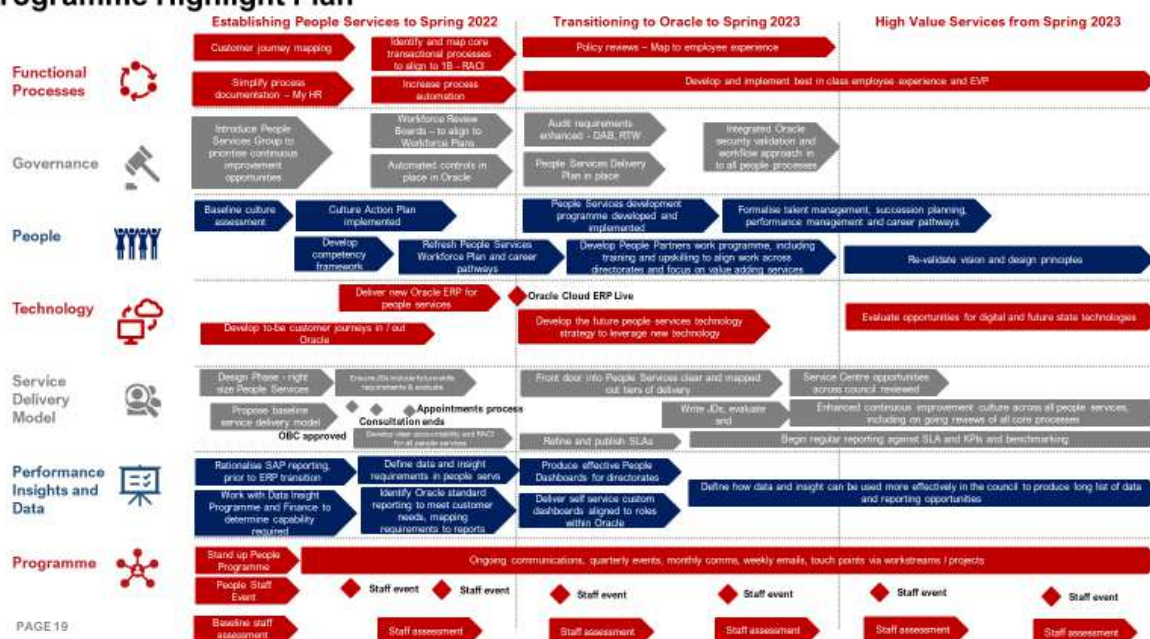
6.4 Use of special advisers

No Special Advisers have been used in this programme.

6.5   Outline arrangements for change and contract management
This is overseen by the Programme Board.

6.6   Outline arrangements for benefits realization
This is overseen by the Programme Board.

6.7   Outline arrangements for risk management
This is overseen by the Programme Board.

6.8   Outline arrangements for post project evaluation
This is overseen by the Programme Board.

6.8.1   Post implementation review (PIR)
The PIR is overseen by the Programme Board and ultimately will be overseen by the Corporate Leadership Team and Chief Executive.

6.8.2   Project evaluation reviews (PERs)
The PER is overseen by the Programme Board and ultimately will be overseen by the Corporate Leadership Team and Chief Executive.

6.9   Contingency plans

If this project fails, the HR&OD Team will continue to provide service to the organisation throughout the change and implementation of the new target operating model. If this service cannot continue for any reason temporary resource will be secured. Without additional funding some services will need to cease, and service times will increase.

Signed:
Date:

Rebecca Hellard
Interim Director Council Management

Birmingham City Council
Report to Cabinet

Date: 7th September 2021

Subject:	**PLANNED PROCUREMENT ACTIVITIES (OCTOBER 2021 - DECEMBER 2021) AND QUARTERLY CONTRACT AWARD SCHEDULE (APRIL 2021 – JUNE 2021)**
Report of:	**ASSISTANT DIRECTOR - PROCUREMENT**
Relevant Cabinet Member:	**Councillor Tristan Chatfield, Finance and Resources**
Relevant O &S Chair(s):	**Councillor Mohammed Aikhlaq, Resources**
Report author:	Steve Sandercock Email Address: steve.sanderock@birmingham.gov.uk

Are specific wards affected?	☐ Yes	☒ No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision? If relevant, add Forward Plan Reference:	☐ Yes	☒ No
Is the decision eligible for call-in?	☒ Yes	☐ No
Does the report contain confidential or exempt information?	☒ Yes	☐ 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 October 2021 – December 2021 and all contract award decisions made under Chief Officer's delegation during the previous quarter. 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.

1.3   Appendix 4 informs Cabinet of the contract award decisions made under Chief Officers delegation during the period April 2021 – June 2021.

2   Recommendations

2.1   Notes the planned procurement activities under chief officer delegations set out in the Constitution for the period October 2021 – December 2021 as detailed in Appendix 1.

2.2   Notes the contract award decisions made under Chief Officers delegation during the period April 2021 – June 2021 as detailed in Appendix 4.

2.3   Notes the addition to the planned procurement activities where there is a change as set out in the original Planned Procurement Activities Report as detailed in Appendix 5 .

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 1st 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.

3.8   Award decisions made under Chief Officers delegation during the period April 2021 – June 2021 is shown in Appendix 4.

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

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 October 2021 – December 2021
- 2. Appendix 2 – Background Briefing Paper
- 3. Appendix 3 – Exempt Information
- 4. Appendix 4 – Quarterly Contract Award Schedule April 2021 – June 2021

APPENDIX 1 – PLANNED PROCUREMENT ACTIVITIES (OCTOBER 2021 – DECEMBER 2021)

