

# **BIRMINGHAM CITY COUNCIL**

## **CABINET**

**TUESDAY, 25 APRIL 2023 AT 10:00 HOURS**  
**IN COMMITTEE ROOMS 3 & 4, COUNCIL HOUSE, VICTORIA**  
**SQUARE, BIRMINGHAM, B1 1BB**

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

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

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

### **2 APOLOGIES**

To receive any apologies.

### **3 DECLARATIONS OF INTERESTS**

Members are reminded they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at this meeting.

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

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

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



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

**5 - 38**

4 **MINUTES**

To confirm and sign the Minutes of the meeting held on the 21 March 2023.

5 **EXEMPT INFORMATION – POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**

a) To highlight reports or appendices which officers have identified as containing exempt information within the meaning of Section 100I of the Local Government Act 1972, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.

b) To formally pass the following resolution:-

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

**39 - 192**

6 **EARLY INTERVENTION AND PREVENTION - PROGRAMME BUSINESS CASE**

Report of Director for Adult Social Care

**193 - 252**

7 **CO-PRODUCED REVIEW OF DAY OPPORTUNITIES POST-PANDEMIC**

Report of Director for Adult Social Care

**253 - 528**

8 **BIRMINGHAM FOOD SYSTEM STRATEGY: A BOLDER, HEALTHIER, AND MORE SUSTAINABLE BIRMINGHAM**

Report of Director for Public Health

**529 - 548**

9 **EDGBASTON CRICKET GROUND DEVELOPMENT**

Report of Strategic Director Place, Prosperity and Sustainability

**549 - 604**

10 **TYPHOO BUILDING REDEVELOPMENT FULL BUSINESS CASE**

Report of Strategic Directors Place, Prosperity and Sustainability and Council Management



<b><u>605 - 628</u></b>	11	<b><u>CONTRACT AWARD FOR THE OPERATION AND MAINTENANCE OF TYSELEY ERF, WASTE TRANSFER STATIONS AND HOUSEHOLD WASTE RECYCLING CENTRES</u></b>	Report of Strategic Director of City Operations
<b><u>629 - 642</u></b>	12	<b><u>ARDEN CROSS LIMITED BUSINESS PLAN AND BUDGET FOR THE FINANCIAL YEAR 2023/24</u></b>	Report of the Strategic Director for Place, Prosperity and Sustainability - Paul Kitson
<b><u>643 - 654</u></b>	13	<b><u>HIGHBURY ESTATE - HERITAGE LOTTERY FUND BID SUPPORT AND ESTATE MANAGEMENT</u></b>	Report of the Director of Council Management.
<b><u>655 - 690</u></b>	14	<b><u>DEVELOPMENT OF HOUSING AT DAWBERRY FIELDS ROAD</u></b>	Report of Strategic Director Place, Prosperity and Sustainability
<b><u>691 - 706</u></b>	15	<b><u>HOMELESSNESS PREVENTION GRANT ALLOCATION 2023-2025</u></b>	Acting Strategic Director - City Housing
<b><u>707 - 726</u></b>	16	<b><u>HAMILTON SCHOOL – APPROVAL FOR CAPITAL WORKS TO CREATE A TEMPORARY TWO-STOREY CLASSROOM BLOCK, PLAY AREA AND CAR PARKING TO INCREASE TO KS3 PROVISION</u></b>	Report of Director for Children & families
<b><u>727 - 758</u></b>	17	<b><u>HM INSPECTORATE OF PROBATION INSPECTION OF YOUTH OFFENDING SERVICES IN BIRMINGHAM - DECEMBER 2022</u></b>	Report of Director for Children & Families
<b><u>759 - 778</u></b>	18	<b><u>PROGRESS REPORT - COST OF LIVING EMERGENCY PROGRAMME</u></b>	Report of Director for Strategy, Equality & Partnerships
<b><u>779 - 790</u></b>	19	<b><u>KEY DECISION PLANNED PROCUREMENT ACTIVITIES (MAY 2023 – JULY 2023)</u></b>	Report of Assistant Director - Procurement
	20	<b><u>OTHER URGENT BUSINESS</u></b>	To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.







# BIRMINGHAM CITY COUNCIL

<b>CABINET MEETING</b> <b>TUESDAY, 21 MARCH 2023</b>
---

**MINUTES OF A MEETING OF THE CABINET COMMITTEE HELD ON  
TUESDAY 21 MARCH 2023 AT 1000 HOURS IN COMMITTEE ROOMS  
3&4, COUNCIL HOUSE, VICTORIA SQUARE, BIRMINGHAM, B1 1BB**

**PRESENT: -**

Councillor Liz Clements, Cabinet Member for Transport  
 Councillor John Cotton, Cabinet Member for Social Justice, Community Safety and Equalities  
 Councillor Jayne Francis, Cabinet Member for Digital, Culture, Heritage and Tourism  
 Councillor Brigid Jones, Deputy Leader of the City Council, (Chair)  
 Councillor Mariam Khan, Cabinet Member for Health and Social Care  
 Councillor Majid Mahmood, Cabinet Member for Environment  
 Councillor Karen McCarthy, Cabinet Member for Children, Young People and Families  
 Councillor Yvonne Mosquito, Cabinet Member for Finance and Resources

**ALSO PRESENT:-**

Councillor Jon Hunt, Leader of the Opposition (Liberal Democrat)  
 Councillor Ewan Mackey, Deputy Leader of the Opposition (Conservative)  
 Dr Peter Bishop, Director Digital and Customer Services  
 Katie Brazier, Head of Major Events Delivery, Neighbourhoods  
 Richard Brooks, Director, Strategy Equalities and Partnerships (online)  
 Haydn Brown, Head of Category (online)  
 Deborah Cadman, Chief Executive (online)  
 Robert Connelly, Assistant Director, Governance (Deputy Monitoring Officer)  
 Louise Collett, Assistant Director, Commissioning, Adult Social Care  
 Symon Easton, Head of Cultural Development & Tourism  
 Helen Ellis, Director for SEND and Inclusion, Education & Skills  
 Fiona Greenway, Interim Assistant Director, Financial Performance and Insight  
 Susan Harrison, Director for Children Services, BCC  
 Chris Jordan, Assistant Director, Neighbourhoods  
 Paul Kitson, Strategic Director of Place, Prosperity and Sustainability  
 Mandeep Marwaha, Committee Services  
 Colin Michel, Strategy and Partnerships Lead, Digital & Customer Services  
 Mary Orhewere, Assistant Director Public Health (online)  
 Paul Simkins, Head of Transport Projects  
 Kamyar Tavassol, Highways Services Manager  
 Dr Justin Varney, Director of Public Health  
 Aimie Waterman-Jones, Subcategory Manager (online)  
 Mark Wiltshire, Interim Director, City Operations



\*\*\*\*\*

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

100. The Chair welcomed attendees and advised, and the Committee noted, that this meeting will be webcast for live or subsequent broadcast via the Council's meeting You Tube site ([www.youtube.com/channel/UCT2kT7ZRPFCXg6\\_5dnVnYlw](https://www.youtube.com/channel/UCT2kT7ZRPFCXg6_5dnVnYlw)) and that members of the press/public may record and take photographs except where there are confidential or exempt items.
- 

### **APOLOGIES**

101. Apologies for absence were submitted on behalf of Councillors Ian Ward, Leader of the City Council, Sharon Thompson, Cabinet Member for Housing and Homelessness, Robert Alden, Leader of the Opposition (Conservative)

In addition, apologies were submitted by Janie Berry, City Solicitor and Monitoring Officer and Rebecca Hellard, Strategic Director of Council Management, Finance and Governance.

---

### **DECLARATIONS OF INTERESTS**

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

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

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

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

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

Councillor Liz Clements declared her non-pecuniary interest in item 21 where she was a Trustee of the CBSO and Board Observer.

Councillor Ewan Mackey stated he had a non-pecuniary interest for item 21, as he was a Trustee on B: Music (previously known as Performance Birmingham).



It was noted, later during the meeting, Councillor Jayne Francis declared her non-pecuniary interest in item 21 as a Director for West Midlands Arts.

---

**MINUTES**

**103. RESOLVED: -**

The Minutes of the meeting held on 14 February 2023, having been previously circulated, were confirmed and signed by the Chair.

---

**EXEMPT INFORMATION – POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**

The Chair advised that the following reports contained exempt appendices within the meaning of Section 100I of the Local Government Act 1972. These were noted as:

Item 13 – Exempt Appendix C  
Item 14 – Exempt Appendices 2 and 5  
Item 23 – Exempt Appendix 1  
Item 25 – Exempt Appendix G  
Item 28 – Exempt Appendix 3  
Item 29 – Exempt Appendix 3

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

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

**104. 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.

---

**0-19 COMMISSIONING & PROCUREMENT PLAN**

Councillor Karen McCarthy, Cabinet Member for Children, Young People and Families presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.



(See document No. 1)

It was noted the report sets out the re-procurement approach for the mandated Healthy Child Programme for all children and young people aged 0-19 and 0-25 with additional needs in the City. The Healthy Child Programme (HCP) was a universal programme mandated under the Health and Social Care Act (2012) and available to all children to lay the foundations of a healthy life. It was noted, this consisted of universal and targeted public health services which were provided by health visiting and school nursing teams. These were crucial to improving the health and wellbeing of all children and young people. Further details within the report were shared.

Councillor Mackey referred to point 3.1.2, the performance of the current provider, Birmingham Community Healthcare NHS Foundation Trust. It was noted the trend had been mixed in recent years however overall improved. The performance had been improved by the current provider as well as the significant interventions and actions arose from the Audit report on contract procurement issues. As a result, this was also a contributing factor to the improvement of the performance.

In response to questions raised by Members, the Cabinet Member for Children, Young People and Families and Director for Public Health made the following statements:-

- The impact of the pandemic was also a contributing factor to the performance as there was a national shortage of Health Visitors and other vacancies. It was noted the trend continued to show improvement in performance against 26 key indicators. This measured approach would continue to monitor the performance.
- A significant programme of improvement had been in place since 2019.
- The Director of Public Health was confident that lessons had been learnt around the process of re-tendering the contract.

**105. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Approved a re-procurement approach of going out to the market as has been undertaken previously, using the regulations set out in the Public Contracts Regulations (PCR) 2015. This will continue to follow the previously undertaken 'Light Touch Procurement with Provider discussion process' to establish a contract for Integrated Health Visiting with Family Hubs, School Nursing and School age Vision Screening Services. This approval will allow work to start on re- tendering preparation;
- (ii) Approved the 0-19 Commissioning Plan timeline in section 11.6 to the report;
- (iii) Delegated the approval of the Procurement Strategy to the Directors of Public Health and Children and Families in consultation with the



## **Cabinet Committee – 21 March 2023**

Cabinet Members for Health and Social Care & Children and Families, to allow commencement of the procurement to market in September 2023. The delegated Procurement Strategy will determine whether a single contract or separate lots will be tendered for the services in scope;

- (iv) Delegated the approval of contract award to the Directors of Public Health and Children and Families in consultation with the Cabinet Members for Health and Social Care & Children and Families once the procurement is completed;
- (v) Delegated authority to the Director of Public Health in consultation with the Chief Financial Officer (or their delegate) and the City Solicitor (or their delegate) to appoint the successful provider(s) to the contract; and
- (vi) Delegated operation of the resultant contract(s) for these services to the Directorate of Children Young people and Families, the Assistant Director of Commissioning, Strategy and Partnerships, including the budget allocations in line with the Public Health Grant 2024 onwards and the Council's revenue budget and Medium-Term Financial Plan.

---

## **TRIPLE ZERO STRATEGY AND SUPPORTING DOCUMENTS**

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

(See document No. 2)

The Triple Zero Drug and Alcohol Strategy tackled substance misuse. Figures around drugs, alcohols and substance misuse was shared with the Members. It was noted these figures could be higher however, only data that was available had been factored.

Drug offenses had increased by 45% in contrast to the same quarter last year. There was an increase in exploitation in communities therefore early intervention and prevention was important.

The strategy is named after the three ambitions for Birmingham:

- Zero deaths due to drug or alcohol addiction
- Zero overdoses due to drug or alcohol addiction
- Zero people unable to receive support for their addiction when they need it

The strategy provided a high-level overview and direction of travel for the next 10 years and focused on five key areas which were outlined to members.

Councillor Hunt raised a number of queries. These were noted as; i) Strategies should be standardised, as within this report there were several recommendations which form part of the plan. It was questioned why the



## **Cabinet Committee – 21 March 2023**

recommendations were needed in detail at this stage. ii) Previously, the Police & Crime Commissioner had focussed on reduction strategies around festivals and recreational drugs. It was questioned if this approach was still supported.

Councillor Mackey added the report should be easy for the public to read and avoid jargon. Further details were requested around exploring innovative models of risk minimisation such as heroin assisted treatment, safer injecting facilities and widespread use of Naloxone which was referred to within the strategy.

In response to questions the Cabinet Member for Social Justice, Community Safety and Equalities and the Director of Public Health made the following statements:-

- This was a high-level strategy that sets out the ambitions to deliver the Triple Zero objectives. The next step would be to develop the plan with a timeline.
- Strategies of this type contain technical language, and this had been set up with bold ambitions.
- Interventions – There was a need to look at other opportunities and interventions to ensure there was a reduction in drugs, alcohol etc and tackle underlying issues.
- Due to Covid-19, there was a delay to obtain permission to consult on the needs assessment which sat alongside the strategy. This had been shared with Cabinet previously. As a result, the Technical Needs Assessment and Strategy had been bundled together.
- During the last year, there had been a significant change to National Policy i.e., multiple additional grants were allocated to Birmingham - there was now six additional pots of funds, which was welcomed.
- There had been a delay in the action plan as National Policy was changing around the innovative areas. Councillor Khan, Councillor Cotton, had agreed capture this with the Compacting Birmingham Drugs & Alcohol Partnership to ensure the ambition of the strategy was delivered.
- Technical language had to be retained within the Strategy as this lined to National Policy. The Strategy reflects the strong ambition for the city and this was the first time where a coherent strategy was in place for the City.
- ‘Innovative approach’ - models of risk minimisation – There was a change in the National expectation within this area. There were some areas that were being piloted therefore the language contained within the strategy had changed slightly.

It was

### **106. RESOLVED UNANIMOUSLY: -**

That Cabinet approved the Triple Zero City Strategy and its associated documents as set out in the cover report.



**BIRMINGHAM CHILDREN'S TRUST CONTRACT RENEWAL**

Councillor Karen McCarthy, Cabinet Member for Children, Young People and Families presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 3)

The report provided an overview of the Birmingham Children's Trust (BCT) over the last five years. Over the course of the Contract the performance and outcomes for Children, young people and families had consistently improved. The current contract included the intention of an extension for further period of five years. The report provided details of the options explored the recommendation of a ten-year contract which would enable greater partnership working and instability and loss of skilled and experienced staff.

Details around Ofsted inspection at the end of February was shared with members and the outcome would be shared in April. During January 2022, an Ofsted inspection took place in the Children's Adoption Agency. This was judged to be 'good' with outstanding leadership and management.

At this juncture, Councillor Mosquito, Cabinet Member for Finance and Resources shared that she supported the ten-year contract and provided some context around this.

Councillor Mackey recognised the positive experience and difference BCT had made to children, young people and families. The ten-year contract was welcomed as the BCT were performing well. However, it was queried why the Director of Children Services was the only person able to make decisions and possible have a greater pool of people with decision making powers as BCT was a large area.

Councillor Mackey welcomed the extra oversight on the financial matters to BCC and he congratulated BCT for the work carried out to date.

Councillor Hunt agreed it was good to see improvements in services delivered to citizens though financially challenging. A motion passed at City Council around Care Leavers was referred to. It was queried how much joined up working was taking place to what care leavers and support provided if there were issues to education, employment, housing etc.

In response to questions the Cabinet Member for Children, Young People and Families made the following statements:-

- The Director of Children Services would be the one named officer who would undertake the decisions however, there would be several key officers contributing to this. It was a collective ambition for the portfolio.
- Care experienced young people – BCT were an exemplar of how this work should be undertaken. A lot of the work on support for Care



Leavers had been undertaken via the Corporate Parenting Board and Young People's Take Over Panels.

Councillor Jones, the Deputy Leader (Chair) added the performance was a testament to BCT and BCC, hence extend the contract for another ten years. This had not been the case in other areas across the country. It was recognised that a huge amount of work had been put in place on the outset and during setting up the BCT.

It was

**107. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Authorised the Director of Children and Families in conjunction with the Director of Council Management and in consultation with the relevant Cabinet Members, to enter into a 10-year contract with Birmingham Children's Trust, following the conclusion of contract negotiations, for the period 1st April 2023 – 31st March 2033, with a break clause at Year 5;
- (ii) Pursuant to recommendation (i) above, delegated authority to the Director of Children Services to exercise the break clause at Year 5 in accordance with the Contract should this be required; and
- (iii) Authorised the City Solicitor and Monitoring Officer (or their delegate) to execute, seal and complete all necessary documentation to give effect to the above decisions.

---

**BIRMINGHAM SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) STRATEGY 2023-2028**

Councillor Karen McCarthy, Cabinet Member for Children, Young People and Families presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 4)

The following sets of reports were related to the Improvement Journey across the Directorate. The SEND Strategy had been developed to support and align with City Council's SEND Improvement Programme. The Strategy was a partnership response from Local service providers to improve the delivery of the services for children and young people with additional needs in Birmingham. This strategy aligns with the Inclusion Strategy and Children and Young People's Plan by placing children and families at the centre.



## **Cabinet Committee – 21 March 2023**

The strategy had been co-produced via a series of workshops consisting of children and young people, parents and carers, schools and school leaders, partnership organisations and various other key areas.

An annual report would be produced every 12 months to indicate progress made and, on any updates, or changes required.

Councillor Mackey referred to adherence to codes of practice, developing multidisciplinary teams. Aspirations and expectations within the report were noted however expected more on the delivery.

Councillor Hunt noted the report sets out great ambitions however queried how to measure the progress and success against the strategy.

In response to questions the Cabinet Member for Children, Young People and Families, Director for Children Services and the Director For SEND and Inclusion made the following statements:-

- A SEND Improvement Board, Commissioner, progress plan was in place therefore, crucial for all aspects to fit together with one vision and roadmap. All elements had to be aligned.
- Birmingham Children's Trust was focused on the Children's Social Care element.
- The links with partners was working well and this was evidence for the improvement journey. This was a critical area that impacted so many children and young people and their families.
- The first step was to ensure the strategy was agreed followed by the Inclusion Strategy. The work with health was particularly important however recognised the next important step was the delivery plan.
- Teachers were using positive words for the first time. Regular updates would be provided on this work.

It was

### **108. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Approved the SEND Strategy so that officers can continue to take forward the service improvements which have commenced in partnership with all partners; and
- (ii) Noted that the Lead Member for Children and Families, will retain overall oversight of this strategy and the outcomes associated with it. Councillor McCarthy has been involved in co-production and consultation events and has been kept informed about the contents of the SEND Strategy (via BCC Directors and the SEND Transformation team) throughout its creation.



**BIRMINGHAM INCLUSION STRATEGY 2023 -2028**

Councillor Karen McCarthy, Cabinet Member for Children, Young People and Families presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 5)

This Strategy sat alongside the SEND Strategy agreed at minute 108. This was a five-year strategy for Inclusion within the Children and Young People's Directorate. This was a key component to the Children and Young People Plan and this would be monitored via the SEND Improvement Board and Children and Young People's Partnership. The Strategy had been co-produced by all the various groups; children, young people, parents and carers, Parent Carers Forum, Partner organisations, schools and school leaders to determine and shape key principles.

The strategy had been placed together to have a system wide inclusion across the partnership. An annual report would be produced to monitor the progress against the action plan which was being developed.

Councillor Mackey referred to page 290 of the documents pack, page 30 of the outcomes report, third bullet point read post-destination and people not in Education or Training (NEET's), Birmingham had below than average numbers and not knowns. Birmingham had a higher number of 'not knowns and Government had indicated that these figures should be considered therefore it was important to find out more about the not knowns.

In response to questions the Cabinet Member for Children, Young People and Families and the Director for Children Services made the following statements:-

- Post-16 work was central to this area of work.
- The ambition was to ensure every children, and young person in the City was known to BCC. The Directorate was keen to reduce the 'not known' figure in every aspect of the work.

It was

**109. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Approved the Inclusion Strategy (Appendix 2 to the report) so that it can be fully implemented by the Council in collaboration with the partnership; and
- (ii) Noted that the Lead Member for Children and Families, will retain overall oversight of this strategy and the outcomes associated with it. Councillor McCarthy has been involved in co-production and consultation events and has been kept informed about the contents of



the Inclusion Strategy (via BCC Directors and the SEND Transformation team) throughout its creation.

---

## **FINANCIAL MONITORING REPORT 2022/23 (MONTH 10)**

Councillor Yvonne Mosquito, Cabinet Member for Finance and Resources presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 6)

The Revenue position for the Financial Monitoring report was shared with members. It was noted there would be a small underspend of £0.8million at year end. This is an improvement of £11.8m compared to the risk of overspend reported at Month 9. Further details and breakdown was provided to members.

Councillor Hunt acknowledged it had been a difficult financial year however, that underspend should not have been referred to the was a draw on to budgets. It was noted, City Operations there was an underspend of Water Collections. Questions were raised around street lighting and reducing costs and if this was an opportunity for the Waste Services to think more creativity.

Councillor Mackey made the following points and raised a number of queries. These were noted as;

- i) Table 1 - the headline figure indicated an underspend which was a huge number for Birmingham.
- ii) Table 3 - what Adult Social Care Directorate were doing as they found non-essential spend and used this within the Directorate. It was felt this should be replicated across other Directorates. Reference was made to **'facilities management saving to be allocated of £1.5 million pounds'** and how this figure had been drawn upon.
- iii) Table 4 - release of reserves to mitigate risks was £83.375 which was a huge figure. The table referred to **'any reduced contributions to reserves as a mechanism to support spending controls is not reflected in the table above'** which again he questioned the figures around this statement.
- iv) Point 2.3 – Street scene – Staffing pressures due to not delivering re-design, it was queried if this was in Street cleaning rather than waste collections section.

At this juncture, the Chair noted the questions raised by Councillor Mackey were for departments to respond to and address.

In response to questions the Cabinet Member for Finance and Resources, Cabinet Member for Environment, Cabinet Member for Transport, Interim Director, City Operations, Interim Assistant Director, Financial Performance and



## **Cabinet Committee – 21 March 2023**

Insight and the Assistant Director, Commissioning, Adult Social Care made the following statements:-

- Reserves were used in a time of economic shock of which the cost of crisis was considered as this. The reserves were reviewed on an annual basis and consider ongoing budget pressures. The Cabinet Member for Finance and Resources was confident the reserves had been used correctly and remain healthy. It was positive news departments were making savings, in particular Street Scene.
- The Assistant Director, Commissioning, Adult Social Care agreed to respond to Councillor Mackey's query around table 3 and non-essential spend.
- The Cabinet Member for Environment noted the positive comments made on Street Scene and these were well received. Resources were being pulled together from Street Scenes and Parks for specific works within the City A deep cleanse was being carried out in which the data is fed back. The aspiration was to increase the number of co-ordinators for the wards.
- Changes were happening across the whole of the Services and resources were being re-engineered which would support the Environment Efficiencies programmes in place. Work was taking place across City Operations.
- The Cabinet Member for Transport highlighted there were 94,781 streetlights within Birmingham and there was a large task taking place to replace these. Cabinet had previously agreed in 2019-2023, £10.3 million pounds programme of which £5.1 million pounds had been delivered already.
- The finance team were placing the £1.5 million pounds facilities management spending into the system. Spending controls were being monitored continuously. Details around this would be emailed directly to Councillor Mackey.

It was

### **110. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Noted that the Council has faced a number of challenges in 2022/23. However, the Council is in a strong robust position with strong financial control processes in place. Reserves are healthy and within recommended limits;
- (ii) Noted that there is currently a small forecast year end underspend of £0.8m. This is an improvement of £11.8m compared to the risk of overspend reported at Month 9. Work will continue to ensure the position remains within budget. The Financial Resilience Reserve will remain at more than adequate levels to meet our financial risks;
- (iii) Noted that the forecast Capital spend has not changed since Month 9; and



- (iv) Noted the Treasury Management position, as set out in paragraphs 4.4 to 4.6 to the report.

---

**ACCEPTANCE AND IMPLEMENTATION OF UKSPF (UK SHARED PROSPERITY FUND)**

Councillor Brigid Jones, Deputy Leader (Chair) presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 7)

The UKSPF was in place to replace EU Funding for West Midlands. There was £88 million pounds allocated of which some would be commissioned by the authority and some via the council. There were three pillars for this fund allocation to cover range of projects and programmes. These were noted as:

- Communities and Place
- Supporting Local Business
- People and Skills

Two key issues were noted as this was a replacement for EU funding where the West Midlands were only receiving a third of the funding under EU therefore there would be cuts in services. In addition, there was a gap in funding, i.e. Currently we were at the end of the 2022-23 financial year because of the delay in Government implementing this therefore some projects have had to cease.

No questions were raised by members.

It was

**111. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Accepted the devolved UKSPF allocation of £25.0 million as set out in the proposed UKSPF Funding Agreement with the WMCA. The Funding Agreement for Year 1 has been issued (see Appendix 1 to the report) for a value of £2.1 million. With the remaining balance to be contracted in subsequent Funding Agreements for Year 2 and Year 3;
- (ii) Agreed that the whole funding allocation of £24,959,035 (as detailed in Appendix 6 to the report) is approved for investment and expenditure as a 3-year programme subject to the delegations noted in (v) to (viii) and that an Annual Programme Update will be provided to Cabinet in March 2024 for information and any further approvals required for the running of the UKSPF Programme;



### **Cabinet Committee – 21 March 2023**

- (iii) Noted the potential for a supplemental allocation of £1.8 million, currently under negotiation, for the implementation of a net-zero grants programme under the Supporting Local Business pillar;
- (iv) Noted and approved the £2.1 million of capital and revenue grant funding to be spent by 31st March 2023;
- (v) Delegated the approval of all activity, related reports, and revised financial and schematic appraisals for the Supporting Local Business pillar and overall coordination, management, and implementation of the UKSPF grant and programme (as set out in Appendix 6's Programme Delivery tab, rows 14-18 (Local Business Support Pillar (Yr 2 - 3) Schemes), and rows 24 - 26 (Administration Fee (Yr 1 - 3 only))) to the Strategic Director for Place, Prosperity, and Sustainability in consultation with the Strategic Director for Council Management, and the City Solicitor, and in consultation with the Deputy Leader and the Cabinet Member for Finance and Resources, up to a maximum aggregate value of the Supporting Local Business Pillar and the Administration Fee;
- (vi) Delegated the approval of all activity, related reports, and revised financial and schematic appraisals of the Community and Place pillar (as set out in Appendix 6's Programme Delivery tab, rows 7-13 (Community & Place Pillar (Yr 1 - 3) Schemes) to the Strategic Director of City Operations (Neighbourhoods) in consultation with the Strategic Director for Council Management, and the City Solicitor, and in consultation with the Deputy Leader and the Cabinet Member for Finance and Resources, up to a maximum aggregate value of the Community and Place Pillar;
- (vii) Delegated the approval of all activity, related reports, and revised financial and schematic appraisals of the People and Skills pillar (as set out in Appendix 6's Programme Delivery tab, rows 19 -23 (People & Skills Pillar (Yr 3 only) Schemes) to the Strategic Director for Adult Social Care or the Strategic Director of Children and Families (Employment and Skills), in consultation with the Strategic Director for Council Management, and the City Solicitor, and in consultation with the Deputy Leader and, the Cabinet Member for Children, Young People, and Family, or the Cabinet Member for Health and Social Care, up to a maximum aggregate value of the People and Skills Pillar;
- (viii) Delegated, if and where applicable, the TUPE transfer of LEP Growth Hub staff into BCC to the Director for People Services and the Strategic Director for Place, Prosperity, and Sustainability in consultation with the Strategic Director for Council Management, and the City Solicitor, and in consultation with the Deputy Leader and Cabinet Member for Social Justice, Community Safety, and Equalities;
- (ix) Noted the further funding provided outside of the devolved funding agreement (see paragraph 3.11 to the report); and



- (x) Authorised the City Solicitor (or their delegate) to negotiate and complete all necessary documentation to give effect to the decisions in paragraph (i) – (ix) above.

---

**PROCUREMENT STRATEGY FOR THE PROVISION OF PROFESSIONAL SERVICES AND ADVICE TO SUPPORT THE COUNCIL'S TRANSFORMATION AND SAVINGS EFFICIENCIES AND OPPORTUNITIES PROGRAMME**

Councillor Yvonne Mosquito, Cabinet Member for Finance and Resources presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 8)

Councillor Mackey thanked officers for producing this report and noted that this was a good piece of work.

It was

**112. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Approved the procurement strategy for the provision of professional services and advice to support the Council's transformation and savings programme for a 4- year period using a Managed Service Provider (MSP) framework, in accordance with the requirements and approach recommended in Section 4 of the report;
- (ii) Delegated authority to the Strategic Director of Council Management in consultation with Cabinet Member for Finance and Resources, and in conjunction with the Assistant Director, Procurement (or their delegate) and the City Solicitor & Monitoring Officer (or their delegate) to award the Managed Service Provider (MSP) framework contract; and
- (iii) Delegated authority to the Strategic Director of Council Management and the Interim Transformation Director to utilise the chosen Managed Service Provider (MSP) framework to award individual contracts / projects to suppliers up to the total approved value of the MSP framework (see Appendix C – Exempt information, to the report) over the 4-years.

---

**DISPOSAL OF LAND AT LANGLEY SUSTAINABLE URBAN EXTENSION TO HOMES ENGLAND**

In Councillor Thompson's absence, Councillor Brigid Jones, Deputy Leader (Chair) presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.



(See document No. 9)

Councillor Mackey was in support of the proposals and indicated it would be good to see creation of more garden cities and creating more communities. Reference was made to Council's would be taking up rights to affordable homes and sought further clarity.

Councillor Hunt did not agree that developing more garden cities would be in line with the agreement. He queried the around the designation to Birmingham Municipal Housing Trust and if this w social housing and if so, would the funding go back to the Housing Trust.

In response to questions the Director of Place made the following statements:-

- Details around the Growth Strategy for Birmingham were shared.
- The site to be sold, and the existing Homes England landholdings, together with the wider Consortium land are subject to an existing planning application.
- The broader strategy for 5000 homes was still being developed.

It was

**113. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Declared surplus the 6.74 hectares (16.65 acres) of Council owned land at Langley Sustainable Urban Extension Walmley Ash Lane Birmingham, shown edged black on the attached plan at Appendix 1 to the report;
- (ii) Approved the sale of the Council's freehold interest in the land at a premium to Homes England;
- (iii) Delegated the Strategic Director of Place, Prosperity, and Sustainability, (or their delegate), the final transaction details for the disposal.
- (iv) Noted that additional commercially sensitive information is detailed in Exempt Appendix 2 to the report; and
- (v) Authorised the City Solicitor and Monitoring Officer to prepare, negotiate, execute, and complete all relevant legal documentation to give effect to the above decisions.

---

**At this juncture, the Deputy Leader (Chair) informed the members that Councillor Khan, Cabinet Member for Health and Social Care was delayed**



**therefore item 18 – Travel to Succeed Request to Extend Funding Timescale would be discussed. Items 15, 16 & 17 would be discussed upon Councillor Khan's arrival.**

**TRAVEL TO SUCCEED - REQUEST TO EXTEND FUNDING TIMESCALE**

Councillor Karen McCarthy, Cabinet Member for Children, Young People and Families presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 10)

This report was related to previous reports shared by the Cabinet Member however, this had a particular focus on the 'not knowns', young people within the City. The funding would provide travel for the extending period of 3 years to support young people not in education, employment, or training to enable them to access paid or unpaid work experience or internship opportunities. This links into cost-of-living work and access a range of services.

Councillor Mackey supported the proposals within the report. He was pleased to see the 'not knowns' picked up upon. Reference was made to point 3.2, page 519 of the document pack, page 3 of the report, where the report mentioned there being a one percentage point gap compared to the national average. National average for not knowns was 2.2% and Birmingham's national average was 4.1%, this was 2% difference not 1%.

In response to questions the Cabinet Member for Children, Young People and Families made the following statements:-

- The difference in percentage point gap compared to the national average must have been taken at a point in time (snapshot) however, up to date figures would be shared with Councillor Mackey. She thanked Councillor Mackey for his support to the proposals.

It was

**114. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Noted there is the sum of £1.228m held in the Corporate Policy Contingency, which is intended for the Travel to Succeed project;
- (ii) Agreed that any unused funds for the financial year 2022/23 be set aside for use in the 2023/24 and 2024/25 financial years;
- (iii) Noted that the financial plan agreed by Full Council on 28th February 2023 agreed a corresponding increase to the 14 – 19 Participation and Skills Team budget which is contingent on this decision being made;



### **Cabinet Committee – 21 March 2023**

- (iv) Agreed to the implementation of the Travel to Succeed Project as described in the report;
- (v) Authorised the Section 151 Officer to transfer the funds to the relevant service area's budget;
- (vi) Approved the extension of the timescale of the delivery of this fund from the current one-year (2022/2023) timescale, to be delivered over a 3-year period (2022 – 2025) which would better utilise the funding and to support more young people, up to 1,000 per year over the extended period(s); and
- (vii) Authorised the City Solicitor & Monitoring Officer to negotiate, execute and complete all necessary documents to give effect to the above decisions.

---

**At this juncture, the Deputy Leader (Chair) informed members the first page of the report contained an error and confirmed that the report was not subject to call-in, as Cabinet was being asked to recommend Birmingham's Change for Children and Young People Plan 2023-2028 for endorsement and adoption by the Full Council.**

### **CHANGE FOR CHILDREN AND YOUNG PEOPLE 2023-2028 – BIRMINGHAM CHILDREN AND YOUNG PEOPLE'S PLAN**

Councillor Karen McCarthy, Cabinet Member for Children, Young People and Families presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 11)

This was a five-year partnership plan to improve outcomes for babbies, children and young people across the City. This demonstrates the joint commitment to improving the life journey experience and outcomes of all children and young people.

