

Members are reminded that they must declare all relevant pecuniary and non-pecuniary interests relating to any items of business to be discussed at this meeting

BIRMINGHAM CITY COUNCIL

CABINET COMMITTEE – LOCAL LEADERSHIP

TUESDAY, 20 DECEMBER 2016 AT 10:00 HOURS
IN COMMITTEE ROOMS 3 & 4, COUNCIL HOUSE, VICTORIA
SQUARE, BIRMINGHAM, B1 1BB

A G E N D A

1 NOTICE OF RECORDING

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

2 APOLOGIES

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3 ESTABLISHMENT OF A NEIGHBOURHOOD WORKING AND CO-ORDINATION MODEL

Report of the Acting Strategic Director, Place Directorate.

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4 LOCAL INNOVATION FUND SUBMISSION AND FINANCES

Report of the Acting Strategic Director, Place Directorate and Leader

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5 OPTIONS FOR THE DISPOSAL OF ASSETS

Philip Andrews, Head of Asset Management, Birmingham Property Services will present the item.

6 OTHER URGENT BUSINESS

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

Report to:	CABINET COMMITTEE	
Report of:	STRATEGIC DIRECTOR - PLACE	
Date of Decision:	20 DECEMBER 2016	
SUBJECT:	ESTABLISHMENT OF A NEIGHBORHOOD WORKING AND CO-ORDINATION MODEL	
Key Decision: No	Relevant Forward Plan Ref: N/A	
If not in the Forward Plan: (please "X" box)	Chief Executive approved	<input type="checkbox"/>
	O&S Chairman approved	<input type="checkbox"/>
Relevant Cabinet Member(s) or Relevant Executive Member	ALL	
Relevant O&S Chairman:	COUNCILLOR AIKHLAQ, Chair of Corporate Resources and Governance O&S Committee	
Wards affected:	ALL	

1. Purpose of report:

- 1.1 To provide the background to the development of a new Neighbourhood Working and Coordination model for the City as set out in Appendix 1, and seek comments on the draft proposal to enable further conversations with partners and a final report to be brought back to this Committee for decision.

2. Decision(s) recommended:

That Cabinet :-

- 2.1 Approve the draft methodology and approach for Neighbourhood Working and Coordination.
- 2.2 Authorise the commencement of a stakeholder consultation to finalise a citywide Neighbourhood Working and Coordination approach.

Lead Contact Officer(s):

Neil De-Costa – Senior Service Manager, (Interim) District Lead
Neighbourhoods and Communities Division
Tel: 0121 675 8019

Chris Jordan
Head of Service Integration
Neighbourhoods and Communities Division
Tel: 0121 303 6674

3. Consultation

3.1 Internal

3.1.1 The proposals set out have been presented to the Assistant Leaders.

3.2 External

3.2.1 The original idea about locally designed Neighbourhood Working was set out in the Terms of Reference for the Cabinet Committee Local Leadership and the Assistant Leaders' work programme, July 2016.

4. **Compliance Issues:**

4.1 Are the recommended decisions consistent with the Council's policies, plans and strategies?

4.1.1 The recommendations are fully consistent with the Council's policies.

The Business Plan and Budget Adopted by Full Council in March 2016 committed the Council to "develop a new approach to devolution within the city, with a focus on empowering people and giving them influence over local services". The work of the Cabinet Committee will take forward the next stage of an evolutionary process which began in 2015/16 with initial changes to the role of districts and the creation of Sutton Coldfield Town Council. This stage will conclude in 2018 with the switch to all out elections and new ward boundaries.

4.2 Financial Implications

4.2.1 Summary of Current Finances – This is a discussion paper. There is currently no budget allocated to Neighbourhood Working.

4.2.2 Financial Implications of The Future Operating Model - Financial Implications to the proposed model of delivery will be presented at a future Cabinet Committee meeting. Full roll out to 34 neighbourhoods is estimated to cost up to £1.9m. Place Directorate has committed to review all the options available to resourcing Neighbourhood Management and this will form part of the decision report that will be presented to a future meeting of Cabinet Committee Local Leadership.

4.3 Legal Implications

4.3.1 The Cabinet Committee will operate within the provisions of the Local Government Act 2000, which gives the Executive the power to appoint committees for the exercise of defined responsibilities and functions and in accordance with Article 5(d) of the City Council's Constitution. The role of the Committee and of the Assistant Leaders is also outlined in Part B of the City Council's Constitution. The constitutional changes referred to in Part B of the Constitution have been approved by Full Council. Report cleared by Legal Services.

4.4 Public Sector Equality Duty

4.4.1 Policies developed by the Committee will be subject to the public sector Equality Duty and impact assessments will be carried out as appropriate.

5. Relevant background/chronology of key events:

- 5.1 Cabinet Committee Local Leadership has clear outcomes set within the Terms of Reference via the Assistant Leader's responsibility to: "Shape and support local partnership working and engagement with communities and local stakeholders" and to "Shape neighbourhood governance and delivery plans".
- 5.2 The development of a Neighbourhood Working and Coordination approach for the city has emerged as a result of the Assistant Leaders' current Neighbourhood Working and Coordination agenda and is informed by key learning from previous programmes delivered and the current Place Management programme.
- 5.3 Assistant Leaders have conducted cross party consultation regarding ward working citywide.
- 5.4 A review of Place Management has been conducted.
- 5.5 Concepts/Principles:
 - 5.5.1 The emphasis for the new proposed approach is on "empowering local people and giving them influence over local services," rather than being service led with a focus on "Every Place Matters" and "A Better Deal for Communities".
 - 5.5.2 It is the intention that the approach will lead to better stakeholder collaboration facilitated by local place-based Neighbourhood Action Coordinators.
 - 5.5.3 A stakeholder event is planned for early December to start dialogue on local collaboration and neighbourhood working to address local residents' priorities.
 - 5.5.4 It is envisaged the proposed approach will assist elected members with their local leadership role, bringing the processes for local decision making closer to citizens enabling them to be more involved and self-sufficient.
 - 5.5.5 The proposed approach will support, nurture and empower community groups and citizens to be more self-reliant.
 - 5.5.6 The proposed approach seeks to fundamentally change the way council services operate at neighbourhood level to closely meet the differing needs of citizens and localities across the city, ensuring that every ward receives a universal service. This proposed approach will continue to develop.
 - 5.5.7 Other Neighbourhood level delivery models have been researched/considered in developing this proposed model, the details of which are set out in Appendix 1.

6. Evaluation of alternative option(s):

- 6.1 Three neighbourhood management programmes have been delivered in Birmingham between 2007 – 2011 and Place Management is currently in operation across the city. The learning from previous Neighbourhood Management programmes and the current learning from Place Management aligned to the priorities of "Every Place Matters" and "A Better Deal for Communities," together with assessment of similar models across the country have resulted in shaping of the current proposal for Neighbourhood Working and Coordination.

7. Reasons for Decision(s):
<p>7.1 To agree the process to establish a Neighbourhood Working and Coordination model with clear aims and objectives to ensure:</p> <ul style="list-style-type: none"> • A clear sustainable and strategic investment at a neighbourhood level • To assist with developing sustainable local social capital • To act as a catalyst or enabler to change local operating models of neighbourhood service delivery.

Signatures	<u>Date</u>
<p>Cabinet Member</p> <p>.....</p> <p>Councillor John Clancy, Leader of the City Council</p>	<p>.....</p>
<p>Chief Officer</p> <p>.....</p> <p>Jacqui Kennedy, Acting Strategic Director of Place</p>	<p>.....</p>

List of Background Documents used to compile this Report:
<ul style="list-style-type: none"> • Cabinet Committee Local Leadership Terms of Reference July 2016 • Neighbourhood Working 2016 and Beyond discussion paper – November 2016

List of Appendices accompanying this Report (if any):
<ol style="list-style-type: none"> 1. Appendix 1 - Neighbourhood Working 2016 and Beyond discussion paper – November 2016 2. Appendix 2 - Neighbourhood Working Diagram 3. Appendix 3 - Implementation and Delivery Model

NEIGHBOURHOOD WORKING 2016 AND BEYOND – A DISCUSSION PAPER

1. Background

This discussion paper has been developed to inform the thinking and processes required to take forward the next generation of neighbourhood working in Birmingham. The paper:

- Reflects on the history and learning that has been derived from approaches in the past
- Draws on the current policy agenda to clarify the purpose and objectives for neighbourhood working moving forward
- Sets out the proposed delivery framework for the new approach
- Highlights key areas for discussion and sets out the next steps.