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
Approval to Tender Strategy	Cleaning Services for Temporary Accommodation and Communal Areas of Sheltered and Low Rise Accommodation	P0254_2022)	A variety of cleaning services (including out of hours cleaning for housing management) to sheltered housing blocks, Low rise blocks, and homeless disbursed temporary accommodation sites around the City. The service will be split into 3 geographic contract lots (i) South (ii) East (iii) Central/North.	4 years	City Housing	Homes and Neighbourhoods	Carl Tomlinson	Carl Hides / Andrea Webster	01/11/2021
Approval to Tender Strategy	Welfare Benefits and Debt Advice Service	TBC	There is an requirement for independent third sector providers to deliver advice services relating to welfare benefits and debt advice to the citizens of Birmingham via Face to Face Advice Services, a Telephone Advice Service and a Tribunal Representation Service.	3 years	City Operations	Social inclusion, Community Safety and Equalities	Geetha Blood	Mike Davis / Sandra Asiedu	01/11/2021
Approval to Tender Strategy	Recreational and Leisure Activities in Selected Parks	TBC	There is a requirement for the facility for the delivery of recreational and leisure activities in 33 of the Council's parks.	5 years	City Operations	Street Scene and Parks	Geetha Blood	Matt Hageney / Stuart Follows	19/10/2021
Strategy / Award	Works for the CWG Public Realm Improvements	TBC	There is a requirement for delivery of civil engineering works to improve the crossing facilities on Hurst Street/Bromsgrove Street Junction by incorporating pedestrian aspects, push buttons and detectors as well as renewing the existing signal equipment to optimise capacity for all users.	3 months	Commonwealth Games	Leader	Guy Olivant	Conchita Munar / Charlie Short	19/10/2021
Strategy / Award	Professional Services for the City Centre Public Works Project – Phase 2	TBC	There is a requirement for technical professional services to support phase 2 for the City Centre Public Realm Works project.	up to 3 years	Inclusive Growth	Transport and Environment	Carl Tomlinson	Craig Richards / Charlie Short	19/10/2021
Strategy / Award	Multi Use Games Area at Holford Drive Community Sports Hub	TBC	To provide a legacy from the Commonwealth Games 2022, there is a requirement for works to be undertaken at Holford Drive Community Sports Hub.	6 months	City Operations	Leader	Guy Olivant	Dave Wagg / Charlie Short	19/10/2021
Strategy / Award	Control Centre CCTV Software and Recording System Upgrade	P0833	Purchase of front end CCTV operating, recording system and software support. The software controls the Council's CCTV cameras & enables users to review the recorded footage.	5 years	Partnerships Insight and Prevention	Social inclusion, Community Safety and Equalities	Lee Bickerton	Keith Bray / Andrea Webster	19/10/2021
Approval to Tender Strategy	Private Finance Initiative (PFI) Savings Identification	TBC	A saving initiative to identify benefits realisation across portfolio of education PFIs:-◻School Contribution Parity Across the whole School Estate ◻Benchmarking/Market testing Public Private Partnership2 & Building Schools for the Future Contracts ◻Insurance Gain Share Maximised Returns ◻Soft Services Removal ◻Additional Hours removal ◻Lifecycle Remodelling and Furniture Fixtures and Equipment removal Refinancing	Up to 4 years	Education and Skills	Education of Children and Young People	Clare Sandland	Nadia Majid / Carol Woodfield	19/10/2021
Strategy / Award	Vehicles for the Parks Service	P0831	Vehicles (a mix of vans & pickups) for the Parks Woodland Management team and Ranger Service	One off purchase	City Operations	Street Scene and Parks	Geetha Blood	Andrea Webster	19/10/2021
Approval to Tender Strategy	Birmingham & Solihull Youth Promise Plus: Specialist Employment, Education & Training Support for Young People with Significant Barriers	TBC	This service is to support young people with complex needs and barriers with personalised support to create effective progression pathways towards employment, education or training.	1 year, 7 months	Education and Skills	Education of Children and Young People	Clare Sandland	Tara Verrell / Megan Haskwell	01/11/2021
Approval to Tender Strategy	Birmingham & Solihull Youth Promise Plus: Specialist wrap around service for young people with mental health support needs	TBC	This service is to support young people with mental health needs with targeted mental health support which supplements, and 'wraps around' the ongoing employment, education and training interventions provided by other Youth Promise Plus project partners.	1 year, 7 months	Education and Skills	Education of Children and Young People	Clare Sandland	Tara Verrell / Megan Haskwell	01/11/2021
Strategy / Award	On Premise Back Up Refresh	TBC	The councils on premise IT solutions (applications and infrastructure) are backed to provide operational continuity and disaster recovery capability. As part of the wider APM & Cyber Security programmes a new, modern back-up solution is required to drive operational efficiency and enhanced security for the councils back up estate.	5 years, with an option to extend for an additional 2 years	Digital and Customer Services	Deputy Leader	Lee Bickerton	David Waddington / Chris Nairn	19/10/2021
Strategy / Award	Provision of a Service Support and Maintenance Contract for Oracle Cloud Fusion	TBC	Provision of a service support and maintenance contract in respect of the Councils preferred Enterprise and Resource Planning solution Oracle Cloud Fusion (OCF).	5 years with a break clause in years 3, 4 and 5	Digital and Customer Services	Deputy Leader	Lee Bickerton	Jamie Parris / Claire Penny	01/11/2021
Strategy / Award	Provision of consultancy and delivery services in respect of a hosted archiving solution for data held in the Councils legacy ERP solution	TBC	Provision of consultancy and delivery services in respect of an overarching, cloud based - data archiving solution, to manage the legacy requirements identified by the replacement of SAP (HR and Finance data) with Oracle Cloud Fusion (OCF) as the Councils preferred Enterprise and Resource Planning solution under the 1b Programme.	1 year	Digital and Customer Services	Deputy Leader	Lee Bickerton	Jamie Parris / Claire Penny	01/11/2021
Strategy / Award	Provision of Training & Adoption Services	TBC	Training and Adoption gaps have been identified within the current scope of Delivery Partner and SI contracts, necessary to successfully support our staff and customers to transition to a new way of working.	Up to 1 year	Digital and Customer Services	Deputy Leader	Lee Bickerton	Jamie Parris / Claire Penny	01/11/2021

APPENDIX 2

BRIEFING NOTE ON PLANNED PROCUREMENT ACTIVITIES
CABINET – 7TH SEPTEMBER 2021

Title of Contract	**Cleaning Services for Temporary Accommodation and Communal Areas of Sheltered and Low-Rise Accommodation (P0254_2022)**
Director / Assistant Director	Julie Griffin, Managing Director, City Housing
Briefly describe the service required	A variety of cleaning services (including out of hours cleaning for housing management) to sheltered housing blocks, low rise blocks and homeless disbursed temporary accommodation sites around the city. The service will be split into 3 geographic contract lots (i) South (ii) East (iii) Central/North.
What is the proposed procurement route?	The contract will be advertised in Find a Tender, Contracts Finder and www.finditinbirmingham.com. and a tender process will be commenced using the restricted procurement route.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There are two single supplier framework agreement (FA) that are split by geographical areas, one FA covers South and East quadrants and the second FA covers north and west quadrants. Both will expire on 1st October 2022.
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?	The In-House Preferred Test has been undertaken and demonstrates that this service is not suitable for delivery in-house.
How will this service assist with the Council's commitments to Route to Zero?	The specification will require the services to be delivered in a way that reduces or minimises both direct and indirect carbon emissions.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	No, there is not a statutory duty to provide this service. However, the service supports the Council in providing accommodation to persons within the city of Birmingham. The provision of cleaning services for Housing Revenue Account (HRA) dwellings will be undertaken under the Council's powers in Part II Housing Act 1985.
What budget is the funding from for this service?	The budget for the low rise and sheltered accommodation is contained within the Housing Revenue Account (HRA). This cleaning service is recoverable from the service charge payable by tenants and leaseholders living in the accommodation. The budget for the cleaning of temporary accommodation forms part of the overall homelessness budget provision and represents a direct cost to the Council.
Proposed start date and duration of the new contract	The proposed start date is 2nd October 2022 for a period of 4 years.