The partnership consisted of City Council, Birmingham Children's Trust, Integrated Care Board Birmingham & Solihull, West Midlands Police, Police and Crime Commissioner, Birmingham Voluntary Services Council, and many other organisations. The collective actions of 4000 views of children and young people had been noted. Key priorities of the plan were shared with members. Birmingham would be the eleventh place in the UK to join the Child Friendly Cities and Communities initiative and committed to the invocation of taking this forward. Details around the three collective strategic actions were shared with members.

Councillor Mackey highlighted the report should be easy to read and possibly have a simpler side report.



## **Cabinet Committee – 21 March 2023**

Councillor Hunt requested for significant plans such as to be shared with Overview and Scrutiny Committee first so that the plans can be reviewed in detail and raise any key issues. Reference was made to consultation to Children and Young People, they had highlighted safer streets whilst referring to safety and this was not clearly responded to within the report and queried if the police were in support of this.

At 1121 hours, Councillor Khan Cabinet Member for Health and Social Care entered to meeting.

In response to questions the Cabinet Member for Children, Young People and Families, Cabinet Member for Social Justice, Community Safety and Equalities, Cabinet Member for Digital, Culture, Heritage and Tourism and the Strategy and Partnerships Lead, Digital & Customer Services made the following statements:-

- In order to achieve Child Friendly status, all Cabinet Members had a responsibility to ensure their contributions were made i.e. Transport, Housing, Environment, Arts, Adult Services etc.
- Materials will be produced to share the key messages to young people.
- Consultation had taken place, and this was now the delivery stage. Children and young people had spoken about safety across the board, and this was being factored in.
- Cabinet Member for Social Justice, Community Safety and Equalities added several interventions had been commissioned as part of the Community Safety Partnership. Bespoke engagement took place around cohorts of young people (e.g., tackling knife crime) and cross portfolio work was taking place.
- Cabinet Member for Digital, Culture, Heritage and Tourism added the digital agenda was a huge part of this work.

It was

### **115. RESOLVED UNANIMOUSLY: -**

That Cabinet agreed to recommend Birmingham's Change for Children and Young People Plan 2023- 2028 for endorsement and adoption by the Full Council.

**THIS DECISION IS NOT SUBJECT TO CALL IN.**

---

**At this juncture, the Deputy Leader (Chair) informed members items 15,16 and 17 would be discussed next.**

### **SECTION 75 AGREEMENTS, POOLED/ALIGNED BUDGET ARRANGEMENTS 2022/23**

Councillor Mariam Khan, Cabinet Member for Health and Social Care presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.



(See document No. 12)

No questions were raised by members.

It was

**116. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Approved the following financial contributions for 2022/23 to the three Section 75 agreements as follows:
    - Better Care Fund - £116,136,556
    - Learning Disability - £108,134,287
    - Mental Health - £15,060,746
  - (ii) Authorised the Strategic Director for Adult Social Care to conclude negotiations with Birmingham and Solihull Integrated Care Board in respects of the funding approved under paragraph (i) above on the three S75 agreements; and
  - (iii) Authorised the City Solicitor (or their delegate) to conclude and enter into all legal documents to give effect to the above decisions.
- 

**ICB SUPPORT FUNDING 2022/23 VIA SECTION 256**

Councillor Mariam Khan, Cabinet Member for Health and Social Care presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 13)

No questions were raised by members.

It was

**117. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Accepted the funding to contribute towards the 2022/23 pressures as well as invest in new areas of mutual benefit in Adult Social Care and approves the s151 officer to enter into a S256 agreement to that effect; and
- (ii) Approved the release of £2m of this funding to existing commissioned Vulnerable Adults providers in recognition of the value of maintaining



and enhancing the capacity of these providers to support wider pressures on the Health and Social Care system.

---

**VARIATION TO HEART OF ENGLAND COMMUNITY FOUNDATION CONTRACT**

Councillor Mariam Khan, Cabinet Member for Health and Social Care presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 13)

No questions were raised by members.

It was

**118. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Authorised the variation of the NNS Heart of England Community Foundation contract to enable them to broker and manage community-based focused Cost of Living Information, Advice and Guidance services for targeted communities across Birmingham at a total cost of £676k, inclusive of brokerage fee of 10%, for a period of 12 months;
- (ii) Authorised the contract to be monitored via Adult Social Care Prevention and Communities Commissioning team which will include instructions to Heart of England Community Foundation for any changes relating to the siting of community-based services required as per evolving insights from the City Observatory; and
- (iii) Noted the longer-term requirements to develop a sustainable approach to the Cost-of-Living Crisis response through alignment to the Early Intervention and Prevention Programme.

---

At 1130 hours, the meeting was paused for members to have a comfort break

At 1140 hours, the meeting resumed.

**CHILDREN'S TRAVEL SERVICE TRANSPORT PROCUREMENT STRATEGY**

Councillor Karen McCarthy, Cabinet Member for Children, Young People and Families presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 14)



The report contained additional explanations to the terms used in the Strategy and processes that would be followed. Meetings had taken place with Councillor Alden to clarify work that was being developed and the processes. There were 1200 routes operated within Birmingham of which nearly 10000 routes required guides.

Councillor Mackey referred to the advert being taking down and placed back up again as the date on the advert was not changed.

In response to questions the Cabinet Member for Children, Young People and Families made the following statements:-

- This was not an advert for the application process but prior information notices which was allowed and best practice for a procurement process. This point had been verified and updated within the report.

It was

**119. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Approved the procurement of a Council framework for a four-year period commencing 1st August 2023 with expiry date of 31st July 2027; and
- (ii) Authorised the Director for Children and Families (or their delegate), in conjunction with the Strategic Director of Council Management (or their delegate) and the City Solicitor & Monitoring Officer (or their delegate) to:
  1. Approve the procurement strategy report prior to publication of the opportunity for a Council framework;
  2. Approve the award of contract to providers to be admitted to the Council framework; and
  3. Approve any call off contract relating to the Council framework.

---

**At this juncture, the Chair referred to the Assistant Director, Governance (Deputy Monitoring Officer) inform members around certain Cabinet members who had a conflict of interest.**

**The Assistant Director, Governance (Deputy Monitoring Officer) informed members that Councillor Clements and Councillor Francis had declared a non-pecuniary interest for item 21.**

**In addition, Councillor Mackey had declared a non-pecuniary interest however, as he was not making the decision or a member of Cabinet, he**



was granted a dispensation on his request as indicated under the Localism Act 2011. Cabinet was quorate therefore able to continue with the decision for this report.

At 1144 hours, Councillor Clements and Francis left the room. Councillor Cotton, Cabinet Member for Social Justice, Community Safety and Equalities covered this report.

**COMMISSIONING OF CULTURAL ACTIVITIES 2023-26**

Councillor John Cotton, Social Justice, Community Safety and Equalities presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 15)

Councillor Hunt queried around Councillor Francis conflict of interest as the register of interest indicated a pecuniary interest and concerned that Cabinet Member for Culture activities maybe sitting on the Board therefore cannot steer the report to City Council.

The Assistant Director, Governance (Deputy Monitoring Officer confirmed this was a non-pecuniary interest. The Cabinet Member approval is set out under the code of conduct which was being reviewed. This issue would be looked after this meeting.

Councillor Mackey made a point around B:Music, service charges and grant allocations which he requested to be looked into outside of this meeting.

It was

**120. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Noted the background to recommendations for allocating funding and grants from the Support to the Arts budget for 2023-26 including how the investment contributes to corporate objectives and key policies such as Safeguarding and Equalities, Diversity and Inclusion (Everybody's Battle, Everybody's Business);
- (ii) Approved the allocations for revenue funding grants in 2023-26 totalling £2,488,270 per annum set out in Appendix 3, to the report, including £58,560 for The Legacy Centre, Aston - funded by an annual revenue precept from the sale of The Drum building;
- (iii) Approved the recommendation to support B:Music with an in-depth financial review in 2023 to identify what measures / funding could be secured going forward to meet the increasing service charges at Symphony Hall;



## **Cabinet Committee – 21 March 2023**

- (iv) Noted the background to recommendations for the arts funding portfolio aligning with Arts Council England's next National Portfolio Organisation funding period 2023-2026 and how this co-investment is key to sustaining the local cultural infrastructure and promoting the city's cultural identity nationally, and internationally;
- (v) Noted that all grant awards are subject to the receipt of requisite information in accordance with the council's grant processes and organisations adherence to the General Conditions of Grant Aid (set out in Appendix 4 to the report);
- (vi) Approved the allocation for Local Arts Development and arts activity commissioning in 2023-26 totalling £487,881 per annum also set out in Appendix 3 to the report. This includes three project commissioning strands at £66,625 each plus funding for annual cultural events such as Birmingham Heritage Week, Black History Month and support for the festival budget;
- (vii) Noted the contribution that this cultural investment has into helping deliver Council Priorities including the 'Be Bold Be Birmingham' Legacy plan from Commonwealth Games year 2022; and
- (viii) Noted the Equality Duty (Appendix 1 to the report) and Equality Impact Assessment Screening (Appendix 2 to the report) relating to the proposals.

---

**At this juncture, the Deputy Leader (Chair) informed members item 23, UEFA Euro 2028 Men's Football Championships Host City Bid would be discussed next.**

### **UEFA EUROS 2028 MEN'S FOOTBALL CHAMPIONSHIPS HOST CITY BID**

Councillor Brigid Jones, Deputy Leader (Chair) presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 16)

Councillor Mackey supported the proposals.

Councillor Hunt noted football was the wealthiest sport and therefore explore options of making profit from hosting events such as this. Possibly have a robust strategy in place nationally and these types of events.

In response to questions the Assistant Director, Neighbourhoods made the following statements:-



## **Cabinet Committee – 21 March 2023**

- National position - These types of events, numbers and justifications require significant monies to secure and there was no ability to generate financial income directly to the Council and this was a national decision.
- Commercial models were being looked at for general events taking place within the City. Benefits to retail, hospitality etc and circulate money back to future events.

It was

### **121. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Noted the progress that has been made following the approval of Cabinet (September 2022) to bid for UEFA EURO 2028;
- (ii) Approved the additional £1.5m budget to support the Council's bid as a Host City for the UK&I bid for UEFA EURO 2028 as outlined in Exempt Appendix 1 of the report;
- (iii) Approved the financial plan to fund UEFA EURO 2028 should the City's and subsequently the UK & Ireland's hosting bid be successful, as set out in the table under paragraph 9.7 of the report; and
- (iv) Delegated the approval of the procurement strategy and the award of contracts associated with EURO 2028 to the Strategic Director - City Operations, in conjunction with the Assistant Director Procurement (or their delegate), the Director of Council Management (or their delegate) and the City Solicitor and Monitoring Officer (or their delegate) and in consultation with the Cabinet Member for Finance and Resources.

---

**At 1154 hours, Councillors Clements and Francis returned to the meeting.**

**At this juncture, the Deputy Leader (Chair) informed members item 22 would now be discussed.**

### **HIGHWAYS AND INFRASTRUCTURE: FOOTWAY CROSSING POLICY AND INFORMATION FOR APPLICANTS**

Councillor Liz Clements, Cabinet Member for Transport presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 17)

Councillor Mackey noted this report was presented because of an Ombudsman complaint as the Council had applied an incorrect policy to the published policy. There was no reference within the report that this was as a result of an



## **Cabinet Committee – 21 March 2023**

Ombudsman complaint. In addition, the Ombudsman were informed this report as coming to Cabinet in October however, delayed until March 2023. He queried the timelines of when reports should be published i.e., within a 3 months timescale of when the public report had been published. Furthermore, he queried how many applications the Council had received from the Ombudsman making its decision and reporting to Cabinet with this report.

Councillor Hunt raised several points. These were; i) Further details on the introduction of new Green Footways ii) Checks on residents to are making illegal front drives because there were drainage issues. This was impacting footways. Questions were raised if refusals can be made by Highways regarding drop curbs especially if planning permission was not required. Sealed driveways were harmful for the environment and no drainage advice is given. There was an opportunity for this area to be worked upon by engineers to ensure driveways were meeting the requirements.

In response to questions the Cabinet Member for Transport and Highways Services Manager made the following statements:-

- This was a very clear policy and addressing risks that could occur.
- The performance and construction type for the surface printing would be looked at and this was being looked at. A number of new products have been constructed and the performance was being reviewed.
- Enforcement – Planning permission was required for drop curbs. Rogue traders and drop curbs services had to be delivered through Birmingham City Council therefore applications would come through and contractors would deliver the services on the behalf of BCC. Therefore, Rogue traders are unable to construct drop curbs as this would be unauthorised therefore this can be interventive or reinstate the footpath.
- Drop curbs authorisation can be intervene if the planning rules for driveways are not met to reduce further risk. This would be explored outside of the meeting.
- Officers to provide Councillor Mackey details on how many applications the Council had received from the Ombudsman making its decision and reporting to Cabinet with this report This would be explored outside of the meeting.

At 1210 hours, Councillor Mosquito left the meeting.

It was

### **122. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Approved the adoption of the proposed Footway Crossing Policy and Information for Applicants for the provision of footway crossings within the city as set out in Appendix 1 to the report; and
- (ii) Authorised the Assistant Director - Highways and Infrastructure to exercise all powers and obligations relating to operational and



enforcement activities in respect of footway crossings under the Highways Act 1980 and the New Roads and Street Works Act 1991.

---

**TRANSPORTATION AND HIGHWAYS CAPITAL PROGRAMME 2023/24 TO 2028/29 – ANNUAL PROGRAMME UPDATE**

Councillor Liz Clements, Cabinet Member for Transport presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 18)

No questions were raised by members.

It was

**123. RESOLVED UNANIMOUSLY: -**

That Cabinet:-

- (i) Approved the Annual Programme Update (APU) provided as Appendix A to the report at a total estimated capital cost of £284.853m, including Annexes A to F, to the report, setting out major schemes, programme governance and prioritisation criteria, as an update to the Transportation and Highways Capital Programme 2022/23 to 2027/28 approved by Cabinet in March 2022 at a total estimated capital cost of £331.203m;
- (ii) Approved subject to the City Council's Gateway and Related Financial Approval Framework (GRFAF), confirmation of 2023/24 funding and pursuant to the delegations set out in recommendations (iv) to (xi):
  - 1. An estimated allocation £6.254m in 2023/24 of new LNIP funding provided through WMCA devolved transport grant processes, to named projects.
  - 2. The release of LNIP development funding of £1.471m to progress named projects to Outline Business Case (OBC) and Full Business Case (FBC) stage;
- (iii) Noted that approved prudential borrowing (PB) detailed in Appendix B to the report and associated PB financing will be formally committed at project FBC stage in accordance with the City Council's GRFAF, with new resources and windfalls used to offset the requirement for borrowing wherever possible;
- (iv) Delegated approval of all OBCs, FBCs and related reports including revised financial appraisals for named projects and programmes



## **Cabinet Committee – 21 March 2023**

detailed in Appendix A and Annex F of the report to the Strategic Director of Place, Prosperity & Sustainability in conjunction with the Strategic Director of Council Management and in consultation with the relevant portfolio holder, up to a maximum value of £2.000m;

- (v) Delegated approval of all OBCs, FBCs and related reports including revised financial appraisals for named projects and programmes detailed in Appendix A, to the report, (Annex F) to a report of the Strategic Director of Place, Prosperity & Sustainability and Strategic Director of Council Management to the relevant portfolio holder, up to a maximum value of £10.000m;
- (vi) Approved the strategy for the procurement activity in paragraph 7.4 to the report and delegates the award of contracts for the professional services and works to support the delivery of the named projects within Annex F of the Transport and Highways Capital Programme to the Strategic Director of Place, Prosperity & Sustainability in conjunction with the Assistant Director, Procurement, the Strategic Director of Council Management and the City Solicitor and Monitoring Officer (or their delegates) and in consultation with the relevant Cabinet Member(s) for values between the procurement threshold and £10.000m;
- (vii) Under the Council's Procurement and Contract Governance Rules paragraph 4.59 vi and vii, to the report, approves applying a Negotiated Contract without competition for the execution of any highways and infrastructure works to support the delivery of the named projects within Annex F of the Transport and Highways Capital Programme with the West Midlands Combined Authority in accordance with the approach in paragraph 7.4.4 to the report and delegates the award of any subsequent contracts to the Strategic Director of Place, Prosperity & Sustainability in conjunction with the Assistant Director, Procurement, the Strategic Director of Council Management and the City Solicitor and Monitoring Officer (or their delegates);
- (viii) Delegated authority to bid for and accept external capital and revenue resources in line with City Council priorities and consistent with the policies and objectives of the West Midlands Strategic Transport Plan, Birmingham Development Plan, and Birmingham Transport Plan to the Strategic Director of Place, Prosperity & Sustainability, in conjunction with the Director of Council Management, and in consultation with the relevant portfolio holder, up to a maximum value of £2.000m;
- (ix) Delegated authority to bid for and accept external capital and revenue resources in line with City Council priorities and consistent with the policies and objectives of the West Midlands Strategic Transport Plan, Birmingham Development Plan, and Birmingham Transport Plan to a report of the Strategic Director of Place, Prosperity & Sustainability



### **Cabinet Committee – 21 March 2023**

and Strategic Director of Council Management to the relevant portfolio holder, up to a maximum value of £10.000m;

- (x) Delegated authority to approve virement of funding between named projects within Annex F of the Transport and Highways Capital Programme, to the Strategic Director of Place, Prosperity & Sustainability, in conjunction with the Strategic Director of Council Management, and in consultation with the relevant portfolio holder, up to a maximum value of £2.000m in line with City Council policies and objectives, and the City Council GRFAF;
- (xi) Delegated authority to approve virement of funding between named projects within Annex F of the Transport and Highways Capital Programme, to a report of the Strategic Director of Place, Prosperity & Sustainability and Strategic Director of Council Management to the relevant portfolio holder, up to a maximum value of £10.000m in line with City Council policies and objectives, and the City Council GRFAF; and
- (xii) Authorised the City Solicitor to negotiate, execute and complete any necessary legal documentation to give effect to the above decisions.

---

### **A457 DUDLEY ROAD IMPROVEMENT SCHEME UPDATE REPORT**

Councillor Liz Clements, Cabinet Member for Transport presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 19)

At 1218 hours, Councillor Mosquito returned to the meeting.

Councillor Mackey supported the scheme however, it was slow in delivery.

It was

In response to questions the Cabinet Member for Transport and the Head of Transport Projects made the following statements:-

- The scheme was delayed due to the impact of Covid-19. Interim measures were put into place. Material cost etc had a massive impact therefore, these had to be factored in.
- The finances were being monitored closely.

It was

### **124. RESOLVED UNANIMOUSLY: -**

That Cabinet:-



### **Cabinet Committee – 21 March 2023**

- (i) Approved the updated cost profile for delivery of the A457 Scheme – at a total estimated capital cost of £37.102m, noting that this will supersede the budget approved by Cabinet in the A457 Revised Main Scheme FBC on 22nd March 2022;
- (ii) Approved a revised contribution of £1.377m from the Transportation & Highways Capital Programme (unallocated funding), £3.202m from the Bus Lane Enforcement Surplus Fund and an increased £0.500m contribution (from £1.150m to £1.650m) from Soho Loop S278 towards delivery of the A457 scheme. The Prudential Borrowing requirement for the scheme has now been reduced by £0.112m to £5.130m;
- (iii) Delegated authority to the Assistant Director Investment and Valuation to negotiate and complete the acquisition (and disposal if required) of land, airspace and rights to facilitate the building of the Revised Main Scheme including easements and drainage in the adjoining land connected to the Revised Main Scheme, in advance of any CPO and to agree costs and compensation. The report authorises the Assistant Director Investment and Valuation to pay statutory home loss, basic loss and negotiate disturbance compensation to all qualifying owners and tenants;
- (iv) Authorised the City Solicitor & Monitoring Officer to complete such acquisitions and any necessary related agreements, disposals or easements and seal any documents in connection pursuant to paragraph (iii) above and to pay statutory compensation to all qualifying owners and tenants;
- (v) Delegated authority to the Assistant Director Transport and Connectivity to place orders with any utility company to allow the works to progress.
- (vi) Approved the modification of the contract with McPhillips (Wellington) Ltd for the delivery of Phases 5 and 6 of the Highways Improvement Works for the Revised Main Scheme;
- (vii) Authorised the Assistant Director of Transport and Connectivity to complete the transfer of land and dedicate as Highway Maintainable at Public Expense (HMPE) to facilitate the building of the new carriageway, footway including easements and drainage in the adjoining land connected to the Revised Main Scheme and authorise the City Solicitor to complete such acquisition and disposal or easement and seal any documents in connection therewith;
- (viii) Approved the construction and implementation of highway realignment works to Lee Bridge as per the Deed of Agreement confirmed with the Canal and River Trust (CRT) as Technical Authority (Appendix E to the report); and
- (ix) Authorised the City Solicitor & Monitoring Officer (or their delegate) to negotiate, execute, seal, and complete all necessary documentation, and take any necessary action to give effect to the above recommendations, including the appointment of land referencers, confirmation of the CPO if



granted power to do so by the Secretary of State, and appointment of the High Court Enforcement Officer to secure possession of the land on implementation of the CPO.

---

**CORPORATE PLAN 2022 -2026: PERFORMANCE AND DELIVERY  
MONITORING REPORT**

Councillor Brigid Jones, Deputy Leader (Chair) presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

Majority of the actions, activities and performance metrics were on track. Those that were not, explanations were provided to the reasoning.

Councillor Mackey referred to page 895 of the document pack, page 15 of the report and made the following queries; i) NEETs to engage in support and the numbers had increased. Details around this was requested. ii) Primary school exclusion rates were above the national average and multiagency board to investigate this; (iii) Total number of families in Bed and Breakfast was more than 6 weeks continuous rise and (iv) Staff shortages there was no RAG rating on the position on this. v) Draft Heritage Strategy, reason for delay was because City Operation never received the draft from planning to report before December 2022.

Councillor Hunt referred to levels of dissatisfaction i.e. complaints, report to City Council, data remains unclear etc.  
Reference was made to page 73 and why Alexander Stadium, Perry Park was not accessible and very slow about what is intended.

(See document No. 20)

In response to questions Cabinet Member for Environment made the following statements:-

- Cabinet Member for Environment referred to recycling and work was taking place with community groups and institutions.
- Perry Park – Engagement was taking place with an organisation who had delivered similar initiatives. A planning meeting will be taking place 16 March.
- NEETs and seasonality – Seasonality Careers advice is provided after exams and admissions. There were peaks for when demands for careers advice was required during school year/ in year. There were a number of initiatives in place to keep people in their homes.  
Complaints – Overview and Scrutiny were looking at the root cause of complaints. There was national attention on housing in particular to damp and mould. Complaints were monitored regularly to ensure issues were resolved.



It was

**125. RESOLVED UNANIMOUSLY: -**

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

---

**ENERGY BILLS SUPPORT SCHEME ALTERNATIVE FUNDING AND  
ALTERNATIVE FUEL PAYMENT SCHEME ALTERNATIVE FUNDING**

Councillor Yvonne Mosquito, Cabinet Member Finance and Resources presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 21)

No questions were raised by members.

It was

**126. RESOLVED UNANIMOUSLY: -**

That Cabinet

- (i) Agreed to accept the grant funding of £3.6m for EBSS AF and £0.2m for AFP AF allocated to Birmingham City Council by the DESNZ as shown in Appendix 1 and 2 to the report;
- (ii) Approved the Revenues Service to administer and defray the grants of £400 and £200 respectively in accordance with conditions outlined within the two schemes; and
- (iii) Agreed the decisions above be implemented immediately.

**THIS DECISION IS NOT SUBJECT TO CALL IN.**

---

**KEY DECISION PLANNED PROCUREMENT ACTIVITIES (APRIL 2023 – JUNE 2023)**

Councillor Yvonne Mosquito, Cabinet Member Finance and Resources presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 22)

Councillor Mackey referred to Boleyn Road Housing Development which was close to the threshold and queried if a Cabinet Report could be presented on



this item. The Chair agreed for this to be considered outside of the meeting with the relevant Cabinet member.

It was

**127. RESOLVED UNANIMOUSLY: -**

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

**Please note: Following the Cabinet Meeting, a request for Call In was received for Boleyn Road Housing Development - Planned Procurement Activities (April 2023- June 2023) however, this was later withdrawn.**

---

**NON-KEY DECISION PLANNED PROCUREMENT ACTIVITIES (APRIL 2023 – JUNE 2023)**

Councillor Yvonne Mosquito, Cabinet Member Finance and Resources presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 23)

No questions were raised by members.

It was

**128. RESOLVED UNANIMOUSLY: -**

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

---

**OTHER URGENT BUSINESS**

**129. Councillor Brigid Jones, Deputy Leader (Chair) referred to the horrific attack on a Birmingham Mosque.**

Councillor Cotton, Cabinet Member for Social Justice, Community Safety and Equalities, gave an overview of the attack that took place. West Midlands Police were investigating the attack as a citizen whilst walking home from the Dudley Road Mosque. He was set on fire and had severe burns to the face and was currently in hospital. Councillors and Community Safety were speaking to the family and West Midlands Police and continue to offer support. The local Councillors for the area have been engaging with community groups and local mosques to offer support.



**Cabinet Committee – 21 March 2023**

The Cabinet Member thanked all whom have shared information on the incident.

Any further information, to contact West Midlands live chat facility on the website (Ref: 4009 21 March) or alternatively contact Crimestoppers (0800 555 111). Further updates will be shared when necessary. Councillor Thompson was out in the ward supporting the family and community.

Councillor Mackey echoed communities stand together and there was no space in Birmingham for any form of attacks. He offered his support to the family and community on behalf of the Conservative Group.

Councillor Hunt supported comments made by the members. This was a shocking incident and hoped the police can get some closure.

Councillor Mosquito, Cabinet Member Finance and Resources referred to a joint letter which was issued from the Leaders of the City Council, Lord Mayor to reduce the fear citizens and communities may have.

Councillor Mahmood, Cabinet Member for Environment had received several messages and calls related to the incident. A similar type of attack had happened in London. Fears were in place due to Ramadan taking place in the coming days and reassurance was provided by Councillor Cotton, Cabinet Member for Social Justice, Community Safety and Equalities that citizens should live in the city without fear.

---

The meeting ended at 1236 hours.

.....  
CHAIRPERSON



# Birmingham City Council

## Report to Cabinet

25<sup>th</sup> April 2023



**Subject:** EARLY INTERVENTION AND PREVENTION – PROGRAMME BUSINESS CASE

**Report of:** Professor Graeme Betts, CBE  
Strategic Director Adult Social Care

**Relevant Cabinet Member:** Cllr Brigid Jones - Deputy Leader

**Relevant O&S Chair(s):** Cllr Sir Albert Bore - Co-ordinating

**Report author:** Kalvinder Kohli,  
Assistant Director Early Intervention and Prevention  
Email: [Kalvinder.Kohli@birmingham.gov.uk](mailto:Kalvinder.Kohli@birmingham.gov.uk)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011115/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		

### 1 Executive Summary

- 1.1 In March 2022, Cabinet agreed the direction of travel for the Council for early intervention and prevention (EI&P) and committed to receiving a further report outlining the business case and target operating model for phase one.
- 1.2 In July 2022, the Council's leadership set out its strategic Corporate Delivery Plan 2022 - 2026 detailing a bold ambition to transform services to meet citizens needs



as effectively as possible, and that evolution from crisis to prevention is a fundamental principle to improve citizen outcomes while reducing cost to the organisation.

- 1.3 To deliver the 'people' principle of the corporate plan and move towards an EI&P approach, a radical departure from the current operating model is required. This will include how we develop our relationships and partnership working with strategic partners, local partners, and communities; how we structure our organisation; how we design and embed a prevention focused culture, and how we deliver exceptional customer services including strong information, advice, and guidance (IAG) to empower citizens to help themselves. Ultimately this is about how we transform our social contract with our citizens to embed a 'by the community, for the community' approach, and is a once-in-a-generation opportunity to prevent as many people as possible getting into the 'system'.
- 1.4 The EI&P approach is focused on creating an offer that empowers citizens to help themselves, removing the complexities and silos across existing service provision. At its core, it is about putting citizens at the heart of our services and creating a new social contract that moves from transactional (whereby citizens are supported with their presenting issue) to outcome-based (where citizens are supported to address the multiple and inter-related issues they face in their lives). Alongside this, EI&P will strengthen relational life, and connection to networks and assets that exist within communities.
- 1.5 The move towards an EI&P approach will revolutionise outcomes for citizens across Birmingham. It provides a significant opportunity to improve social, health, and economic wellbeing, as well as invigorating and empowering staff and achieving financial savings for the organisation.
- 1.6 Work undertaken between April 2022 and March 2023 has developed a business case (**Appendix 1**) that builds on the high-level design for EI&P approved by Cabinet in March 2022 and sets out what the EI&P function will look like and how it will be delivered ('the recommended option').
- 1.7 In parallel, substantial work has been undertaken to re-design one EI&P service and two key EI&P enablers to make an impact quickly to citizens, which has culminated in:
  - Homes and Money Advice Hub Target Operating Model (TOM) (**Appendix 3**)
  - Place Based Approach Shard End Delivery Plan (**Appendix 4**)
  - IAG vision and approach (**Appendix 5**)
- 1.8 This public report sets out the detail of how the agreed direction of travel for EI&P will be delivered and seeks approval to proceed with setting up an EI&P Directorate ('City Help and Support') to support the delivery of the EI&P vision and the implementation of the re-designed Homes and Money Advice Service.
- 1.9 The Programme is seeking approval for an initial £14.7m to deliver the required structural, cultural, and service re-design transformation. This includes delivery



of ten workstreams, setting up the appropriate governance and programme management structures, and contingency.

- 1.10 Key Cabinet Members will be engaged and kept updated on progress on a regular basis. In addition, where required further businesses cases for elements of the programme, for example technology development/acquisition, will be developed and presented for approval to Cabinet during implementation.

## **2 Recommendations**

That Cabinet:

- 2.1 Agrees the early intervention and prevention approach is the direction of travel for the Council and applies across the whole organisation (see section 3.15 and 3.29)
- 2.2 Approves the establishment of a new Directorate for Early Intervention & Prevention: City Help and Support (see section 3.13 to 3.16 and section 4 of this report and **Appendix 1**).
- 2.3 Grants delegated authority to the Chief Executive, the Strategic Director of Adult Social Care, the HR Director and the Director of Council Management to approve the new structures for the Directorate.
- 2.4 Approves the utilisation of £14.7m to support the transition and transformation of the in-scope services (see section 9 of this report and **Appendix 1**).
- 2.5 Delegates authority to Strategic Director of Adult Social Care, the Assistant Director of Corporate Procurement, in conjunction with the Cabinet Member for Finance & Resources, and the City Solicitor to approve any procurement strategies and subsequent contract award decisions required to support the implementation of the recommendations within this report.
- 2.6 Approves the implementation of the Homes and Money Advice service blueprint in full, leveraging the learning and insight from the pilot (see section 3.24 of this report and **Appendix 3**).
- 2.7 Approves the Shard End Delivery Plan, which outlines how we will be deploying the Place Based Approach across the city in line with delivering EI&P outcomes (see section 3.25 of this report and **Appendix 4**).
- 2.8 Notes the alignment of the EI&P approach with the emerging development of the Corporate Landlord approach, which will be a key enabler of EI&P, and the wider Place Based Approach.
- 2.9 Notes the IAG vision and approach, which will facilitate a more effective self-service model to provide high quality, consistent services that support resilience and independence (see section 3.26 of this report and **Appendix 5**).



### 3 Background and Case for Change

- 3.1 Many Birmingham citizens are facing escalating health, social and economic challenges, exacerbated by the COVID-19 pandemic and the cost-of-living crisis. This has placed considerable strain on households in terms of physical health, mental health, emotional wellbeing, and financial pressures. The cost-of-living crisis has seen soaring prices and falling real household incomes, plunging households that were less affected during the COVID-19 pandemic into financial trouble.
- 3.2 The consequences of this are growing pressures on statutory services as our citizens reach crisis, with budget reductions since 2008 placing pressure on the Council to focus more heavily on statutory services provision. The unsustainable increase in demand alongside the lack of consistent prevention services means citizens often enter complex pathways, resulting in them being ‘bounced’ around the system.
- 3.3 In March 2022, Cabinet agreed the *Early Intervention and Prevention - a High Level Target Operating Model (TOM)*, which set out the high level design for the future of EI&P. This report sets out the detailed design of the proposed approach and recommendations to support the Council to achieve the vision.
- 3.4 In July 2022, Council leadership set out its ambitious strategic Corporate Delivery Plan 2022-2026, emphasising early intervention and prevention as one of the key principles (People, Place, Council) that will improve citizen outcomes.
- 3.5 This approach represents a significant shift away from the current operating model, one which creates a new social contract with citizens that enables them to help themselves by increasing timely, inclusive and appropriate access to services, achieving outcomes which previously have not been possible, and preventing people entering the ‘system’ by mitigating avoidable demand. Our vision for Early Intervention & Prevention therefore is to:
- Enable everyone in Birmingham to become independent, socially, and economically active and resilient citizens, starting from when they are children and continuing throughout their lives.*
- 3.6 To achieve the move from crisis to prevention, a radical change is needed, and three key levers have been identified to facilitate the change. **Firstly**, structural change to help the Council transform and refocus teams. **Secondly**, redesigning services to have an EI&P focus, shifting from reactive to proactive. **Thirdly**, driving change in culture and ways of working for all staff across the whole Council to change how citizens are engaged with.
- 3.7 Engagement with over 100 citizens and partners as well as over 200 staff across the Council has validated that taking an EI&P approach is the right direction of travel. Our engagement identified a growing normalisation of crisis, alongside the following three key themes:

- The experience for citizens is complex and services are not joined up



- Current services are reactive and there is limited use of data and insight to enable a proactive approach to meeting citizen's needs. Proactive services have been developed in silos, e.g., prevention pathways developed in Adult Social Care, however this approach is not widespread among Council services
- There is a desire from staff to deliver holistic support; however, limited capacity and a lack of training to support strengths-based practice restricts what support can be provided to citizens

3.8 Using the insight above, we have already designed and begun testing the EI&P approach on the ground through our Homes and Money Advice Hub pilot and are beginning to see the transformative impact it can have on citizens lives. Since the pilot launch, the team identified an additional £9,600+ in financial support across 17 households and, where required, connected people to community assets including the specialist domestic abuse hub and a pre- and post-natal support group. There has also been a significant shift in the culture and ways of working from the pilot staff, all of whom have stated they want to continue working in a proactive, strengths-based way with citizens that focuses on connecting people to support within their relational life, and the voluntary and community sector.