2. Purpose

The objective of the proposed approach is to bring back under localised influence and control, the majority of the Council's controllable local services to achieve:

- Services being delivered in a different way, better suited to the local area and more efficient
- A network of officers that work for the locality first without having other service specific responsibilities and that work in a more joined-up, coordinated way with other local service providers
- Local councillors having more influence on the services that are being delivered in their localities.

The overall purpose of this approach is to 'make things happen.'

3. History and Learning from Elsewhere

Neighbourhood Management in Birmingham

Birmingham has a successful track record of delivering Neighbourhood Management and neighbourhood working approaches. The first Neighbourhood Management pilot funded by Neighbourhood Renewal Fund was delivered 2007 – 2008. 2008 – 2009 saw the delivery of a Neighbourhood Management programme, funded from Neighbourhood Element Fund, delivered in 10 pilot neighbourhoods across the city, the learning from which informed a Priority Neighbourhood Programme delivered in 31 priority neighbourhoods across city 2009 - 2011.

Key learning and good practice emerged from these programmes which was captured in the Making Birmingham an Inclusive City White Paper 2013. This, along with other learning from practitioners, residents, elected members and key stakeholders can help inform a modern approach to neighbourhood management and coordination; one that fits with the City Council's devolution and Future Council agendas and the following strategic priorities:

- Local Leadership
- Every Place Matters
- A Better Deal for Neighbourhoods
- Supporting Local Councillors

In addition a number of Neighbourhood Management / Coordination models have been considered from other local authorities across the country to identify, along with what we already know, the essential elements required to deliver a localised fit-for-purpose neighbourhood working and coordination programme for Birmingham. These have informed the principles and characteristics of successful neighbourhood working set out below.

4. Principles / Characteristics of effective Neighbourhood Working and Local Coordination

The principals below have been identified from previous programmes of delivery and country-wide good practice for successful neighbourhood working and local coordination:

- Interest in and knowledge of the neighbourhood (place)
- Experience of local Leadership and Coordination
- Ability to put Residents first (empathetic)
- Excellent Negotiation skills
- Excellent Community organisational skills
- A 'can do' (action orientated) approach to action residents' priorities and make things happen
- An ability to 'think outside of the box' and employ innovative approaches
- Ability to Develop and Manage projects, Coordinate activity and work Collaboratively
- Experience of working with residents, elected members and local stakeholders
- Excellent Communications skills
- Ability to work on a tenure 'blind' basis
- Ability to Involve interested and important and necessary individuals Action Planning and Intervention
- Experience of priority neighbourhood Action Planning.

5. Current BCC Policy Agenda

Cabinet Committee – Local Leadership

Established in May 2016 and Chaired by the Leader of Birmingham City Council, as part of the new constitutional requirements, the Cabinet Committee Local Leadership is the key 'driver' in delivering devolved Community Governance and a Better Deal for Neighbourhoods recognising that Every Place Matters.

In support of the Cabinet Committee, four Assistant Leaders have been appointed and are charged with taking forward the aforementioned strategic priorities and will support, oversee and evaluate new ways of working for potential use across within the city. In relation the neighbourhood working agenda their Work Plan includes:

On a city wide basis: -

- Leadership and policy development.

On an area basis: -

- Promoting and supporting changes to the practice, culture and capabilities underpinning the role of “front line councillor”
- Shaping and supporting local partnership working and engagement with communities and local stakeholders
- Shaping neighbourhood governance and neighbourhood delivery plans working alongside District Committee Chairs
- Ensuring that arrangements are in place to move beyond the districts model whilst capturing the learning and the partnerships developed in previous years and supporting the role and contribution of all local councillors
- Ensuring that local issues and innovations are reflected in strategic decision making with regard to Local Leadership, Every Place Matters and A Better Deal for Neighbourhoods
- Joined-up and better coordinated service

The main priorities set out in the Outline Work Programmeⁱ for the Cabinet Committee Local Leadership which relate to a neighbourhood working agenda are:

A Better Deal for Neighbourhoods

- Ward Forums – developing these as an interface between residents and local community organisations and public services and elected representatives
- Support for neighbourhood forums and other community led bodies and their relationships with councillors
- The capacity of the voluntary and community sector and communities themselves in different parts of the city and how this can be improved
- Assessing the value of models such as neighbourhood management and neighbourhood tasking and how they can be supported
- Ensuring open data and new forms of digital engagement, for example performance data on services, ward based asset registers, promotion of volunteering opportunities and time banking
- Implementing new forms of neighbourhood delivery and partnership – for example social investment, community trusts, community based housing associations or other examples developed elsewhere through the national Our Place initiative
- Enhancing influence on services across the public sector through very local Community Planning or Neighbourhood Challenge processes (perhaps linking into those for wider areas) and well established methods such as working with the Police on Neighbourhood Tasking
- Exploring “Neighbourhood Agreements”, “Charters” or “neighbourhood promise” – a compact between public service agencies and local communities on service standards and the responsibilities of services and the public
- Assessing neighbourhood or community councils (parish councils) - there is the potential for more parish councils to be set up at a similar scale to new wards. One idea is for the City Council to do local “devolution deals” with them to localise some services. This would create a new element of very local democracy with an additional resource arising from the Council Tax precept
- Improving the way we work at a local neighbourhood level through linking new approaches to service delivery (“operating models”) with the role of councillors in working with local residents. This means finding ways to make services more responsive and ward/neighbourhood level engagement more powerful within the design of services.

Every Place Matters

- A new policy for local centres – the creation of a Big City Plan style framework document for the city's local centres and an implementation/action plan to take it forward
- Local Skills and Employment Plans – building on the work done in some districts over the last year and putting in place local plans for skills and employment across the city
- Area policies for other key policy areas such as housing development and clean and green neighbourhoods.

6. Why? Defining the Purpose and Objectives of a new approach to Neighbourhood Working

The review of past learning and current good practice can be set alongside the current policy approach to identify and define the key objectives for the policy approach moving forward. In line with the City Council's Devolution and Local Empowerment agendas, neighbourhood working provides the mechanism by which the following 3 Objectives can be achieved:

- a) Local Governance – bringing the process of local decision making closer to citizens enabling them to be more involved
- b) Community Empowerment – nurturing and developing citizens to be more self-reliant/sufficient
- c) Service Design and Operating Models – fundamentally changing the way local council services operate to closely meet the differing needs of citizens and localities across the City, ensuring that every ward receives a universal service based on need and priority.

The overall goals in an era of reduced resources must be to:

- Use existing resources more effectively, achieving more for less
- Reduce service demand
- Increase self-reliance
- Empower local people to develop local solutions

7. Delivery Framework

Ward Boundary Changes

The Boundary Commission has published its recommendations following its review of Birmingham's parliamentary and ward boundaries. The new Neighbourhood Working/Coordination approach needs to recognise the forthcoming reduction in the number of elected members, the new ward boundary changes and member to ward ratios. The assumptions at present are that there will be 34 Neighbourhood Action Co-ordinators in the future model, enough for one for every three members i.e. linking one and two member wards etc. In addition all boundaries of stakeholders need to be acknowledged and work aligned recognising that communities recognise areas that are familiar to them, not the geographical organisational boundaries.

Ward Forums

Ward Forums have been constituted in each Ward to encourage and facilitate dialogue between the Council and local people within their ward. These forums will undoubtedly play a key part in identifying local priorities and solutions going forward.

8. Resources

Staff Resource

In order for a new neighbourhood working/coordination model to work staff with the right skillsets must be identified and recruited. The following characteristics have been identified for a neighbourhood manager / coordinator to be successful:

- Leadership skills - to head and direct intervention
- Motivational skills - to generate a community empowering approach
- Passionate - with a strong belief in the role and the importance of place
- Empathy - to ensure a customer focus
- Intelligent - to enable the use of problem solving approaches
- Facilitative - to employ strong partnership working approaches
- Action focussed - to ensure action on residents' priorities
- Entrepreneurial - to spot opportunities, thinks innovatively in order to deliver on residents' priorities.

Initially 34 Neighbourhood Action Coordinators need to be identified and recruited citywide.

It is envisaged (job evaluation pending) that the post will be grade 4 and the role will be a Neighbourhood Action Coordination role utilising the learning from previous neighbourhood management programmes plus good practice elements from around the country.

In addition to this the new service will have to be supervised, managed and administered.

There is a need for key stakeholders to buy into a Neighbourhood Working Approach to enhance local resources for example social housing providers that have more place presence than BCC.