Title of Contract	Welfare Benefits and Debt Advice Service
Director / Assistant Director	Robert James, Managing Director, City Operations
Briefly describe the service required	There is a requirement for independent third sector providers to deliver advice services relating to welfare benefits and debt advice to the citizens of Birmingham via face to face advice services, a telephone advice service and a tribunal representation service.
What is the proposed procurement route?	The contract will be advertised in Find a Tender, Contracts Finder and www.finditinbirmingham.com and a tender process will be commenced using the open procurement route.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The existing contract expires on 31 March 2022 which was approved under Chief Officer delegation.
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?	The Council has its own in-house advice services but having third sector providers increases access to advice and gives citizens a greater choice of provider.
How will this service assist with the Council's commitments to Route to Zero?	By making service points accessible it will limit travelling across the city. The contract lots also include a telephone advice service further reducing the need for journeys to be made by citizens to receive advice 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 to provide this service. However, the service will be making a positive difference to citizens' lives by ensuring their entitlement to benefits are maximised and that they can source independent advice locally in respect to welfare benefits and debt advice. The service includes advice on housing options indirectly reducing homelessness which is a statutory duty for the Council.
What budget is the funding from for this service?	This is funded from the existing provision within the Legal Entitlement Advice Services revenue budget. The funds include an annual contribution from the Public Health budget in recognition of the link between good quality advice and health and wellbeing outcomes.
Proposed start date and duration of the new contract	The proposed start date is 1st April 2022 for a period of three years.

Title of Contract	Recreational and Leisure Activities in Selected Parks
Director / Assistant Director	Darren Share - Assistant Director, Street Scene
Briefly describe the service required	There is a requirement for the facility for the delivery of recreational and leisure activities in 33 of the Council's parks. The Council is seeking to engage with operators who offer various types of commercial recreational and leisure activities to visitors to the parks to generate income to the Council. Licences will be granted to suitable operators on a concessionary basis. A fee will be payable for the licence from an operator for each concession.
What is the proposed procurement route?	A procurement process for a concession contract below the procurement threshold will be undertaken and advertised in Contracts Finder and www.finditinbirmingham.com
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a 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 capability within the Council to provide these services.
How will this service assist with the Council's commitments to Route to Zero?	Tenderers will be required to demonstrate how their proposed solution will assist in reducing their carbon footprint in their submission to be evaluated as part of the tender process.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	No, there is not a statutory duty for this service. However, this service is incoming generating and assists with attracting visitors to use the Council's parks and enhances the visitor experience of the parks.
What budget is the funding from for this service?	This is income-generating with the funds going into the individual parks' budget.
Proposed start date and duration of the new contract	The proposed start date is 1st January 2022 for a period of 5 years.

Title of Contract	Works for the CWG Public Realm Improvements
Director / Assistant Director	Phil Edwards, Assistant Director, Transport and Connectivity
Briefly describe the service required	In preparation for the Commonwealth Games, a package of public realm improvements is proposed. The works will be undertaken to enhance the walking experience and improve pedestrian safety along some of the Games' designated walking routes. These routes connect transport hubs, such as stations and key bus stops and the Games' venues. There is a requirement for delivery of civil engineering works to improve the crossing facilities on Hurst Street/Bromsgrove Street Junction and Smallbrook Queensway. This presents an excellent opportunity to tackle existing network inefficiencies and safety hazards to non-motorised users, providing not only solutions required for the Games, but also permanent benefits for the City and its future visitors."
What is the proposed procurement route?	Further competition exercises will be undertaken using the Black Country Framework Agreement for Minor Works or its successor; one for the Hurst Street/Bromsgrove Street Junction and the other for Smallbrook Queensway.
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 works, the test demonstrated this is not suitable to be carried out in-house.
How will this service assist with the Council's commitments to Route to Zero?	The service will support the Emergency Birmingham Transport Plan aspiration to promote active travel and to reduce car usage by providing safer crossing facilities.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty for this service. However, the works will improve safety for pedestrians and enhance the technology.
What budget is the funding from for this service?	The costs for any works will be funded from the Commonwealth Games capital funding allocated to Public Realm.
Proposed start date and duration of the new contract	The proposed start date is January 2022 for a duration of up to 3 months.

Title of Contract	Professional Services for the City Centre Public Works Project – Phase 2
Director / Assistant Director	Phil Edwards, Assistant Director, Transport and Connectivity
Briefly describe the service required	There is a requirement for technical professional services to support phase 2 for the City Centre Public Realm Works project. The services required include: • Business Case and Consultation Support • Preliminary and Detailed Design • Principal Designer role under CDM regulations • Surveys, Inspections and Testing • Contract documents and Procurement Support • Resources to Support Delivery of Construction
What is the proposed procurement route?	A further competition exercise will be undertaken using the Council's Transportation and Development Professional Services Framework Agreement. The services will be tendered individually or as work packages dependent upon the most effective and efficient route.
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 the test demonstrated this is not suitable to be carried out in-house as there are not the skills and capacity internally to deliver.
How will this service assist with the Council's commitments to Route to Zero?	The service will promote active travel and reduce car usage by providing pedestrianised zones and multi modal connectivity. The enhancement of pedestrian and shared use spaces is compliant with the Council's Birmingham Connected Transport Strategy, Birmingham Development Plan, Emergency Birmingham Transport Plan, Big City Plan, consultation draft of the Council's Birmingham Transport Plan and emerging themes of Our Future City Plan.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty for this service. However, the services will support the public realm works to improve the city centre environment.
What budget is the funding from for this service?	The costs for the service will be from the Transforming Cities Fund funding.
Proposed start date and duration of the new contract	The proposed start date is November 2021 for a duration of up to 3 years.