3.9 We are at the start of our journey, but we know from our own work in Adult Social Care and other Councils including Wigan Council and London Borough of Barking and Dagenham that, over time, investment in preventative activities improves outcomes for citizens and local communities as well as generating a positive net value to the local authorities:

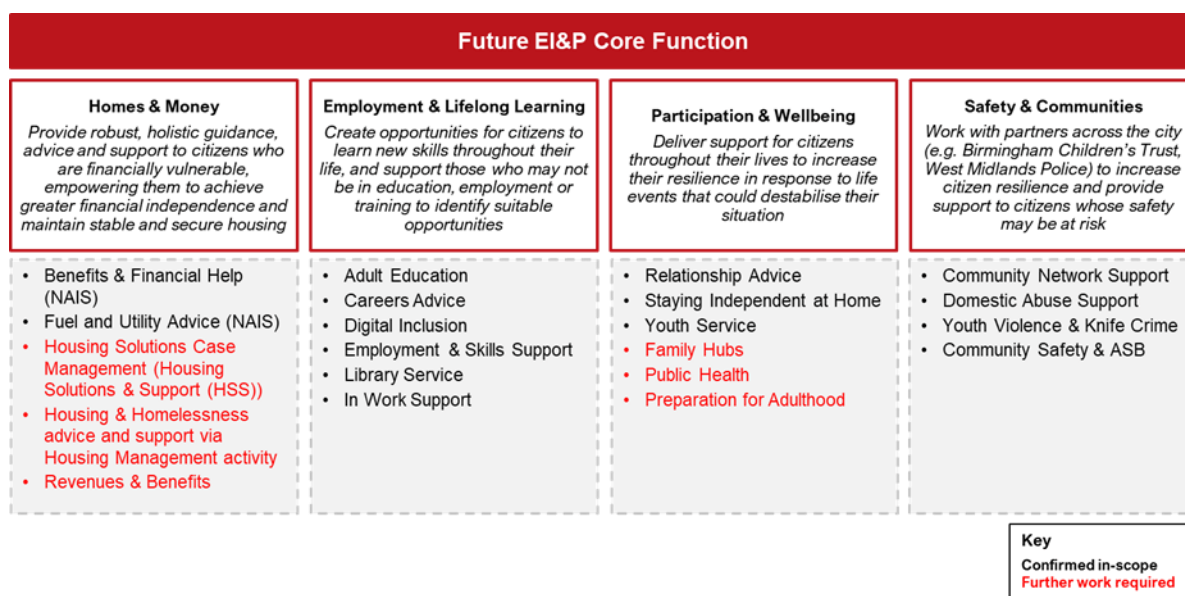
- Birmingham Adult Social Care went from a budget deficit to a balanced budget by shifting from a crisis to prevention and early intervention model. The approach included the use of strength-based conversations, investment in community assets through Neighbourhood Network Services, and an overall commissioning approach focused on a Prevention First outcomes framework.
- Between 2010 - 2020 the 'Wigan Deal' saved Wigan £160m "through efficiency measures, reforming services and reducing demand". The Centre for Public Impact summary showed that the Wigan Deal was experimental in its approach, rather than based on an existing model and was not rigidly designed ahead of implementation, but instead evolved over time.
- More recently Barking and Dagenham delivered £6m of savings between 2017/18 and 2020/21 against a base budget of £15m. Alongside these savings the work has also generated improved outcomes by putting the resident at the heart of service design and developing cross-sector networks that maximise the collective resources and strengths available. Examples include joint work through the Food Network, early help hubs and networks and re-imagining adult social care networks.



- 3.10 The learning from the above authorities is that the evaluation needs to be built in from the beginning, so we are engaging with Kings Fund and New Local to support external validation of our EI&P journey. A key part of this will be about how we measure the non-financial benefits, for example the relational life outcomes that impact upon communities of place as well as the transformational impact on staff, as we know this is crucial to demonstrate the success of the EI&P approach.
- 3.11 This work has been overseen by the Early Intervention and Prevention Programme Board, which has representation from Directors and Senior Leadership from across the Council. The Board is the key decision-making vehicle for the programme.
- 3.12 A priority for the EI&P Programme Board has been to ensure there is alignment across partners and internally as well as ‘buy in’ to the EI&P approach. The Board has overseen considerable engagement with key stakeholders to date, summarised in section 5.1. Moving forward, collaboration with partners to develop effective pathways and co-design the future state will be critical. We will continue to work closely with all stakeholders, including building our relationships with strategic partners in health, police, and central government to facilitate a joint EI&P approach in the city, for example through modelling the cost avoidance implications for the wider system outside of the Council to demonstrate that this will not only drive better outcomes but is an investable proposition.
- 3.13 The extensive engagement with citizens, staff and partners has supported the programme in determining what the future EI&P function should look like, including:
- Recommending what form the EI&P function should take (service or Directorate)
  - The capabilities that are proposed to be ‘in scope’ for an EI&P function
- 3.14 To address the structural changes required, the recommendation of establishing a new EI&P Directorate (‘City Help and Support’) has been made to ensure we can deliver the level of transformation required and have the impact we need on citizens lives. City Help and Support as a Directorate will provide the platform to drive the EI&P agenda and culture across the Council, supporting the Council to realise benefits through long-term buy in and commitment. The Directorate structure is proposed as ‘instead of’ what currently exists across the Council, not ‘as well as’ i.e., existing roles and teams will transition into the new Directorate rather than creating new positions.
- 3.15 Delivering many of our community-facing universal and targeted services through an EI&P focused Directorate will allow us to understand our local communities, ensure that the services are designed ‘by the community, for the community’ focussing on what is strong within communities, and amplify assets across the city such as people, community networks, physical spaces and wider partner offers.



- 3.16 While this report is focused on the setting up of the City Help and Support Directorate, it is worth noting that the EI&P approach cannot be delivered in isolation and there will be implications across the Council. The EI&P structural changes will act as a catalyst for enabling the changes needed as an organisation to be bold and fit for the future by transforming the culture, ways of working, and relationships with partners and communities. In addition, as an organisation we will need to ensure there are clear and consistent pathways between City Help and Support and existing specialist services that dovetail with the EI&P offer and are complementary to existing crisis services.
- 3.17 The programme team has undertaken a series of assessments against the 45 capabilities that were identified in March 2022, using a set of criteria to determine the impact on citizens, staff, and the feasibility of migration. The assessments resulted in the following capabilities being 'in-scope':



**Diagram 1. Capabilities recommended to be 'in scope' for the EI&P function**

- 3.18 The capabilities outlined above will form the core of the City Help and Support Directorate. However, this list is not exhaustive and as the EI&P model evolves, additional capabilities may be considered (where appropriate). This will continue to be an evolving model as we recognise an agile approach is required for the delivery of services within City Help and Support to ensure we are responding to local need as it arises.
- 3.19 To deliver the EI&P future function, the programme has proposed a phased 'transition then transform' approach, whereby capabilities are transitioned into the EI&P Directorate prior to service design to transform capabilities. This approach will see capabilities 'lift and shift' into the new Directorate in three tranches, which will enable EI&P to undertake transformative work with staff and services whilst having greater influence on culture and service design. Delivering the programme through this structured approach will also support EI&P to assess progress against the planned delivery.



3.20 It is proposed that the EI&P Directorate will be delivered in the following three tranches:

- **Tranche 1** - Developing the leadership structure and Homes and Money Advice teams, building on the momentum from the pilot
- **Tranche 2** – Migrating majority of in-scope capabilities
- **Tranche 3** – Migrating in-scope capabilities where further work is required

3.21 The provisional tranches are detailed below (subject to change):

Tranche 1	Tranche 2	Tranche 3
<b>Benefits &amp; Financial Help (NAIS):</b> <ul style="list-style-type: none"> <li>• <b>Benefits help</b> (incl. income maximisation)</li> <li>• <b>Financial help</b> (incl. budgeting)</li> <li>• <b>Fuel and Utility Advice</b></li> </ul>	<ul style="list-style-type: none"> <li>• Careers advice</li> <li>• Library service</li> <li>• Digital inclusions</li> <li>• Community Support Network Officers</li> <li>• Adult education</li> <li>• Youth services</li> <li>• Employment &amp; skills support</li> <li>• In Work support</li> <li>• Staying Independent at Home</li> <li>• Domestic abuse support</li> <li>• Relationship advice</li> <li>• Youth violence and knife crime</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Community Safety &amp; Anti-Social Behaviour</b></li> <li>• <b>Benefits &amp; Financial Help (Revenue &amp; Benefits)</b></li> <li>• <b>Family Hubs</b></li> <li>• <b>Preparation for Adulthood</b></li> <li>• <b>Public Health</b></li> <li>• <b>Housing Solutions Case Management (Housing Solutions &amp; Support (HSS))</b></li> <li>• <b>Housing &amp; Homelessness advice and support via Housing Management activity</b></li> </ul>

**Key**  
Confirmed in-scope  
Further work required

***Diagram 2: Capability by Tranche***

3.22 As part of the future service design, there will be a specific piece of work identifying the citizen pathway(s) regarding housing related support, tenancy support to help citizens retain their tenancies, and those in housing need – including identifying the boundaries of EI&P (the role and place of EI&P, where it begins and ends) and how that best interfaces with statutory duties with regards to homelessness. This will include consideration of best use of resources and where responsibilities are held.

3.23 The implementation will continue to incorporate both political and officer governance arrangements to ensure robust governance. Additionally, risks will continue to be managed through the EI&P Programme Board and CPMO reporting.

3.24 In parallel to the business case, a Target Operating Model has been developed for the Homes and Money Advice Hub (see **Appendix 3**). This is focused on redesigning the service to reflect the EI&P approach, modelling prevention best practice in the city and setting out the ideal future state for the service. A pilot was successfully launched in Northfield in December 2022 to start testing elements of the new service on the ground by supporting citizens and enabling the service to iterate the offer based on real life experience.



- 3.25 In addition, the Place Based Approach is a key enabler to deliver EI&P outcomes and involves bringing together existing local assets that citizens are accessing - including people, networks, services (Council, partner and community), and buildings – and enhancing these to develop responsive, appropriate channels of support. The intention will be to scale the Place Based Approach across all wards, and to bring this to life and test the approach on the ground, a pilot in Shard End has been co-developed with staff, citizens and partners and launched in February 2023. Our approach involves co-locating a range of EI&P services (Council and partner) within The Shard building that respond to local need. This is articulated in The Shard End Delivery Plan (see **Appendix 4**). The emerging development of the Corporate Landlord approach for the management of the Council's operational assets will dovetail with the Place Based Approach and will be a key enabler of EI&P outcomes.
- 3.26 Information, Advice and Guidance (IAG) is another key enabler that is essential to delivering a positive citizen experience and fundamental for EI&P. High quality and easily accessible IAG ensures citizens can self-serve and access Council resources and tools in a way that works for them without needing direct contact with the Council. This means citizens are unlikely to need to engage with frontline officers, reducing avoidable demand and improving outcomes. Our approach to IAG is outlined in the IAG vision and approach (**Appendix 5**).
- 3.27 Building on the high-level TOM and the extensive engagement undertaken with citizens across the EI&P programme, we have outlined how EI&P will look and feel for citizens:



**Diagram 3: The look and feel of EI&P delivery for citizens**



3.28 The programme recognises that delivering services in this way cannot be facilitated by structural change alone, and EI&P needs to also consider ways of working and culture. The programme has identified six ways of working which will need to be embedded into the new structure to transform how staff interact and support citizens:

- Supporting citizens across a whole life course
- Working with communities and community assets to embed strengths-based approaches, and focussing on the voice of citizens and communities 'what's strong and not what's wrong'
- Utilising behavioural science to make engagement meaningful and create a culture and practice of data curiosity
- Embedding community connectors to link citizens to wider support
- Collaborate to delivery equal partnership working
- Embedding a high-performance organisational culture through owning and driving performance

3.29 The programme has also identified that to successfully deliver EI&P, there are a series of key enablers that staff will need to deliver a seamless citizen journey:

- High quality Information, Advice and Guidance (IAG) - A single source of truth for citizens and staff that is timely, accurate and relevant through different forms of communication, including online, telephone, face to face
- Prevention-focused commissioning - Strategic and targeted commissioning to support and execute the EI&P vision
- Digital Inclusion - Ensuring citizens have the access, connectivity and skills to be digitally enabled
- Place Based Approach - A local approach to galvanising community assets, both physical and non-physical, that respond to local need
- Data (inc. the single view of the citizen) - Data and analytics that bring together key service data sets from across BCC and partner organisations
- Contact Centre - Streamlined points of contact (telephone and instant messaging) where citizens can receive advice from staff who are able to have strength-based conversations
- Technology - Staff access to the ICT tools and systems required to deliver improved outcomes for citizens and enable the desired ways of working

3.30 To summarise, EI&P is a key catalyst and opportunity for Birmingham City Council to deliver the organisation-wide change required in terms of our culture and our ways of working, as well as laying the structural foundations to be modern



and fit for the future Council and ultimately drive improved outcomes for our citizens.

#### 4 Options considered and Recommended Proposal

4.1 In the March 2022 paper, four options were considered for the future EI&P function; however, it was recognised that two of the options were not viable:

- Do nothing – maintain siloed services – This was considered not viable as it would not deliver the transformation required within the Council or better outcomes for citizens
- Limited change – transform current services where they are – This was considered not viable as it assumes a level of confidence that the existing structures and services in the Council can transform how they do things to be more collaborative and joined up, however it was felt the organisational maturity to achieve this at the time was not present.

4.2 Therefore, the two options for consideration as part of the detailed design work since April 2022 have been:

4.3 New service – bring our universal and targeted work together into a new service focused on early intervention and prevention: Led by a single Assistant Director an EI&P service would sit within the Adults Social Care (ASC) Directorate. In summary, this option would likely fail to give EI&P the priority focus and remit to drive the EI&P approach across the Council and wider partners. Therefore, this option was **not recommended**.

4.4 New Directorate – bring our universal and targeted services together into a new Directorate focussed on early intervention and prevention: Led by a Director. Moving to a Directorate model provides an effective platform to drive the EI&P agenda and culture across the organisation, as well as ensuring long-term buy-in across the organisation. Setting up an EI&P Directorate will act as the radical first step towards the changes we need to make as an organisation to be bold and fit for the future, acting as a trailblazer for the Council in its structural change and enabling wider change within the Council. Therefore, this option is to be **recommended**.

4.5 Based on the outcomes the programme aims to realise for citizens, staff and the Council, the detailed options appraisal in the EI&P Business Case (see **Appendix 1**) identified that creating a Directorate is the preferred way forward as this will provide the greatest opportunity to deliver the vision for EI&P across Birmingham. It demonstrates a long-term commitment to a proactive and preventative culture that facilitates staff and empowers citizens.

4.6 The formation of an EI&P Directorate will act as a catalyst for change for the wider Council, supporting the Corporate Plan's bold approach to service delivery. Whilst it is recognised that this will lead to some disruption, it is laying the foundations for our journey to becoming a fit for the future and modern Council.



## **5 Consultation**

- 5.1 The Governance structures and boards engaged with in the design of the EI&P future function include:
  - 5.1.1 Member engagement – The programme has provided updates to Cabinet Members through Informal Cabinet/ EMT, one to one engagement, Cabinet Member Briefings, and Scrutiny and wider engagement through one to ones and specifically purposed EI&P engagement, such as with opposition groups.
  - 5.1.2 Senior Leadership Engagement – The programme has presented at Corporate Leadership Team regularly over the course of the programme to provide oversight and progress updates, Directors have also been engaged on a one to one basis as required.
  - 5.1.3 Citizen Engagement – The voice of citizens and communities is at the heart of design and thinking. Throughout the programme there has been consistent engagement with citizens through a range of channels as part of both the research and insight to inform design, and as a result we have engaged with over 100 citizens and partners and over 200 staff.
  - 5.1.4 Partner engagement – Breadth of partner engagement including through our Partnership Steering Group with Birmingham Voluntary Service, Birmingham and Solihull Integrated Care System (ICS), West Midlands Police, and representation from localised voluntary, community, faith and social organisations. The programme recognises the critical role partners play in both the design, implementation, and operation of the changed service and therefore partner input has and will be consistently sought. In the next phase we will also be liaising more closely with schools as they are central to many of our communities.
  - 5.1.5 Trade Union engagement – The programme has attended both Corporate and Directorate Trade Union meetings to update on progress of the programme. The Trade Union have been kept informed and will be formally consulted regularly in line with the Councils Consultation process. Consultation and engagement on the approach will be managed as part of the implementation, ensuring that we are working alongside, and in partnership with, all relevant stakeholders, including Trade Unions and staff.
  - 5.1.6 PDWG – The programme has been reviewed corporately by the Council on a monthly basis assessing progress against deliverables and key risks.
  - 5.1.7 DMTs – The programme has attended all Directorates Management Team meetings to engage with leadership across the Council.
  - 5.1.8 Engagement with wider transformation programmes and Directorate programmes across the Council, including the Customer Programme, New Ways of Working, Corporate Landlord Programme, Oracle Implementation, Debt Recovery Programme, Workforce Savings Programme, and more.



## **6 Risk Management**

- 6.1 A full Risk Assumption Issues Dependencies (RAID) Log has been developed as part of the robust programme management approach deployed on this programme.
- 6.2 Risks will continue to be identified, evaluated, and controlled through the EI&P Programme Board on a monthly basis for oversight and management. It is chaired by the Director for Adult Social Care and will report through to Corporate Leadership Team where required. Additionally, the programme also reports risks through the Council's corporate programme management, CPMO.

## **7 Compliance Issues:**

- 7.1 **How are the recommended decisions consistent with the City Council's priorities, plans and strategies?**
  - 7.1.1 The EI&P programme is leading the design and proposing delivery of the People principle of the Corporate Delivery Plan 2022-2026, which emphasises early intervention and prevention as one of the three principles (People, Place, Council) that will improve citizen outcomes before acute problems develop.
  - 7.1.2 The EI&P programme is leading the early intervention and prevention 'Levelling Up Accelerator' as part of Birmingham's Levelling Up Strategy to enable prosperity and opportunity for all.
  - 7.1.3 The EI&P programme supports the budget and Medium Term Financial Plan, which sets out the Council's deployment of financial resources to 2025/26.

## **8 Legal Implications**

- 8.1 There are a number of legal issues arising from this report across a broad range of governance and operational issues that will require separate legal advice and support during the implementation and delivery stages of the creation of the new Department and the roll out of the early intervention and prevention programme of work.
- 8.2 As regards the creation of the new Directorate, the Head of Paid Service in accordance with the Local Government and Housing Act 1989 is required to ensure that the Council's services are discharged effectively with the appropriate level of resources and staffing. The Council's Constitution will require amendment to accommodate the establishment of this new Directorate. Appointment of all JNC staff to the new Directorate will need to be done in accordance with the provisions of the Council Constitution.
- 8.3 The Council will need to have regard to its Public Sector Equality Duty as outlined within the Equality Impact Assessment.



## 9 Financial Implications

- 9.1 Phase 1 of the programme was awarded a funding envelope of £3.6m from the Delivery Plan Reserve and the programme is currently forecasting to spend £2.4m by the end of March 2023.
- 9.2 This report seeks approval to progress to Phase 2 of the programme which will deliver the business case, developed during Phase 1, over a 6-year period at an estimated cost of £14.7m. To be clear this investment is in the implementation and delivery of the EI&P approach through the City Help and Support directorate. These costs will be funded through the Delivery Plan Reserve. There might also be scope to use Capital Receipts under the governments 'Flexible Use of Capital Receipts' scheme to fund expenditure that leads to revenue savings/transformation subject to the availability of capital receipts and the expenditure meeting stringent government eligibility criteria.
- 9.3 The programme is primarily established to benefit citizens across Birmingham. In implementing the EI&P approach however, a by-product will include generating net savings for the city. The programme is estimated to deliver approximately £7.6m savings over this period, £6m of which is expected from improved utilisation of Council Assets, and the remaining through reconfiguration of existing services under the new delivery approach, including management consolidation and commissioning efficiencies. The savings figure against reconfiguration is conservative at this stage to avoid duplication with other transformation programme savings. The cost/benefit analysis for the programme is included in the table below (diagram 4) and indicates a payback period of just over 5 years.
- 9.4 There are several other property-related savings already agreed in the MTFS and the risk of overlap with those savings will be managed carefully to avoid double count.
- 9.5 The programme is also expected to deliver longer term benefits (financial and non-financial) through a reduction in demand for statutory and non-statutory services. These benefits are critical to demonstrate the direct benefit for citizens; however, are difficult to quantify and currently not included in the savings figures; they will be modelled and tracked through the course of the programme. We will also consider the modelling of wider system benefits, for example to health, police and central government (e.g., DWP) whom we will work alongside throughout the implementation of the EI&P approach.

Cost/Savings (£k)	22/23	23/24	24/25	25/26	26/27	27/28	28/29
Phase 1 Programme Cost	2,411						
Phase 2 Programme Cost		6,055	4,224	4,425			



Total Programme Costs	2,411	6,055	4,224	4,425			
<b>Cumulative Programme Costs</b>	<b>2,411</b>	<b>8,466</b>	<b>12,691</b>	<b>17,116</b>	<b>17,116</b>	<b>17,116</b>	<b>17,116</b>
Delivery Savings*		-221	-654	-1,598	-1,598	-1,598	-1,598
Property Savings		-1,000	-1,500	-3,500	-4,500	-6,000	-6,000
Total Programme Saving		-1,221	-2,154	-5,098	-6,098	-7,598	-7,598
<b>Cumulative Programme Saving</b>		<b>-1,221</b>	<b>-3,375</b>	<b>-8,473</b>	<b>-14,572</b>	<b>-22,170</b>	<b>-29,768</b>
<b>Net Programme Position</b>	<b>2,411</b>	<b>7,425</b>	<b>9,315</b>	<b>8,643</b>	<b>2,544</b>	<b>-5,054</b>	<b>-12,652</b>

**Diagram 4.** *Figure 15: EI&P Programme Total Costs, Savings & Net Programme Position by FY*

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

10.1 There are no direct procurement implications

## **11 Human Resources Implications**

11.1 Once all services have been identified that will be affected by the Early Intervention and Prevention priority, a business case will be drafted and finalised for each service, and an assessment done on what the workforce impact is, for that service. We will work alongside Trade Unions and staff to ensure that any impact and potential change will deliver the best outcomes for both citizens and staff. We will undertake a formal approach to consultation in accordance with standard procedure and due process.

11.2 At this stage of the process, it is too early to know whether the impact will be an increase in permanent roles or whether there will be a displacement due to staff not having the required knowledge skills and abilities for the future EI&P roles. A key principle of the EI&P programme is to maintain frontline staff. Every effort will be made to reduce the impact on staff, and all will be supported through the change process in line with approach outlined in 11.1.

11.3 In delivering the TOM set out in the Homes and Money Advice Hub, where structural change is required, the affected staff will be engaged, alongside associated Trade Unions, and consulted formally in line with due process as outlined in 11.1. At this stage early evidence from the pilot indicates the strength based approach is benefiting citizens and is being positively received by staff, demonstrating that staff will need to work differently going forward to prevent



citizens getting into crisis. The delivery of the new H&M hub will be part of Tranche 1 of the wider EI&P implementation, this will follow the process as outlined in 11.1.

- 11.4 In terms of the Place Based Approach, the workforce implications at this stage will be to upskill current staff where necessary.
- 11.5 Any culture piece of work will be delivered in conjunction with organisational effectiveness and talent. The EI&P Programme has undertaken a culture assessment of impacted tranche 1 services and a training needs assessment; these highlighted the importance of establishing a strong customer focused culture and leadership to drive a new way of working in EI&P. As the EI&P Directorate is established, the EI&P programme will work with HR to define and embed this culture in EI&P; aligning to the desired BCC behaviours and drawing on available leadership training where that supports EI&P objectives.

## **12 Public Sector Equality Duty**

- 12.1 With regards to section 149 of the Equality Act 2010, the EI&P programme and approach has no practices that could be considered unfair, unlawful, or discriminatory within this context. The Equality Impact Assessment (EIA) reflects that the equalities considerations will form part of the detailed design work (**Appendix 2**).

## **13. Environmental and Sustainability Implications**

- 13.1 An Environment and Sustainability Assessment has been completed (attached as **Appendix 6**)

## **14. Appendices**

- 14.1 **Appendix 1** - Early Intervention and Prevention Business Case
- 14.2 **Appendix 2** - Equality Impact Assessment
- 14.3 **Appendix 3** - Homes and Money Advice Target Operating Model
- 14.4 **Appendix 4** - Place Based Approach – Shard End Delivery Plan
- 14.5 **Appendix 5** – Information, Advice and Guidance (IAG) Strategy Approach
- 14.6 **Appendix 6** - Environment and Sustainability Assessment

## **15. Background Documents**

- 15.1 Cabinet Report - Early Intervention and Prevention - A High Level Target Operating Model (TOM) – March 2022
- 15.2 Early Intervention and Prevention - High Level Target Operating Model – March 2022



# **Early Intervention and Prevention**

## *Business Case*





## Document Control

Document title	Early Intervention & Prevention – Programme Business Case		
SRO	Prof. Graeme Betts - Strategic Director Adult Social Care		
Author(s)	Kalvinder Kohli		
Version number	0.3	Document owner	Kalvinder Kohli
Date approved		Document status	Final Version
Effective date		Approved by	

Version	Author	Date	Summary of changes
0.1	Kalvinder Kohli	19/01/23	First draft
0.2	Kalvinder Kohli	27/01/23	Final Draft
0.3	Kalvinder Kohli	30/01/23	Final Version



## Contents

1. Executive Summary .....	4
2. Strategic Case .....	6
2.1 Purpose .....	6
2.2 Case for change .....	11
3. Economic Case .....	16
3.1 Context .....	16
3.2 Preferred option for the EI&P function .....	18
3.3 What is needed to support delivery of the preferred option? .....	22
4. Financial Case .....	33
4.1 Overview of financial benefits .....	33
4.2 Programme investment .....	35
4.3 Financial benefits .....	36
4.4 Risks & Assumptions .....	39
5. Management Case .....	40
5.1 Overarching Programme Plan .....	40
5.2 Arrangements for Programme Delivery .....	42
Appendices .....	49
Appendix A – Long list of Capabilities .....	49
Appendix B - Assessment criteria for capabilities and teams considered to be in-scope for EI&P Directorate .....	49
Appendix C - Opportunities & Challenges for EI&P Implementation Options: Directorate or Service .....	51
Appendix D – Programme Implementation Options .....	53

*N.B: it has been agreed that a commercial case is not required for the planned scope of the EI&P programme business case.*



## 1. Executive Summary

In Birmingham, too many of our citizens are being failed by reactive, transactional service delivery that fails to tackle the root cause of their issues. In addition to generating poor outcomes, **the current model is not sustainable**; increased levels of need coupled with budget cuts is putting significant demand on the council, meaning that we have no choice but to do things differently.

Transforming services to focus on Early Intervention and Prevention (EI&P) will make significant strides to **deliver the level of change we need by improving outcomes, reducing need, and ensuring the financial viability** of the council. Building on the high-level Target Operating Model (TOM) for EI&P approved by Cabinet in March 2022, **this business case outlines how to make EI&P a reality by restructuring council teams, redesigning services and changing culture.**

Implementing EI&P will also **deliver the people principle of the council's Corporate Plan 2022-26 by transforming services to meet citizens needs as effectively as possible.** The changes generated by implementing EI&P will not be limited to the new Directorate. **City Help and Support will act as a catalyst for change** and will support the rest of the organisation transform in line with the corporate vision, including the council's culture, ways of working, and relationships with partners and communities.

In terms of structure, the business case **recommends delivering EI&P through a newly developed Directorate: City Help and Support.** The new Directorate will be 'instead of' rather than 'in addition to' the existing structure, centralising in-scope capabilities from across the council into the Directorate. The new structure will allow us to **reset and refocus how teams work**, removing duplication from across the council and simplifying internal structures and processes.

In terms of redesigning services, **EI&P will transform how services are designed and delivered**, ensuring they take are proactive, flexible, easy to access and focused on meeting needs as early and effectively as possible. To ensure citizens and their needs are at the heart of our recommended model we have **engaged with over 100 citizens and partners as well as over 200 staff as part of the design process.** Building on this insight, City Help and Support will take a 'by the community, for the community'-led approach, focusing on what is strong within communities and amplifying assets such as people, community networks, physical spaces and wider partner offers.

**In terms of culture, a radical shift is required to make EI&P a success.** The programme has identified six ways of working which will need to be embedded into the new structure, and a series of key enablers will be essential to transform how staff interact and support citizens. For example, effective Information, Advice and Guidance (IAG) is essential to ensuring citizens can self-serve without needing direct contact with the council, reducing demand and improving outcomes by empowering citizens to help themselves.

To deliver the new EI&P function, **a phased 'transition then transform' approach** has been proposed, which will see capabilities 'lift and shift' into the new City Help and Support Directorate. Phased in three tranches, this approach will allow us to transition teams into the new structure before embarking on the service design and culture changes required.



The programme is requesting investment of £14.7m to deliver and implement the future programme, spanning ten workstreams (including capital spend for building re-design and IT system procurement), governance and programme management and a contingency fund.

EI&P is fundamentally about improving outcomes for citizens across Birmingham, through building resilience and independence and increasing timely, inclusive, and appropriate access to services to mitigate avoidable demand. A by-product of this shift in approach may however be a generation of net savings for the city.

Forecasting the long-term benefits of prevention is challenging, therefore the programme has **quantified the short to medium term benefits to evidence the feasibility and viability of delivery**. Creating the new City Help and Support Directorate **will release savings** by reducing management and administrative headcount and consolidating commissioned spend. A conservative 1% savings assumption has been applied to the respective EI&P staffing and commissioning budgets.

Implementing EI&P also **enables significant property savings**, in line with the Place Based Approach, by deploying a more joined up offer to our citizens across not only council services but also the wider public sector and the voluntary and community sector. On the ground, this joined up approach means we can **collaborate more, need less space and reduce our operating costs**. Where space is no longer needed, EI&P will further increase the revenue benefit to the council by using these assets to **re-develop and regenerate areas**, rather than simply selling assets.

Based on conservative short to medium term benefits modelling the EI&P programme is forecast to **return the requested investment over a period of 5 years**, after which point it will generate savings to the council. The programme will also track the **long-term cost avoidance benefits, generated by reducing demand on statutory council services** and will work with finance to ensure these are built into future budget plans. These long term benefits are likely to be significant, with the Department of Health and Social Care estimating that £14 of social benefit can be achieved for every £1 invested in prevention across a broad range of areas.

**In summary, EI&P provides a unique and exciting opportunity for Birmingham City Council to fundamentally change how it delivers services for citizens.** Creating the City Help and Support directorate is bold – it shows the council's ambition to challenge outdated ways of delivering services, its desire to do things differently and embrace new ways of working, and its commitment to putting its citizens and their needs at the heart of how it operates.



## 2. Strategic Case

In March 2022, Cabinet agreed early intervention and prevention as the direction of travel for the council. This strategic case reinforces that direction of travel.

The case supports the decision through detailing:

- **Purpose** – the reason we are taking an early intervention and prevention approach
- **Background and context** – how the approach aligns with the corporate vision and strategies
- **Case for change** – an overview of the current approach, why this needs to change and the expected benefits

### 2.1 Purpose

In this section, we have outlined:

- The problem we are trying to address
- How we will address the problem and grasp the opportunity
- How it is aligned to corporate strategies

#### 2.1.1 What is the problem we are trying to address?

**Many Birmingham citizens are facing escalating social and economic challenges, putting increased pressure on our services, and often delivering poor outcomes.**

In 2019 it was identified that 14 million people, a fifth of the UK population, live in poverty. Four million of these people are more than 50% below the poverty line, and one and a half million are unable to afford basic essentials<sup>1</sup>. Four years on, wealth inequality between the richest and poorest communities is rising<sup>2</sup>, with widening gaps in life expectancy for both men and women<sup>3</sup>, and a rise in child poverty levels<sup>4</sup>.

At a local level, Birmingham was one of the fastest growing economies in the UK between 2017-2018, outperforming both London and the UK<sup>5</sup>. Birmingham also has an ambitious inclusive growth agenda aiming to improve the lives and life chances of people and communities across the city. However, there are a range of **health, social, and economic challenges** facing our citizens. In 2019, Birmingham was the third most deprived English core city<sup>6</sup>, with 90% of Birmingham wards more deprived than the England average, and most in the bottom 20% nationally<sup>7</sup>.