The job description and person specification for the newly created post has been drafted and will be submitted for job evaluation to establish the commensurate grade. When the grade of the post has been established, the necessary advertisement, recruitment and selection processes will need to be put into place to recruit a suitable pool of Neighbourhood Action Coordinators.

Clear reporting lines are necessary with Neighbourhood Action Coordinators reporting to an area based manager (grade 5). The new team of Neighbourhood Action Coordinators will need to be upskilled to the new way of working and supported by current staff who already have experience in this field.

To ensure that the scheme can be delivered within the ever increasing financial constraints it will be necessary to examine the roles of specific staff groups who already work in communities and on a local basis. It is anticipated that there will be scope to consider how these skills might be transferable to a wider neighbourhood coordination role.

Total staffing costs (if BCC was to fund the whole programme) are: **£1.7-8M** or **£1.8-9M** respectively plus any resource identified for delivery.

Funding

It is anticipated that full roll out to 34 neighbourhoods will cost in the order to £1.8-£1.9m. This is clearly a significant resource commitment either financially or through the reallocation of the current duties of staff and comes at a time of growing pressure on service budgets.

The place Directorate has committed to review all the options available to resourcing Neighbourhood Management and this will form part of the decision report that will be presented to a future meeting of Cabinet Committee Local Leadership.

Within the Place Directorate there are pending service reviews within the Housing, Neighbourhoods & Communities and Waste Management divisions. Opportunities to redeploy the right calibre of staff from these divisions and will be one option considered.

Invest to Save Approach

There is a need to adopt an 'invest to save approach' i.e. an initial 'investment' is required to implement a Neighbourhood Working Programme in Birmingham in order to 'save' by way of the positive impact that the intervention and coordination of service provision will have in the future by; enabling locally-based groups to deliver on local priorities and more joined-up neighbourhood working.

In addition regional and national investment needs to be sought, for example by maximising the opportunity of the Combined Authority, as part of this programme to enhance and sustain delivery.

Stakeholders

In addition to BCC key divisions such as Neighbourhoods and Communities, Housing and Waste Management, a number of 'key' stakeholders that must be engaged during the development of this approach, these include (and this list is not exhaustive):

- West Midlands Police who are implementing their neighbourhood policing model
- West Midlands Fire Service who have a well-established record of prevention and local engagement
- Registered Social Landlords who have a pool of officers that are deployed to neighbourhoods
- Private Landlords
- Faith Groups
- Local Business
- 3rd Sector organisations and Community Groups such as Neighbourhood Forums, Housing Liaison Board, Neighbourhood Watch groups, active citizens and 3rd Sector Organisations
- Community Activists
- Local Donators / Contributors

The first step in this engagement is a working session with Housing Providers in the city to discuss and agree a mutually beneficial approach to Neighbourhood Management.

The creation of a 'Virtual Team' at neighbourhood level which is mobilised by the Neighbourhood Action Coordinator to address local issues is key to the success of a Neighbourhood Working approach. For this to work all BCC key divisions and stakeholders, as necessary, must be signed up to a tenure blind Neighbourhood Working Model.

9. Intelligence and Reporting

Strategic Assessment

Although anecdotal information and local intelligence are essential contributors to prioritising action, qualitative data and intelligence is essential. Strategic Assessment across all wards is essential for future priority action planning. The capability to map data across a number of key identified data sets (Place Strategic Assessments) is required for an intelligence led approach.

The newly introduced Ward Action Tracker, which is maintained by the Governance Managers, is now proving to be an important method of mapping emerging priority actions within wards.

There is a need to make better use of existing reporting tools identifying where improvements and enhancements can be made.

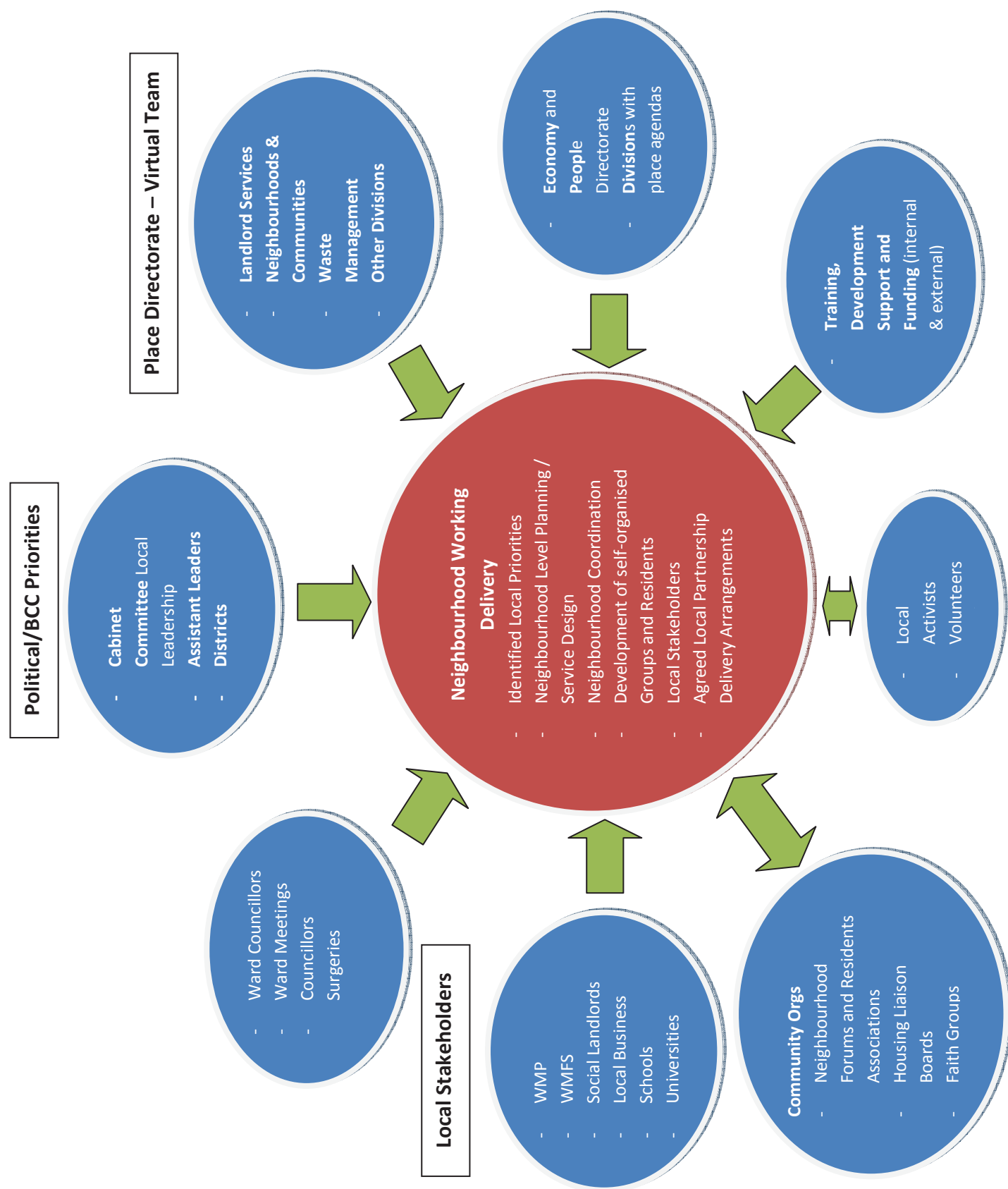
In addition there is a need for a new Member Enquiry System and a Case Management Tool to enable councillors, along with Neighbourhood Action Coordinators, to interact with service departments and assist them to effectively carry out their case work.