Title of Contract	**Multi Use Games Area at Holford Drive Community Sports Hub**
Director / Assistant Director	Robert James – Managing Director, City Operations
Briefly describe the service required	There is a requirement to improve and enhance the community, sporting and leisure facilities in the locality at the Holford Drive Community Sports Hub in Perry Barr. The works required are: • To provide a Multi-Use Games area (MUGA) with a needle-punch playing surface • Provide fencing around the MUGA • Provide floodlighting at an appropriate level to allow multiple sporting activities to take place.
What is the proposed procurement route?	The proposed procurement route is to carry out a further competition exercise using the Eastern Shires Purchasing Organisation's Outdoor Playground, Fitness and Sport Facilities framework agreement.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a new one-off requirement to support the delivery of the CWG.
If single /multiple contractor negotiations are proposed, what is the reason for not tendering the requirement, how do we ensure value for money (vfm) 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 this is a one-off project.
How will this service assist with the Council's commitments to Route to Zero?	The specification will require the delivery of the works in a way that reduces or eliminates Holford Drive Community Sports Hub's carbon footprint with the most up-to-date construction methods.
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 works complement other capital projects in the area contributing to the wider regeneration of Perry Barr and in line with the emerging PB2040: A Vision for Legacy
What budget is the funding from for this service?	The proposed works will be funded from a combination of the existing approved Commonwealth Games Capital Programme Budget and funding contributions from Sport England and similar organisations.
Proposed start date and duration of the new contract	The proposed start date is November 2021 for a period of 6 months.

Title of Contract	Control Centre CCTV Software and Recording System Upgrade (P0833)
Director / Assistant Director	Waqar Ahmed, Assistant Director, Community Safety and Resilience
Briefly describe the service required	The purchase of front-end CCTV operating, recording system and software support for a five-year period. The software controls the Council's CCTV cameras in the Control Centre to enable authorised user to review the recorded footage. Additionally, there is a requirement to have this 'front end' embedded in time for the CWG 2022 as the same system is being procured/installed at the Alexander Stadium Events Control Room. There will be a requirement for the control centre to take control of operational systems in the event of an incident and this 'front end' upgrade is the primary conduit.
What is the proposed procurement route?	The proposed procurement route is to carry out a further competition exercise using the Crown Commercial Services Workplace Services (FM Phase 2) Framework Agreement
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There is no formal contract in place for this service that has been purchased on a non-compliant basis.
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?	The In-house preferred test has been undertaken and demonstrates that this service is not suitable for delivery In-house.
How will this service assist with the Council's commitments to Route to Zero?	The specification will require the services to be delivered in a way that reduces or minimises both direct and indirect carbon emissions.
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, this service is part of the resilience and emergency planning service which is a statutory requirement under the Civil Contingencies Act 2004.
What budget is the funding from for this service?	The capital element will be funded from the approved budget Control Centre Equipment Update - CA-03185-01 with the revenue element being funded from the approved CCTV General budget RTA70.
Proposed start date and duration of the new contract	The proposed start date is 1st October 2021 for a period of 5 years.

Title of Contract	Private Finance Initiative (PFI) Savings Identification
Director / Assistant Director	Lisa Frazer – Assistant Director, Education and Early Years
Briefly describe the service required	A saving initiative to identify benefits realisation across the portfolio of education PFIs:- ▪ School Contribution Parity Across the whole School Estate ▪ Benchmarking/Market testing Public Private Partnership2 & Building Schools for the Future Contracts ▪ Insurance Gain Share Maximised Returns ▪ Soft Services Removal ▪ Additional Hours removal ▪ Lifecycle Remodelling and Furniture Fixtures &Equipment removal ▪ Refinancing
What is the proposed procurement route?	The contract will be advertised in Find a Tender, Contracts Finder and www.finditinbirmingham.com. and a tender process will be commenced using the open procurement route.
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 specialist professional services the test demonstrated this is not suitable to be carried out in-house as there are not the skills and capacity internally to deliver.
How will this service assist with the Council's commitments to Route to Zero?	We will be encouraging the new contractor to work from home were possible and carry out most meetings via MS Teams. Only essential site visits will be supported to reduce travel.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty to provide this service. However, the service is required to support the identification of saving to assist with reducing the deficit.
What budget is the funding from for this service?	This is funded from the EDSI Professional Fees budget.
Proposed start date and duration of the new contract	The proposed start date is 1st December 2021 for a period of up to 4 years.

Title of Contract	Vehicles for the Parks Service (P0831)
Director / Assistant Director	Darren Share - Assistant Director, Street Scene
Briefly describe the service required	Vans and pick-up trucks for the Parks Woodland Management team and Ranger Service.
What is the proposed procurement route?	A further competition exercise will be undertaken using the Crown Commercial Services framework agreement RM6060.
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.
How will this service assist with the Council's commitments to Route to Zero?	All vehicles satisfy the requirements of Birmingham's Clean Air Zone Strategy and will be operated in a way to reduce transport emissions.
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 vehicles are required to transport staff and supplies across the parks service so that parks and open spaces can meet the needs of the local community.
What budget is the funding from for this service?	This is funded from the approved Parks capital budget in the 11 December 2018 Cabinet Report.
Proposed start date and duration of the new contract	The proposed start date is 1st November 2021.

Title of Contract	**Birmingham & Solihull Youth Promise Plus: Specialist Employment, Education & Training Support for Young People with Significant Barriers**
Director / Assistant Director	Ilgun Yusuf, Acting Assistant Director – Skills & Employability
Briefly describe the service required	This service is to support young people with complex needs and barriers with personalised support to create effective progression pathways towards employment, education or training. The delivery will have a particular focus on supporting care leavers and those at risk of offending. Support workers delivering the contract will be co-located with key services such as Youth Offending Service and Care Leaver Teams.
What is the proposed procurement route?	An open procurement exercise will be undertaken advertised in the OJEU, Find a Tender, Contracts Finder and www.finditinbirmingham.com
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There is an existing contract currently being delivered by the provider Change Grow Live. This contract is proposed to expire in June 2022.
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 capacity within the Council to deliver this specialised service and achieve the required outcomes.
How will this service assist with the Council's commitments to Route to Zero?	This service will operate within the YPP project's Sustainable Development Policy and Implementation Plan, which sits under the umbrella of the Council's commitment to Route to Zero. YPP has specific objectives to: • Contribute to a sustainable economy through sustainable procurement • Minimise waste and energy consumption • Minimise the use of travel and promote use of public or green transport where travel is unavoidable
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 service for this service. However, the service will support the Council in discharging its commitment to Council Plan objectives: • Birmingham is an entrepreneurial city to learn, work and invest in • Birmingham is an aspirational city to grow up in The YPP project also supports the fulfilment of the aims of the Council's Covid Economic Recovery Plan 2020-22, to deliver additional Youth Employment support and 'Ensure young people have the skills, experience and opportunities to develop higher level careers for jobs/enterprise and reap the benefits of the economic recovery and Inclusive Growth Strategy.'
What budget is the funding from for this service?	The service is funded from the Youth Promise Plus project budget approved by Cabinet 9 February 2021.
Proposed start date and duration of the new contract	The proposed start date is 1 June 2022 for a duration of 19 months in line with the completion of the YPP project.