<sup>1</sup> UN Rapporteur on extreme poverty and human rights (2019)

<sup>2</sup> Arrears fears: Resolution Foundation analysis (2022)

<sup>3</sup> ONS, Health and Life expectancies (2022)

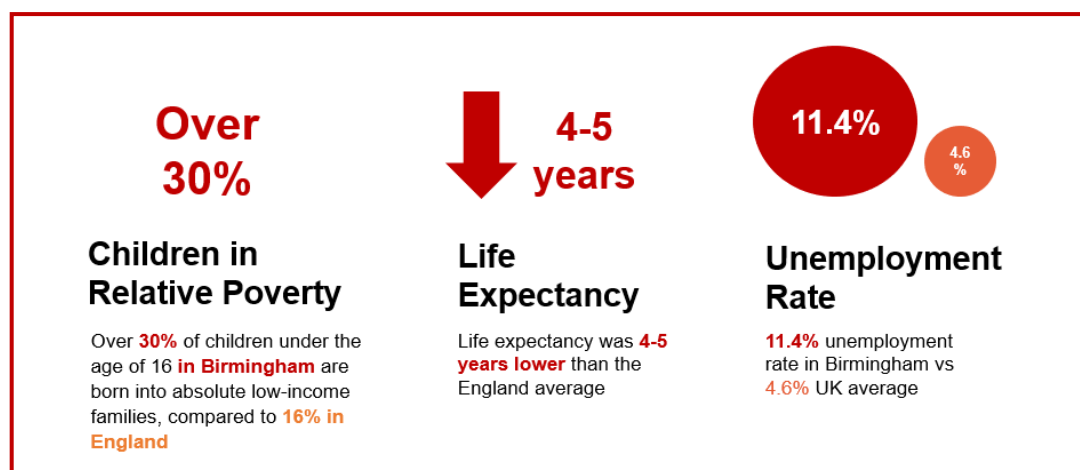
<sup>4</sup> Local indicators of child poverty after housing costs, University of Loughborough (2020/21)

<sup>5</sup> Economic Output in Birmingham (2018)

<sup>6</sup> The UK Prosperity Index (2019)

<sup>7</sup> English Indices of Deprivation 2019, MHCLG (2020)





**Figure 1:** Deprivation and Inequality Statistics in Birmingham (2021/2022)<sup>8</sup>

These challenges have been **exacerbated by the pandemic and the cost-of-living crisis**, which is putting **increasing demand on our crisis services**. The COVID-19 pandemic put significant strain on households in terms of physical health, mental health, emotional wellbeing, and financial pressures. Since January 2022, the cost-of-living crisis has seen **soaring prices and falling real household incomes** plunging those who were less affected during the COVID-19 pandemic into financial trouble. One in six households (4.4m) are estimated to be in “serious financial difficulties”, an increase of over 57% from the end of 2021. **Low-income children, parents and families are disproportionately affected**, with the poorest 10% spending more than half (54%) of their average weekly expenditure on essentials such as housing, bills, and food. The **number of citizens becoming homeless also rose 11.5% in 2021<sup>9</sup>**, with 400 citizens requesting support for homelessness per week during summer months.

In addition to rising demand, austerity measures since 2008 have put pressure on the council to **focus more heavily on statutory services**. For example, in 2021/22, 85% of BCC’s Adult Social Care spend was focussed on targeted and specialist services, compared to 15% on early intervention and prevention<sup>10</sup>.

Consequently, there is a **growing normalisation of crisis** that means people often do not realise they are in crisis<sup>11</sup>. The frames of reference for what is ‘normal’ are broken and the slope into crisis is becoming less obvious to people, resulting in many citizens only presenting to the council at the point of high crisis. The unsustainable increase in demand alongside the lack of consistent prevention services means citizens often enter complex pathways, resulting in them being **‘bounced’ around the system**. This in turn **erodes citizens’ trust** in the council, making them less likely to engage and further exacerbating the challenge of people presenting at the point of high crisis.

While there are substantial challenges, Birmingham also has **significant opportunities** and has the potential to “unlock a golden decade of opportunity for our citizens of today and tomorrow<sup>12</sup>”. Delivering an unforgettable Commonwealth Games in summer 2022 and undertaking a comprehensive legacy programme has given the city and the council **momentum to drive change**, which needs to be maintained.

<sup>8</sup> 2021 Statistics, Birmingham City Council (2021)

<sup>9</sup> The number of homeless people in Birmingham rises | BirminghamWorld

<sup>10</sup> Early Intervention & Prevention Proposal, Levelling Up Strategy (2021)

<sup>11</sup> Early Intervention and Prevention – Research and Insights Report (2022)

<sup>12</sup> Birmingham Levelling Up Strategy (2021)



To respond to these challenges and opportunities the council needs to **fundamentally change how it engages with citizens**. We need to develop a proactive response to tackle inequalities across the city and support our citizens at the earliest opportunity, particularly considering how we support citizens to help themselves.

### 2.1.2. How will we address the problem and grasp the opportunity?

**By creating an early intervention and prevention offer that empowers citizens to help themselves and removes the complexities and silos across existing service provision.**

To address the inequalities our citizens are facing a radical shift from the way the council traditionally responds to supporting citizens. **Starting with what is strong within communities** and supplemented by a strengths-based approach, we need to focus on tackling the root causes that drive citizens to our statutory services, for example: unemployment, low paid work, debt, social isolation, and lack of access to affordable housing. It means taking a **holistic approach and making every contact count**, so regardless of where a citizen encounters the council, we respond to root causes and direct them to the support they need, including the support to help themselves.

This is a significant change from the current model, aiming to stop as many people as possible from getting into the 'system' by increasing timely, inclusive and appropriate access to services and thereby mitigating avoidable demand. The ability to connect citizens to local networks and taking a strengths-based approach will impact how services are delivered across the council. This is a once-in-a-generation opportunity to truly transform the lives of our citizens.

#### Definitions

**Early intervention:** Identify risk and protective factors and halt the development of a problem that is developing or already evident, i.e., prevent citizens from 'stepping up' into a higher tier of support

**Prevention:** delivering activities that help to stop a social or psychological problem arising in the first place, i.e., supporting citizens to remain in the 'universal' space.

**Our vision for Early Intervention & Prevention therefore is to:**

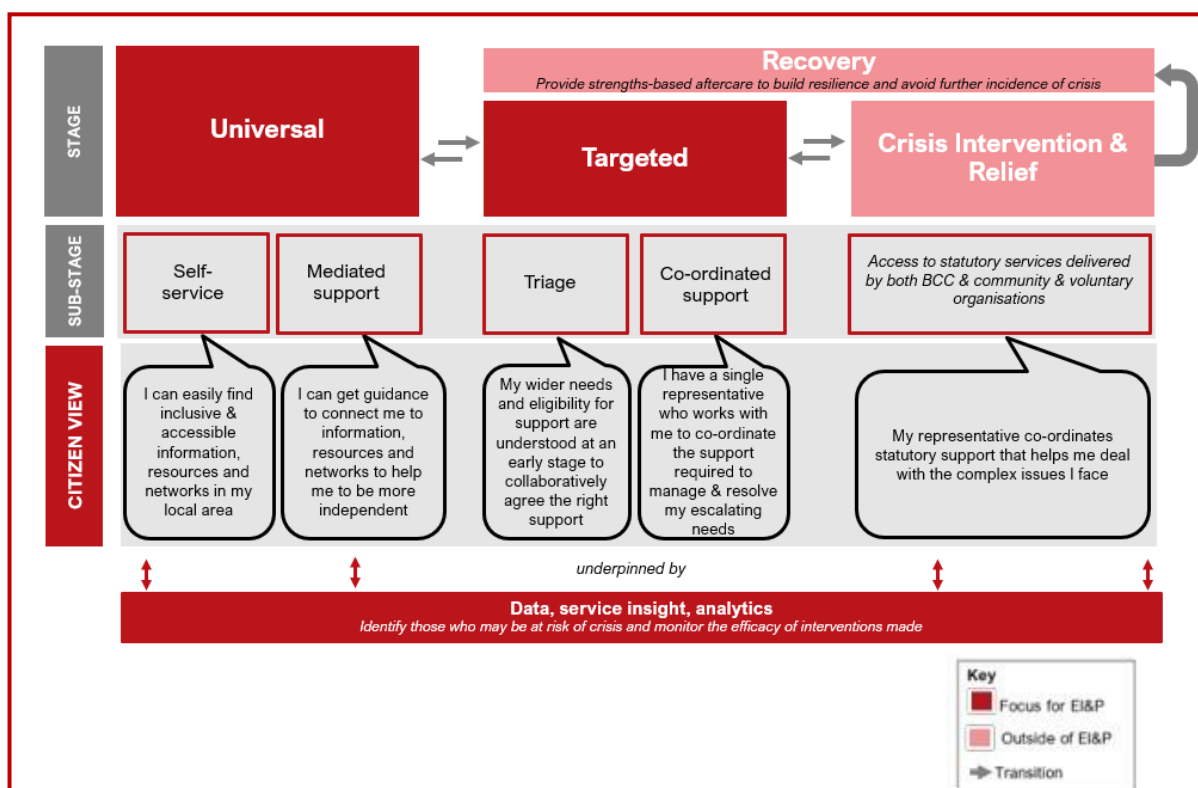
***Enable everyone in Birmingham to become independent, socially and economically active and resilient citizens, starting from when they are children and continuing throughout their lives.***

To support the delivery of our vision, our early intervention and prevention approach is being **designed with the following principles:**

1. Taking a **citizen-centric approach** that supports individuals by connecting them to local community assets, networks and resources to build independence and resilience
2. **Empowering officers to help citizens the first time** by focusing on a strengths based approach, underpinned by data
3. Adopting a **digital-first approach** where possible, with options to support a diverse range of needs
4. Develop a **multi-disciplinary, integrated offer** that leverages the strengths of the council and its partners (e.g., ComVol sector, health, police)
5. **Using data in a secure, ethical and compliant way** to drive improved decision making
6. Driving improved efficiency & effectiveness (quality) by **transforming the way we deliver our services**.



We are using a **prevention pathway**, based on existing prevention models<sup>13</sup>, as the overarching framework for delivering our early intervention and prevention services. It is non-linear and outlines four key stages as citizens could come in at and move between different stages:



**Figure 2:** Prevention Pathway

To make early intervention and prevention a reality our universal services need to be brought together to **respond to root causes and be made more inclusive** of the needs of vulnerable citizens and those who are digitally excluded. At its core, early intervention and prevention is about helping and supporting citizens at the **early stages** of an issue before it manifests as a statutory need. It is important to note that this is not a silver bullet and there will always be cases where referrals into statutory services occur without warning and there are **few indicators that could have predicted and allowed for intervention**. For example, a household unknown to public services where there is a sudden relationship breakdown that results in a family becoming homeless.

There are three key levers that will facilitate the shift from crisis to prevention across the whole council:

- **Structural change** will help us transform and refocus teams and demonstrate the organisational commitment to this direction of travel
- **Re-designing services** to have an early intervention and prevention approach will fundamentally transform how we work and think differently
- **Cultural change and new ways of working** will enable us to equip staff with the tools and techniques needed to support this new way of working.

While undertaking the above changes, we need to avoid **inadvertently creating a new silo** for staff who do not sit within the new structure. It is important that **all services play a role to support citizens at the earliest stages** of a problem or crisis. For example, if our waste

<sup>13</sup> Early Intervention and Prevention – High Level TOM (2022)



collection team identify that a household has failed to put their bins out for four weeks in a row, this could indicate that there is an issue within that household that could require some support. A carefully worded note could be put through the door to 'check in' and signpost to support if needed. Or where our repairs and maintenance service identify consistent issues at specific properties, such as broken doors or holes in the walls, we should be considering how to have a holistic conversation with that household to understand any additional support that might be needed.

### 2.1.3. How is this aligned to corporate strategies?

**The early intervention and prevention approach is fully aligned to key corporate strategies, including the Corporate Delivery Plan and Levelling Up Strategy.**

Birmingham City Council recognises the scale of the challenge and the need for an efficient and effective approach to support the large number of children, parents and families in the city that are living in, or on the cusp, of poverty. In addition to responding to the immediate crisis, the council is unequivocal in the need to **shift our focus from crisis to prevention** to improve citizen outcomes before an issue becomes an acute problem.

Corporately, the council's vision is to design and deliver services in a way that nurtures and empowers citizens, utilising assets within neighbourhoods to build a local foundation and create **greater connections within communities**, alongside strengths-based approaches to emphasise self-determination and support citizens to be resourceful and resilient, having their needs met close to home. This in turn, contributes directly to three of the Birmingham City Council's six key priorities:

1. Birmingham – an aspirational city to grow up in
2. Birmingham – a fulfilling city to age well in
3. Birmingham – a great, clean, and green city to live in

**The EI&P agenda is aligned to the council's** vision to create 'a city of growth where every child, citizen and place matters'. It is also **aligned to the council's values** and will promote desired leadership and staff behaviours, embedding a 'by the community, for the community' design approach and putting our collaboration with partners and citizens at the centre of our work.

This is reflected in the council's corporate strategies such as the **Corporate Delivery Plan 2022-2026** which emphasises early intervention and prevention as one of the three principles (People, Place, Council) that will improve citizen outcomes before acute problems develop, and outlines that to achieve this vision, the council must:

- **Work with people differently**, drawing on the support that exists in the community, as well as different groups of professionals working together; giving them all a common mission to help people stay afloat and then thrive
- **Make best use of customer insight and business intelligence** to ensure we make informed decisions and prioritise our resources appropriately, embedding the principles of prevention, prediction, and early intervention into everything we do
- **Take a whole system approach**, promoting the independence and resilience of service users and communities, collaborating with partners, which places citizens and communities at the heart of our decision making
- Come out of our silo's and **organise services around demand and citizen need**, so we make the best use of our limited resources



This focus and approach are reinforced by Birmingham's **Levelling Up Strategy**<sup>14</sup>, which places early intervention and prevention as one of the five 'Levelling Up Accelerators' to enable prosperity and opportunity for all.

The combination of the council's corporate strategies and values emphasise the key priority for Birmingham in improving opportunities and outcomes for citizens through taking a **system wide preventative approach**. The principles within the EI&P function underpin and enable the city to make a fundamental change from reactive to proactive to deliver the key priorities and continuing to invest in this space will be central to achieving the council's vision.

#### Key Takeaways:

1. Birmingham faces significant levels of inequality that have been exacerbated by the pandemic and cost of living crisis.
2. A radical change from the existing operating model is needed to enable long-term sustainable change.
3. EI&P will drive the council's long-term sustainable approach to address the root causes of crisis within Birmingham, through intervening early and preventing citizens reaching crisis point.
4. Three key levers need to be utilised to facilitate the EI&P approach: structural change, redesigning services to have an early intervention and prevention approach and driving a change in culture and ways of working.
5. EI&P is aligned to the council's values and presents an opportunity to embed those values in a new way of working, acting as a catalyst to a wider shift in culture for the council.

## 2.2 Case for change

#### In this section, we have outlined:

- An overview of the current approach
- Why it needs to change
- Benefits for citizens, staff, and the council

### 2.2.1 What is the current approach?

**While there are some areas of good practice, silos within the council create an inconsistent experience for citizens and make it difficult to navigate to the support required.**

Over September and October 2022, we engaged with over 100 citizens and partners through a range of channels. The research identified the **growing normalisation of crisis**, whereby citizens do not notice they should and can be reaching out for support. This is often coupled with a reluctance to ask for help, due to fear of judgement and **distrust of council services**. When they do reach out for support, citizens often build a reliance on the council and are not supported to help themselves.

<sup>14</sup> Birmingham Levelling Up Strategy (2021)



Key issues with the current approach identified as part of the research and insight work can be summarised into three themes as follows:

### 1. The experience for citizens is complex and services are not joined up

#### What citizens said:

*"The council is a big scary thing...there is a lot of confusion about which council service is called what."*

Current provision is so complex that citizens struggle with where to start. There is a wide range of services people can access, however **navigating this alone can be difficult** and **leads to greater confusion**. Citizens' experience is also variable dependent upon where they first land in the council. Council teams recognise that the citizen experience could be made easier by being better connected to services, regardless of levels of digital literacy and differences in accessibility. The council needs to develop a simple way for people to access a seamless service that meets their individual needs. Services should provide inclusive, appropriate, timely access for citizens allowing them to engage at an earlier point in the prevention pathway, helping citizens and in doing so mitigate avoidable demand

Citizens often **needlessly come into physical locations**, creating long queues, a back log of cases, and an unnecessary dependency on the council for support. However, many of these siloed ways of working are physical too, operated out of dedicated or specialised assets. For example, separate assets for adult education, libraries, employment support, and revenues/benefits advice all being based in separate buildings, often in close proximity. This provides a **poor citizen experience** preventing joined-up service delivery.

### 2. Current services are reactive and there is limited use of data and insight to enable a proactive approach to meeting citizens needs

#### What citizens said:

*"I needed to know what to do next, it shouldn't be up to me to pick up the pieces...I would have expected proactiveness [from services]"*

The council holds a wealth of data about citizens that engage with our services; however, this is not joined up to present a single view of a citizen. Staff **therefore do not have access to a holistic picture of a citizen's situation** or an understanding of the wider challenges they may be facing. In addition, due to the limited accessibility and availability of data, staff find it challenging to identify which citizens need our support most.

While citizens that engage with the council may have their specific request for support resolved, the lack of an insight-led approach may mean **wider challenges they face are not addressed**. Additionally, groups of citizens that may have characteristics that make them eligible for support or indicate they could be at risk of escalating to crisis are **not identified proactively**. This is also the case when considering how the council could gain a better understanding of the types of culturally specific support needed by citizens.

### 3. There is a desire from staff to deliver holistic support; however, limited capacity and a lack of training to support strengths based practice restricts what support can be provided to citizens

#### What citizens said:

*"I'll never go to the council services because they will look down on me because I don't have a job"*



Due to the challenges posed to the council, detailed in 2.2.1, funding for non-statutory services has been decreasing. This has led **to limited capacity and funding to maintain, let alone improve** the services citizens can access.

For example, funding for employment and skills support, which is largely currently provided by the EU, is soon to reduce. Examples of this include the PURE Project (currently within Adult Social Care), which focuses on supporting vulnerable citizens within the community to enter education, employment or training, and the Skills Programme. This programme is enabled by the Business Enterprise & Innovation team and supports those already in work to upskill and retain their jobs. A reduction in funding will mean the scale and/or quality of employment and skills support available to citizens will also reduce, negatively impacting citizens that are currently eligible for support. Similarly, programmes that are supported by the employment and skills team (currently within Children & Families) are facing a reduction or cessation of EU funding. This comes at a time when Public Health colleagues have identified significant gaps in employment rates of citizens in Birmingham that have complex needs and disabilities, and **are calling for more, not less, to be done**.

In addition, staff in roles that could support prevention are trained to take a transactional rather than strengths based approach. This **limits staff capability to holistically meet people's needs** and the support a citizen receives only meets their presenting challenge.

The high-level design for EI&P completed in March 2022 identified that there are 45 capabilities across the council that have the potential to support early help and prevention. However, the majority of these capabilities are not currently delivered in an integrated, joined-up and citizen-focused way but through a “service lens”. For example, the provision of adult education, or benefits help, are operating as individual services (or ‘service lens’) rather than taking a ‘citizen centric lens’, which would see services focus on supporting people into good work or to afford a decent standard of living.

These themes highlight that there are systemic challenges which are adversely impacting citizens in different ways and that significant change is required to enable Birmingham to help people to achieve better outcomes.

## 2.2.2 Why does it need to change?

**Citizens are reaching crisis before seeking support, and the council is taking a disjointed and reactive approach to supporting them.**

It is well evidenced that crisis intervention is more costly than a preventative approach, for example the Department of Health and Social Care state that a review of international studies suggests around £14 of social benefit can be achieved for every £1 invested in prevention across a broad range of areas<sup>15</sup>. In addition, research confirms that investment in prevention and early intervention leads to demand popping up elsewhere in the wider system<sup>16</sup>.

Where services were previously built on allocated budgets, they have now **evolved based on spending cuts**, government guidance, and statutory inspections. This evolution of services, compounded by the **lack of knowledge about which services are universally available** and how to access them before needs escalate, creates a fragmented experience for citizens. The council needs to improve accessibility of support available across the system (council, community, partners) and **encourage people to identify the challenges they are facing** early so they can be addressed.

<sup>15</sup> Prevention is better than cure, Department of health and Social Care 2018

<sup>16</sup> Austerity 2.0: why it's critical for our health that the government learns the lessons of Austerity 1.0, The King Fund (2022)



Citizens need to **regain their trust in the council** and be confident that they will be provided with the appropriate information to **help themselves or supported to resolve their issues**. In doing so, citizens build a level of resilience and independence, which in turn helps reduce, avoid, or delay high-cost statutory interventions. As a council, we have a duty to respond to the challenges faced by our citizens and accelerate our efforts in supporting people to help themselves, starting with providing clear information, advice, and guidance. This is particularly important in the context of the cost-of-living crisis, which could result in the **council's crisis services becoming overwhelmed**.




Another reason for change is that our current estate is not fit for purpose to successfully enable delivery of the EI&P approach. The cost of delivering services from **the current estate does not deliver best value and buildings are not currently well-equipped** for citizens to seek support or access multi-disciplinary services.

Finally, our initial culture assessment with senior leaders and some managers strongly suggests BCC values and the behaviour framework is not fully embedded and delivering on its intention. An **early intervention and prevention mindset is not shared across the council**, which means that many of our frontline staff are not able to provide holistic support to both help citizens stay afloat and then thrive. This requires a **shift in mindset and culture** to embed a culture of continuous improvement based on citizen experience.

### 2.2.3 What are the benefits of EI&P for citizens, staff, and the council?

**Enabling our citizens to meet their full potential through galvanising existing resources in an efficient, effective and inclusive way.**

By implementing a whole system approach to EI&P we can drive a positive change in how we deliver services, **which draws upon and enhances support that exists in the community**. Through delivering EI&P, we can unlock this “by the community, for the community” approach which has a range of benefits for citizens, the community itself, and the council, which the current approach does not enable. This focus on early intervention and prevention generates net positive value for our citizens, staff and council, based on evidence from practice and learnings from over 30 UK councils, either at service or whole council level<sup>17</sup>.

Benefits to Citizens	Benefits to Staff	Benefits to Council
		
<ul style="list-style-type: none"> <li>Improve outcomes by <b>tackling the root causes of entrenched issues</b> and providing accessible and inclusive support</li> </ul>	<ul style="list-style-type: none"> <li><b>Increase staff capacity, satisfaction and effectiveness</b></li> <li><b>Enable staff to holistically serve citizen need through collaborating with services and partners</b></li> </ul>	<ul style="list-style-type: none"> <li>More integrated services that help <b>deliver the council's strategic priorities</b> from crisis to prevention</li> </ul>

<sup>17</sup> Including Adult Social Care within Birmingham City Council, Birmingham Children's Trust, London Borough of Barking and Dagenham (LBBD), Wigan Council, London Borough of Enfield, and Leeds City Council.



<ul style="list-style-type: none"> <li>• <b>Facilitate independence and resilience</b> to allow citizens to access support in the universal and targeted space</li> <li>• <b>Bringing together community assets and resources</b> both public and community facing to deliver community-led solutions more effectively</li> <li>• Implement <b>effective step up and step down</b> into and out of EI&amp;P as part of the prevention pathway</li> <li>• A digital first approach will be adopted which <b>encourages self-service</b> for citizens and partners and the ability to lead independent lives</li> <li>• Citizens will be <b>supported with their diverse range of needs</b> through an integrated experience across various channels and locations</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increased engagement</b> as staff come together around a shared agenda for early intervention and prevention</li> <li>• <b>Opportunity to shape</b> the delivery of a new approach to early intervention</li> <li>• <b>Developing continuous improvement</b> skills and mindset that will help with their career</li> <li>• Staff will feel a <b>sense of fulfilment</b> through meeting citizens needs holistically</li> <li>• <b>Reduce frustration</b> of systematic challenges</li> <li>• <b>Opportunities for staff development and learning</b> through new data and insight approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Become an effective, willing, and able partner by <b>collaborating with partners</b> in the community, faith and voluntary sector, health, and police</li> <li>• Building on existing partnerships to further develop a seamless and holistic approach to meeting citizen's needs</li> <li>• Contribute to a <b>better corporate financial position</b> through cost reductions and improve income collection</li> <li>• Embed citizen centric culture to early intervention way of working, <b>with lessons applicable across BCC</b></li> <li>• Embed <b>data and insight</b> into our approach</li> <li>• Increased <b>direct (cashable) and indirect (cost avoidance) savings</b> from earlier intervention</li> </ul>
---	--	---

**Figure 3:** Benefits to Citizens, Staff, and the Council

#### Key Takeaways:

1. Citizen engagement has validated that an EI&P approach is the most effective way to support citizens at the early stages of an issue.
2. There are multiple reasons why this change in approach is required, including lack of information, lack of trust in the council, the culture and mindset of the organisation and the condition of the estate to support delivery of positive prevention outcomes.
3. Through moving to an EI&P approach the council will significantly improve outcomes for local citizens, improve staff morale, and improve the financial position of the council.



## 3. Economic Case

The economic case outlines the evidence to support the required decision to establish a new Directorate for Early Intervention & Prevention ('City Help and Support') and which capabilities are in-scope.

The case evidences the required decision by detailing:

- **Context** – the programme's journey to date
- **Potential options for the EI&P function** - which capabilities are considered in-scope
- **Preferred option for the EI&P function** – what the recommended EI&P structure will look like
- **What needs to change to support delivery**– what is essential to the delivery of the recommended option
- **How this is an improvement to current ways of working** - how EI&P will feel for citizens and staff, and the new ways of working

### 3.1 Context

In this section, we have outlined:

- The EI&P Programme's journey to March 2022
- An overview of the current phase of the Programme

#### 3.1.1 What was the EI&P journey to March 2022?

**Following extensive internal and external stakeholder engagement the high level design for EI&P was presented to Cabinet in March 2022.**

In January 2021, Cabinet agreed to 'fundamentally shift our focus from crisis to prevention' to **'help people to help themselves'**, as part of an 'Investing in our future' paper<sup>18</sup>. The EI&P Programme was launched in November 2021 with new governance to deliver against this agreed direction of travel for BCC.

In March 2022, a Cabinet report set out the high level design for the future of EI&P and Cabinet approved moving into detailed design<sup>19</sup>. In this report, four key options were considered for moving forward with EI&P:

1. **'Do nothing'** – maintain siloed services
2. **Limited change** – transform current services where they are
3. **New service** – bring our universal and targeted work together into a new Service focused on EI&P

<sup>18</sup> [Document.ashx \(cmis.uk.com\)](#)

<sup>19</sup> [Early Intervention and Prevention - High level TOM March 2022](#)

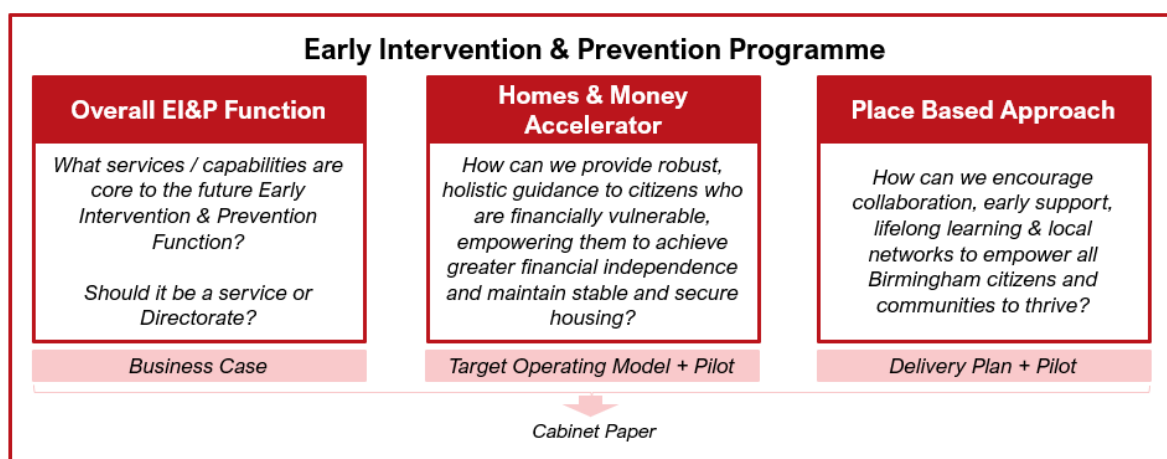


4. **New Directorate** – bring our universal and targeted work together into a new Directorate focused on EI&P

To best achieve the desired outcomes for our citizens, our staff, and the council, Cabinet approved the exploration of a new Service and a new City Help and Support Directorate.

### 3.1.2 What progress has been made since March 2022?

Further engagement has led to the design of the future EI&P function, Homes and Money Advice Service and a Place Based Approach for the city.



**Figure 4:** Outline of the EI&P Programme

Since March 2022, the Programme team has undertaken extensive engagement with stakeholders across BCC and with partners to **determine what the future EI&P function** should look like, including:

1. Reviewing a short list of capabilities to be ‘in-scope’ for an EI&P function
2. Recommending what form the EI&P function should take (service or Directorate).

Our approach and recommendations are based on enabling a sustainable and long-term preventative approach to be embedded across the council and address the key challenges facing the city as set out in the strategic case. Our work with partners and BCC staff has been fundamental in developing this approach, we have consistently sourced their input to map the current service and in turn develop a future state that will empower the BCC staff and wider partners who will help us deliver it.

In parallel, substantial work has been undertaken to re-design one EI&P service and two key EI&P enablers to make an impact quickly to citizens, which has culminated in:

- Homes and Money Advice Hub Target Operating Model (TOM) (see Cabinet Report Appendix 3)
- Place Based Approach Shard End Delivery Plan (see Cabinet Report Appendix 4)
- IAG vision and approach (see Cabinet Report Appendix 5)

Alongside development of the above, we have:



- Launched a Homes and Money Advice service pilot in Northfield in December 2022 to start testing elements of the new service on the ground by supporting citizens and enabling the service to iterate the offer based on real life experience
- Launched a Place Based Approach pilot in Shard End library in February 2023, which involves co-locating a range of EI&P services (council and partner) that respond to local need within The Shard building.

Throughout our design phase, we have considered the impacts EI&P will have on citizens, staff, and the wider community. We have completed an Equality Impact Assessment (EIA) (see Cabinet Report Appendix 2) and considered the impacts EI&P will have on protected characteristics such as age, disability, gender, religion, race, and sexual orientation. From the EIA, we have concluded that implementation of the EI&P programme is unlikely to lead to any negative outcomes for any citizens with protected characteristics.

#### Key Takeaways:

1. Since Cabinet in March 2022, we have explored the creation of a new Service or new Directorate to understand how we achieve the **desired outcomes for our citizens, our staff, and the council**
2. Significant engagement with stakeholders across BCC and partners has supported in determining which capabilities **should be in-scope for the new function**
3. The Homes and Money Advice TOM has been developed alongside launching a **pilot in Northfield** in December 2022 to test the new EI&P approach
4. A **pilot of the Place Based Approach** also launched in Shard End in February 2023.

## 3.2 Preferred option for the EI&P function

In this section, we explore:

- The capabilities recommended to be ‘in-scope’ which will deliver EI&P
- The recommendation on whether a Service or Directorate would be most effective in delivering the EI&P approach and council vision

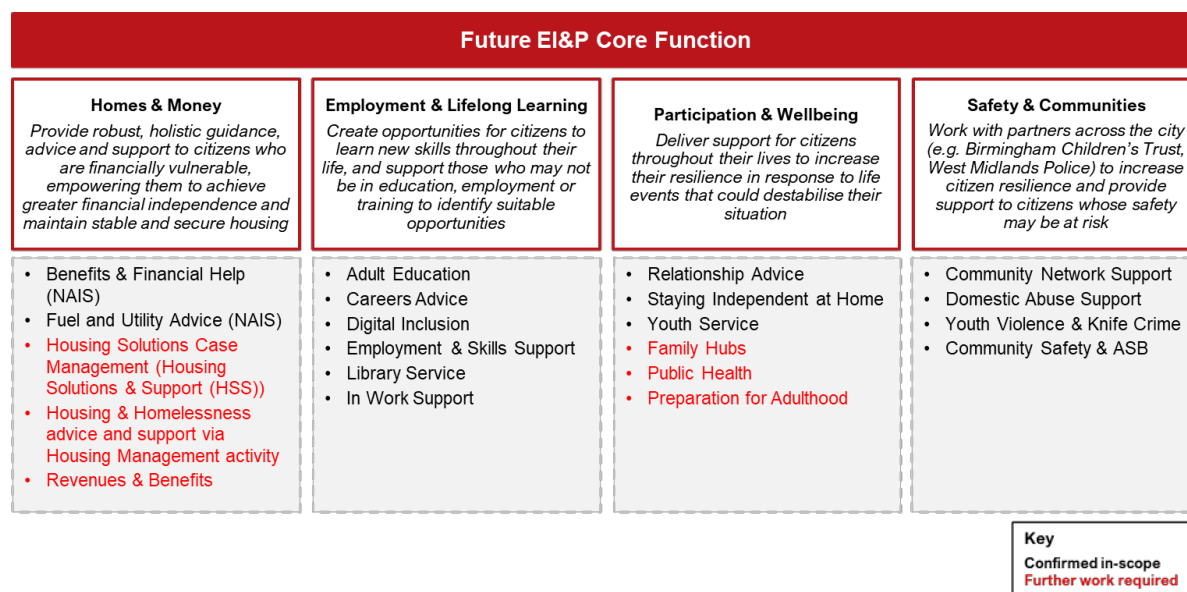
### 3.2.2 Which capabilities are recommended to be ‘in-scope’ for the EI&P function?

**Twenty-two capabilities are recommended to be ‘in-scope’ for the EI&P function, from a range of Directorates across the council.**

To determine what should be ‘in-scope’ for the EI&P function from the 45 capabilities identified in the March 2022 Cabinet report (see Appendix A), we assessed each capability against **the impact on citizens, staff, and the feasibility of migration** (for more detail on the methodology see Appendix B). The below ‘in-scope’ capabilities have been grouped into



five categories; however, the EI&P function will not necessarily be structured in this way. Teams that deliver these capabilities will move from existing Directorates into EI&P.



**Figure 5:** Recommended Capabilities to be 'in-scope' for EI&P Function

The capabilities outlined above will form the core of the City Help and Support Directorate. However, this list is not exhaustive and as the EI&P model evolves, **additional capabilities may be considered (where appropriate)** to ensure we are creating a Directorate that is focused on citizen needs.