10. Next Steps:

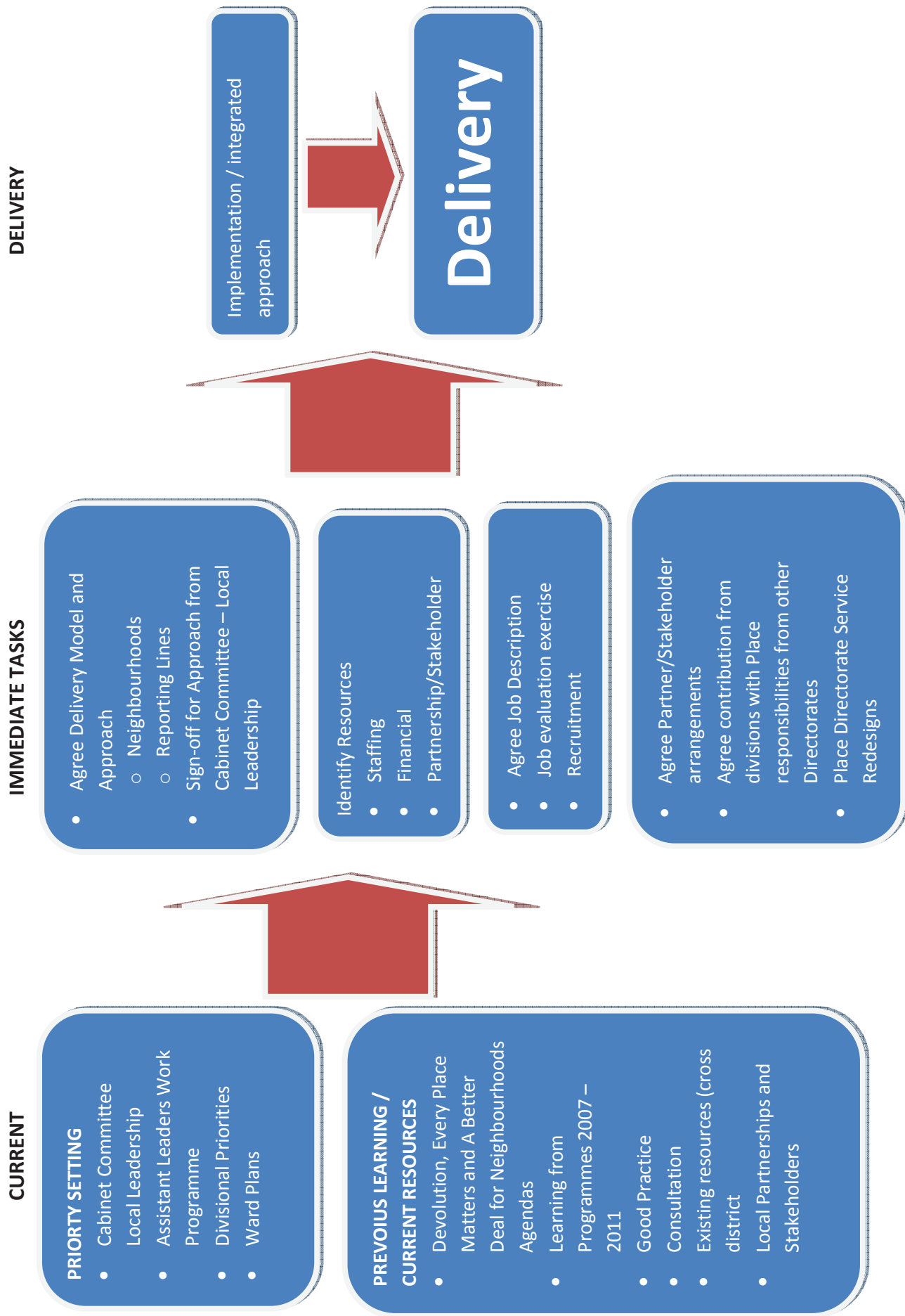
- Obtaining comment on and support for the 'new' approach
- Undertake detailed engagement with key partners and stakeholders to agree a joint approach to Neighbourhood Management
- Identifying mechanisms to resource the initiative
- Agreement of new job descriptions and person specifications
- Recruitment and selection
- Buy-in to approach from local stakeholders
- Alignment of service provision to avoid duplication
- Realignment of BCC's services and practice to the new approach
- Mapping local stakeholders and key people/organisations
- Establishment of a single known point of contact in neighbourhoods – Neighbourhood Action Coordinator.

ⁱ Minutes of Cabinet committee – Local Leadership 19th July 2016

NEIGHBOURHOOD WORKING MODEL



IMPLEMENTATION AND DELIVERY MODEL



BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

Report to:	Cabinet Committee – Local Leadership	
Report of:	ACTING STRATEGIC DIRECTOR OF PLACE AND LEADER	
Date of Decision:	20 DECEMBER 2016	
SUBJECT:	LOCAL INNOVATION FUND – Ward Innovation Proposals	
Key Decision: No	Relevant Forward Plan Ref: N/A	
If not in the Forward Plan: (please "X" box)	Chief Executive approved	<input type="checkbox"/>
	O&S Chairman approved	<input type="checkbox"/>
Relevant Cabinet Member(s) or Relevant District Committee Chair:	ALL	
Relevant O&S Chairman:	Cllr Aikhlaq, Chair of Corporate Resources and Governance O&S Committee	
Wards affected:	ALL	

1. Purpose of report:
<p>1.1 To present the submitted Ward Local Innovation Fund (LIF) Proposal(s) for approval</p> <p>1.2 To update Committee of the financial position on LIF at month 8 (end of November) 2016/17</p>

2. Decisions recommended:
<p>That the Cabinet Committee Local Leadership:</p> <p>2.1 Approve the Tyburn Ward Proposal - £48K.</p> <p>2.2 Note the financial position on LIF as at the end of Month 8 (end of November) 2016/17.</p>

Lead Contact Officer(s):	<p>Karen Cheney Citywide Lead Officer – Neighbourhood Development and Support Unit Neighbourhood and Communities Division Place Directorate</p> <p>Karen.Cheney@birmingham.gov.uk Tel 0121 675 8519</p>
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<div data-bbox="124 152 421 185" data-label="Section-Header"> <h3>3. Consultation</h3> </div> <div data-bbox="124 226 331 259" data-label="Section-Header"> <h4>3.1 Internal</h4> </div> <div data-bbox="229 297 1490 371" data-label="Text"> <p>Senior Officers in the Place Directorate, Legal Services and Finance have been involved in the preparation of this report.</p> </div> <div data-bbox="124 409 344 443" data-label="Section-Header"> <h4>3.2 External</h4> </div> <div data-bbox="229 481 1455 555" data-label="Text"> <p>Ward Members have been holding their engagement meetings with key local stakeholders in order to agree priorities for their LIF and develop their ward proposals.</p> </div> <div data-bbox="124 593 526 627" data-label="Section-Header"> <h3>4. Compliance Issues:</h3> </div> <div data-bbox="124 667 1374 741" data-label="Section-Header"> <h4>4.1 <u>Are the recommended decisions consistent with the Council's policies, plans and strategies?</u></h4> </div> <div data-bbox="220 777 1204 813" data-label="Text"> <p>The recommendations are fully consistent with the Council's policies.</p> </div> <div data-bbox="220 848 1437 960" data-label="Text"> <p>The Business Plan and Budget adopted by Full Council in March 2016 committed the Council to "to develop a new approach to devolution within the city, with a focus on empowering people and giving them influence over local services".</p> </div> <div data-bbox="124 996 533 1032" data-label="Section-Header"> <h4>4.2 <u>Financial implications</u></h4> </div> <div data-bbox="124 1070 1445 1144" data-label="Text"> <p>4.2.1 The Business Plan and Budget 2016+ that was agreed on 1 March 2016 approved an annual budget of £2M on an ongoing basis from 2016/17 to fund the LIF.</p> </div> <div data-bbox="124 1180 1396 1254" data-label="Text"> <p>4.2.2. The Cabinet Committee – Local Leadership at the inaugural meeting in September approved the process for LIF and that each Ward would have £48K per annum</p> </div> <div data-bbox="124 1290 1337 1364" data-label="Text"> <p>4.2.3 To date one Ward Proposal has been submitted for Cabinet Committee – Local Leadership approval.</p> </div> <div data-bbox="124 1400 1466 1473" data-label="Text"> <p>4.2.4 At the end of Month 8 2016/7 (November),No expenditure has been incurred against the LIF budget for Ward Proposals .</p> </div> <div data-bbox="124 1547 483 1583" data-label="Section-Header"> <h4>4.3 <u>Legal Implications</u></h4> </div> <div data-bbox="220 1621 1503 1877" data-label="Text"> <p>Section 151 of the 1972 Local Government Act requires the Strategic Director of Finance and Legal (as the responsible officer) to ensure proper administration of the City Council's financial affairs. Budgetary control, which includes the regular monitoring of and reporting on budgets, is an essential requirement placed on directorates and members of Corporate Management Team by the City Council in discharging the statutory responsibility. This report meets the City Council's requirements on budgetary control for the specified area of the City Council's Directorate activities.</p> </div>
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4.4 Public Sector Equality Duty

There are no additional specific Equality Duty or Equality Analysis issues beyond any already assessed and detailed in the budget setting process and monitoring issues that have arisen in the year to date. Any specific assessments will be made by the Directorates in the management of their services.