Title of Contract	**Birmingham & Solihull Youth Promise Plus: Specialist wrap around service for young people with mental health support needs**
Director / Assistant Director	Ilgun Yusuf, Acting Assistant Director – Skills & Employability
Briefly describe the service required	This service is to support young people with mental health needs with targeted mental health support which supplements, and 'wraps around' the ongoing employment, education and training interventions provided by other Youth Promise Plus project partners. This support will have an impact on participant resilience and young people's ability to make sustainable progress towards employment education or training.
What is the proposed procurement route?	An open procurement exercise will be undertaken advertised in the OJEU, Find a Tender, Contracts Finder and www.finditinbirmingham.com
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There is an existing contract currently being delivered by the provider Better Pathways. This contract is proposed to expire in June 2022.
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 capacity within the Council to deliver this specialised service and achieve the required outcomes.
How will this service assist with the Council's commitments to Route to Zero?	This service will operate within the YPP project's Sustainable Development Policy and Implementation Plan, which sits under the umbrella of the Council's commitment to Route to Zero. YPP has specific objectives to: • Contribute to a sustainable economy through sustainable procurement • Minimise waste and energy consumption • Minimise the use of travel and promote use of public or green transport where travel is unavoidable
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 service for this service. However, the service will support the Council in discharging its commitment to Council Plan objectives: • Birmingham is an entrepreneurial city to learn, work and invest in • Birmingham is an aspirational city to grow up in The YPP project also supports the fulfilment of the aims of the Council's Covid Economic Recovery Plan 2020-22, to deliver additional Youth Employment support and 'Ensure young people have the skills, experience and opportunities to develop higher level careers for jobs/enterprise and reap the benefits of the economic recovery and Inclusive Growth Strategy.'
What budget is the funding from for this service?	The service is funded from the Youth Promise Plus project budget approved by Cabinet 9 February 2021.
Proposed start date and duration of the new contract	The proposed start date is 1 June 2022 for a duration of 19 months in line with the completion of the YPP project.

Title of Contract	On Premise Back Up Refresh
Director / Assistant Director	Peter Bishop, Director Digital and Customer Services
Briefly describe the service required	The Council's on-premise IT solutions (applications and infrastructure) are backed-up to provide operational continuity and disaster recovery capability. As part of the wider APM & Cyber Security programmes a new, modern back-up solution is required to drive operational efficiency and enhanced security for the Council's back-up estate.
What is the proposed procurement route?	A further competition exercise will be carried out using the NHS Digital Workplace Solutions framework which covers: • Back-up and Recovery • Security • Servers • Data Centre Infrastructure • Professional Service/ Consultancy/ Implementation Services
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The Council currently utilises two main products to back up the on-premise estate, Veeam and IBM TSM. These products' contracts are coming up for renewal in 2022: • Veeam – June 2022 • TSM – September 2022
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 – the solution cannot be delivered by existing resources.
How will this service assist with the Council's commitments to Route to Zero?	The new back-up solutions will have a reduced data centre footprint and contribute to the overall data centre reduction in Carbon Savings.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	The technology the Council uses underpins the delivery of the majority of Council statutory and/or discretionary services. The services to be procured will maintain the Council's ability to manage value for money in the delivery of these services by the provider and enable better ways of working.
What budget is the funding from for this service?	This service will be funded from a combination of: • APM agreed Programme Budget • IT&D operational budget (based on replacement of existing licencing costs for Veeam & TSM)
Proposed start date and duration of the new contract	The proposed start date is November 2021 for a period of 5 years, with an option to extend for an additional 2 years.

Title of Contract	Provision of a Service Support and Maintenance Contract for Oracle Cloud Fusion
Director / Assistant Director	Peter Bishop, Director – Digital and Customer Services
Briefly describe the service required	Provision of a service support and maintenance contract in respect of the Council's preferred Enterprise and Resource Planning solution Oracle Cloud Fusion (OCF). It is envisaged that the final commercial model will encompass OCF configuration services and the training of staff with regards to day to day and incident management. Oracle Cloud Fusion and associated applications are being implemented under Birmingham City Council's 1B Programme.
What is the proposed procurement route?	The proposed route to market will be via a compliant national framework agreement, CCS, ESPO, KCS, HTE or YPO dependent on the appropriateness of the framework, the lot and the best fit for the purposes of the requirement.
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?	It is proposed that the support and maintenance service will augment the current SAP support resources as they transition to full support capability. Birmingham City Council (BCC) does not yet have the in-depth expertise to provide a full support and maintenance service for Oracle Cloud Fusion. This will align with BCC's Application Team to provide external expertise and capacity to manage incidents or service requests that is not currently available.
How will this service assist with the Council's commitments to Route to Zero?	Not applicable, as this is a software solution support and maintenance service requirement.
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 to provide this service. However, having no on-going support and maintenance arrangement in place for the Oracle Cloud Fusion ERP solution 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 1B programme.
Proposed start date and duration of the new contract	The proposed start date is 1st April 2022 for a period of 5 years with a break clause in years 3, 4 and 5 to allow for periodic market/value for money appraisal.

Title of Contract	**Provision of consultancy and delivery services in respect of a hosted archiving solution for data held in the Council's legacy ERP solution**
Director / Assistant Director	Peter Bishop, Director – Digital and Customer Services
Briefly describe the service required	Provision of consultancy and delivery services in respect of an overarching, cloud based - data archiving solution, to manage the legacy requirements identified by the replacement of SAP (HR and Finance data) with Oracle Cloud Fusion (OCF) as the Council's preferred Enterprise and Resource Planning solution under the 1B Programme.
What is the proposed procurement route?	The proposed route to market will be via a compliant national framework agreement, CCS, ESPO, KCS, HTE or YPO dependent on the appropriateness of the framework, the lot and the best fit for the purposes of the requirement.
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?	The Council does not have the internal expertise, infrastructure nor applications to develop an overarching singular data archiving solution that would be fit for purpose nor GDPR retention. Entering into singular legacy agreements for replaced applications will not be a cost-effective option.
How will this service assist with the Council's commitments to Route to Zero?	Not applicable. This is a technical enablement and software solution for data retention and recovery.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is a statutory and legal duty for the Council to retain data in accordance with GDPR and the Council's data retention policies.
What budget is the funding from for this service?	This is funded from 1B programme.
Proposed start date and duration of the new contract	The proposed start date for the Consultancy and Delivery of the Cloud Based data archiving solution will be from December 2021 until December 2022, thus allowing for Financial Audits not possible at the point of cut-over and go live of Oracle Cloud Fusion.