Each **capability is currently delivered by either a single or multiple teams** within BCC or externally. For example, employment and skills support is delivered by the Employment and Vocational Skills Team, PURE Project team, Employment Access team, and Skills Programme team within BCC, and by partners such as the Prince's Trust. Working collaboratively with partners will form a key part of the new holistic service offering. The value of this approach has already begun to be realised in the Shard End Pilot; partnerships with the West Midlands Police, Barclay's Bank, and Neighbourhood Action Coordinators – to name but a few – has already formed a valuable and intrinsic part of the EI&P service.

The breadth of these capabilities ensures a holistic all-age approach can be taken that tackles root causes and not symptoms. These capabilities are all **focus areas for increasing proactive, preventative delivery**.

It is important to note that for the EI&P approach to be fully effective, many capabilities and services outside of the new function will require a close working relationship with the EI&P function to drive improved citizen outcomes.

### 3.2.3 What is the proposed EI&P function?

The recommendation is that EI&P is taken forward as a Directorate to ensure the EI&P vision is successfully delivered in Birmingham.



In March 2022, Cabinet approved the exploration of two options for a future EI&P function: a service or Directorate. Below we have summarised the key opportunities and challenges associated with each. A full overview of this can be found in Appendix C:

Option	Opportunities	Challenges
<b>Option 1: EI&amp;P Service</b> <ul style="list-style-type: none"> <li>Led by a single Assistant Director</li> <li>EI&amp;P Service would sit within the Adults Social Care (ASC) Directorate with core EI&amp;P focused capabilities under it</li> </ul>	<ul style="list-style-type: none"> <li>+ Able to <b>test and evolve the model</b> by starting with smaller scale change</li> <li>+ <b>Bring together several innovative prevention initiatives</b> that are being delivered / developed</li> <li>+ Facilitate a more <b>holistic approach</b> to service delivery</li> <li>+ <b>Invest in communities to build “by the community, for the community” capacity</b></li> <li>+ <b>Increase the scale of partnership working</b></li> <li>+ Build on the <b>proactive, preventative culture already developed</b> within Adult Social Care</li> </ul>	<ul style="list-style-type: none"> <li>— <b>Does not give EI&amp;P the platform, visibility, and prominence it requires</b>, limiting EI&amp;P influence</li> <li>— The range of in-scope capabilities delivered under EI&amp;P may be <b>too large to sit under a single Service Area</b></li> <li>— Could create a new <b>silos that limits progression</b> if not integrated successfully</li> <li>— Service could be <b>too closely associated with the Adults Directorate</b></li> <li>— Being within the Adults Directorate could lead to <b>EI&amp;P being de-prioritised compared to statutory requirements</b></li> <li>— Remit could be <b>too great a responsibility for a Head of Service</b></li> <li>— The Service approach will <b>make it more difficult to enact council, and city wide, change</b></li> <li>— The <b>level of financial savings achieved would be less in a Service</b></li> <li>— <b>Role of the Service may be unclear</b> if expected to help drive change across the council</li> <li>— <b>Less likely to enable the change required, due to the capability to drive a system wide culture change</b> and adopt new ways of working</li> </ul>



<b>Option 2: EI&amp;P Directorate</b> <ul style="list-style-type: none"> <li>Led by a Director</li> <li>EI&amp;P Directorate would bring a wider range of EI&amp;P focused capabilities together</li> </ul>	<ul style="list-style-type: none"> <li>+ Drive EI&amp;P agenda and culture across the council, with a joined up, integrated approach</li> <li>+ Demonstrate long-term commitment and buy-in</li> <li>+ Enable the creation of a <b>proactive, preventative culture</b>, with a mandate to work in a different way</li> <li>+ Enable BCC to <b>enhance its reputation and status</b> locally and nationally</li> <li>+ Able to <b>adopt a phased implementation approach</b>, limiting risk</li> <li>+ Opportunity to increase the scale of positive impact for citizens, communities and staff <b>and therefore generate financial savings for the city as a by-product</b></li> <li>+ Enable <b>challenges to be corporately visible</b></li> <li>+ Enable staff <b>career progression pathways, with clear objectives, KPIs and rewards system</b></li> </ul>	<ul style="list-style-type: none"> <li>– <b>Slower to implement than a Service</b> due to size and scale</li> <li>– Creates <b>greater disruption across the council</b></li> <li>– <b>Costs</b> associated could exceed those of a Service if not thought through fully</li> <li>– <b>Significant change required</b> to implement for both systems and staff, e.g., structure, culture, process, systems etc.</li> <li>– <b>Savings could take longer to realise</b> compared to a Service due to the need to establish the structure; however, they have potential to be significantly larger through having a wider scope to identify and deliver efficiencies to increase impact</li> </ul>
---	---	--

**Figure 6:** EI&P Function Options – Opportunities and Challenges

Considering the opportunities and challenges set out above, the recommendation is that a **new EI&P Directorate is formed** to facilitate the level of transformation that is required to deliver the desired outcomes of the EI&P approach.

It is important to note that creating this **structure is ‘instead of’** what currently exists across the council, not ‘as well as’ i.e., existing roles and teams will transition into the new City Help and Support Directorate rather than creating new positions. Where staff roles are adapted or may change as a result of this move, we will engage Trade Unions and undergo formal consultation in accordance with standard procedure.

Setting up a City Help and Support Directorate will also act as a catalyst for enabling the changes needed as an organisation to be bold and fit for the future by transforming the culture, ways of working, and relationships with partners and communities.

#### Key Takeaways:

- Following the identification of a long list of capabilities in the high-level design phase, significant engagement has led to a **refined list of in-scope capabilities for the EI&P function**
- It is recommended that the **EI&P function should be set up as a Directorate**, as this provides the greatest opportunity to support the delivery of the EI&P vision



### 3.3 What is needed to support delivery of the preferred option?

In this section, we highlight:

- What is essential to enable EI&P services to be delivered successfully?
- What EI&P service delivery will look and feel like for our citizens?
- What EI&P service delivery will look and feel like for our staff?
- How EI&P services will be different to current ways of working?

#### 3.3.1 What will be essential to enable EI&P services to be delivered successfully?

**Key enablers have been identified to ensure staff are equipped with the information, tools, and support to deliver a seamless citizen journey.**

Enablers will support successful delivery of the City Help and Support Directorate and help embed the new ways of working. These are **essential to maximise the impact** on our citizens and communities:

Key Enabler	Description	Lead
Data - single view of the citizen	Data and analytics tool that brings together key service data sets from across BCC and partner organisations to inform service development and support service delivery	Led by DTS with City Observatory alongside EI&P requirements
Information, Advice and Guidance (IAG)	A single source of truth for citizens and staff that is timely, accurate and relevant to support citizens	Led by Customer Programme and DTS alongside EI&P requirements
Digital Inclusion	Ensuring citizens have the access, connectivity, and skills to be digitally enabled and support self-service	Led by Digital Inclusion team
Place Based Approach	A local approach to galvanising suitable community assets, both physical and non-physical, that respond to local need and enable citizens to self-serve and access multidisciplinary services in a “Third Space”	TBC – alignment required between Corporate Landlord, Property, and EI&P
Commissioning	Strategic and targeted commissioning to support and execute the EI&P vision. This will be utilised both locally and Birmingham-wide to establish services to meet need	TBC – in context of wider strategic changes
Contact Centre	Streamlined points of contact (telephone and instant messaging) where citizens can receive advice from staff who are able to have strength based conversations and navigate them to appropriate IAG and services as required	Led by Customer Service team
Technology	Staff access to the ICT tools and systems required to deliver improved outcomes for citizens and enable the desired ways of working	Led by DTS alongside EI&P requirements

**Figure 7: EI&P Key Enablers**



**IAG and Place Based Approach** have been prioritised to ensure these enablers are in place as the City Help and Support Directorate is established. Further consideration will be given to the other enablers during the next phase of work.

### Data: Single view of the citizen

The March 2022 Cabinet paper identified the need for a **robust data and insight capability** to enable the council to fundamentally transform how citizens are supported by enabling a **data-driven approach to decision-making and service / resource commissioning**. Through a detailed understanding of both quantitative (for example demand) and qualitative (for example service and customer feedback) data, teams will be able to gain a deep understanding of citizen needs and 'risk factors', and ultimately improve outcomes through the ability to identify risks and intervene early.

Additional features and benefits of the data capability include:

- **Single view of citizen** to bring together disparate data sources and support better understanding of an individual or household's situation, enabling frontline officers to reduce time spent on administrative activities and provide more holistic support
- **Facilitate improved decision-making and commissioning** by using data and predictive analytics to understand the risk factors that lead to individuals reaching 'crisis point'
- **Support the data observatory to build further insight** and ensure a consistency across EI&P and the wider council insight hub, ensuring that data capabilities complement each other rather than replicate

To determine how we will work closely with DTS to outline the service requirements and assess the costs and timescale implications of building the functionality in-house versus going to the market.

### Information, Advice and Guidance (IAG)

High quality, effective and timely IAG<sup>20</sup> is fundamental to a successful City Help and Support Directorate. It will ensure **citizens can self-serve** and **access council resources** at a time and channel of their choosing, without always needing direct contact with the council.

BCC's strategic IAG framework sets out several findings and recommendations related to improving the provision of IAG to support 'better, active and independent lives for Birmingham's citizens with lower demand for reactive crisis support'. This vision is aligned to that of the EI&P Programme.

From our research with citizens in autumn 2022, we know they want to be able to access services through a variety of channels, with the importance on **accessibility, ease of navigation and good service** rather than channel

#### **IAG Definitions (see footnote)**

**Information:** facts or details about somebody or something, often relies on those who access the material interpreting it correctly and acting accordingly.

**Advice:** an opinion or a suggestion about what somebody should do in a particular situation, relies on the individual to act upon the advice

**Guidance:** help, information or advice aimed at resolving a problem or difficulty, especially when given by an authority or experienced body or figure

<sup>20</sup> Birmingham's Advice Strategy 2021 - 2024 (iii) (also known as Birmingham's IAG Strategic Framework and Recommendations)



preference. Our IAG approach will be **digital first**, with **citizens placed at the centre** to facilitate self-service, leveraging interactive tools that facilitates independence for citizens. This will be **supported by a network of community hubs** packed with the same IAG that is available digitally, ensuring the engagement channel does not determine a citizen's experience.

We will **build on what is strong and working well** across Birmingham, including IAG provision in the voluntary and community space. Making **every contact with the council count** across all channels is vital, with the need to co-ordinate and improve the visibility and inclusive access of this provision to citizens whilst mitigating avoidable demand on council services. This aligns to the key focus of our EI&P IAG Strategy, supporting effective universal services through effective, timely and easy to locate IAG services.

Further information on our IAG vision and approach can be found in Cabinet Report Appendix 5.

### **Digital Inclusion**

Many citizens are currently on the wrong side of the “digital divide”, often without the access, knowledge, or confidence to benefit from the digital world. An issue made especially prevalent in the wake of the pandemic and the implementation of digital working and education. Bridging this digital divide will enable citizens to self-serve, **improve employment and education opportunities, and build self-reliance and resilience.**

**The Digital Divide:** The gulf between those who have ready access to computers and the internet, and those who do not.

The EI&P Programme team are **collaborating with the Digital Inclusion project team** to support the roll out of **digital devices and data** to all co-located hubs across the city following a successful pilot in seven of the most deprived areas of Birmingham. In line with the digital neighbourhood strategy, the blended team are also exploring options for a new digital innovation offer within the hubs, to support local citizens in scaling up innovative ideas, encouraging a “by the community, for the community” approach, increasing skills, and ultimately creating jobs.

### **Place Based Approach**

A Place Based Approach will be key to achieving sustainable outcomes for citizens. The Place Based Approach recognises the unique challenges, but importantly, the strengths of local communities. Physical spaces from which services are delivered, the resources within them, and the people offering support can have a major impact on citizens. A good quality, well designed **building can be a great catalyst for achieving better outcomes for citizens**, whereas a poor-quality asset can significantly detract from the experience.

The **current estate is not fit for purpose**: buildings have limited opening hours, poor accessibility, are not always located where they are most needed, have poor energy efficiency and are often poorly utilised with a large environmental impact. We propose to tackle these challenges within the existing estate by developing a place based hub model, **co-locating a range of services that respond to local need within a physical asset.**

The hubs will be designed in consultation with the community, who we also envisage will play a key role in their operation. They will be universally accessible, well located, and



positive spaces, facilitating community cohesion and resilience. This approach will enable a more efficient way of delivering services – allowing us to **spend less on space, and more on service delivery**. In doing so, we will put staff back working in the communities that they serve, being closer to citizens and being able to build a better understanding of the local community and becoming “community connectors”.

In some areas, this may mean **relocation of services into existing buildings, refurbished buildings, or in some cases, new buildings**. Any building considered for a hub must be fully inclusive and should not require additional resource to manage or a business case will be completed to support any additional resource. Separate business cases will be developed using the Shard End library model as an operational blueprint when scaling up across the city. This may result in some council assets becoming surplus to requirements. Where this happens, we will work with local stakeholders to understand the most effective use for these assets. This work is aligned to the current work around the corporate landlord programme being led by the Property team.

*"When we have a rush of people coming in... I think this is my job, my role in society and what I'm supposed to do –  
BCC Library Staff*

The Place Based Approach will be additive to wider public and third sector initiatives, such as estate and delivery strategies for the Integrated Care System, Department for Work and Pensions and Police, and important local schemes like supporting food banks and local community groups. We are already working with our partners to understand how the place based delivery model can better align to local priorities, for example, the programme will work with planning to understand where Community Infrastructure Levy could support this programme.

*"We want people to come to the library as if it's their library, but we don't have the facilities" -  
BCC Library Staff*

## **Commissioning**

Commissioning will be central to ensuring that there is effective EI&P delivery across all of Birmingham. Taking a strategic approach to this, EI&P will be able to **assess and influence the current commissioned services** in place across both the local authority and those of key partners including the Integrated Care Board, West Midlands Combined Authority, Office of the Police and Crime Commissioner, and **align this to the needs of local areas**. This will allow the council to understand, plan and deliver better outcomes for local citizens. In addition, we will be able to **build on the Prevention First approach to commissioning** that has been developed within Adult Social Care to ensure commissioning across all EI&P services is prevention focused.

For example, commissioned services such as Family Hubs and Public Health services will be considered in line with other services being delivered within EI&P, to assess how the wider picture is supporting citizens locally. The arrangements can be shifted to align outcomes and ensure there is a consistent approach to supporting Birmingham citizens.

## **Contact Centre**

Although our initial findings indicate the telephone is a key channel citizens use to engage the council, it is difficult to determine if this is through choice or necessity due to the complexity of trying to navigate the current pathways to support. **Demand on the contact**



**centre continues to increase** in wake of the cost-of-living crisis, with an existing contact number repurposed and response team created to support with related queries.

The Contact Centre is trying to rationalise the amount of contact numbers that have accumulated over time, for example 10-12 different contact numbers for housing and money enquiries. There is a desire to create a **single automated telephone system** for all homes and money enquiries, allowing citizens to provide and access information without needing a live agent.

The Contact Centre will be replacing its current technology solution in early 2024 with a **single view of the citizen** for Contact Centre enquiries i.e., whether they contact by phone, web form, online chat etc. The EI&P team will support this work being led by colleagues in the Contact Centre.

### **Technology**

At its core technology is about taking human knowledge and sharing it through tools, materials and systems to support efficient and effective service delivery. To successfully deliver our vision for EI&P we need to create **robust, flexible technology for both residents and staff**.

For residents, our technology offer will **focus on ensuring people can easily navigate to the information and support they need**, including self-service so where possible they can resolve their issues themselves. It needs to be accessible, reflect the needs of the population and be part of the broader omnichannel approach to IAG. To ensure people trust the technology offer information needs to be up to date, accurate and to give them another option for engaging if they can't find what they need.

**For staff, our technology offer means equipping them with the right tools** to effectively carry out their job. It means having systems that can be securely accessed from a range of locations to support locality-based and community working and having access to information about which services are available locally to support residents with different types of need.

Our technology offer is being developed jointly with colleagues in IT & Digital to ensure the approach aligns with the corporate strategy. The technology offer will be an ongoing focus for the programme and will continue to evolve over time so we can utilise the latest innovations to drive improved outcomes for residents.

### **3.3.2 What will EI&P delivery look and feel like for our citizens?**

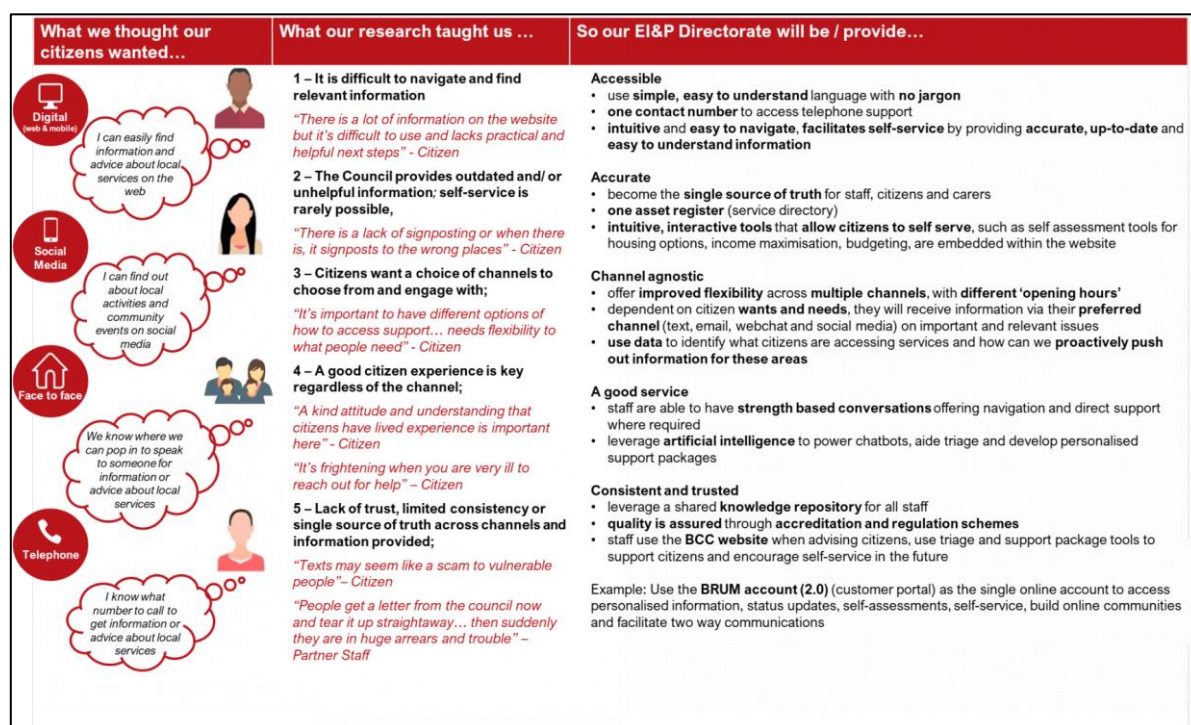
**The EI&P approach will enable citizens to feel connected to the resources and assets within local communities and empower them to help themselves.**

We have outlined below how EI&P services will look and feel for citizens based on our engagement. Across channels, service delivery will be supported by the relevant information, advice, and guidance to **enable citizens to self-serve effectively** or obtain targeted support from the council.

Our learning from citizens tells us that resources that support their wellbeing are equally as important, offering things to do and places to go, overcoming challenges such as isolation



and aloneness. The **local connection of citizens to community assets** strengthens the overall impact of a support offer.



**Figure 8:** Directorate Design based on Citizen Research and Engagement

Our research with Birmingham citizens and frontline staff has highlighted the **lack of accessibility of services** being a factor in citizen's reluctance to ask for advice and support earlier, rather than when they are in crisis.

Additionally, our research has also shown that EI&P support will have the most impact supporting **people wherever they are present**, on their terms, especially as people's ability to navigate support is reduced when facing adversity. All service touchpoints across the citizen journey should be **connected and locally embedded into communities** to enhance the visibility of available services, transparency of processes, seamlessness of the experience and accessibility.

#### What citizens said:

*"It's not accessible online... I once had to walk over 4 hours with my kids to come into a service myself because I couldn't afford the bus."*

#### What BCC staff said:

*"Multiple places are needed as sometimes people need to go there to recover money...it's really difficult for people with less money and mobility"*

By meeting people where they are, the council has an opportunity to provide **support that is tailored and personalised** to citizens strengths and circumstances and deliver a **flexible 'menu of services'**, enabling people to appropriately access the support most relevant to them. Leveraging local community assets and best practice, the council can **engage with citizens on their own terms**, in a familiar, and adaptable way.



The following sets out how the research and engagement with frontline citizens has been used to shape how the **homes and money advice service will feel for citizens**:

- Citizen will be able to **self-serve** through the updated IAG provision on the BCC website, for example by taking a triage quiz to find information that is tailored to their needs and access to a webchat to help them with any issues experienced with the digital services
- Citizens identified by the service as vulnerable or digitally excluded will be able to access advice through **physical hubs** across the city where they can **speak to someone face-to-face as well as virtually or over the phone**
- Our Community Hubs will support all communication channels, allowing for citizens access to computers, internet, and phones if they do not have access to these means themselves
- Homes and Money advisors will **utilise text, WhatsApp, email, phone calls and letters to contact citizens** who are identified as vulnerable and requiring Homes and Money advice and support:
  - Short term citizens will qualify as vulnerable and selected for targeted Homes and Money advice based on **three sources of data**: those selected for rent arrears panels, those who requested food vouchers via the Contact Centre, and those identified as vulnerable by Think Family team
  - Longer term (12–18 months from the pilot) the service will rely on building the single view of citizen platform pulling data from wider sources, and creating an integrated case management system enabling the teams to see all the interactions with the citizens and outcomes in one place, as well as developing effective pathways for specialist advice such as Domestic Abuse, Mental Health Support, Homelessness, Substance Misuse etc



### 3.3.3 What will EI&P service delivery look and feel like for our staff?

**We are proposing six ways of working to embed into the City Help and Support Directorate to transform how we interact with and support citizens.**

Whilst EI&P should look and feel different for citizens, staff delivering this activity will also need to adjust their ways of working to ensure there is a shared culture across the City Help and Support Directorate which delivers the principles outlined in 2.1.2 of the strategic case. We will work alongside Trade Unions throughout the engagement with staff on future ways of working, to ensure that we are delivering best outcomes for both citizens and staff. Staff delivering EI&P services will work in the following ways:

Our Approach	How we will make this real:
<b>Strength-based approach</b>	<ul style="list-style-type: none"> <li>An approach that focuses on the leveraging the strengths of an individual in facing issues rather than focusing directly on the problem itself</li> <li>Our staff will be informally trained using a 'buddy system' with qualified adult social carers or coaching conversations so that they can confidently have conversations with citizens. For instance, a strength-based approach has been adopted by the Homes and Money staff, creating safe spaces to help citizens develop resilience, and independence</li> </ul>
<b>Whole life course</b>	<ul style="list-style-type: none"> <li>Recognising our citizens aren't solely defined by their age and taking an approach that goes from preconception to early years through childhood to adolescence, working age, and into older age</li> </ul>
<b>Behavioural science</b>	<ul style="list-style-type: none"> <li>Brings together, data, insight, psychology, and economics to enable citizens to engage earlier in ways which are more accessible and meaningful</li> <li>Throughout the pilot, the service will be conducting qualitative conversations with both citizens and frontline staff to define the impact of the service through stories of difference and to identify opportunities for agile service improvement</li> </ul>
<b>Community connectors</b>	<ul style="list-style-type: none"> <li>Pairing citizens with friendly and approachable sources of information on activities, services, or support available to them in the local community</li> <li>Collaboration with existing work within Public Health, other areas of the council, and those capabilities deemed to be 'out of scope' for the EI&amp;P Function will be essential. Use of an 'asset register' will help staff connect citizens with the right support at the right time. The Homes and Money staff will comprise of paid staff of various grades working closely with partner organisation and voluntary sector to offer specialist advice and deliver community activities</li> </ul>
<b>Equal partnership working</b>	<ul style="list-style-type: none"> <li>We envisage multi-disciplinary teams with staff across the council and external organisations working collaboratively to support citizens into the appropriate universal, targeted, or statutory space and services</li> <li>This requires building upon our collaborations with the voluntary and community sector and seeking securing sustained co-investment of prevention commissioned assets through our leadership and influence, for example with the Integrated Care System (ICS), to establish long-term, efficient and equal management of demand</li> </ul>
<b>Owning and driving performance (ODP)</b>	<ul style="list-style-type: none"> <li>Embed a high performance organisational culture that is focused on proactive support and good outcomes for citizens, staff, and communities.</li> <li>In EI&amp;P this will be driven through embedding a behaviour framework, through activity such as introducing bottom-up feedback forums and creating opportunities for shadow working across Directorates</li> </ul>

**Figure 9:** Proposed New Ways of Working for BCC Staff

### 3.3.4 How is this different and an improvement to current ways of working?

**Delivering EI&P services as set out above will be different for staff and will require a level of change across the areas of people, technology, and buildings.**

#### People

A **significant change to culture and behaviour** is required from a reactive to a more proactive way of engaging citizens, including:



- A **citizen focused way of working** where staff are proactive in offering holistic services, working from a position of empathy
- A **continuous improvement** culture where feedback and challenge are constructive, and development is prioritised
- **Collaboration** across Directorates, communities, and partner organisations to ensure services offered to citizens takes a whole system approach
- A culture at BCC where all feel empowered and there's **clear accountability of responsibility**
- Improving citizen outcomes by **working effectively with communities and partner organisations** encompasses the ethos of the EI&P programme and the wider continued transformation of the council



**Figure 10:** EI&P Cultural Priorities

This will enable EI&P services to be delivered by staff as set out above, in addition to the **structural changes of implementing a City Help and Support Directorate**. Staff will also be equipped with appropriate **new skills**, particularly around how to engage citizens.

The high-level cultural assessment highlighted that the City Help and Support Directorate aligns to the council's values and behaviours. However, while introduction of training such as the management development course for Adult Social Care has helped give managers the tools to align culture to desired BCC behaviours, the desired culture is not fully embedded in service delivery across the council. A City Help and Support Directorate is an opportunity to **fully embed desired BCC behaviours and values** and act as a catalyst for wider cultural change within the council as it begins to embody the core value of putting citizens first through the prevention approach.

To achieve the required cultural shift, the following desired behaviours, gathered through interviews and focus groups as part of the cultural assessment, will be required of EI&P leadership and staff.

Desired leadership behaviours	Desired staff behaviours
<ul style="list-style-type: none"> <li>• Openness</li> <li>• Collaboration</li> <li>• Ownership</li> <li>• Strategic thinking</li> <li>• Clear, consistent communication</li> <li>• Data driven innovation</li> <li>• Role modelling</li> <li>• Staff empowerment</li> </ul>	<ul style="list-style-type: none"> <li>• Thinking outside of one's immediate service to provide holistic citizen support</li> <li>• Empathy</li> <li>• Compassion</li> <li>• Proactive support of citizen (rather than reactive) underpinned by empowerment</li> <li>• Innovation and openness</li> </ul>

**Figure 11:** Desired Leadership and Staff Behaviours



The first step to implementing the outlined behaviours will include defining appropriate actions that embed the Behavioural Framework in EI&P's daily operations to ensure citizens remain at the centre of what every staff member does. The **EI&P programme will work with HR to define and embed this culture in EI&P**; aligning to the desired BCC behaviours and drawing on available leadership and management training where that supports EI&P objectives. Understanding and defining these behavioural actions will be facilitated through activities such as team away days.

#### Definition

**Behavioural Skillset:** Behavioural skills are interpersonal and self-regulatory behaviours designed to help individuals have effective interactions

A high level training needs analysis has shown that training is available within the organisation for the behavioural and technical skills identified for leaders of the future City Help and Support Directorate. EI&P will monitor and plug learning gaps and increase awareness of learning styles by **using existing tools** such as learning profile questionnaires and learning logs, forming a regular part of performance conversations.

#### Definition

**Technical Skillset:** Specialised knowledge and expertise to perform specific tasks and activity aligned to a role

**EI&P will embed a learning culture**, for example through performance management conversations. Whilst learning may be available for the identified technical and behavioural skills, mandatory training will be prioritised. Communication of learning will be made explicit as well as dedicated learning time for staff.

### Technology

We will need to understand the current systems used by each capability, and their functionality. This will require an understanding of the **data that is captured and utilised, and how**, which will also link to the single view of a citizen project. In addition, a review of system contracts will be required to understand renewal dates and provider commitments.

In parallel, work will be required to set out the **desired future system requirements** which support and enable a data and insight-led approach to service delivery, provide staff with necessary information to support citizens swiftly and **support continuous improvement** as the Directorate evolves. A **plan to achieving this can then be mapped out**, which may involve some 'work arounds' in the short-term until longer-term contracts can be renewed or changed as required. The single view of a citizen data project will complement the underlying technology systems, to build a holistic picture of the citizen's situation and prevent the citizen from having to repeat their story multiple times.

### Buildings

Asset based community development is central to EI&P. This encompasses development of the range of assets within each area including people, associations, institutions and physical buildings, in order to create better relational life outcomes for citizens.

The **way in which buildings are utilised will fundamentally need to shift** to adopt the EI&P approach, and whilst the overarching desire is to have holistic offers in local



community hubs, each area in Birmingham will have a different range of physical assets with individual requirements to meet different local needs.

In summary, to achieve the desired outcomes from delivering services differently, we must consider how we can change our current behaviours and ways of working to adopt the preventative approach. However, this will only be possible through embedding the enablers throughout the future implementation and undertaking key activity which supports staff to develop their behavioural and technical skillsets. In doing so, we will enable citizens and communities to access effective, high quality and consistent support which will enable them to flourish and thrive.

**Key Takeaways:**

1. Seven **key enablers** have been identified that will be essential to the success of the EI&P Directorate and the EI&P approach across the city
2. The EI&P approach will develop a **prevention first approach that citizens can trust through a channel which most suits them and their needs**
3. **Staff will feel empowered to deliver a citizen-centric service**, embedding six EI&P ways of working
4. EI&P will **adopt a new culture which embeds continuous improvement, collaboration, accountability and citizen focus**, supported by new processes, technology and utilisation of buildings



## 4. Financial Case

The financial case outlines the anticipated financial benefits as a result of delivering the Early Intervention and Prevention through the City Help and Support Directorate, as well as the investment required to deliver and the payback period. It is noted that the primary purpose of Early Intervention and Prevention is to improve outcomes for citizens across Birmingham, but that a by-product of this may be net savings generated for the city.

The case sets this out in the following sections:

- **Overview of financial benefits** – a summary of the forecasting of the financial benefits and the payback period
- **Programme investment** - the programme costs to date and forecast investment for future delivery
- **Financial benefits** – detail on the short to medium term quantified benefits and the anticipated long-term benefits
- **Risks and assumptions** – a summary of risks and assumptions within the financial benefit forecasts

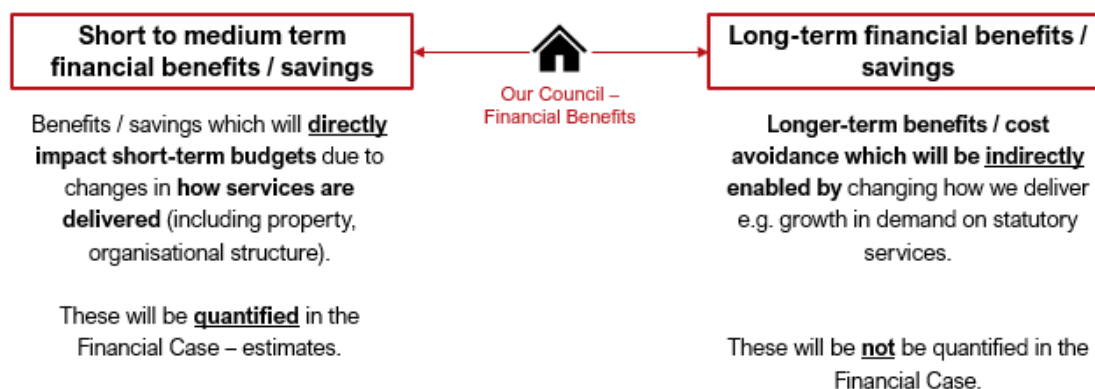
### 4.1 Overview of financial benefits

#### 4.1.1 How is the programme forecasting financial benefits?

The programme will quantify short to medium term benefits to evidence the feasibility and viability of delivery.

The objective of this programme is to create a new delivery model for the council's early intervention and preventative services, with more joined up provision of services creating a holistic experience for citizens, more streamlined support, and ultimately a reduced level of crisis management requiring support from the council and the wider system.

As such, **the main financial impact is likely to be the savings and cost avoidance through upstream intervention**, reducing the need for costly statutory services; however, **forecasting the long-term cost effectiveness of prevention is challenging** to accurately predict (Marczak et al, 2019). There are **additional savings initiatives which can be realised in the short to medium term and are quantifiable**, through the removal of duplication of property, resource and process.





Therefore, the programme has ensured that it can repay the investment made to deliver the EI&P programme through the short to medium term financial benefits, with the longer term financial benefits to be realised and tracked following implementation. **This cost neutrality evidences the value for money of the programme**, with all further financial and non-financial benefits enhancing the lives of residents, as well as the financial sustainability of the council and the wider “by the community, for the community” support systems in Birmingham.

#### 4.1.2 What is the payback period for the investment for EI&P?

It is forecasted that the programme will return the required investment over a period of five years.

Table 1 below sets out the costs to deliver the programme and anticipated savings from short-medium term initiatives. This summarises the net position of the programme, **evidencing the breakeven point between FY26/27 and FY27/28**, enabling full cashable savings to be achieved in FY28/29.

Table 1 – EI&P Programme total costs and savings

Savings '000s	22/23	23/24	24/25	25/26	26/27	27/28	28/29
Phase 1 Programme Cost	2,411						
Phase 2 Programme Cost		6,055	4,224	4,425			
Total Programme Costs	2,411	6,055	4,224	4,425	0	0	0
Cumulative Programme Costs	2,411	8,466	12,691	17,116	17,116	17,116	17,116
Delivery Savings*		-221	-654	-1598	-1598	-1598	-1598
Property Savings		-1,000	-1,500	-3,500	-4,500	-6,000	-6,000
Total Programme Saving		-1,221	-2,154	-5,098	-6,098	-7,598	-7,598
Cumulative Programme Saving		-1,221	-3,375	-8,473	-14,572	-22,170	-29,768
Net Programme Position	2,411	7,245	9,315	8,643	2,544	-5,054	-12,652

\*Delivery Savings are based on the estimated value of capabilities in scope for EI&P.