5. Relevant background/chronology of key events:

- 5.1 The Business Plan and Budget 2016+ that was agreed by City Council on 1 March 2016 approved an annual budget of £2m on an ongoing basis from 2016/7 to fund the Local Innovation Fund (LIF).
- 5.2 On 20th September 2016, Cabinet Committee Local Leadership, received and approved the report entitled “Establishment of the Local Innovation Fund” which set out the governance arrangements for L.I.F. an overall budget of £2m.
- 5.3 The Neighbourhood Development and Support Unit within Place Directorate support and administer the LIF process, for which a contribution of £0.080m was approved.
- 5.4 The budget of £1.92m is to finance ward innovative initiatives. The Unit have supported all Wards across the city at their stakeholder meetings discussing priorities for spend and developing ward proposals The Unit have developed a series of supporting information for all Councillors and Wards including a regular update on “Investing in Neighbourhoods Funding Opportunities” (3 already circulated), and most recently a Sample Example of a Ward Proposal(Appendix 2).
- 5.5 Ward Proposals for innovation are being developed across the City at ward meetings with a wide range community stakeholders. .Proposals supported and signed by Ward Members will be submitted to Cabinet Committee -Local Leadership for approval. The first Proposal submitted for this meeting on 20/12/16 is for Tyburn Ward (Appendix 1).
- 5.6 Cabinet Committee Local Leadership will receive regular financial monitoring reports.

6. Evaluation of alternative option(s):

- 6.1 During the year the financial position on the Local Innovation Fund will continue to be closely monitored.

7. Reasons for Decision(s):

- 7.1 To action the spend of Ward LIF proposals as part of a clear strategic approach to investing at neighbourhood level, to assist in the development of strong and sustainable social capital and to act as a catalyst to encourage and stimulate local innovative asset based approaches.
- 7.2 The Report also informs Cabinet Committee Local Leadership of the LIF financial monitoring position at the end of October 2016.

Signatures	<u>Date</u>
John Clancy Leader of the City Council
Jacqui Kennedy Acting Strategic Director - Place

List of Background Documents used to compile this Report:
<ul style="list-style-type: none"> Report to Cabinet Committee – Local Leadership on 20 September 2016 – “Establishment of the Local Innovation Fund” <p>(All background documents and discussion papers are readily available on request)</p> <p>Appendices Appendix 1 – Tyburn Ward Proposal Appendix 2 – Sample Example of a Ward Proposal</p>

Report Version	1	Dated	6 December 2016
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BIRMINGHAM CITY COUNCIL LOCAL INNOVATION FUND "Doing things differently in neighbourhoods to make better places to live" PROPOSAL FORM													
WARD TYBURN	INNOVATION TITLE Tyburn Outreach & Engagement Project												
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<p>What is your innovative idea and how does it show collaborative, partnership working and active citizenship?</p> <p>The Castle Vale Tenants Residents Alliance has a proven history of offering new and innovative services to local residents. In recent months this has included setting up a local theatre and cinema at the Castle Vale Community Library (and also running the library via a team of local volunteers).</p> <p>Over the last seven years the TRA have been responsible for the following things that enabled the communities they worked with to become more engaged and active on their own communities these being:</p> <ul style="list-style-type: none"> • The first transfer of a community library in Birmingham • The support of the transfer of Castle Pool into community ownership • Developing a community led response to neighbourhood management and planning how services are changed, developed and upgraded using a model of active citizenship as the driving force for innovation change. • Developed a new model of money advice which has ensured the communities they work with have a cumulative income of three million pounds a year • Came runners in the national Money Advice of the year contest 													

Our local research (conducted over the last 18 months) in association with Red Earth a local consultancy organisation in Birmingham who have evaluated the work of the TRA, has indicated that a number of residents across the whole of Tyburn ward are missing out on integral services due to a variety of personal situations such as physical disability, age, access or vulnerability making it difficult to access traditional Library and Advice services.

By the end of the project we will have helped reduce social isolation and shaped a new style of local services for the identified client group. A client group that has been lost and isolated for several years and a client group that have found themselves unable to access traditional services. The project will therefore have a major impact on increasing community engagement and emotional and social wellbeing. The fulcrum of our activities will be via a team of volunteers who genuinely proud of their local areas and are keen to offer their time and support to ensure the lives of the local people in the ward of Tyburn are improved.

The creation of a team of active citizens cannot be highlighted too strongly we at the TRA believe that our work and the impact that we have made in our area is due to the fact that at the heart of our work it is managed, co-ordinated and assessed by local unpaid residents. This project will help train and develop a whole batch of local champions empowering them to make genuine change.

Tyburn Pop up support service will create a new and unique mobile Outreach Services that will cater for those who are Housebound and Isolated and those living in Supported Housing who for a number of reasons have been historically unable to access Traditional services which include Library Services, Financial Advice, Health and Employment services which would be of benefit to them via our recognised coach model. There are a number of reasons that they won't be able to access these services this may be due to age, location or disability or simply they will be unable to get to the library/Advice and support services, the Tyburn Pop up support service will provide a life line to the most socially and economically isolated and vulnerable in the Tyburn ward. The ethos of our project will be to shape services in a new and innovative manner. Rather than as happens currently individuals have to seek out and travel to access advice and assistance we will be reaching out to them and visiting them. In essence the services will be adapted shaped and designed around each individual offering a package of services that will suit that individual. The sustainability of the project will be via a team of trained volunteers who will be able to ensure that this new dynamic style of service delivery is continued and developed.

Along with our own network of contacts we will advertise the project widely including air time on the local radio and the local paper to ensure we access and identify relevant clients. The project will provide a mechanism to support residents of the Tyburn Ward

who are isolated and vulnerable, Or if they are unable to access services temporarily due to illness, or following a stay in hospital,

The project will provide support to isolated and vulnerable clients within the Tyburn Ward of Birmingham; the project will not only provide books, but also music, audio books and DVDs. The project will also deliver advice services in the form of Benefit and Debt advice and health and employment advice to clients in (receipt of benefits such as Employment Support Allowance and PIP) and local cllr advice sessions right in the heart of the communities they work in. in submitting this proposal we have met and helped develop this idea with all three of the Tyburn Ward Councillors. Alongside this the project will provide a volunteer reader and Driver and with paid Advisors locally trained Volunteer Advisors who will have full training in advice where the need is identified.

The project will aim to recruit and train 20 volunteers from the community to help run the service; and will be working closely with potential partnership members such as religious bodies of all denominations and local community groups to develop a service that best meets the needs of Tyburn residents. This group will then organically become both a steering group for the project but will take ownership of the project

The project will deliver public benefit in a number of ways these will be;

- Reduce isolation and increase engagement with a vulnerable client group who are isolated and on their own
- Increase Mental and social wellbeing via the borrowing of books and access to advice services and local Cllrs and MPs
- Provide a befriending service and a lifeline to those most in need.

The Tyburn Pop up support service will create a new and unique Mobile outreach Services that caters for those who are isolated, socially excluded, housebound and those living in supported Housing who for many reasons cant access services in a traditional way, there are many reasons that they won't be able to access services this may be. due to age, location or disability or simply they will be unable to get to the their local Library or Advice surgery/ Neighbourhood office or support services, the Tyburn Ward Pop up support service unit will provide a mechanism to residents support older users who are isolated and vulnerable.

In consultation with the local councillors and our identified partners we will set up a Mobile outreach service which will be delivered in key areas across the ward and that

are responsive to local need and the needs of the local community. The times the service will be delivered that best the needs of the residents who we are aiming to engage with albeit evenings or weekends.

The project has partnerships at its heart whilst we will be the lead organisation we will work with our delivery partners Compass Support who will help with Health Information Advice and we would wish to work with all third sector agencies including all of our religious establishments and community groups such as the local Housing liaison Boards / tasking groups etc. to recruit volunteers from within their own communities to be part of the project as well. However we will also look to recruit volunteers from the widest field possible.

The project will provide a life line to the most isolated and vulnerable and would change many people's lives by providing a genuine lifeline to the most isolated and vulnerable, through befriending and engagement and increased wellbeing of the client. The project will also be defined and shaped by the residents we see and they will be asked to complete a simple matrix that evaluates how there needs have been met and how their lives have improved accordingly.

Our organisation has a proven track record of sustainability and we have a proven track record of attracting and training local volunteers who are the bedrock of our organisation. Volunteers sit at the heart of the organisation be it to support our food bank or the running of Castle Pool who through ongoing support and training which included training volunteer lifeguards and receptionist as a path way to employment, we turned round a £500,000 deficit and in the 18 months since transfer it made a modest surplus of £4,000. Our support for active citizenships and volunteers in its self is part of strategy for pathways to employment and over the last seven years we have enabled more than 100 volunteers to find economic activity.