Title of Contract	Provision of Training & Adoption Services
Director / Assistant Director	Peter Bishop, Director - Digital and Customer Services
Briefly describe the service required	The Council is in the midst of the implementation of a new cloud-based ERP Solution, Oracle Cloud Fusion (OCF), as one of its key enabling programmes to transform services Training and Adoption gaps have been identified within the current scope of Delivery Partner and SI contracts, necessary to successfully support our staff and customers to transition to a new way of working.
What is the proposed procurement route?	The proposed route to market will be via a compliant Crown Commercial Services national framework agreement, either G-Cloud12 or Digital Outcome and Specialists (DOS) dependent on the appropriateness of the framework, the lot and the best fit for purpose in respect of the requirement
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. Birmingham City Council does not have the internal expertise, or capacity to deliver the full set of training requirements itself.
How will this service assist with the Council's commitments to Route to Zero?	Not applicable as this is a training requirement.
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. However, without training our staff would be unable to complete processes which do support statutory obligations i.e. making payments to suppliers and running our payroll.
What budget is the funding from for this service?	This is funded from the 1B programme, budget was included as part of the revised Business Case signed off by Cabinet in March 2021.
Proposed start date and duration of the new contract	The proposed start date is January 2022 for a planned support period of 4 months; however, the contract will state a period of up to 12 months if additional support is required.

APPENDIX 4 - QUARTERLY CONTRACT AWARD SCHEDULE (APRIL 2021 – JUNE 2021)

Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources	Finance Officer	Contact Name	Comments - including any request from Cabinet Members for more details	Contractor(s) Awarded to	Value of Contracts	Chief Officer	Actual Go Live date
P0747	Property advice is required to support with the disposal of property assets (both commercial and operational) in line with the Council's existing Property Strategy.	2 years	Inclusive Growth	Deputy Leader	Simon Ansell	Azmat Mir / Charlie Short	Presented to Cabinet for info 19/01/2021. Strategy / Award Report signed 29/03/2021.	Jones Lang LaSalle Limited		Ian MacLeod / Alison Jarrett	30/03/2021
P0547	The purpose of the service is to reduce the harm of substance misuse. The service will provide targeted structured treatment to high risk young people. The service works closely with the Children's Trust, Forward Thinking Birmingham and the third sector.	1 year, 6 months	Public Health	Social inclusion, Community Safety and Equalities	Lee Bickerton	John Freeman	The contract award for the provision of a Young People's Substance Misuse Treatment Service to Richmond Fellowship (Aquarius) was approved by Cabinet on 08/07/2019. The contract period was for an initial term of 2 years with the option to extend for a further 2 years. Delegated Extension Award Report signed 24/03/2021.	Richmond Fellowship (Aquarius)	£1,009,500	Justin Varney / Alison Jarrett	01/10/2021
	Flexible contracting arrangement for the Provision of care homes with and without Nursing services and care and support (supported living) • Framework agreement for the provision of Home support approved premises • Framework agreement for the provision of Home support sensory loss	2 years	Adult Social Care	Adult Social Care	Mark Astbury	Alison Malik	Tender Strategy and Contract Award for the Provision of Home Support, Care and Support (Supported Living) and Residential Care with and without Nursing – 17th April 2018. Delegated Extension Award Report signed 06/04/2021.	Information request from Adult Social Care Team	£313.417m	Alison Jarrett / Louise Collett	01/05/2021
F0162R_2020	The supply and delivery of office and stationery products including: • Stationery • Reprographic paper • Ink cartridges	4 years	Finance and Governance	Finance and Resources	Lee Bickerton	Raja Chowdhury	Presented to Cabinet for info 10/11/2020. Strategy / Award Report signed 22/04/2021.	Banner Group Limited	£876,000	Alison Jarrett	26/04/2021
P0675	To provide advertising solutions for recruitment and public notices. This contract covers recruitment advertising for employee vacancies, including teaching staff, miscellaneous advertisements such as courses and public notices including planning applications and licensing notices.	4 years with break options at the end of each 12 months	Finance and Governance	Finance and Resources	Lee Bickerton	Janine Weetman	Presented to Cabinet for info 21/07/2020. Strategy / Award Report signed 26/04/2021.	TMP Worldwide Limited	£1,351,800	Alison Jarrett	27/04/2021
94748	There is a requirement for the former Youth Court to be refurbished and converted to the new Coroner's Court.	5 months	Neighbourhoods	Homes and Neighbourhoods	Carl Tomlinson	Lesley Steele / Charlie Short	Presented to Cabinet for info 09/02/2021. Strategy / Award Report signed 04/05/2021.	G F Tomlinson Limited	£991,807.00	Rob James / Alison Jarrett	05/05/2021
P0732	For the provision of specialist strategic and operational support to the Programme Director, CWG 2022 on the overall programme management, governance structure and cross-directorate working for the CWG Team.	2 years	Commonwealth Games	Leader	Guy Olivant	Mark Channon / Charlie Short	Presented to Cabinet for info 08/09/2020. Strategy / Award Report signed 05/05/2021.	Ove Arup and Partners Limited	£5,500,000	Alison Jarrett / Craig Cooper	07/05/2021
TBC	Services required relate to legal and expert advice for: i.Dispute resolution and settlement in relation to disputes under the contract with ABHL; ii.Resolution of settlement issues and restructuring of the contract in conjunction with Birmingham Highways Ltd (BHL).	Up to 2 years	Inclusive Growth	Transport and Environment	Simon Ansell	Kevin Hicks / Domenic de Bechi	Presented to Cabinet for info 20/04/2021. SCN signed 14/04/2021. Delegated Award Report signed 07/05/2021.	DLA Piper LLP	£3,600,000	Ian MacLeod / Alison Jarrett	10/05/2021
P0489	There is a requirement for services to manage and integrate the CWG capital projects and the PBRS that sit under the remit of the CWG Capital Programme Board and PBRS Programme Board respectively to which the Council is chair.	2 years	Commonwealth Games	Leader	Alison Jarrett	Guy Olivant / Charlie Short	Presented to Cabinet for info 20/04/2021. Strategy / Award Report signed 11/05/2021.	Turner & Townsend Project Management Limited	£1,900,000	Craig Cooper / Alison Jarrett	12/05/2021
P0608	For the provision of project management support services to the Clean Air Zone (CAZ).	6 months with option to extend for a further 6 months	Inclusive Growth	Transport and Environment	Simon Ansell	Stephen Arnold / Siobhan McDonald	Presented to Cabinet for info 08/09/2020. Strategy / Award Report signed 12/05/2021. Contract signed 11/06/2021.	Turner & Townsend Project Management Limited	£106,170.75 for 6 months	Ian MacLeod / Alison Jarrett	11/06/2021
P0610c	There is a requirement for external legal advice to support the in-house legal team to support the development of the future waste strategy and the procurement for the management and disposal of waste.	3 years	Neighbourhoods	Street Scene and Parks	Carl Tomlinson	Michelle Climer / Meena Chuhan	Presented to Cabinet for info 20/04/2021. Strategy / Award Report signed 12/05/2021.	Bevan Brittan LLP	£1,255,000	Rob James / Alison Jarrett	14/05/2021
TBC	Provides is an on-premise solution powering a number of websites operated by the council which include Birmingham.gov.uk, Birmingham children's trust and the internal intranet. The content management system is designed to allow a fully developed platform to administer web sites on behalf of the Council including search, quality and chat capabilities to citizens and business in and outside of Birmingham.	4 years with a break clause in Years 3 and 4	Digital and Customer Services	Deputy Leader	Lee Bickerton	Sheraz Yaqub / David Hosie	Presented to Cabinet for info 13/10/2020. SCN signed 06/05/2021. Delegated Award Report signed 18/05/2021.	Jadu Limited	£1,390,000	Peter Bishop / Alison Jarrett	19/05/2021
P0784a	To coordinate and facilitate healthy food and enriching activities to disadvantaged children in the city who are eligible for Free School Meals (FSM). The funding allocated is available for activities in the summer and Christmas school holidays.	1 year	Education and Skills	Education of Children and Young People	Clare Sandland	Audrey Salmon / Henrietta Jacobs	Joint Cabinet Member and Chief Officer Report approved via Cabinet Members for Education Skills & Culture, Children's Wellbeing and Finance and Resources on 18th March 2021. Delegated Award Report signed 25/05/2021.	StreetGames UK Ltd	£487,000	Kevin Crompton / Alison Jarrett	31/05/2021
P0673	The provision of MOT services and supplementary testing of vehicles required by the Council's Licensing Section for all private hire and Hackney Carriage vehicles registered in Birmingham.	4 years with a break clause at the end of year 2 and 3.	Finance and Governance	Finance and Resources	Carl Tomlinson	Emma Rohomon / Manjit Samrai / Janine Weetman	Presented to Cabinet for info 08/09/2020. Approval to Tender Strategy signed 12/02/2021 and delegated the award to CO. Delegated Award Report signed 28/05/2021.	1) Autofit Centre Limited 2) Auto-Moto 3) Pheonix Vehicle Management Ltd t/a The Auto Workshop 4) Saki's Auto Centre 5) Swift Repairs Limited	£2,000,000	Rob James / Alison Jarrett	01/07/2021

Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources	Finance Officer	Contact Name	Comments - including any request from Cabinet Members for more details	Contractor(s) Awarded to	Value of Contracts	Chief Officer	Actual Go Live date
Strategy / Award	SEND Home to School Transport Improvement and Transformation Support	P0730	Following an initial review of the Home to School transport service there is a further need for additional external support to implement short, medium- and long-term improvements to the service.	3 months	Education and Skills	Children's Wellbeing	Clare Sandland	Paul Knight / Brianne Thomas	Presented to Cabinet for info 09/02/2021. Strategy / Award Report signed 01/06/2021.	Ernst & Young LLP	£422,000	Kevin Crompton / Alison Jarrett	01/06/2021
Strategy / Award	Card Payment Processing Service for the Clean Air Zone		The Council requires a service to process payments through the Gov.UK payment interface in relation to Clean Air Zone charges.	6 years	Inclusive Growth	Transport and Environment	Simon Ansell	Stephen Arnold / Will Brown	Presented to Cabinet for Info 18/05/2021. Strategy / Award Report signed 02/06/2021..	Stripe Payments Europe Limited	£672,000	Philip Edwards / Alison Jarrett	03/06/2021
Strategy / Award	Direct Debit Payment Processing Service for the Clean Air Zone		The Council requires a service to process direct debit payments in relation to Clean Air Zone charges.	2 years	Inclusive Growth	Transport and Environment	Simon Ansell	Stephen Arnold / Will Brown	Presented to Cabinet for Info 18/05/2021. Strategy / Award Report signed 02/06/2021..	GoCardless Limited	£259,000	Philip Edwards / Alison Jarrett	03/06/2021
Delegated Award Report	Enforcement Agent for the Revenues Service	P0771	Where the Revenues Service has obtained a liability order and all other internal avenues of collection have been exhausted for Council Tax, Business Rates and BID Levies , there is a requirement for the arrears to be passed to an enforcement agent who will be expected to use their powers where appropriate to recover and collect arrears.	1 year plus 1 year option to extend	Digital and Customer Services	Deputy Leader	Lee Bickerton	John Woodward / Stuart Follows	Presented to Cabinet for info 20/04/2021. SCN signed 17/05/2021. Delegated Award Report signed 04/06/2021.	Equita Limited	Nil cost to the Council	Peter Bishop / Alison Jarrett	02/08/2021
Delegated Award Report	Provision of Home to School Transport	P0504/36	Home to School Transport service for eligible children and young people.	2 years	Education and Skills	Education of Children and Young People	Clare Sandland	Brianne Thomas	Cabinet approved the Procurement Strategy for the provision of Home to School Transport on 16/03/2021 and delegated the award to CO. Delegated Award Report signed 11/06/2021.	Lot 1: Beaufort School - AFJ Limited Lot 2: Belgravia School - AFJ Limited Lot 3: Brays Sheldon - AFJ Limited Lot 4: Brays Tile Cross - West Midlands Accessible Transport Lot 5: Bridge School - West Midlands Accessible Transport Lot 6: Calthorpe School - West Midlands Accessible Transport Lot 7: Cherry Oak School - West Midlands Accessible Transport Lot 8: Dame Ellen School - West Midlands Accessible Transport Lot 9: Fox Hollies School - West Midlands Accessible Transport Lot 10: Oscott Manor School - West Midlands Accessible Transport Lot 11: Uffculme School - West Midlands Accessible Transport Lot 12: Victoria School - West Midlands Accessible Transport Lot 13: Wilson Stuart School - West Midlands Accessible Transport	£13,412,363	Kevin Crompton / Alison Jarrett	01/09/2021
Strategy / Award	Endpoint Detection Response Technology	P0782	There is a requirement for an endpoint detection response (EDR) cyber technology solution that monitors and responds to mitigate cyber threats.	3 years	Digital and Customer Services	Deputy Leader	Lee Bickerton	David Waddington	Presented to Cabinet for info 16/03/2021. Strategy / Award Report signed 18/06/2021.	Altiatech Limited	£761,435.76	Peter Bishop / Alison Jarrett	25/06/2021
Delegated Award Report	HR for Schools Website		The recommended solution will enable HR, Payroll and Pensions' Services for Schools to: -Launch a new website that is modern and can compete with commercial competitors -Complete online forms for either information or to book training / appointments -Use case management to track requests and remind end-users at renewal points -Provide a framework for other elements of Education Support Services to promote services	1 year plus 1 year option to extend	Digital and Customer Services	Deputy Leader	Lee Bickerton	David Hosie	Presented to Cabinet for Info 08/09/2021. Strategy / Award Report signed 24/06/2021.	Jadu.Co.UK	£201,700	Peter Bishop / Alison Jarrett	01/07/2021
Delegated Award Report	Repair and Maintenance (R&M) of the Lifts Communication Systems	(P0241_2021)	A lift communication system to maintain communication between a lift that requires repair and maintenance through a monitoring unit. This equipment offers real time notification of failures to the lifts and other warning events through various media and is connected to the central computerised system.	4 years	Neighbourhoods	Homes and Neighbourhoods	Carl Tomlinson	Harpal Gill	Presented to Cabinet for info 20/04/2021. SCN signed 04/06/2021. Delegated Award Report signed 27/06/2021.	Thames Valley Controls Limited	£380,000	Julie Griffin / Alison Jarrett	01/07/2021
Urgent Decision Making	Operation Eagle - PCR/LFD Drop and Collect Test Service	P0785	Management and coordination of ground teams for outreach – taking home test kits and / or associated information to residents in areas of high incidence. Where tests are being distributed this would include collecting these tests and returning them to the hub for processing within time constraints to ensure viability of tests.	14 weeks, with an option to extend for a further period of up to 18 weeks	Partnerships Insight and Prevention	Leader / Health and Social Care	Lee Bickerton	Justin Varney / Dean Billingham	COVID 19 Urgent delegated decision making under Part E 3.3 of the Council's Constitution approved the report on 29/06/2021.	1) Solutions for Health Limited 2) Professional Fundraising Services (PFS),	£1,306,800	Jonathan Tew / Alison Jarrett	06/07/2021
Delegated Award Report	City Centre Public Realm Works	P0735	The works are for: • Improvements to the public realm and replacement of paving in Victoria Square, Waterloo Street, Colmore Row. • Installation of Hostile Vehicle Mitigation systems. • Repair and reinstatement of The River Water Feature	30 months	Inclusive Growth	Transport and Environment	Simon Ansell	Craig Richards / Charlie Short	Cabinet was advised of the procurement activity in the City Centre Public Realm – Phase 1 Full Business Case report approved on 19th January 2021. Delegated Award Report signed 30/06/2021.	CPC Civils Ltd	£8,740,957	Ian MacLeod / Alison Jarrett	02/07/2021