The table shows the total costs over the course of the programme, including the phase 1 funding spent in 2022/23, as well as the additional funding requirements for phase two of the programme.



## 4.2 Programme investment

### 4.2.1 What are the programme costs to date?

The first 8 months of the programme was funded through £3.6m Invest to Deliver funding; however, due to the delayed start condensing the timescales, has only spent £2.4m.

The EI&P programme has been split into two phases, the first phase, focussed on designing of the future state for delivery of EI&P across BCC, has run from July 2022 to March 2023. This phase also includes the development of the Homes and Money Target Operating Model and pilot, as well as the delivery plan for the Shard End Place Based Approach.

The £2.4m delivery costs are summarised by workstream in Table 2 below.

Table 2 – Phase 1 costs by workstream

Phase 1 by workstream (£'000s)	Cost
Governance & PMO	1,363
Workstream 1: citizen research	
Workstream 2: 'as is' analysis	15
Workstream 3: 'to be' service design	505
Workstream 4: finance	24
Workstream 5: HR, culture change & comms	256
Workstream 6: technology, data & insight	30
Workstream 7: property	217
<b>Total Phase 1 cost</b>	<b>2,411</b>

This has been delivered through the mechanisms below in Table 3.

Table 3 – Phase 1 delivery costs by mechanism

Phase 1 by delivery mechanism (£'000s)	Cost
Strategic Partner (EY) Total	1,966
Dedicated internal Total	263
Notional Internal Total	182
<b>Total Phase 1 Cost</b>	<b>2,411</b>

To date, these costs have been met from the Council's Delivery Fund, which approved up to £3.6m funding for phase one. **The underspend, due to the condensed timescales, leaves an underspend against this funding of £1.2m, which can be carried over to part fund the future phases.**

### 4.2.2 What are the future programme investment requirements?

The phase two programme delivery and implementation costs are £14.7m across ten workstreams, governance and PMO, and contingency funding.

The second phase of the programme is to be delivered from April 2023, following the cabinet meeting in March 2023. The cost is broken down into a series of workstreams, aligned to the implementation plan set out within the management case. Table 4 below details the implementation cost for each workstream within phase two.



Table 4 - Phase 2 delivery costs by workstream

Estimated Workstream by Investment (£'000s)	2023/24	2024/25	2025/26	Total Investment
Workstream 1: IAG	79	53		132
Workstream 2: 'As Is' analysis	69	46		115
Workstream 3: Structure Redesign	233	58		291
Workstream 4: Finance	37	37	37	110
Workstream 5: HR, culture & Consultation	478	239	239	955
Workstream 6: Technology/ data	560	840	1400	2,800
Workstream 7: Place Based Approach	1,077	1,077	1,436	3,590
Workstream 8: Homes & Money	275			275
Workstream 9: Training	310	620	620	1,550
Workstream 10: Engagement, Marketing & Comms	79	79	79	237
Governance & PMO*	2,409	726	165	3,300
Contingency	450	450	450	1,350
<b>Total Phase 2 cost</b>	<b>6,055</b>	<b>4,224</b>	<b>4,425</b>	<b>14,705</b>

\*The Governance and PMO costs include £2.8m of costs for a strategic partner to support delivery, this will be used across all workstreams where required.

**The workstreams include the funding required to deliver the next phase of the Place Based Approach, and continued delivery of the Homes and Money Accelerators.**

Additionally, there is an **additional consideration of contingency funding built into the delivery costs**, which is also considered as part of the payback period.

## 4.3 Financial benefits

### 4.3.1 What are the short to medium term financial benefits?

The quantifiable benefits to be delivered in the short to medium term include delivery efficiencies through and the removal of duplication in activity and commissioning, as well as property savings.

#### Delivery Savings

As mentioned, the short to medium term savings are quantified and evidence the viability of the EI&P programme. The first quantifiable saving comes through the structural redesign of the new EI&P function, centralising EI&P capabilities into the single Directorate. The delivery savings will be achieved through two initiatives:

#### **1. Reduction in Management and Administrative Resource**

As capabilities move into EI&P, there will be duplication of management and administration which is currently spread across a variety of council services. **Through the centralisation of the capabilities and teams in scope, there is opportunity to redesign the services, enabling opportunity to deliver more efficiently under a fit for purpose structure** aligned with the required level of management and administrative support. It should be noted that there is **no expectation of reduction on front line services**, in order to allow the new Directorate to deliver EI&P effectively and positively impact longer term benefits. However,



**incorporation of the provision of preventative services in disparate parts of the organisation into one function will inevitably bring savings**, recognised in the form of management and administration of the individual teams.

Based on the data and information available, Finance and HR were unable to align staffing resources within each of the capabilities and teams that are in scope, largely owing to inconsistent HR data, which is being addressed through a separate programme. Therefore, **this saving is represented by applying a 1% savings target to the overall staffing costs of EI&P capabilities** in scope.

## 2. Delivering commissioned services more effectively

There are a range of prevention focused activities that are commissioned across different services, with limited opportunity to align where commissioning similar activity to another service, contracting with the same organisation, or considering a whole life course approach. EI&P will be instrumental in supporting the strategic approach for prevention-focused commissioning activity across the council, which will lead to a reduction in commissioned spend through consolidation of commissioned activity, removal of duplication and potential economies of scale.

As a result, this **saving is represented by applying a 1% reduction**.

It should be noted that whilst it has been assumed that commissioning savings are based on current commissioned spend for in-scope EI&P capabilities, **there is a broader opportunity to review the commissioning model across EI&P, Adults and Children's which could release additional benefits**.

Each of the 1% savings will be applied to the relevant budget in table 5 below.

Table 5 – EI&P in-scope capabilities budget

Budget by Capability (£'000s)	Staffing	Commissioned	Gross
EI&P In-Scope Capability	47,163	112,647	159,810

Therefore, table 6 below applies the 1% saving described to the relevant budget.

Table 6 – Delivery Savings

Delivery Savings (£'000s)	Staffing	Commissioned	Gross Spend
From Table 5	47,163	112,647	159,810
Management and Admin 1%	(472)		(472)
More efficient commissioning 1%		(1,126)	(1,126)
<b>Total Savings</b>	<b>(472)</b>	<b>(1,126)</b>	<b>(1,598)</b>

## Property Savings

The integration of services under EI&P will also give us the opportunity to look at different, more integrated approach to delivery of services. This will include how we can deploy a more joined up offer to our citizens, and using the council as a convener, not only of council services, but also the wider public sector, and the voluntary community sector. On the ground, this more **joined up approach means we can collaborate more and need less space**. Consolidating



our assets into more integrated community hubs will not **only improve the customer experience and outcomes for our residents but will significantly reduce our operating costs**. We can further increase the revenue benefit to the council by using these assets to re-develop areas, rather than simply sell assets. For example, rather than selling a vacant building, we can **repurpose it to a mixed-use development, bringing together retail, offices, business, affordable homes and community assets**, which will not only help regenerate local areas, but provide **additional council income in the form of rent, business rates and council tax**.

Birmingham is a large and diverse city, and each area has unique needs, and unique opportunities. **To support the overarching business case, we are developing individual business cases covering each ward.**

The council owns around 200 buildings that support delivery of EI&P related capabilities, and annually spends £20m+ on these assets, for example libraries, youth centres and revenues and benefits. In addition to this, there are a further 100+ related assets, that could co-locate on a locality-based model, such as local offices, commercial and housing offices. The total spend on “local” assets is estimated to be over £50m. As part of developing the individual business cases above, the assets in three wards have been reviewed. **Most of the key assets in each ward were found to have less than 50% effective utilisation.**

Co-locating these services, and investing in new multipurpose hubs, bringing together council services, wider public services and the voluntary and community sector, to the benefit of residents, **could deliver upwards of £10m in net revenue savings** (after capital investment, cost of borrowing, implementation costs and optimism bias etc) **all enabled by the EI&P approach.**

However, it is noted that, due to there being no effective corporate landlord in place which would centralise property related spend into a single budget, property budgets are devolved around the council. This means that there is a risk of other programmes in place which savings could be ‘double count’. As such, **the proposed EI&P proposed saving figure has been reduced by 40%, to £6m, to account for any potential double counting.**

Individual businesses cases will be developed and go through appropriate governance, work to date suggests the below profile (Table 7) of savings to be achievable.

Table 7 – Property Savings

<b>Property Savings (£'000s)</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
Property Savings		1,000	1,500	3,500	4,500	6,000

### **4.3.2 What are the longer-term financial benefits?**

**The anticipated longer-term benefits of reducing demand for statutory and non-statutory services, which are not quantified as part of the financial case, will be realised and tracked through the course of the programme.**

As previously discussed, forecasting the impact of preventative services is challenging, and is subject to local context. Therefore, the financial long-term benefits have not been quantified for consideration within the payback period. However, as part of tracking further savings impact in the future, **EI&P will make causal links from preventative activities to reductions in the need for statutory services.** It should be noted that this will need to take



into consideration wider impact outside of the programmes control such as legislation, changes in the economic landscape, and wider pressures on health and social care.

The **reductions of demand are anticipated to be across council services and the wider system across Birmingham**, as the early intervention and prevention is accessible for all citizens and aims to take a holistic approach to supporting needs.

## 4.4 Risks & Assumptions

### 4.4.1 What are risks and assumptions?

**The modelling for the savings is based on estimates; however, where these have been made, a low baseline has been used and there is mitigation in place for any challenges in delivery.**

The costs and savings worked up in the business case are based on estimates informed by experience of other local authorities implementing similar changes and learning from the Homes and Money accelerator pilot. To mitigate likely short-term variations from the estimated figures as the programme progresses:

- Programme costs include a 10% contingency budget
- Property savings, based on cumulation of modelled wards across all wards in Birmingham, have taken the worst-case outcome of those wards.

**Capital and revenue costs have been treated at full cost at the time of spend**, whereas in actuality the capital cost will be spread over a longer period due to the cost of upfront borrowing being interest and repayment. Until there is detail of the spend on systems and property redesign, there is no guarantee that this work can be capitalised, so it has been modelled as revenue in the modelling.

**Modelling has been carried out on nominal, not discounted, real term values**, due to the short-term timescales involved. As such, **the impact from any delays is on timing of savings realisation and potential increase in programme costs, but not on the values of savings themselves.**

The services provided are existing services, and as such there are no direct tax implications from the proposed changes to internal delivery structures.



## 5. Management Case

The management case sets out how the EI&P Directorate will be implemented, the activity required for successful delivery, and how delivery will be managed effectively.

In this case, we have outlined:

- **The overarching Programme plan** – Defining the Programme implementation approach
- **Future Programme management arrangements** – Including Programme governance and stakeholder engagement
- **Change management arrangements** – Arrangements for managing change during programme delivery
- **Benefit realisation** – Exploring the process of how benefits will be tracked, measured, and realised
- **Risk management** – Detailing the principles, approach and key captured risks and associated mitigations for programme delivery

### 5.1 Overarching Programme Plan

In this section we outline:

- The high-level implementation approach
- Activity within the implementation phases
- Accelerator project (H&M and Place Based Approach) implementation plans

#### 5.1.1 What is the high-level implementation approach?

It is proposed that the EI&P Programme will be delivered in three tranches, building on the work undertaken in the current detailed design phase.

The proposed approach to implementing the City Help and Support Directorate is **transition then transform**. This approach will see capabilities ‘**lift and shift**’ into the **new Directorate in a phased way** to manage the pace of change. Additionally, this approach will allow for getting an EI&P leadership in place who can drive the wider transition and service re-design required so they have a sense of ownership over the EI&P Directorate. A summary of approaches considered, including considerations, benefits and challenges can be found in Appendix D.

**Transition then transform:** Moving teams and services into the new City Help and Support Directorate before undertaking the subsequent people and culture change, service and delivery design elements as services are re-designed.

This implementation approach has been guided by the following **design principles**:



1. **Establish leadership at the outset** – to successfully manage the transition and embed change and new ways of working
2. **Management consolidation and removal of duplication** – Head of Service roles and above will be evaluated and where possible consolidated to simplify the management structure and reduce duplication
3. **No new money for roles** – Funding will be drawn from current sources, with new roles funded through savings realised and management consolidation
4. **Protecting the frontline** – limited immediate change to frontline roles to minimise impact on citizens
5. **Culture at the centre** – Instilling an EI&P centric culture and new ways of working will be a key priority

It is proposed that the EI&P Directorate is implemented in the following **three tranches**:

- **Tranche 1** – Developing the leadership structure and Homes and Money Advice Hub teams, building on the momentum from the pilot
- **Tranche 2** – Migrating majority of in-scope capabilities
- **Tranche 3** – Migrating in-scope capabilities where further work is required

The provisional allocation of capabilities in respective tranches is detailed in Figure 19 below:

Tranche 1	Tranche 2	Tranche 3
<b>Benefits &amp; Financial Help (NAIS):</b> <ul style="list-style-type: none"> <li>• <b>Benefits help</b> (incl. income maximisation)</li> <li>• <b>Financial help</b> (incl. budgeting)</li> <li>• <b>Fuel and Utility Advice</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Careers advice</b></li> <li>• <b>Library service</b></li> <li>• <b>Digital inclusions</b></li> <li>• <b>Community Support Network Officers</b></li> <li>• <b>Adult education</b></li> <li>• <b>Youth services</b></li> <li>• <b>Employment &amp; skills support</b></li> <li>• <b>In Work support</b></li> <li>• <b>Staying Independent at Home</b></li> <li>• <b>Domestic abuse support</b></li> <li>• <b>Relationship advice</b></li> <li>• <b>Youth violence and knife crime</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Community Safety &amp; Anti-Social Behaviour</b></li> <li>• <b>Benefits &amp; Financial Help (Revenue &amp; Benefits)</b></li> <li>• <b>Family Hubs</b></li> <li>• <b>Preparation for Adulthood</b></li> <li>• <b>Public Health</b></li> <li>• <b>Housing Solutions Case Management (Housing Solutions &amp; Support (HSS))</b></li> <li>• <b>Housing &amp; Homelessness advice and support via Housing Management activity</b></li> </ul>

**Key**

Confirmed in-scope  
Further work required

**Figure 19:** Tranche Allocation of in-scope EI&P Capabilities<sup>21</sup>

The activity within each Tranche is summarised in the below:

### Tranche 1 Implementation

Tranche 1 will encompass the following key activity:

- Establishing the leadership structure
- Development of business case for staff transition
- Map & matching of necessary job descriptions
- Recruitment to leadership posts (Director & AD's)
- Defining the EI&P culture and supporting EI&P leaders to create that culture

<sup>21</sup> Source: Implementation options Jan post workshop v0.1.pptx



- Establishment of Governance arrangements
- Transition of the existing teams delivering the Homes and Money Advice services
- Complete a review business case and assess workforce impact

## Tranche 2 & 3 Implementation

The key activities that will take place during tranche 2 and 3 implementation include:

- **Transition teams** – migrate in-scope teams into the new City Help and Support Directorate
- **Service Design (where necessary)** – define the ideal front end user experience, and back-end changes (processes, tech, data, training) required to deliver the EI&P focussed redesign of each capability and roles to deliver<sup>22</sup>
- **Service Implementation** – re-designed services will be implemented with the associated structures to facilitate effective delivery.

To maintain momentum, the implementation of the service blueprints/delivery plans for the **accelerator projects** will continue in parallel:

- Pending Cabinet approval, the **Homes and Money Advice** pilot will move to full implementation
- **The Place Based Approach** work will begin to develop beyond Shard End, to Erdington and Northfield in the first instance.

### Key Takeaways:

- 1 It is proposed that the City Help and Support Directorate will be implemented in a **phased way**, migrating the in-scope capabilities in **three tranches** to manage the pace of change
- 2 The first tranche will focus on establishing **the City Help and Support Directorate leadership and senior management structure** as well as migrating the Homes and Money Advice teams to maintain pilot momentum
- 3 The **other in-scope capabilities will be migrated in two tranches over circa two years** to respect existing complexities, legislative changes, and wider organisational implications.

## 5.2 Arrangements for Programme Delivery

This section includes:

- Arrangements for governance and stakeholder engagement
- Change management arrangements
- Benefit realisation
- Risk management

<sup>22</sup> As part of design, there will be a specific piece of work identifying the citizen pathways regarding housing related support, tenancy support to help citizens retain their tenancies and those in housing need – including identifying the boundaries of EI&P (the role and place of EI&P, where it begins and ends) and how that best interfaces with statutory duties with regards to homelessness. This will include consideration of best use of resources and where responsibilities are held.



### 5.2.1 How will governance & stakeholder engagement be managed?

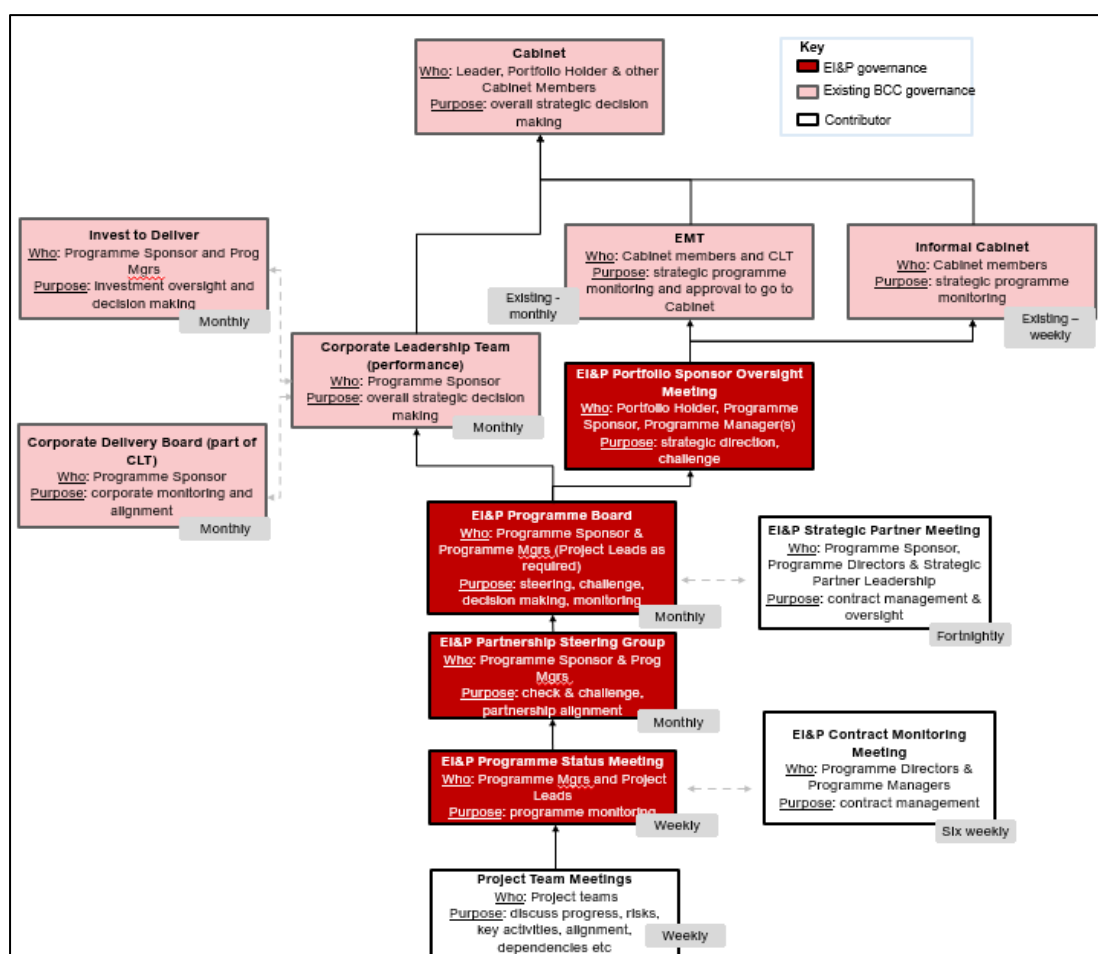
We will continue to incorporate both political and officer governance arrangements to ensure robust governance remains central to Programme delivery.

Strong governance arrangements will remain critical to overall Programme success as implementation will impact several Directorates, either directly (for services that will be moving into the new Directorate) or indirectly (by requiring supporting resource and expertise or pathways into and out of those services).

To date, **the Programme has operated a robust governance model** to oversee the detailed design of the EI&P Programme. These arrangements will largely remain in place.

**Ongoing senior leadership support will be key to enabling successful Programme delivery.** Regular update sessions will continue to be held between Programme representatives and Cabinet members through both EI&P specific governance forums, as well as existing BCC governance channels, including one-to-ones between the Portfolio Holder and Senior Responsible Officer, EMT and Informal Cabinet.

Additionally, officer governance comprised of both EI&P Programme specific governance forums as well as oversight by existing BCC governance forums. This structure is summarised in Figure 20 below:



**Figure 20: EI&P Programme Governance Overview<sup>23</sup>**

<sup>23</sup> Source: EI&P\_Governance Overview\_V0.1.pptx



As outlined above the EI&P Programme Board acts as the primary EI&P Programme governance forum, ultimately accountable to the BCC Chief Executive.

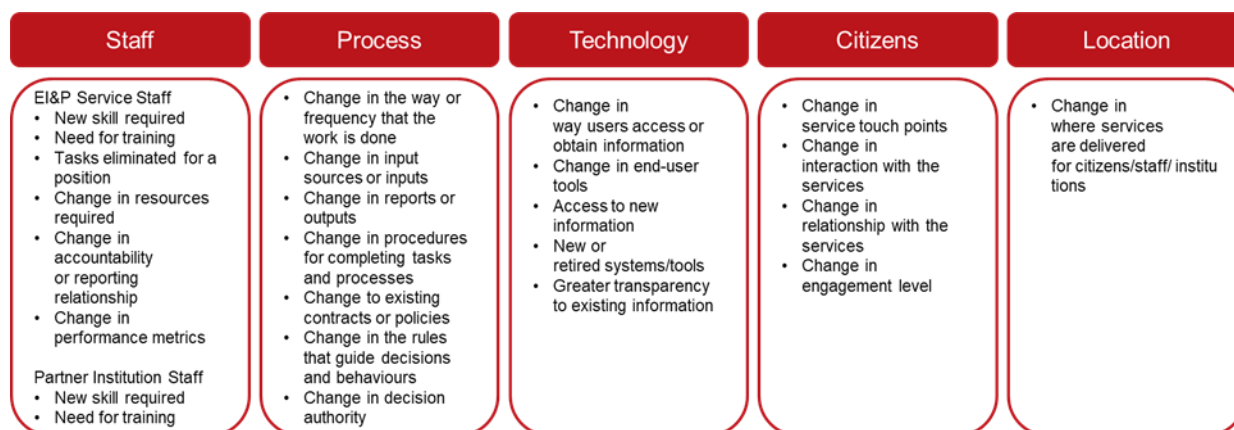
The board, consisting of identified Directors, acts as the key officer decision-making body for the Early Intervention & Prevention Programme. As the programme moved into implementation, it will continue to provide oversight and assurance in respect of the delivery of the actions set out in the Programme plan and the underpinning emerging workstreams. The programme will **continue to engage Senior Members through regular CLT updates**, as well as updating **Cabinet Members in relation to their portfolio delivery**. It will additionally assess and resolve risks and barriers, escalating as required

## 5.2.2 What are the change management arrangements?

**We will utilise change impact assessments (CIA) as a key tool to manage change as the Programme moves into implementation.**

Change impact assessments (CIA) will act as the primary tool for managing change as the Programme moves into implementation. These assessments will **identify and understand changes that will impact BCC** because of implementing the EI&P approach. Through identifying change impacts the Programme can take action to support BCC through the change. It should be noted that identifying changes and their associated impacts will be an iterative process, and we will ensure continued engagement with both staff and trade unions throughout, including formal consultation where necessary, as aligned to due process.

Documenting change impacts identifies the scale of change required across five categories: **staff, process, technology, citizens, and location**. Examples of this assessment are detailed in Figure 21 below:

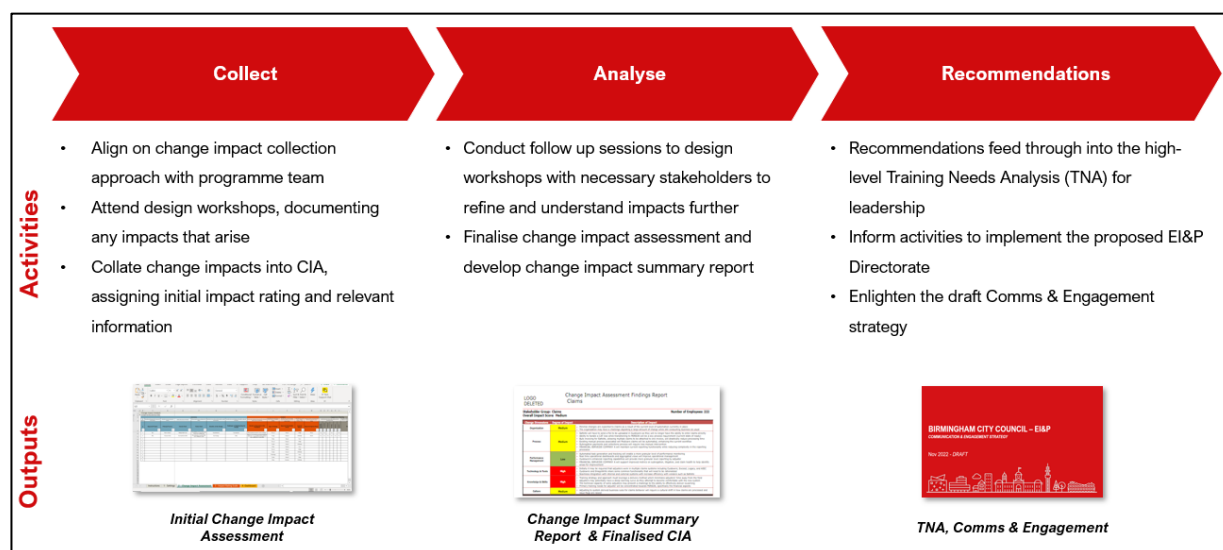


**Figure 21:** CIA Considerations across five Impacted Categories<sup>24</sup>

<sup>24</sup> Source: High-Level Change impact Assessment Final 09122022



CIAs will primarily identify high level change impacts during the service re-design of capabilities that have transitioned into the EI&P Directorate. This process **form recommendations for implementation**. Key activities and outputs are summarised in Figure 22 below:



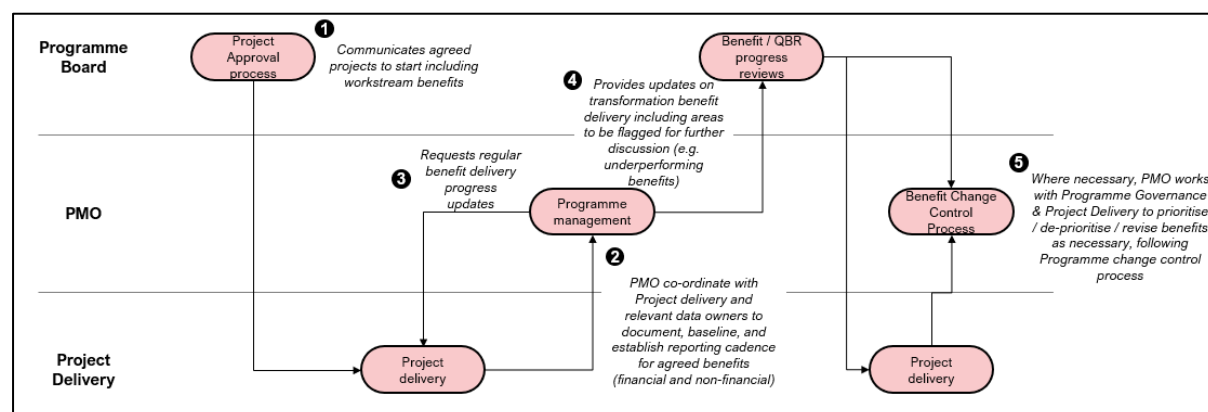
**Figure 22:** Summary of Change Approach<sup>25</sup>

### 5.2.3 What is the approach to realising benefits?

The Programme will manage benefits tracking through the Programme Management Office (PMO), who will baseline, track and report on benefits delivered.

The tracking of benefits will be vital to the Programme, and **ongoing monitoring of the Programme will evaluate progress against plans** and realisation of expected benefits, providing current and accurate information to Programme stakeholders.

The PMO will be responsible for supporting each workstream to track and report **benefits** realised over the delivery of the Programme. This will be done through conducting regular check-ins with benefit owners to track progress, as well as raise and escalate issues where necessary. Figure 23 below further details how benefit tracking and realisation will be managed in practice:



**Figure 23:** BCC EI&P Benefits Tracking Proposed Process Flow<sup>26</sup>

<sup>25</sup> Source: High-Level Change impact Assessment Final 09122022

<sup>26</sup> Source: BCC EI&P Benefits Tracking Proposed Process Flow.pptx



## 5.2.4 How will the Programme manage risk?

**The Programme will continue to manage risk through agreed principles, providing effective assurance to Programme governance.**

As the Programme moves through implementation, it will continue to actively manage emerging challenges through the PMO and governance structure. Anticipated / current risks and issues can be grouped as per below:

Risks	Mitigations	Likelihood	Impact
We do not receive the data and information required to inform the 'future state' design and delivery of the new early intervention and prevention service.	<ul style="list-style-type: none"> <li>• Compile a comprehensive 'data request' that will outline the data required for the detailed design phase. This includes: <ul style="list-style-type: none"> <li>◦ Data to help us understand the current state (for example, demand, performance) and implications for the new service.</li> <li>◦ Draft research questions/ hypotheses for citizens, staff, and partners.</li> <li>◦ Anticipated view of benefits so that we can use the detailed design phase to confirm feasibility, including being able to measure a baseline and positively impact the future state.</li> </ul> </li> <li>• The detailed design Programme plan will include key milestones for the receipt of the data listed above, and where delivery is 'at risk' we will escalate to the agreed stakeholders / EI&amp;P Programme board</li> </ul>	Medium	High
We do not have the capacity to deliver transformation at scale whilst ensuring BAU activity remains consistent.	<ul style="list-style-type: none"> <li>• The business case identifies the additional resource required to deliver the EI&amp;P function to the recommended structure</li> <li>• An Assistant Director for EI&amp;P will be in post to support the transition to the new structure</li> </ul>	Medium	High
Complex technology architecture across multiple services will be required support delivery of EI&P.	<ul style="list-style-type: none"> <li>• Collaborative working with Digital &amp; Customer Services Directorate</li> <li>• Consider additional resource or suppliers who may be required</li> </ul>	Medium	High
Lack of data to establish baseline position, and therefore quantify success and impact (against measures / KPIs)	<ul style="list-style-type: none"> <li>• City Observatory Lead engaged as data lead to lead engagement. SVoD and welfare data request submitted to Data Board for consideration.</li> </ul>	Medium	High
Culture change required of BCC staff, partners and citizens does not land well or have desired effect	<ul style="list-style-type: none"> <li>• Considered and thoughtful approach to culture change through dedicated workstream and capability/ capacity to deliver.</li> <li>• External communications and change resource considered in addition to the strategic partner.</li> <li>• EI&amp;P team to link in with BCC-wide culture work taking place.</li> </ul>	Medium	High
BCC unable to secure permanent resource to deliver EI&P	<ul style="list-style-type: none"> <li>• Initiate resourcing exercise as soon as possible to secure permanent BCC staff to continue to drive forwards the EI&amp;P Programme, and implementation of the new Service/Directorate</li> </ul>	Medium	High



Challenging behaviour from stakeholders who do not agree with the approach or direction of travel for the Programme, potentially derailing or undermining successful implementation.	<ul style="list-style-type: none"> <li>• Appoint 'behaviour observer' (or similar) as part of the detailed design team to observe and reflect on behaviours to leadership and the wider team</li> <li>• Programme board will monitor this risk on an ongoing basis.</li> </ul>	Medium	Medium
Scope overlap and competing priorities across the multiple in-flight Programmes, causing a duplication of work and effort.	<ul style="list-style-type: none"> <li>• Continue to engage with all Programme and project managers for each in-flight Programme</li> <li>• Ongoing one-to-one sessions with Directors and Design Working Group to understand alignment and where opportunities exist to co-design</li> <li>• Ongoing monitoring will continue via the Programme board</li> </ul>	Medium	Medium
As soft launches are currently positioned as a pilot, they would infer an end date so there is a risk around soft launch continuity into the service,	<ul style="list-style-type: none"> <li>• Regular check ins with HR, to ensure the comms to staff is positioned correctly and that we have completed all the necessary checks and stakeholder engagement.</li> <li>• Narrative agreed around use of term 'pilot', with focus on it being iterative and evolving over time – no end date is inferred.</li> </ul>	Low	High
The Cost of Living crisis response work could take focus and resource away from the EI&P Programme, impacting the Programme's ability to deliver outputs required for Cabinet	<ul style="list-style-type: none"> <li>• Programme engaging closely on the Cost of Living crisis response work and ensuring alignment.</li> <li>• Risk raised at EMT and eCLT in September, with ask of stakeholders to help ensure EI&amp;P Programme maintains its separate focus.</li> <li>• Programme team to escalate to EI&amp;P Programme SRO if required to ensure EI&amp;P team's involvement in Cost of Living work does not become unmanageable.</li> </ul>	Low	High

**Figure 24:** Anticipated/Current Risks and Issues Grouping

The Programme is also subject to several dependencies that will continue to be carefully monitored and managed through the EI&P Programme Board. This includes the **continued commitment of key partners**, as well as some of their related development activities, which will be required to support design and deployment of the new directorate, for example with health, police, community and voluntary, community and faith sector, schools and colleges. Partners input will be continually sourced to preserve and develop these existing relationships and embed collaboration to optimise outcomes for citizens.