The project will have a direct focus on training up new and experienced volunteers who will be able to provide the key elements of the service. (This in kind service has been estimated at a value of £10.00 per hour per volunteer and we anticipate that the contribution to this project will be over £31,200

The Local Innovations Fund will be the initial funding that will help create a new innovative project that will have local ownership and ensure sustainably to a much needed project of support and assistance.

Time Frame – is it:-

One off event/programme

Implement and complete within 6 months (2016)

Implement and complete within 12 months (2017)

X

How will the innovation be implemented?

The Innovation will be implemented via a project steering group which will include the three ward Cllrs and also key community representatives from the Following communities within the Tyburn Ward these being:

- Pye Hayes
- Erdington Hall
- Birches Green
- Castle Vale

The project value on expanding outside of the relative safety and confines of Castle Vale is critical to the development of the Tyburn Ward as due to the set up and nature of the Housing Action Trust of 1994 Castle Vale has been the recipient of numerous services on the Vale. Activities and finance has attracted further investment but at the expense of the wider areas of the ward.

The Steering group will meet to plan and ensure the project meets its outcome and provides a pop service to the most isolated and vulnerable in the Tyburn ward.

What outcomes will the proposal achieve? What will success look like and how will its impact be measured? How will you ensure legacy/ continuation and what learning will the project provide?

There will be four key outcomes that we will use to measure the change the project has made these will be:

- **The number of people who are isolated and have accessed Tyburn Pop up support service - 500**
- **The number of people who are vulnerable and isolated who feel more confident or have better mental wellbeing as a result of befriending and accessing the project- 250**
- **The number of people who feel less isolated as a result of the service -350**
- **The number of people as a direct result of the project becomes engaged in other support services.- 150**

Success quite simply in the main will look like the number of people who access services that simply for many reasons cant access them now, the more hidden and isolated residents who access our pop up service.

Impact will be measured by the number of people who have accessed the project who have never accessed either a advice surgery either Cllr/MP or Debt and Benefit advice and the outcome of the support provided.

The Legacy of the project will be that after the funding has come to an end it will still continue as we will have trained up a group of local community champions and volunteers that ensure the work lives on with the support of Castle Vale TRA

The project volunteers will also undertake some self-evaluation that we will use to and build on and learn from the initial phase of the project.

Have you considered other sources of funding and whether the project can be used to leverage further funding from elsewhere (please specify funding sources)?

Yes we have looked at other forms of funding some of which will be provided as match funding to this project these include

- Big Energy Saving Network
- Scottish Power Energy people Trust

This match funding will be used to support some of the delivery of the project

What resources will be required?

- Capital

£ 5000 which will include the following:

- Laptops for our volunteers
- Books for outreach Library services

- Running costs

£ 40000 Will enable the TRA to pay for 2 coaches who will deliver the project . One of the coaches will have responsibility for training volunteers to support the long term delivery of the project.

- People power volunteers

£ 3000 volunteer expenses inc travel and food allowance

Amount required from LIF £

Have you got any match kind?

48,000

funding – in cash or in

Yes as stated above we are matching **£45,000** of match funding to the Local Innovation Fund - this is broken down as the following:

- Scottish Power trust £ 30,000-secured
 - Big energy Saving Network £10,000-Secured
 - Castle Vale Endowment Trust Fund £5,000-Secured
- Total Match funding = £45,000

Contact person for proposal

Name Raymond Goodwin

Telephone 0121 747 5932

E-mail raygoodwin@castlevalle.org.uk

Which residents or community groups was the proposal discussed with and when (please give details of any meetings and which councillors attended)?

The proposal was discussed at a number of meetings including the following:

- Tyburn Crisis fund meeting September 2016 Cllr Sharp attended with 4 other agencies including:
 - Pioneer Housing
 - Compass Support
 - Tiggy Winkles Nursery
 - Castle Vale Children Centre
- Castle Vale TRA EGM which was attended by the 20 community representatives from Tyburn ward in September 2016 both Cllr Sharp and Cllr Clinton Attended
- Castle Vale Neighbourhood Partnership Board September 2016 Cllr Clinton Attended and there was representation from the following local agencies:
 - Inspector Jason Bonner from North Birmingham LPU
 - Lord Rooker
 - 15 community activists from the Tyburn Ward
 - Ifor Jones Neighbourhood Partnership Coordinator
 - Peter Richmond CEO Pioneer Group
 - Greenwood academy
 - Birmingham Metropolitan Collage
 - Chair of the Community Council steering group
- Board meeting of Castle Vale Tenants and Residents alliance 22 September 2016 which Cllr Clinton attended and with representation from 10 local community Activists and board members

For a number of months our volunteers in their work in the local community have identified the need for this project. Through speaking to approximately 200 residents in the Tyburn Ward we have consulted on this idea this took place throughout late August and Early September 2016.

It is now with the opportunity of the Local Innovation Fund we can shape the aspirations and deliver a truly innovative service to the most vulnerable and isolated in the Tyburn Ward.

Alongside this we have meet and discussed this idea with our local ward Cllrs who wish to see greater access to services across the whole ward of Tyburn Birmingham.

We have meet with the three ward Cllrs on Wednesday the 5th October 2016, who are in support and are enthusiastic of the proposed project and in their role as local leaders in genuine merit in the project as one that will be a game changer.

Discussed at

Ward meetingTyburn Ward Meeting

Date27th October 2106

Signatures of all 3 Ward Councillors

Name MIKE SHARPE Signature M Sharpe Date 14-11-16

Name LYNDA CLINTON Signature Lynda Clinton Date 14-11-16

Name MECK BROWN Signature M Brown Date 14/11/16

Internal use only

Received: Date

Go to Cabinet Committee – Local Leadership for decision: Date

Approved

Yes	
No	

BIRMINGHAM CITY COUNCIL LOCAL INNOVATION FUND “Doing things differently in neighbourhoods to make better places to live” WARD PROPOSAL FORM					
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<p>What is your innovative idea and how does it show collaborative, partnership working and active citizenship?</p> <p>The Future for Youth Group is a registered charity (charity number 2220006) that was set up in 2014 with a focus on getting young people back into the work place. It has become clear to us that the usual pathways for young people to get into employment do not work for all. A number of our young people have expressed a wish and desire to “get their hands dirty” while they learn a trade. As a result we have devised the “Environmental Apprenticeship Project” The Local Innovation Fund will kick start a new social enterprise and training scheme that will train young people (at an hourly rate of £1.50 above minimum wage). While supporting them through a CSCS card and a Health and Safety Training program that evidences to potential employers that they have the relevant qualifications to be able operate on any work site that involves heavy machinery or power tools. The option for the apprentices will be then to remain as part of the program or to set themselves up with our assistance to become self-employed registered companies</p> <p>Our local allotments also have 8 unattended plots and Birmingham City Council have agreed that we will be able to lease these plots to grow fresh local fruit and veg. This will be done accordance with the >>>>>> school that resides adjacent to the allotments and their young children will be part of the growing program as part of a healthy schools initiative. A local forest schools project will also be part of the allotment project and they will then be conducting healthy eating classes with the produce supplied.</p> <p>The project will enable a qualified trainer (employed by ourselves at no cost to the Local Innovation Fund) who will be training 20 young apprentices while looking towards potential long term contracts that they will be able to deliver. (To date even prior to</p>					

approval of the LIF bid we have the >>>>> Housing Association who has guaranteed that their grass maintenance across the >>>>> region will go to the project as part of the H.A's social investment in local communities. The value of the contract will be £15,000 per annum).

In order for our young people to receive genuine on the job training we have liaised with the local parks manager who has agreed along with his contractors that we will be assisting with all horticultural works within our local parks. On the job training will then be beneficial to our apprentices but it will also have an immediate positive impact on our local green open spaces.

The Friends of <<<<<<< has also been part of our initial dialogue and they will be working alongside our young people offering their help and assistance as the project develops. (this includes two professional retired workers who are keen to see their knowledge and experience utilised in a positive direction to assist our young people) . Although we have our own data base of potential young people we have agreed with the local job centre for a referral pathway to be set up and dialogue with our local third sector groups have identified a number of potential young people who want to join the program.

In conversation with the Local Town Centre Partnership they have identified a need for extra litter picking and maintenance of the green open spaces around the centre. We have expressed an interest in this as we will be able to receive a regular income from the TCP (subject to a contract being drawn up of £12,000 per annum) but we will be also improving the local environment where our young people live giving them more of an ownership of the their local shopping precinct . (and subject to the project going ahead the Town Centre Manager has suggested that one of our young people become a young person's ambassador who sits at all meetings advising the Partnership from a youth perspective.