Item 20

Birmingham City Council

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Decision Details

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This section allows you to view the general details of a Decision

Details

Status:	Decision Proposed
Title:	Termination of Home to School Provider
Reference:	009250/2021
Urgent Decision - Not in Forward Plan	No
Details for Agenda Sheet	Urgent Executive Report

Implementation Date (not before meeting on)	Tue 17 Aug 2021

Purpose
To seek approval for the termination of a Home to School Provider

Key Portfolio	------ N/A ------

Include item on Forward Plan/ Key Decision	No

Decision Maker

Reason For Key Decision

Relevant Documents

Decision Type:	Committee

Decision Maker:	Cabinet

Directorate	Education and Skills

Other Information

Private Reason

Decision Outcome

Following consultation with the Leaders of the Political Groups, the Chief Executive agreed emergency approval to the decisions below, which needed to be approved and implemented ahead of the next scheduled Cabinet meeting, in line with powers set out at paragraph 6.6 of Part B of the City Council's Constitution:

2.1 Noted the contents of this report and:

a) authorised the termination of the agreement with a provider on the Home to School Transport Dynamic Purchasing System (DPS) due to a significant breach of contract described in paragraph 3 below; and

b) authorised the commissioning of an alternative provider using a Dynamic Purchasing System open to public bodies and an escalated procurement timeline.

2.2 Authorised the Director of Education and Skills (or their delegate) in conjunction with the Director of Council Management (or their delegate) and the Assistant Director of Procurement (or their delegate) to:

2.2.1 Agree any award reports associated with the implementation of the recommendations set out above.

2.2.2 Authorise the City Solicitor (or their delegate) to execute any documents to give effect to the above recommendations if required.

North Birmingham Travel (NBT) were named as the provider in question.

NB: THIS DECISION IS NOT SUBJECT TO CALL-IN - paragraph 6.9i of Part B of the Council's Constitution, Immediate Decision Implementation: "If the interests of the Council are jeopardised unless an executive decision is implemented immediately then the Chief Executive in consultation with the Leader (or Deputy Leader in his/her absence) may designate such executive decision as so urgent that its implementation cannot wait until the expiry of the call-in period."

Rating:

Is the Decision Maker Aware of the Decision:	No

Is the Head of Services Aware of the Decision:	No

Is Decision County Wide:	No

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

Further Information:	

Decision Options:	

Additional Information

Reg 10

Reg 11

Decision Criteria

This Decision does not contain any decision criteria records.

Wards

This Decision does not contain any Ward records.

Topics

This Decision does not contain any Topic records

Overview and Scrutiny

This Decision does not contain any Overview and Scrutiny records.

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Birmingham City Council
Report to Cabinet

7 September 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? If yes, name(s) of ward(s):	☐ Yes	☑ No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference:	☐ Yes	☑ No
Is the decision eligible for call-in?	☑ Yes	☐ No
Does the report contain confidential or exempt information?	☐ Yes	☑ 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.

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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 – 7 September 2021 - Appointments to Outside Bodies

APPENDIX 1

APPENDIX TO REPORT TO CABINET 7 September 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.   **Banners Trust**

Mr Roger Barley (Lab) has agreed to be re-appointed. Four year term. The other Representative Trustees are:- Cllr Gareth Moore (Con) and vacancy (Lab).

Therefore, it is

RECOMMENDED:-

That Cabinet agrees to re-appoint Mr Roger Barley (Lab) from 7 September 2021 until 6 September 2025, as Representative Trustee.

009284/2021