In addition, the Programme has and will continue to engage with wider BCC Programmes to understand dependencies and risks to ensure that these are considered and managed as the Programme proceeds. This will be an ongoing process, tracked through CPMO & the programme board, with regular monthly meetings in place.



**Key Takeaways:**

- The programme will continue to incorporate both **political and officer governance arrangements**, including through the **EI&P Programme Board** as the primary governance forum, to ensure robust governance remains central to Programme delivery
- The programme will utilise ongoing **change impact assessments (CIAs)** to identify change and subsequent actions to mitigate risks as it moves through delivery
- Programme benefits tracking will be managed through the **Programme Management Office (PMO)**, who will work with delivery teams and leadership, to **baseline, track and report on benefits realised**
- Risks and dependencies will continue to be **identified, tracked and managed** through the PMO and programme governance structure



## Appendices

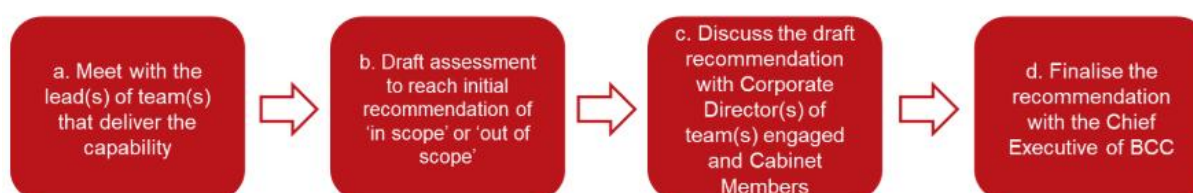
### Appendix A – Long list of Capabilities

The long list below captures the capabilities that were originally considered for EI&P as part of the March 2022 Cabinet Report.

Employability	Health & Wellbeing	Citizen Support	
<ul style="list-style-type: none"> <li>• Careers advice and unemployment support for young people (16-29)</li> <li>• Apprenticeships</li> <li>• Adult Education</li> <li>• Employment support</li> <li>• Life skills e.g. literacy, time management</li> </ul>	<ul style="list-style-type: none"> <li>• Early years (0-5)</li> <li>• Sexual health services</li> <li>• Sports and exercise including for young people</li> <li>• Social prescribing</li> <li>• Mental health advice and tools</li> <li>• Health literacy</li> <li>• School nursing</li> <li>• Leisure services</li> </ul>	<ul style="list-style-type: none"> <li>• Not in Education, Employment or Training (NEET) support (15-29)</li> <li>• Special Educational Needs and Disability (SEND) support pre-Education, Health and Care Plan (EHCP)</li> <li>• 6 – 16 support (to be defined)</li> <li>• Team around the school</li> <li>• Preparation for Adulthood (PfA)</li> <li>• Staying Independent At Home: technology enabled care, equipment, adaptation</li> <li>• Adult's Advice, Information and Guidance (AIG)</li> <li>• Unemployment support for 29+ unemployed or off work due to health reasons</li> </ul>	
Community Inclusion	Housing & Money Advice	Citizen Safety	Housing Support
<ul style="list-style-type: none"> <li>• Childcare</li> <li>• Youth clubs and activities</li> <li>• Pre-school activities / classes</li> <li>• Library services</li> <li>• Older people activities</li> <li>• Digital inclusion</li> <li>• Business policy advice and start up help</li> <li>• Employment access for employers</li> <li>• Relationship advice</li> </ul>	<ul style="list-style-type: none"> <li>• Housing and homelessness advice</li> <li>• Benefits help</li> <li>• Financial help</li> <li>• Fuel and utility advice</li> <li>• Neighbourhood Advice and Information</li> </ul>	<ul style="list-style-type: none"> <li>• Drug &amp; alcohol support</li> <li>• Domestic abuse support</li> <li>• Fuel poverty support</li> <li>• Anti-social behaviour</li> <li>• Youth violence and knife crime</li> </ul>	<ul style="list-style-type: none"> <li>• Self navigation housing options</li> <li>• Access to private rental sector (PRS)</li> <li>• Access to social housing</li> <li>• Access to / sustaining tenancy</li> <li>• Supported accommodation / exempt</li> </ul>

### Appendix B - Assessment criteria for capabilities and teams considered to be in-scope for EI&P Directorate

The diagram below summarises the approach taken to reach a recommendation as to whether a capability should be 'in-scope' for the EI&P function.



- The EI&P Programme team first **met with leads of teams across BCC and the Birmingham Children's Trust** that deliver each capability to better understand what is currently delivered and how EI&P focused it is. Each meeting explored:
  - what is currently delivered and how



- the desired future vision for the capability including if it were delivered in a more proactive, preventative way
  - key considerations for enabling this vision.
- b. An **assessment was then completed against a set of criteria** signed off by the EI&P Programme Board to identify if a capability and team(s) that deliver it should migrate to the EI&P function and therefore be 'in-scope'. The criteria, below, focused on:
- 1) **Impact on the citizen experience** - considering whether the citizen experience would improve if the capability and team(s) that deliver it is migrated into EI&P
  - 2) **Impact on the staff experience** - considering whether migration to the EI&P function would improve staff experience and increase job satisfaction
  - 3) **Feasibility, or impact on the council** - will the migration be possible, and is it feasible now or in the future

Each criterion was assigned a **red, amber, or green (RAG) rating** to align with narrative captured for that capability. This resulted in the initial recommendation for if a capability should be 'in-scope' for EI&P.

- c. Discussions were then held with Corporate Directors, the Chief Executive and Cabinet Members of BCC to **test and refine this recommendation**.

No	Criteria	Description	RAG Scale		
1	Impact on Citizen Experience	<p>Will the citizen's experience improve if the service/capability is migrated to the EI&amp;P 'function'? For example:</p> <ul style="list-style-type: none"> <li>• Their issue will be resolved earlier</li> <li>• They will get the right help for the challenge/need presented with first time</li> <li>• They will receive more holistic support, with staff taking a <b>whole system approach</b> to promote their <b>independence and resilience, collaborating with partners</b> to do so</li> <li>• They will be supported by staff across teams (if appropriate) that have an <b>EI&amp;P mindset</b> and a <b>common mission to help them stay afloat, then thrive</b></li> <li>• Their access will be via user friendly channels</li> </ul>	The citizen experience will improve significantly	There will be little change to the citizen experience	The citizen experience will be negatively affected
2	Impact on Staff Experience	<p>Will the migration of the service/capability improve staff experience and increase job satisfaction? For example:</p> <ul style="list-style-type: none"> <li>• Reduce level of administrative tasks (<u>e.g.</u> through process improvements / automation), enabling staff to focus on <b>more 'value add' activities</b></li> <li>• Increase access to <b>'right' tools and skills</b> to deliver service effectively</li> <li>• Increase ability to provide the 'right' support to citizens when engaging with them, by coming out of silos and <b>organising support around demand and customer need, enabling greater improvements in citizen outcomes</b></li> <li>• Increase ability to <b>support the citizens that need it most, by using customer insight and business intelligence</b> to intervene early and prevent potential crisis</li> <li>• Opportunities to grow and develop in the early intervention &amp; prevention space</li> </ul>	The staff experience will improve significantly	There will be little change to the staff experience	The staff experience will be negatively affected
3	Feasibility (Impact on the Council)	<p>Will the migration of the service/capability be possible? If migration is not feasible now, will it be in the future? For example, using a PESTLE analysis:</p> <ul style="list-style-type: none"> <li>• <b>Political</b> – are there any political factors to consider? <u>E.g.</u> political mandate, tenability of wider Directorates if services migrated etc.</li> <li>• <b>Economic</b> – are there any economic factors to consider? <u>E.g.</u> growth/demand patterns, significant costs (that could outweigh benefits), contractual complexities (<u>e.g.</u> commissioned services), ability to deliver same outcomes at lower cost etc.</li> <li>• <b>Sociological</b> – are there any social factors to consider? <u>E.g.</u> ability to support all citizens, including from diversity and inclusivity perspective</li> <li>• <b>Technological</b> – are there any technology factors to consider? <u>E.g.</u> if a capability uses a system intrinsically linked to the current service or directorate</li> <li>• <b>Legal</b> – are there any statutory factors to consider? <u>E.g.</u> ability to deliver statutory services, consultation requirements, employment laws, safety regulations etc.</li> <li>• <b>Environmental</b> – are there any factors linking to the surrounding environment to consider? <u>E.g.</u> impact on climate or local area.</li> </ul>	The migration is feasible with limited complexities	The migration is feasible but complex	The migration is not feasible due to significant blockers



## Appendix C - Opportunities & Challenges for EI&P Implementation Options: Directorate or Service

Option	Opportunities	Challenges
<b>Option 1: EI&amp;P Service</b>  Led by a single Assistant Director, the EI&P Service would sit within the Adults Social Care (ASC) Directorate and would have core EI&P focused capabilities under it. The ASC Directorate has previously successfully shifted delivery of services from crisis to prevention and delivered a balanced budget against a previous deficit, highlighting the Directorate has the knowledge and understanding to support wider EI&P.	<ul style="list-style-type: none"> <li>+ Able to <b>test and evolve the model</b> by starting with smaller scale change, that could then be built upon in future phases</li> <li>+ <b>Bring together several innovative prevention initiatives</b> that are being delivered / developed</li> <li>+ Facilitate a more <b>holistic approach</b> to service delivery, that allows some core EI&amp;P teams to work closely together for the benefit of the citizens</li> <li>+ <b>Invest in communities to build community capacity</b>, in turn reducing demand on services</li> <li>+ <b>Increase the scale of partnership working</b></li> <li>+ Build on the <b>proactive, preventative culture already developed</b> within Adult Social Care</li> </ul>	<ul style="list-style-type: none"> <li>– Does <b>not give EI&amp;P the platform, visibility, and prominence it requires</b> to shift focus from crisis to prevention, including with BCC leadership and members</li> <li>– <b>Limits the influence</b> the function could have on driving the EI&amp;P agenda across the council and the city</li> <li>– Service could be <b>too closely associated with the Adults Directorate</b>, limiting change in other Directorates</li> <li>– Being within the Adults Directorate <b>could lead to EI&amp;P being de-prioritised</b> compared to statutory requirements</li> <li>– Remit could be <b>too great a responsibility for a Head of Service</b> given the large number of capabilities identified to be 'in-scope', or a need to reduce desired scope of the EI&amp;P function</li> <li>– <b>Role of the Service may be unclear</b> if expected to help drive change across the council</li> <li>– The Service approach will <b>make it more difficult to enact council, and city wide, change</b></li> <li>– The <b>level of financial savings achieved would be less in a Service</b></li> <li>– <b>Less likely to enable the change required, due to the capability to drive a system wide culture change</b> and adopt new ways of working</li> </ul>
<b>Option 2: EI&amp;P Directorate</b>  Led by a Director, the EI&P Directorate would bring a wider range of EI&P focused Capabilities together.	<ul style="list-style-type: none"> <li>+ <b>Drive EI&amp;P agenda across the council</b> facilitating the platform required to enable a cultural shift</li> <li>+ Demonstrate <b>long-term commitment and buy-in</b> from leadership</li> <li>+ Enable the creation of a <b>proactive, preventative culture</b>, with a leader that role models desired behaviours of staff and gives them the <b>mandate to work in a different way</b></li> <li>+ Provide a <b>joined up, integrated approach</b>, with staff united by a common mission</li> <li>+ Enhance BCC <b>reputation and status locally and nationally</b>,</li> </ul>	<ul style="list-style-type: none"> <li>– <b>Slower to implement than a Service</b> due to size and scale</li> <li>– Creates <b>greater disruption across the council</b>, including Director/AD roles and Cabinet member portfolios</li> <li>– Creating a new Directorate with several services and capabilities <b>could create a new silo that limits progression</b></li> <li>– <b>Significant change required</b> to implement for both systems and staff, e.g., structure, culture, process, systems etc.</li> <li>– <b>Savings could take longer to realise</b> compared to a Service; however, they have potential to be</li> </ul>



	<p>investing in communities to build capacity and capability and achieve <b>partnership</b> working at scale</p> <ul style="list-style-type: none"> <li>+ Able to <b>adopt a phased implementation approach</b> to ensure alignment with broader changes and limit delivery risk</li> <li>+ Provide <b>challenge to wider teams and partners</b> to ensure all driving the desired corporate shift from crisis to prevention</li> <li>+ Enable <b>challenges to be corporately visible</b></li> <li>+ Enable <b>career progression pathways</b> to be developed for staff that are passionate about improving outcomes for citizens</li> <li>+ Enable <b>clear objectives, KPIs and rewards system</b> to be developed</li> <li>+ Opportunity to increase the scale of positive impact for citizens, communities and staff and therefore <b>generate financial savings</b> for the city as a by-product.</li> </ul>	<p>significantly larger through having a wider scope to identify and deliver efficiencies to increase impact</p>
--	---	--



## Appendix D – Programme Implementation Options

Type	Considerations	Benefits	Challenges
<b>Big bang</b>		<ul style="list-style-type: none"> <li>Everything in from day 1 – full influence / control over changes</li> <li>All change happens at same time</li> <li>Disruption to wider organisation is immediate but quick</li> <li>Clarity and transparency over long term changes required to implement EI&amp;P directorate</li> </ul>	<ul style="list-style-type: none"> <li>Legacy impact of moving all services not fully considered – lots of upheaval at once</li> <li>Maturity of the organisation</li> <li>Ongoing conversations about org wide structure changes – requires thought around sequencing</li> <li>Staff may be moved that don't want to be moved / don't want to go on the change journey</li> <li>Doesn't allow time for lessons learnt</li> <li>Limited time to prepare locations to support service</li> </ul>
<b>Phased</b>	Engagement plan with internal staff to mitigate any confusion about what's moving and when	<ul style="list-style-type: none"> <li>Migrate services that are ready to migrate quickly to start transforming them and driving citizen outcomes quickly</li> <li>Less disruption to the organisation and its structures than big bang</li> <li>Introduce the culture changes at a manageable pace</li> <li>Builds immediate traction and momentum for the EI&amp;P approach</li> <li>Time to do detailed wider organisational impact (and evolve the EI&amp;P directorate offer)</li> <li>Start to demonstrate impact / progress quickly</li> <li>Build allows for lessons learnt along the way</li> </ul>	<ul style="list-style-type: none"> <li>Longer to implement the changes than big bang</li> <li>Disruption to the wider organisation</li> <li>Change fatigue</li> <li>Perception of lack of clarity about what's migrating and when</li> </ul>
<b>Ground up</b>		<ul style="list-style-type: none"> <li>Build the structure around what EI&amp;P needs rather than existing structures</li> <li>Staff who come into the directorate want to adopt that working practice and the EI&amp;P approach</li> <li>Time to understand impact on wider directorates</li> <li>Introduce culture change at a manageable pace</li> </ul>	<ul style="list-style-type: none"> <li>Influencing the redesign of services that do not currently sit within the directorate</li> <li>Potential for dual running costs while services are migrated</li> <li>Lack of pace / momentum</li> <li>Perception that progress is slow in implementing EI&amp;P</li> </ul>







Title of proposed EIA *	<div>Birmingham City Council Early Intervention &amp; Prevention (EI&amp;P) Det</div> <div>Please provide the title of your policy or service area.</div>
Reference No	<div>EQUA1060</div> <div>Please do not amend. A reference number will automatically be applied once the form is saved.</div>
EA is in support of *	<div>New Function</div>
Review Frequency *	<div>Annually</div> <div>Please select how regularly you plan to review the assessment.</div>
Date of first review *	<div>01/02/2024</div> <div>Based on the review frequency, please enter the date when your first review will take place.</div>
Directorate *	<div>Adults Social Care</div>
Division	<div>N/A</div>
Service Area	<div>N/A</div> <div>Please add if applicable</div>
Responsible Officer(s) *	<div>Julie Bach x</div> <div>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.</div>
Quality Control Officer(s) *	<div>Gordon Strachan x</div> <div>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.</div>
Accountable Officer(s) *	<div>Kalvinder Kohli x</div> <div>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.</div>
Purpose of proposal *	<div>This proposal seeks approval for the establishment of the new EI&amp;P</div>
Data sources	<div><div><div><input type="checkbox"/> Survey(s)</div><div><input checked="" type="checkbox"/> Consultation Results</div><div><input checked="" type="checkbox"/> Interviews</div><div><input checked="" type="checkbox"/> relevant reports/strategies</div><div><input type="checkbox"/> Statistical Database (please specify)</div><div><input checked="" type="checkbox"/> relevant research</div><div><input checked="" type="checkbox"/> Other (please specify)</div></div><div>What sources of data have been used to produce the screening of this policy/proposal? (Please tick all that apply)</div></div>
Please include any other sources of data	<div><div>Interviews &amp; consultation with citizens, BCC staff and BCC partners</div><div>Relevant research</div><div>Supporting Documents</div><div><div><div>• Early Intervention and Prevention Programme Business Case</div><div>• Homes &amp; Money Target Operating Model</div><div>• Shard End Delivery Plan</div><div>• Information, Advice and Guidance (IAG) approach</div></div></div></div>
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age *	<div><div><input checked="" type="checkbox"/> Service Users / Stakeholders</div><div><input checked="" type="checkbox"/> Employees</div></div>



- ☒ Wider Community
- ☐ Not Applicable

Please select those directly impacted or affected.

Age details:

The Early Intervention and Prevention (EI&P) Directorate will have a positive impact on citizens of all ages by ensuring that key services that help build resilience and independence are easily accessible through multiple channels, a factor particularly important for vulnerable citizens of all ages and those who are digitally excluded.

A key aim of the EI&P Directorate is to ensure that all citizens can self-serve where applicable and access the right support at a time and via a channel of their choosing, enabling early intervention and preventing a citizen's situation from escalating.

The Directorate incorporates specific steps to bridging the digital divide and will enable citizens of all ages to self-serve with accessible information, advice & guidance across in-scope services, supporting them to build self-reliance and resilience. This will also be enabled through delivery of the digital inclusion capability within the new Directorate, which is focused on digital connectivity, devices and skills to ensure all citizens are able to access the internet as required, increasing their resilience and independence

The Directorate will additionally support the establishment of Place Based 'hubs' to deliver in-person services that are universally accessible and well located, and are positive spaces which facilitate community cohesion and resilience. This approach will enable accessibility for citizens, improved cross organisation working and a more efficient way of delivering services.

Services will also take a holistic, whole life course, whole family approach, which will ensure that citizens within households of all ages benefit from taking a whole family approach to overcoming multiple or complex problems. This also includes encouraging citizens to look for support where appropriate with family members as part of taking a strength based approach.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated. Describe who is affected, how they are affected and any additional comments.

Protected characteristic: Disability \*

- ☒ Service Users / Stakeholders
- ☒ Employees
- ☒ Wider Community
- ☐ Not Applicable

Please select those directly impacted or affected.

Disability details:

The Directorate will have a positive impact on citizens with disabilities. It will be providing services and activities that are easily accessible and understandable through multiple channels, and which encourage greater community inclusion.

EI&P services will be flexible and use simple, easy to understand language, and provide intuitive and easy to navigate online tools to enable all citizens to receive accurate, up-to-date and easy to understand information and access to the support available to



Item.

Ensuring services adopt these principles is a direct response to one of the key learnings from the Homes & Money service research, which identified that currently the complexity of the system is leaving citizens with no choice but to come into physical locations to solve their problems. Volunteers have stated of the current system "*You need a degree to fill out the forms...one wrong tick and you won't get the right help needed*". The programme will aim to remove complexities and enable better accessibility to services.

Citizens will be able to readily access advice through physical hubs across the city if more suitable, where they can speak to staff training in providing holistic support face-to-face as well as virtually or over the phone.

The programme has engaged with Ashok Roy (Consultant Psychiatrist for people with learning disabilities Coventry and Warwickshire Partnership Trust) and Katherine Dunn (Chair of the Birmingham ADHD and Autism Partnership Board). Additional engagement with Linda Harper, Transformation Business Partner for all age LD (inc. autism and ADHD) at BCC, has taken place, with invitations shared for families to the engagement sessions in Erdington.

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:

The Early Intervention and Prevention (EI&P) Directorate will have a positive impact on citizens of all genders ensuring that key services that help build resilience and independence are easily accessible through multiple channels, a factor particularly important for vulnerable citizens of all ages and those who are digitally excluded.

A key aim of the EI&P Directorate is to ensure that all citizens can self-serve where applicable and access the right support at a time and via a channel of their choosing, enabling early intervention and preventing a citizen's situation from escalating. This may include separate sessions for women if required.

The Directorate incorporates specific steps to bridging the digital divide and will enable citizens of all ages to self-serve with accessible information, advice & guidance across in-scope services, supporting them to build self-reliance and resilience. This will also be enabled through delivery of the digital inclusion capability within the new Directorate, which is focused on digital connectivity, devices and skills to ensure all citizens are able to access the internet as required, increasing their resilience and independence.

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 \*



- ☒ Employees
- ☒ Wider Community
- ☐ Not Applicable

Please select those directly impacted or affected.

Gender reassignment details:

For citizens undergoing or who have undergone gender reassignment this is not a barrier to access support, services or activities. The Directorate will ensure all people that access EI&P services who identify as transgender, non-binary or intersex are treated with respect and dignity throughout and will be able to access the same support and be offered the same opportunities whilst ensuring they have as 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:

Marital Status will not act as a barrier when accessing the services. Both singles and couples can access the same services and 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.

The EI&P Directorate will have a positive impact on those who are under the pregnancy and maternity protected characteristic..

The Directorate aims to enable people to access support within their local community and bring together services into single accessible hubs in line with the place based approach. This means there will be greater alignment of health services, alongside other key services for those who are under the pregnancy and maternity protected characteristic, such as financial planning and community activities .

The holistic approach to citizen needs, which will be embedded within EI&P, will benefit those who are pregnant / new mothers. An example of this support from the Homes & Money pilot included a Mum struggling financially due to a recent job loss and daughter's health issues, the team offered direct financial support and the citizen was supported to make connections with a Stay and Play group via Forward Steps, Acacia Family Support (Pre and postnatal Depression Support) and Baby Aid.

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.

- ☒ Service Users / Stakeholders
- ☒ Employees
- ☒ Wider Community
- ☐ Not Applicable

Please select those directly impacted or affected.

People from ethnic minority backgrounds often experience additional barriers and challenges compared to those of the non-ethnic majority. These challenges can often include discrimination, structural biases & cultural barriers that can result in difficulty accessing services, which heightens the risk of poorer social outcomes.

The EI&P Directorate will have a positive impact on race as the Directorate will be a non-discriminating function, in that holistic support will be provided to all citizens, regardless of ethnicity or any other characteristics. This includes ensuring that language is not a barrier to access, with an Information, Advice & Guidance approach that will ensure citizens whose first language is not English are able to access translation services as required..

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.

- ☒ Service Users / Stakeholders
- ☒ Employees
- ☒ Wider Community
- ☐ Not Applicable

Please select those directly impacted or affected.

Pregnancy and maternity details:

Protected characteristics: Race \*

Race details:

Protected characteristics: Religion or Beliefs \*

Religion or beliefs details:



Religion or beliefs will not be a barrier to accessing the services of the EI&P Directorate.

Engagement with local faith-based organisations has been recognised as an important part of developing community hubs and links as part of the strength based approach to responding to citizen needs. For example, we have engaged with St Barnabas Church, St Chad's Church, All Saints Church & OIKOS Church as part of our research, to help inform our knowledge of each area, currently community activity, and the needs and aspirations of each community including the role these organisations are currently playing.

The EI&P Directorate intends to continue working in partnership with these organisations, to ensure that all services/activities are inclusive, accessible, and respectful of the needs of faith-based communities. If required, seperate sessions for women will be able to be arranged.

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:

Sex and Sexual orientation will not be a barrier when accessing services provided by the EI&P Directorate, with citizens of any sex and sexual orientation being afforded access to the same 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.

Socio-economic impacts

Establishing the EI&P Directorate will generate positive socio-economic impacts.

Under the current approach to service delivery, citizens are reaching crisis point before seeking support, a key finding from the Money & Money Hub pilot was that "The majority of people come



*to us at crisis point, typically the most vulnerable and in a desperate situation... since COVID, there are non-traditional clients as problems spread*". In addition, the council is taking a siloed and reactive approach to supporting citizens.

This approach, alongside austerity in Local Authorities, means that, in some cases, citizens can only access support when their needs are higher, and they meet relevant thresholds. This approach does not represent value for money and it is well evidenced that crisis intervention is more costly than a preventative approach, for example the Department of Health and Social Care state that a review of international studies suggests around £14 of social benefit can be achieved for every £1 invested in prevention across a broad range of areas.

By implementing a whole system approach to EI&P we can drive a positive change in how we deliver services, which draws upon and enhances support that exists in the community. Through delivering EI&P, we can unlock a range of social and economic benefits for citizens, the community, and the council, which the current approach does not enable. This includes

- Improved outcomes by tackling the root causes of entrenched issues and providing accessible and inclusive support
- Facilitate independence and resilience to allow citizens to access support in the universal and targeted space, for example proactively identifying citizens needs before crisis and providing holistic, strength based support to prevent homelessness and reliance on food banks
- Rebuild community asset and networks through community-led solutions
- Implement effective step up and step down into and out of EI&P as part of the prevention pathway
- A digital first approach will be adopted which encourages self-service for citizens and partners and the ability to lead independent lives
- Citizens will be supported with their diverse range of needs through an integrated experience across various channels and locations

Additionally, the EI&P Directorate will specifically work to include those who had previously been isolated from supportive systems. Leveraging local community assets and best practice, the council will be enabled to engage with citizens on their own terms, in a familiar, and adaptable way. Addressing the needs of the previously excluded and providing meaningful improvements to their lives is a critical part of the social benefits the EI&P Directorate will deliver.

Please indicate any actions arising from completing this screening exercise.

The EI&P Programme will consider how best to review data on citizens supported to understand the impact on citizens with different characteristics and from an accessibility point of view.

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?

- Consultation with >200 stakeholders (citizens, BCC staff, councillors, wider community partners)
- Citizen, staff and partner research
- Capability migration assessments
- Cultural assessments



31/01/2023, 05:35	Assessments - Birmingham City Council Early Intervention...	<div><div></div><div><ul style="list-style-type: none"><li>• Change impact assessment</li><li>• Training needs assessment</li></ul></div></div>
	What are the main findings from the analysis of the data?	<div>The EI&amp;P Programme team have engaged with &gt;200 stakeholders (citizens, BCC staff, Councillors, wider community partners etc.) to inform design of the H&amp;M Target Operating Model and subsequent Detailed Design of the proposed EI&amp;P function. This ensured widespread involvement and buy-in for the proposed structure of the future EI&amp;P directorate and identified “in scope” services</div>
Consultation analysis	Who was consulted, what are the results of the consultation exercise?	
Adverse impact on any people with protected characteristics.	None	
	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?	No	
	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?	Equality data and evidence of impact and adverse / positive changes for groups with protected characteristics will be monitored and reviewed annually. Data will be collated and reviewed by the Directorate, summarised, and presented to senior management. This insight will be used to improve accessibility of services/activities on an on-going basis, as well as monitoring adverse impacts and capacity to ensure changes to delivery are made quickly if required.	
What data is required in the future?	Citizen engagement data with EI&P services and activities that ensures that services reflect the profile of need and are accessible to all, with due consideration to the needs of those under protected characteristics.	
	Please describe the data needed to ensure effective monitoring of this policy/proposal?	
Are there any adverse impacts on any particular group(s)	<input type="checkbox"/>	
If yes, please explain your reasons for going ahead.	No	
Initial equality impact assessment of your proposal	No longer required	



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

No longer required

AS OF 29/11/2018 YOU ARE NO LONGER REQUIRED TO COMPLETE THIS BOX

Informed People or Groups

No longer required

AS OF 29/11/2018 YOU ARE NO LONGER REQUIRED TO COMPLETE THIS BOX

Summary and evidence of findings from your EIA \*

There will be a positive impact on citizens with protected characteristics, including citizens of all ages, disabled citizens, pregnant citizens and new mothers and citizens from ethnic minority backgrounds. No citizen of any protected characteristic will be disadvantaged as a result of the implementation of the EI&P Directorate.

Early evidence for the success of the EI&P approach has additionally been seen in the success of the Homes & Money pilot programme, which has significantly improved the financial position of pilot participants in addition to taking a holistic approach to addressing their wider needs, including that of new mothers being linked to appropriate supporting services and specific example of a vulnerable citizen being linked to domestic abuse support.

Consultation has been undertaken with >200 internal & external stakeholders including citizens, BCC staff across all Directorates, current in flight transformation programmes, councillors, external organisations and wider community partners.

The EI&P Directorate has been designed to deliver changes in service delivery that address current challenges faced by all citizens. While this has not been targeted to directly impact citizens with certain protected characteristics, these users may be impacted by these challenges to a greater extent, and will therefore experience a number of changes to how they use BCC services, including:

**Accessibility** – Citizen research has detailed how current BCC services and guidance can be difficult to use with a lack of practical next steps. The EI&P Directorates focus on ensuring accessibility for all incorporated services and capabilities will particularly benefit those who might struggle with conventional means of accessing



information and services. EI&P services will focus on using simple, easy to understand language with intuitive and easy to navigate tools to enable all citizens access to accurate, up-to-date and easy to understand information. Citizens identified by the service as vulnerable or digitally excluded will also be able to readily access advice through physical hubs across the city where they can speak to someone face-to-face as well as virtually or over the phone.

- **Channel agnostic** - Our research has identified the importance of having flexible options for accessing support that are tailored to a diverse range of citizen needs. Services delivered by the EI&P Directorate will offer improved flexibility across multiple online and physical location channels with different "opening hours", and dependant on citizen needs information will be issued via users preferred channel (e.g.in text, email, webchat, social media). The Directorate will additionally use a data driven approach to identify what citizens are accessing services and how we can proactively push out information for these users.
- **Community focus** – hubs will be designed in consultation with the community, with the community playing a key role in their operation. They will be universally accessible, well located, and positive spaces, facilitating community cohesion and resilience. This approach will enable improved outcomes for citizens, improved cross and inter organisation working and a more efficient way of delivering services – allowing us to spend less on space, and more on service delivery. In doing so, we will put staff back working in the communities that they serve, being closer to citizens and being able to build a better understanding of the local community and becoming "community connectors".

In summary, the Directorate will generate a positive or neutral impact on citizens with protected characteristics, and no citizen of any protected characteristic will be disadvantaged as a result of the implementation of the EI&P Directorate.

Equality data and evidence of impact and adverse / positive changes for groups with protected characteristics will be monitored and reviewed annually to ensure that establishment of the Directorate is delivered fairly and equally for all citizens.

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.

☐

Please tick this box and 'Save' the document once you have finished. Your nominated Quality Control Officer will be notified to review the assessment and decide whether it can proceed for approval or reject it.

This initial assessment has not identified any adverse differential impact on groups with protected characteristics arising from the recommendations in the report.

Please untick 'Submit to quality control officer box' before saving.

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.

☒

Quality Control Officers only - Please tick the box when you are happy for the assessment to be submitted for approval.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

Quality Control Officer comments

Decision by Quality Control Officer

Submit draft to Accountable Officer?

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

30/01/2023



Reasons for approval or rejection

The implementation of the EI&P directorate will be accompanied by an Equality Risk Impact Assessment. The aim of which would be to address any adverse impacts should they arise. The outcomes frameworks proposed for the programme will also capture the positive impacts of the changes proposed.

Please print and save a PDF copy for your records

☒

Version: 47.0  
Created at 30/01/2023 10:13 AM by ☐ Julie Bach  
Last modified at 30/01/2023 08:01 PM by Workflow on behalf of ☐ Kalvinder Kohli

Save

Cancel







# Early Intervention and Prevention

*Target Operating Model –  
Homes & Money Advice Hub*





## Document Control

Document title	Early Intervention & Prevention – TOM – Homes & Money		
SRO	Kalvinder Kohli		
Author(s)	Lisa Stephens		
Version number	0.9	Document owner	Lisa Stephens
Date approved		Document status	Final
Effective date		Approved by	

Version	Author	Date	Summary of changes
0.1	Lisa Stephens	13/01/2023	Structure of document updated
0.2	Maria Flood, Jonathan Read	13/01/2023	Structure & Content of document updated
0.3	Lisa Stephens	17/01/2023	Content of document updated
0.4	Lisa Stephens	19/01/2023	Content of document updated
0.5	Alice Beckwith	20/01/2023	Executive summary updated
0.6	Lisa Stephens	20/01/2023	Content of document updated
0.7	Lisa Stephens	23/01/2023	Final content updates
0.8	Lisa Stephens	30/01/2023	Final Version



## Contents

1. Executive Summary.....	4
1.1 Purpose of this document.....	4
2. Introduction .....	5
2.1 Why is the Homes & Money Advice service required? .....	5
2.2 How did we develop the Target Operating Model? .....	6
2.3 What did we learn from the research? .....	7
3. Operating Model.....	9
3.1 Vision and Purpose .....	9
3.2 Service Delivery.....	11
3.3 People .....	19
3.4 Data and Technology .....	21
4. Implementation .....	24
4.1 How the Ideal Future State is different from the Current State.....	24
4.2 How we will get to the Ideal Future State .....	25
5. Appendices.....	30
5.1 High-Level Change Impact Assessment .....	30
5.2 H&M Blueprint Summary.....	32



## 1. Executive Summary

### 1.1 Purpose of this document

The purpose of this document is to outline the target operating model principles for the desired future Birmingham Homes and Money Advice Service by setting out:

- The justification for a new, early intervention and prevention focused **Homes and Money Advice Hub** service in Birmingham
- The **learnings** from the **Homes and Money Advice Hub** pilot
- The **future vision and service blueprint** of a Homes and Money Advice hub including its purpose, service users and what is required to deliver it (people, data and technology, governance, and reporting)
- Seek **approval** to implement the Homes and Money Service blueprint.