The program has been discussed at a number of public meetings:

11/12/16 <<<<< Ward meeting of 24 residents (all local councillors in attendance)

9/10/16 <<<<<< Neighbourhood Forum 35 residents (local councillors in attendance)

16/01/16 The <<<<<< District Environmental Sub Group That included Partners

07/10/16 <<<<<<<< Youth Panel of 32 young people

11/11/16 Town Centre Partnership Meeting (28 local retail representatives)

28/11/16 Schools visit 48 young people consulted with for the allotment project

We have also communicated via our web page and facebook in which we have had 480 positive comments and suggestions to help shape the project.

The project also follows the wishes of the >>>>> District Challenge on youth unemployment where consultation on employment issues was conducted with over 30 service providers.

We have also met with lead officers in Birmingham City Council <<<<< – Employment

and Skills (in conjunction with the District Lead Councillor on employment). To establish the viability of the program and to ensure we are cost effective. The standard template from Birmingham City Council is that an outlay of £5,000 per individual into employment is cost effective.

Time Frame – is it:-

One off event/programme

Implement and complete within 6 months (2016)

Implement and complete within 12 months (2017)

X

How will the innovation be implemented?

The coordination and analysis of the project is vital to its long term success. As such we will be setting a project panel that will monitor and evaluate the project as it progresses and develops. This panel will consist of the three elected Councillors. A nominated senior project officer from our group who is experienced in self-employment and social enterprises, parks manager and nominated officer from the Parks Contractors and three young people to ensure that their voices are the most important when developing the project.

We will be returning bi-monthly returns to Birmingham City Council updating of numbers in the scheme and work that has been undertaken.

Day to day work will be coordinated by our training officers and in conjunction with the local parks team and Town Centre Manager.

What outcomes will the proposal achieve? What will success look like and how will its impact be measured? How will you ensure legacy/ continuation and what learning will the project provide?

There are a number of key outcomes that we will be measuring

- A minimum of 25 young people will be trained and no longer unemployed
- The number of volunteers from the Friends of and Forest School that will be offering their time. (18 signed up to the project), encouraging and promoting the active citizen agenda.
- The impact of the green and clean agenda will be immediately improved and this will be reflected in any and all environmental surveys conducted.
- A key element to the project will be the number of local environmental contracts we set up as the long term sustainability of the project will be critical to this.

Our consultation has indicated that one of the key opportunities of this project will be assisting local residents who for a number of reasons are unable to maintain their gardens. In consultation with the Age Concern we will be an approved contractor who will be able to offer an excellent gardening service at a basic cost. Similarly our Housing Association contact will be assessing the potential for ourselves to be the approved contractor of horticulture for their clients. (As dialogue is currently underway Age Concern alone have estimated over 200 properties and we will offering a rate of £5.00 per hour. Current private companies are at a rate of £10.00 per hour and over)

Have you considered other sources of funding and whether the project can be used to leverage further funding from elsewhere (please specify funding sources)?

We currently have two successful bids for the project
 £10,000 Awards For All
 £4,000 Birmingham Airport Fund
 £44,000 of our own reserve funding to help kick start the project

What resources will be required?

Capital - £4,700 (mechanical horticultural equipment, Strimmer's , hedge cutters , ladders, & safety equipment, safety boots allocated to each individual, goggles, gloves.)

Apprenticeship Wages 50% contribution requested from LIF at £4.10 per hour x 10 (apprenticeships) x30 (hours per week) for 20 weeks = £24,600 (N.B. the other 10 apprenticeships will be funded via our match funding)

Amount required

Capital

£4,700...

Revenue

£24,600

Contact person for proposal

Name A.N. Anonymous

Telephone 0121 303 6666

E-mail A. Anonymous@birmingham.gov.uk

Which residents or community groups was the proposal discussed with and when (please give details of any meetings and which councillors attended)?

The proposal was discussed at a number of meetings including the following:

- >>>>> Youth Unemployment summit meeting
 - >>>> School Consultation program
 - >>>>> Neighbourhood Partnership Board September 2016
 - Board meeting of >>>> Tenants and Residents Alliance 22 September 2016
- attended with all three councillors

Also our volunteers have spoken to residents in the >>>>> Ward to consult on this idea throughout late August and Early September 2016

Alongside this we have meet and discussed this idea with our local ward Cllrs who have confirmed the project ties in to the District Challenge and ward priorities

We have met with the three ward Cllrs on Wednesday the 5th October 2016, who are in full support of the project

Discussed at

Ward meeting

Date

Signatures of all 3 Ward Councillors

Name Signature Date

Name Signature Date

Name Signature Date

Internal use only

Received: Date

Go to Cabinet Committee – Local Leadership for decision: Date

Approved

Yes	
No	

Information Briefing for Cabinet Committee - Local Leadership

Options for the Disposal of Assets

20th December 2016

1. Introduction

This note has been prepared to discharge the recommendation contained in the discussion paper "Forward Together/Chamberlain 21" presented to the Property & Assets Board on the 16th November 2016:

"A short paper is prepared is produced by Birmingham Property Services for Cabinet Committee – Local Leadership's meeting on the 20th December 2016 on the continuum for the potential usage of BCC assets ie from Management Agreements ... through to license arrangements and then on to leases including Community Asset Transfer ... and finally the process of selling of Council Assets"

2. General Principles Governing the Disposal of Assets

Birmingham City Council, under the auspices of Section 123 of the Local Government Act 1972, has a legal duty to obtain best value/consideration in relation to the disposal of assets. This duty relates to both freehold and leasehold disposals. In order to provide transparency and to ensure that best consideration is generated in its dealings, the Council's default model in dealing with surplus property is for a competitive sale (freehold or leasehold) on the open market, with alternative methods of disposal only used in exceptional circumstances to generate best value for the Council. In undertaking disposals the City Council also strives to ensure that no residual liability (legal or financial) remains with the authority.

3. Non-Directed Disposals

In the majority of cases the releasing directorate no longer has an interest in controlling the future use of a property once it has ceased its own operational use. The property is therefore declared surplus to requirements and Birmingham Property Services are instructed to dispose of the asset. In a small number of instances the releasing service may direct the future use as part of the surplus declaration process (e.g. the recent release of a number of district car parks) but otherwise once an asset is declared surplus the releasing service does not have a role in determining its use. There are a number of potential disposal routes:

(a) Freehold Sale

In accordance with the Council's default model for a competitive sale in the open market, surplus assets for which no alternative Council use is identified are offered to the open market by any one of the following disposal methods: formal / informal tender, private treaty or auction. The final disposal option selected will depend on the individual circumstance and the Council's desired

outputs. As a matter of course, the sale option chosen will seek to ensure receipt maximisation and ensure that after completion of legal formalities, the Council has no further rights or responsibilities over the property, the only controls over the future use of the building being, for example, general licensing and planning regulations.

The majority of surplus assets are small premises and land holdings of relatively low values and these are sold via auction as the most cost-effective method of disposal in an open and transparent environment, permitting all interested parties to bid within the auction room.

(b) Long Leasehold Sale

There are a small number of occasions that the City Council may wish to exert elements of control on disposals and in these instances long leasehold disposals (typically involving leases of 125 years) are adopted. These can include specific performance e.g. bringing the property back into beneficial use or undertake development within a certain time period, or restrictions on use. Such restrictions and conditions are far easier to impose and enforce through lease terms than covenants attached to a freehold disposal; it should be noted that such restrictions often have a negative impact on values compared to encumbered freehold disposals. For redevelopment schemes BPS will seek offers via an informal tender process with bids potentially being made subject to planning consent. BPS will evaluate these bids on their conditionality, likelihood of obtaining planning permission and deliverability. The City Council also has a long established policy of disposing on long leasehold basis (125 to 250 years) rather than its freehold interest in the city centre core.

Member involvement in Decisions for options (a) and (b) – local ward councillors would be consulted by the operational service about the decision to withdraw a facility. They would be further consulted on the resulting executive report seeking approval for the surplus declaration and disposal. Depending on the delegations governing the disposal, ward members may be further consulted on the executive decision report seeking approval for the selection of the purchaser.

(c) Restricted Freehold Sale

It is not possible to dispose of the freehold but still exert any real control on the disposal and subsequent activity / development. It is far harder to enforce such impositions via restrictive covenants on the freehold title than lease terms as outlined above in (b).

(d) Appropriation

Under this process another BCC service may, having produced a fully substantiated business case, require the surplus property asset to deliver its own service priorities.

Member involvement in Decision in option (d) – local ward councillors would be consulted by the operational service of the decision to withdraw a facility.

They would be further consulted on the resulting executive report seeking approval for the appropriation.

(e) **Unrestricted Open Market Lease**

There may be circumstances whereby part of a larger operational building or site becomes vacant. Here a tenant would be sought to generate a rental income for the City Council and remove a potential liability from the owing service to make most effective use of the asset. The opportunity would be advertised on the open market and tenders submitted. Once in occupation, there would be no further involvement of the Council in the day to day activities of the tenant. Such arrangements can extend up to 25 years although lease terms of between three and ten years are more commonplace.

Leases are offered on a Full Repair and Insuring (FRI) basis to divest the Council of future liabilities although a number of historic lettings are not on these terms causing potential revenue budget pressures where some degree of responsibility rests with the City Council. Leases are now generally contracted out of the security of tenure provisions of the Landlord and Tenant Act 1954 to avoid tenants acquiring rights of occupation beyond the lease expiry. This offers the Council flexibility in the future and safeguards the Council's interests in the property.

Leases are the preferred route to ensure the transfer of liabilities away from the Council for a significant and set period of time. However other solutions such as licences or tenancy agreements are also considered, depending on the individual circumstances and the requirements of the service and/or incoming tenant. Licences do not grant exclusive possession of a space and permit the licensor greater freedom and flexibility to end the arrangements with the licensee, whilst a periodic tenancy isn't granted for a fixed period but runs month-to-month or quarter-to-quarter. These offer more protection to the occupier than a licence but are easier to terminate than a lease. Management agreements were previously used to document occupations of such facilities as tenants' halls but were very ambiguous in the allocation of responsibilities and legal rights; these have now largely been superseded by leases.

Member involvement in Decision for option (e) – local ward councillors would be consulted by the operational service of the decision to withdraw a facility and then intention to let on the open market

4. Service Directed Disposals

As outlined earlier the general principle is that assets surplus to the City Council requirements will be disposed of. However there may be a small number of scenarios where the owning department, whilst no longer wishes to directly deliver a service, wishes to retain the property to enable a third party to continue some form of ongoing local provision service. This can be achieved in a number of ways:

(f) Restricted Lease

In a small number of instances the City Council, in response to and as mitigation of the withdrawal of its own direct service delivery, may wish to lease the building to a third party but restrict the purposes that the building may be used for and/or include other constraints, for example that the letting will only be made to a third sector not-for-profit organisation for ongoing community provision. Clearly, the more conditions put on the lease the lower the rent figure that will be achieved and the smaller the pool of potential tenants; this is best adopted in specific targeted circumstances.

Member involvement in Decision for option (f) – as per Option (e) but as there is an element of service delivery in the ongoing proposal it is anticipated the service would advise members of the incoming tenant and the nature of their operations

(g) Community Asset Transfer (CAT)

BCC's approach to Community Asset Transfer was established by Cabinet in March 2011 ("Community Asset Transfer - A Revised Protocol and New Way of Working"). This is a primarily a service delivery process rather than a property process driven by an options appraisal about how best to deliver a service which is consistent with the Council's objectives and the Corporate Business Plan. The Birmingham model offers a Full Repairing and Insuring lease for a fixed period of time (typically 25 years) to a selected Third Sector not-for-profit organisation delivering specified community services e.g. family support, social and recreational activities, youth provision or welfare advice. The lease contains an annual market rent figure for the property but this is discounted through an assessment of the community benefit that will be provided by the in-coming tenant, referred to as "Valuing Worth".

There is an opportunity cost to a CAT – represented by the market rental value or the capital receipt that could be obtained from a disposal on the open market – and before a CAT is advertised the process requires that consideration is given to the question "*is a CAT proposal the highest Council priority for using the land value – or are there higher priorities that could be funded if the land was sold at best price?*". The lack of a receipt or rental from a CAT also needs to be reflected in assessing the overall financial position on city-wide service budgets with their various savings targets. Prior to any executive decision it is recommended that all emerging CAT proposals should be assessed through a "triage" process at a very early stage to identify and prioritise those of the many suggested that have the strongest prospect of success and focus the limited resources available on those with the strongest chance of a positive result.

Ideally, the delivery of the commitments set out in an organisation's business plan and the Valuing Worth documentation would be assessed annually, and the assumption is that the Valuing Worth exercise (and rent levels) will be reviewed every five years. However, with the demise of the District Teams this envisaged level of monitoring, supervision and direct engagement with community groups cannot be easily resourced and could pose a future risk to the robustness of the policy. It needs also to be noted that the process of

preparing and progressing a CAT application is very resource intensive and time consuming for the relevant Council service, support functions such as Finance, Property and Legal Services, and for the applying groups themselves; there is also the potential complication of TUPE employment legislation applying in certain instances whilst finally, despite extensive due diligence. To date 15 CATs have been completed of which one has ceased to operate; a number of CAT opportunities which have been explored have subsequently been deemed to be unsustainable and the premises either sold or leased, whilst several recent applications have taken an increasing time to come to fruition. Experiences to date would indicate that the CAT process appears to have been more successful when dealing with well-established third sector organisations with governance structures already in place rather than organic “start-ups”

Member Involvement in Decision for option (g) - there is a need to re-align the governance arrangements for CATs following the recent Constitutional changes. Recommendations on these matters will be brought through to Cabinet for consideration in due course.

In the above instances the holding service may be subject to internal capital charges for continuing to hold property assets and these need to be considered against the ability to totally disinvest itself of the asset.

(h) Historic “Community” Lease Arrangements

A number of other community lease arrangements pre-date the introduction of CATs, including management agreements, peppercorn rents and the most frequent, “grant-for-rent”. In this arrangement, a market rent figure has been established but is met by an equivalent grant from a Council service. The net result is the same as a CAT in that external groups occupy BCC buildings, meeting most of the running costs but without paying rent, effectively receiving a subsidy equivalent to the annual market rental value of the property.

Technically the rental subsidies represented by “community leases” reflect the value of the services being provided to the community by the tenant. However these inherited lease arrangements were not necessarily commissioned in a structured manner to deliver against the Council’s current priorities and in some cases there is no clear relationship between the financial benefit conferred by the lease arrangement to the third party and the benefit being realised for local communities from the arrangements.

In theory, an annual Conditions of Grant Aid (COGA) would be completed by each group as required by Financial Standing Orders, the tenancy would be monitored for breaches of lease conditions, and routine re-assessments would be undertaken to confirm that the arrangement continues to offer best value to the Council and is providing services that contribute to the achievement of the Council’s priorities. However, the staffing resource constraints referred to above have impacted on the service’s ability to manage this process and as a result the arrangements may not be as robust as initially intended.

When the CAT Protocol was introduced it was intended that these “other” lease arrangements would be migrated across to CATs, with the Valuing Worth tool used to assess the fit with the Council’s priorities to determine the level of rent that would be charged to the occupying organisation. This has not happened as originally envisaged, primarily because of the extensive workload and costs that would be involved and the legal constraints on the Council’s ability to substantially vary lease terms. The default position is that CAT applications will be automatically processed when existing leases expire and there are currently three pending the resolution of the governance issues referred to above, with more due to emerge in future years, as leases expire.

5. Use of Capital Receipts

The Council’s current capital receipts policy as set out in the Business Plan 2016+ (pages 70-71) is to use all capital receipts to reduce the authority’s Equal Pay liability (hence relieving the pressure on revenue budgets) and there are corporate targets for the levels of capital receipts that need to be achieved each year to deliver the Council’s financial strategy. The capital receipts policy states that the Council’s general policy is that assets will be disposed of for cash at the best market value.

Releasing services generally receive an ongoing annual revenue incentive, currently equivalent to 7.5% of the capital receipt achieved, to help balance service budgets. For example a £400,000 disposal would result in a £30,000 annual revenue stream to the service. Services can make a business case to earmark some / all of a capital receipt to fund invest-to-save schemes (eg to achieve service re-designs) but would have a corresponding reduction to the revenue incentive.

6. Conclusion

There is a range of options available to dispose of a building and the methodology selected may be influenced by a wide variety of factors including the need for ongoing service provision, revenue budget pressures within the service, the level of risk the authority may wish to take in retaining a potential liability, future service intentions, and the impact of adjacent holdings to name but a few. There needs to be a careful and reasoned balance reached in each instance between service provision, regeneration potential, city-wide service budgets and the corporate capital receipts challenge.

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