Our citizens are facing **escalating social and economic challenges** leading to increased demand on our statutory and non-statutory services. Current models of service delivery support people **after** they are in crisis and escalating wait times for help is resulting in citizens being left in desperate situations.

The future Homes and Money Advice service has been designed in response to this challenge and will **reach families before they reach crisis**. By proactively identifying and contacting citizens most at risk of financial vulnerability and housing issues, the Homes and Money Advice service will aim, over the next few years, to shift the model from a fully reactive one to one where we have a proportion of our team **focused on proactive contact and early, holistic support which is informed by strength-based practices to support delivery**.

All of this is dependent on a culture shift for both staff and citizens, strong partnership working, robust data and evidence, a **flexible model which responds to the needs of individuals and communities**, and the ability to connect citizens, to support and community networks close to where they live, thus improving relational life outcomes.

Evidence from the Homes and Money Advice pilot in Northfield shows this can be achieved with **collaboration and open and honest dialogue**. There is tangible impact for the families who were part of the pilot, with powerful stories of difference emerging. As this model is rolled out across the city, the newly created pathways into interdependent services, the potential to avert crisis for families is huge.



## 2. Introduction

### The Introduction sets out:

- Overarching context we are operating within
- Approach to developing the Target Operating Model
- Summary of the research findings

## 2.1 Why is the Homes & Money Advice service required?

**Birmingham citizens are currently facing escalating social and economic challenges, putting increased pressure on our services, and often delivering poor outcomes.**

The COVID-19 pandemic put **significant strain on households** in terms of physical health, mental health, emotional wellbeing, and financial pressures. Since January 2022, the cost-of-living crisis has seen soaring prices and falling real household incomes **plunging those who were less affected during the COVID-19 pandemic into financial trouble.**

#### Definition: Citizens

For the purposes of this document, we will refer to anyone who will access our early intervention and prevention services as 'citizens'. This includes every single citizen living in Birmingham as well as transient populations that may not be citizens of Birmingham in terms of council tax, but access our services, including commuters, students, and border populations.

One in six households (4.4m) are estimated to be in "serious financial difficulties", an increase of over 57% from the end of 2021. **Low-income children, parents and families are disproportionately affected**, with the poorest 10% spending more than half (54%) of their average weekly expenditure on essentials such as housing, bills, and food. Continuing with the current delivery approach is unsustainable as failure to invest in early intervention and prevention will likely lead to demand increasing across the system.

Birmingham has therefore recognised that **shifting its focus from crisis to prevention is fundamental to managing demand and improving citizen's outcomes**, there is currently a fragmented response across the council which currently limits the opportunities to proactively support citizens before they get to crisis.

The Homes & Money Advice (H&M) project was therefore selected as an accelerator project of the Early Intervention & Prevention programme as it was recognised as a **key pillar in addressing the financial pressures and increasing level of relative poverty faced by citizens**. Existing services are largely focused within the crisis space, and while pockets of best practice exist across the services there is not a consistent offer to citizens. **A re-think of how we deliver the service**, building on the strengths of the current services whilst using data to proactively identify citizens at risk of financial instability or homelessness was recognised as a significant opportunity to improve outcomes whilst also demonstrating the early success of the programme. This is aligned to the council's immediate priority of increasing uptake in benefits as another lever to address the cost-of-living crisis.



## 2.2 How did we develop the Target Operating Model?

Development of the H&M TOM was initiated in August 2022 that utilised research and a human centred approach to design and pilot a re-imagined H&M service.

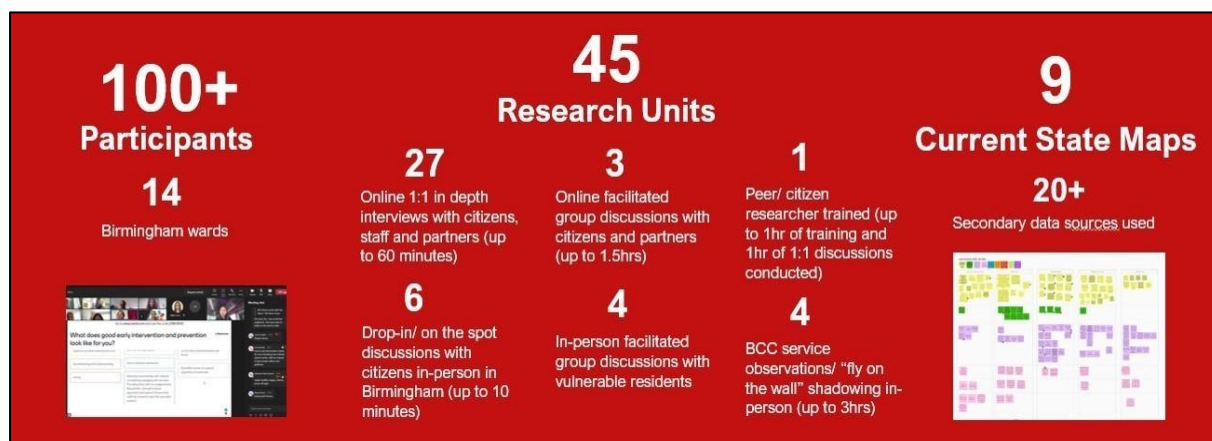
### Definition: Qualitative Research

Involves collecting and analysing non-numerical data (e.g., rich in-depth conversations and behavioural analysis) to understand concepts, opinions, or experiences.

The approach comprised of establishing a vision for the future service aligned to the goals of the wider EI&P programme. This was supported by **research with staff, partners, and citizens across Birmingham** to map the current landscape of homes and money advice in the city and review best practice and existing service strengths, for example, the fundamental role of partners in delivering advice and support.

The H&M team have engaged in both qualitative research (rich in-depth conversations and behavioural analysis) and current state mapping of provision (desk research) to **understand staff, citizen, and partners' lived experiences of the current service**, as well as their needs, motivations and aspirations with respect to Homes and Money and what changes would make the biggest difference. This directly informed the design of the Homes and Money Advice Hub service.

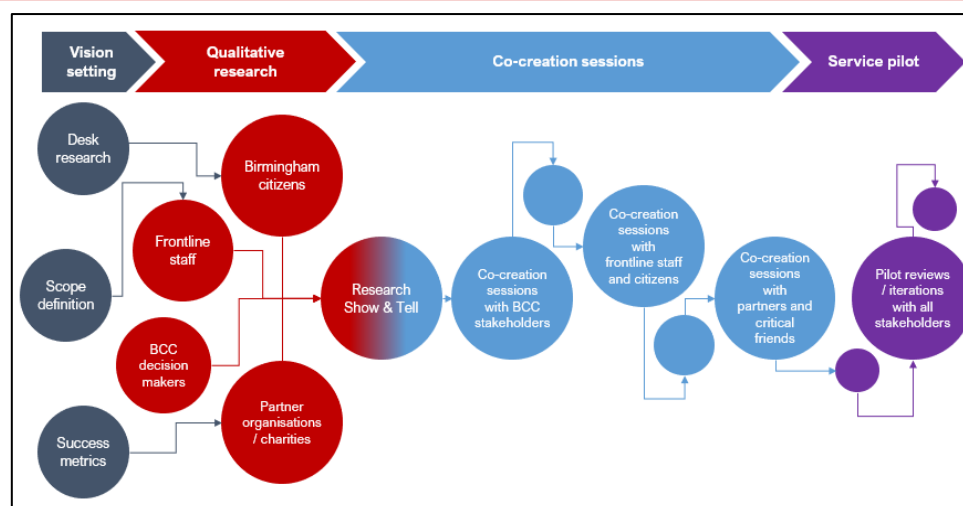
The team **engaged with over 100 citizens, EI&P staff and partners in total across 14 wards in the city over a five-week period**, using multiple research methods to ensure citizens were contacted and engaged in a way that suited them. This included:



**Figure 1: TOM Qualitative Research Summary**

This insight supported subsequent co-creation sessions with key internal and external stakeholders including Neighbourhood Advice & Information Service (NAIS) Contact Centre. Data (City Observatory), ICT, Website / digital team, IAG, Customer Service, Digital & HR & Property. This culminated in the design and execution of a service pilot in December 2022. This process is outlined in figure 2 below:





**Figure 2: TOM Design Process**

## 2.3 What did we learn from the research?

Our key learnings include a growing normalisation of crisis, reluctance to request help, and the current state of service provision is too complex, which drives citizens to seek in-person support.

**The growing normalisation of crisis post COVID and during the rising cost of living means people do not realise they are in crisis**

The frames of reference for what is “normal” or not are becoming more and more broken. This means **the slope to crisis is becoming less obvious** to people in terms of where they are on the slope and how far away the crisis point is. Given this, many people are **only presenting to the council at high crisis point** (e.g., homelessness) which **forces the reactivity of services** in the city. In addition, many citizens do not have wider support networks to help them recognise the challenges they face.

### **What NAIS Staff said:**

*“Sometimes they do not know they need help or what is normal, for example, a lady I was working with didn’t know that taking over an hour every day to get out of bed is not normal”*

The growing normalisation of crisis post COVID and during the rising cost of living means people do not realise they are in crisis. Citizens shared stories with us about what they thought would be normal e.g., tearing up council tax letters. From their perspective this was normal, there was no recognition that they were in an early crisis. **“New” or “non-traditional” groups of people are approaching services** and charities like the Citizens Advice Bureau, and food banks. This means the **slope to a crisis** is becoming less obvious to people in terms of where they are on the slope and how far away the crisis point is.

**There is reluctance to ask for help due to a range of reasons including fear of judgement and distrust**

Consistent feedback has suggested a reluctance to access council services. Our research has identified four key reasons for this, including:



- **Deficit of trust between government and people** - The trust deficit with Government and the view of the council as “unable to help” and “one large scary institution” is present
- **Lack of accessibility** - For those who are digitally excluded without access to the internet or living far away from a physical advice office/ service, the perception that the council is “unable to help them” This links back to the IAG approach and some people will need and want to be supported via a face-to-face offer.
- **Fear of Judgement** - The fear of judgement manifests via shame and embarrassment over people’s personal situation. This feeling is additionally linked with cultural and ethnic background influences
- **Not wanting to be “kicked down the road” constantly** - People view signposting as being passed around between service to agency to service – they struggle to differentiate between the different teams and only care about a seamless experience (i.e., not repeating themselves)

**What Citizens said:**

*“I’ll never go to the council services because they will look down on me because I don’t have a job”*

**Given the complex current provision, citizens do not know where to start even when they realise, they need help**

The current state analysis found that the current Homes and Money offer and advice provision in Birmingham is highly complex and confusing for both citizens and staff. Given this complex current provision available throughout Birmingham, citizens do not know where to start, even when they realise they need help. The complexity of the system is leaving citizens with no choice but to come to physical locations to solve their problems (see below).

**What Volunteers said:**

*“You need a degree to fill out the forms...one wrong tick and you won’t get the right help needed”*

**The complexity of the system is leaving citizens with no choice but to come into physical locations to solve their problems, which presents additional challenges**

Research identified that the **complexity of the system** drives people to **come into singular physical locations**. At the time of the research, BCC offered a drop-in service via **publicly accessible** Neighbourhood Advice and Information Service (NAIS) located in Erdington (North) and Northfield (South). This in turn generates **dependency and demand** on these physically located services that is not able to be served and has been exacerbated by the increased demand in the last couple of years; referral numbers from the Contact Centre to the Neighbourhood Information & Advice Service (NAIS) advisors **increased by 81%** from 2020/21 to 2021/22.



As a result, a **transactional relationship has been formed with citizens**. There is limited time given to proactively supporting citizens before they present to a physical location, and the offer extends to a 10-minute time-limited offer via a transactional interaction. Throughout the research and data analysis, it is evident that many citizens **repeatedly find themselves coming to these physical locations for multiple time-limited interactions** with the service.

In addition, the limited number of physical locations spread across the city **results in frustration** from citizens and is a particular barrier to those who have different ability needs. The transactional nature of a citizen's relationship with the council was materially impacting citizen outcomes, as the **staff resource was unavailable to connect citizens to build support within their local community assets**, a key step in supporting citizens to build long-term financial resilience and improve their well-being. Additionally, information about citizens is currently stored on a vast number of case management systems within Birmingham City Council and by partner organisations, making it **almost impossible for staff to gain a holistic view of households and individuals**.

**What BCC Staff said:**

*"Multiple places are needed as sometimes people need to go there to recover money...it's really difficult for people with less money and mobility"*

## 3. Operating Model

The Target Operating Model sets out:

- The **vision and purpose** for the new service
- How we will **approach service delivery**
- How we need to **equip our people** to deliver the service
- The **data and technology** required

### 3.1 Vision and Purpose

#### 3.1.1 What is the H&M Advice Hub trying to achieve?

Our shared vision for the Homes and Money Advice Hub is to **Provide robust, strength-based, and holistic guidance to citizens who are financially vulnerable, empowering them to achieve greater financial well-being and maintain stable and secure housing.**

To achieve this vision, we will...

- Ensure citizens are supported via a **strengths-based conversation**. This maximises the citizen's strengths (including their family, social and extended community networks) to achieve long-term financial resilience, which meets their needs and improves or maintains their well-being
- Acknowledge citizens and their families are **experts** in their own lives and the Homes and Money hub will ensure that they are listened to. Staff will be empowered to have



strength-based conversations around what citizens **want to tell us** and **not what we want to ask them**

- Build on the citizen's strengths to **connect** them to the right people, communities, and organisations. Support and connections into **local community assets** to improve relational life outcomes will be based upon “**What do you want to do**”? And “**What can I connect you to**?”
- Make **every conversation** with citizen’s **count**, to ensure that they do not have to repeatedly explain their needs to multiple people in different organisations
- Use **data proactively** where possible to identify citizens at risk of financial vulnerability to be offered a strength-based conversation
- Offer a **variety of service channels** (Face-to-face, phone, text, email, letters) to support citizen engagement
- Ensure the service is based on an offer that is “**infinitely flexible**”, understanding that there isn’t a ‘one size fits all’ approach
- Design a service with **those most vulnerable in mind**, to ensure it serves all the citizens of Birmingham

We will therefore **shift the way we interact with citizens**, working outside of our silos, and develop an offer of comprehensive strength-based support that builds long term financial resilience and well-being, whilst making the best use of our limited resources.

### 3.1.2 What does success look like for the H&M Advice Hub?

Four key success metrics were identified to measure the success of the homes and money pilot.

These are:

- **Enhancing the use of data** to proactively identify and support vulnerable individuals
- Citizens can easily be **offered a strengths-based conversation** based on their assets and strengths conversations and those of their family and support network, and how they can build their finance and well-being. For those without such networks, the role of the strength-based conversation would be to help support a connection to assets, and resources, which aims to support citizens build connections within their own local area.
- The location and channels of the H&M hub are **accessible, interconnected, and at the citizen's convenience**.
- **Income maximisation** – Supporting citizens to:
  - Claim all the appropriate benefits and money schemes they are entitled to
  - Providing budgeting advice
  - Individuating the underlining reasons for their financial problems

As the H&M service moves into implementation, these criteria will evolve to ensure a holistic success-based criteria are developed that is aligned to wider EI&P objectives.



## 3.2 Service Delivery

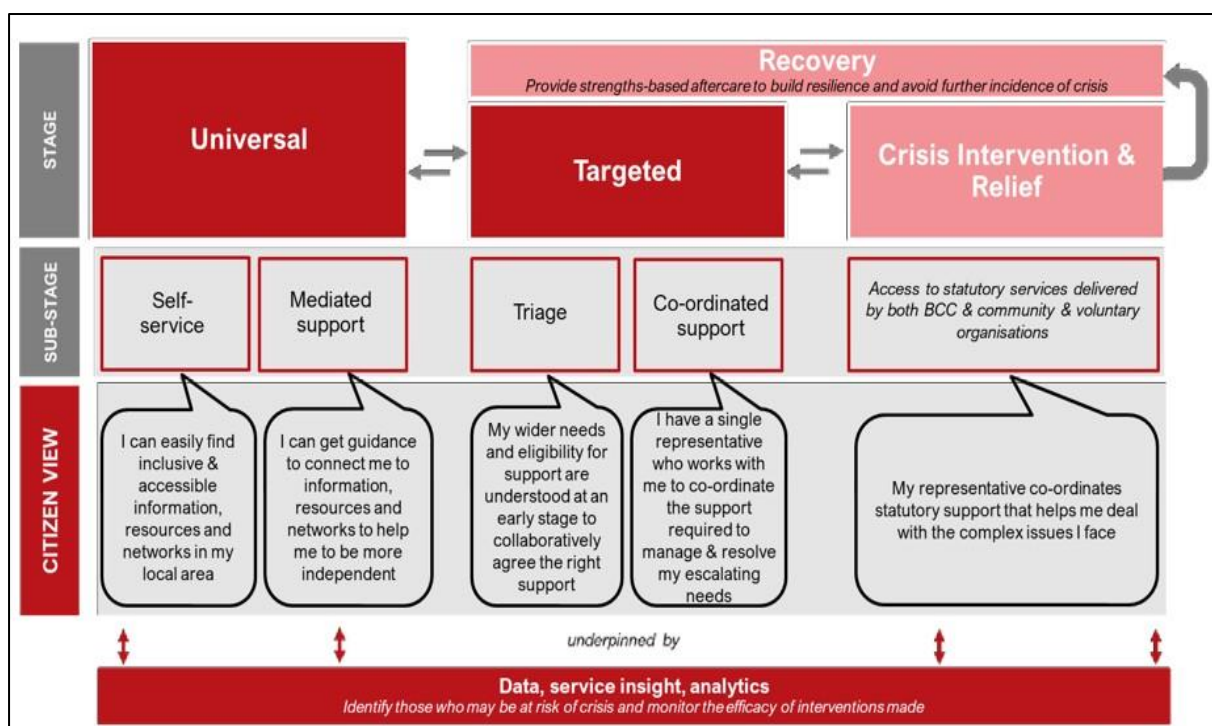
In this section, we have outlined:

- The scope of the new service
- The customers that are likely to engage with the service
- The channels through which our customers will engage

### 3.2.1 What is the scope of the Homes & Money Advice Hub?

The Homes & Money Advice Hub service will provide financial and housing support to citizens at the **Universal and Targeted stages of the prevention pathway**

The future state of the Homes and Money Advice Hub service **builds on the prevention pathway**, which underpins the overall Early Intervention & Prevention approach (see Section 2.1.2 of the Business Case for further information on the prevention pathway).



**Figure 3 – Homes and Money Prevention Pathway**

A detailed blueprint summary has been developed for the future state of the service from both a **citizen's perspective** and the **council's perspective** (see Appendix 6.2). Development involved contributions from the City Observatory, ICT, Digital (BCC Website), Contact Centre, Property, HR, IAG, Org Design. The blueprint has been designed to provide a **seamless, coherent, and transparent** experience that is rooted in two key principles:

**Definition: Service Blueprint**

A detailed depiction of the future state service, which can be used by Homes and Money delivery teams to understand and align on the key activities and service features they need to develop to enable delivery of the future state service.



- Designed with a **12–18-month view** in mind. It serves as the “north star” vision for the Homes and Money service, guiding stakeholders by providing a consistent view of further service development and deployment
- Encompasses the **Universal and Targeted** stages of the prevention pathway – as with all Early Intervention & Prevention service offerings – and the four sub-stages that sit under each of these: **Self-Service and Mediated Support**, and **Triage and Co-ordinated Support**, respectively

**Definition: Community Connector**

A Community Connector is a Homes & Money staff member who is a single point of contact for a citizen and works with the citizen to ensure they can gain control over their finance and wellbeing. This includes connecting citizens with people, communities, activities, services and organisations close to where they live, having asked the citizen: “What do you want to do?” and “What can I connect you to?”. **Places to go things to do**

The service aims to support most citizens in a **self-serve format** (rooted in IAG), however when self-serve is not appropriate (e.g., digital exclusion, complex issues, proactively flagged by system) relevant support will be offered via a **proactive targeted service of H&M Community Connectors**. Homes & Money staff will proactively contact identified households, offering a pre-booked appointment to have a strengths-based conversation, provide appropriate financial support and connect them to relevant services and activities in the community, for example to help reduce loneliness. This fundamental shift in staff ways of working will be reviewed and agreed upon during consultation with staff trade unions.

The figure below outlines at a high level the service offer in each of the four sub-stages of the prevention pathway.

STAGE	Universal		Targeted		Outside of EI&P scope <b>Crisis Intervention &amp; Relief</b> Access to statutory services delivered by both BCC & community & voluntary organisations
	Self-service	Mediated support	Triage	Co-ordinated support (Homes and Money Hub)	
SUB-STAGE	Residents can easily find inclusive, tailored and accessible (digitally and physically) information, guidance, resources and networks in their local area (powered by a holistic, multichannel IAG offer)	Residents can easily find inclusive, tailored and accessible (digitally and physically) information, guidance, resources and networks in their local area with guidance / signposting from their local community and advice professionals	Residents are proactively identified as requiring support and advice based on shared BCC data	Residents receive support from a single service representative who works with them to coordinate the support required rooted in holistic strength-based conversations and community assets	Service representative coordinates statutory support that helps the resident deal with the complex issues they face
SERVICE OFFER					

**Figure 4 – High level service offer (four sub-stages of the prevention pathway)**

The following two visualisations (Figure 5 and Figure 6) provide a summary of the detailed service blueprint from a citizen (front end) and council & staff delivery team (back end) perspective. This blueprint has been tested with a wide range of stakeholders to validate its feasibility within the agreed horizon of 12–18 months (from the pilot).

As outlined in the blueprint, citizens will receive a **holistic offer of support alongside a response to their immediate financial instability**. This includes connection into community assets close to where citizens live to help improve wellbeing, part of the wider “by the community, for the community” approach with inclusion at the heart of any connection that is made.



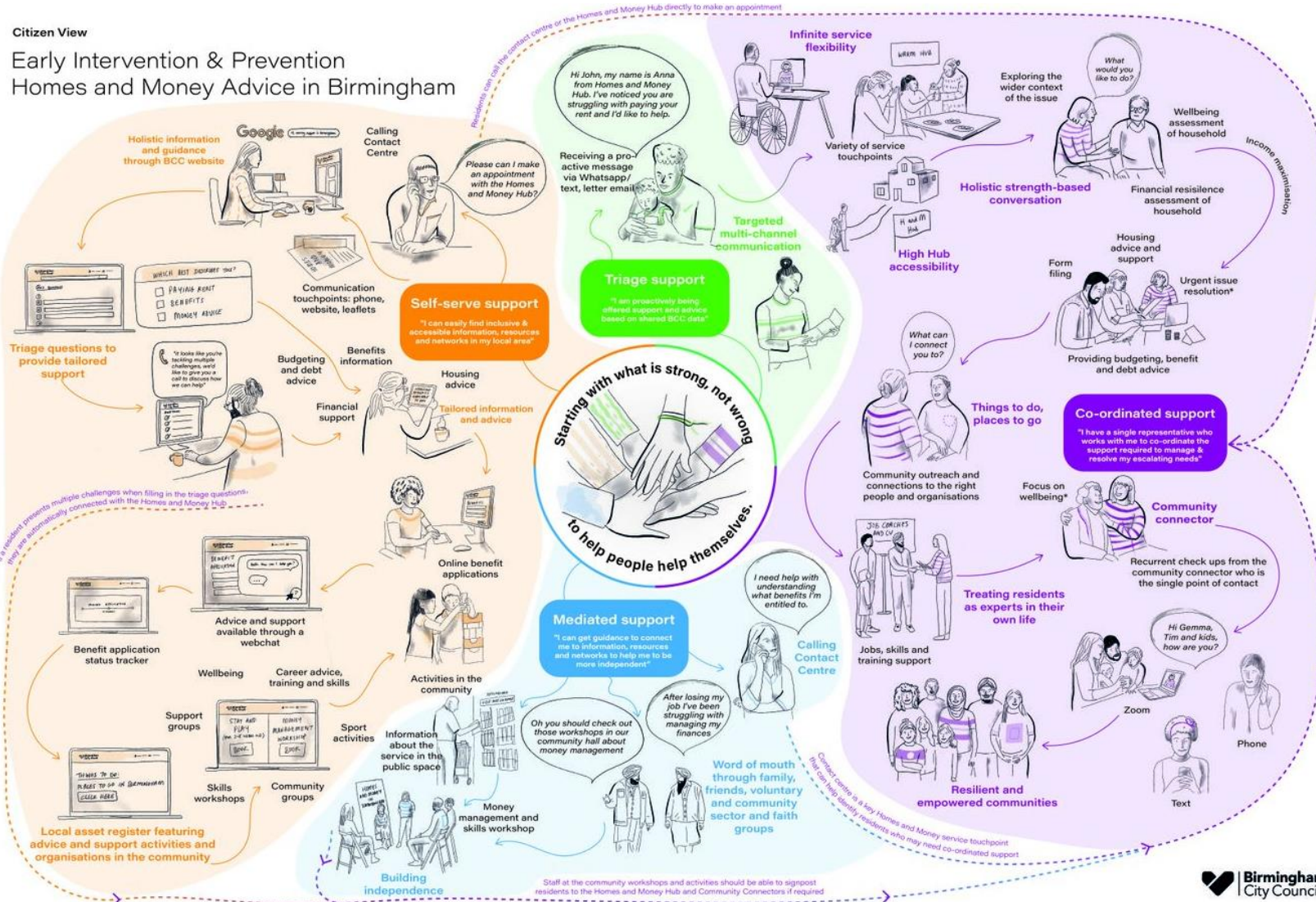


Figure 5: Citizen's perspective: The ideal Homes and Money service experience and offer across the four sub-stages of the prevention pathway





14



### 3.2.2 How do citizens feel about the proposed model?

Engagement with BCC citizens has provided a number of key insights and validations of the proposed H&M TOM.

Engagement has been conducted with Birmingham City Council citizens at both in-person and online sessions to understand community views of the proposed H&M service. This has yielded the following key insights:

- **The residents believe that the H&M service will help people live a relational life and build a stronger community** – Feedback has identified that citizens value the focus on creating safe and neutral spaces and fostering connections, including identifying and supporting community champions as a tool to building a “by the community, for the community” culture.
- **It’s important that the access to tailored H&M advice is available through self-serve route to empower the residents and increase their independence whilst mitigating avoidable demand** – Citizens have stated that they value the proposed self-service functionality, commenting that easily accessible personalised information will be crucial to raising awareness and accessing support.
- **A holistic approach is understood as making sure people don’t fall between the cracks** – Feedback has found that citizens value the holistic offer of support, that goes beyond immediately presented needs to ensure that wider circumstances are considered when providing support.
- **A diversity of contact channels and ability to access human support (or similar e.g., highly trained bot) at all stages of the service is important** – Citizens have stated that they highly value the ability to access human support while accessing services, particularly in ad-hoc areas where specific question or issues may arise. Services must prioritise **inclusive, appropriate and timely access** for all citizens, allowing them to access the support they need when they need it

**What citizens said:**

*“People are the assets of the community – this service is about being human and talking to each other again”*

**What citizens said:**

*“The fact that I don’t need to speak to anyone to know what benefits I can get is revolutionary. I can use my computer; I want to be able to do it by myself”*

**What citizens said:**

*“The fact that the service supports people with other issues that might have led to that one issue they came with is important”*

**What citizens said:**

*“I do everything myself online, but it’s good to have an option to reach out to a real human in case of any questions or issues. The webchat idea would really help”*



- **Having one source of truth with all the information about local activities and organisations is highly anticipated** – Citizens have stated that the council acting as a facilitator in centralising information on support available will be crucial to increasing awareness, closing information gaps and supporting the connection between community organisations and citizens.

**What citizens said:**

*“As a charity we spend hours trying to find out where to get support on basics like food. We don’t always know what’s out there or how to access it. The council should be the facilitator of brining everything together”*

### 3.2.3 Who will engage with the service and what are their needs?

**The service will support all citizens of Birmingham who require universal and targeted homes and money advice support and has been designed with the most vulnerable groups in mind.**

To ensure decision-making during the co-design workshops was citizen-centred and effective, and to recognised that topics surrounding homes and money are emotive and personal, **four citizen personas were built:**

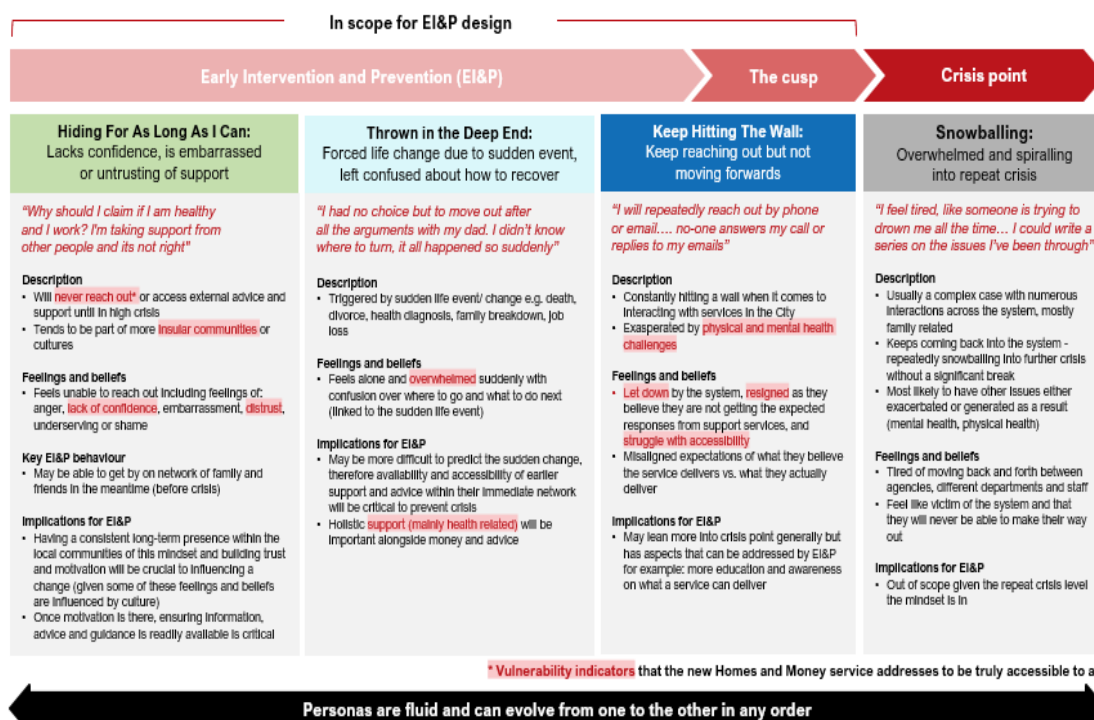
- Hiding for as long as I can
- Thrown in at the deep end
- Keep hitting the wall
- Snowballing

**Definition: Persona**

Personas are a service design tool to help us understand citizens, their lived experiences and mindsets and place them at the heart of our design for Homes and Money.

Further information on each of these can be found in the figure below. These personas represent the **typologies of citizens in Birmingham**, showcasing the different journeys, beliefs, and experiences they have with homes and money. They help to understand the contexts, needs, and influences of citizens and therefore **how we can best intervene and support them earlier in the journey**. The personas were developed using insights gained during the desk research, qualitative research (1:1 interview’s, focus groups, peer research and observations) and stakeholder discussions with BCC staff and partners.







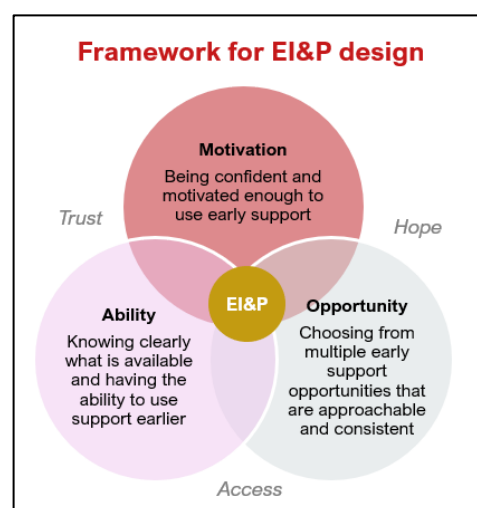


**Figure 7 – Personas: The Four Typologies of Citizens in Birmingham**

The focus of the Homes & Money service blueprint is on the 'Early Intervention & Prevention' and 'The Cusp' phases illustrated above, and therefore the first three personas.

User research identified that **citizens who achieve greater financial well-being and maintain stable and secure housing** tend to have the following key characteristics and behavioural attributes, which have been front of mind when co-designing the Homes & Money Advice offer:

-  **Resilient approach to life** (influenced by culture and family background, environment/contextual situations, hereditary factors)
-  **Education and secure foundational knowledge** around finances and housing management (typically from an early age)
-  **Diligent financial control** (influenced by culture and family background, environment/contextual situations, hereditary factors)
-  **Innate resourcefulness and networking** (even with scarce opportunities)



**Figure 8: Adapted COM-B**

**Model of Behaviour Change**



### 3.2.4 How will the service be delivered?

The Homes & Money Advice Hub service will be delivered via multiple channels, supporting a digital-first approach where possible, with options to ensure appropriate accessibility for all citizens.

To provide an effective Homes & Money service, all service touchpoints across the entire citizen journey will be connected and locally embedded into communities to **enhance the visibility** of available service offerings, **transparency** of processes, **seamlessness** of the experience and **accessibility**. The service will be accessible to citizens who are:

- **Digitally excluded** – with no access to laptop / internet/ lack digital skills, banned from using technology
- Experiencing **physical / mental disability** (low mobility, inability to write / speak, neurodiversity)
- Having **limited English language proficiency** (English as second language, low literacy and reading skills level)

The Homes and Money Advice service will provide...

- A highly **flexible multi-channel service touchpoint** where citizens can get information about the service (physical Hub, website /app, community group), and via a variety of communication channels for obtaining the information based on citizens' preferences: phone, email, letter, WhatsApp, face-to-face etc.)
- Physical hubs located in the **community** (incl. quiet calming spaces, access to hearing loops, chaperon, toilet, BSL interpreters etc.)
- A variety of **digital channels** (text messaging, webchat, WhatsApp, telephony, virtual calls, emails, letters)
- A more dynamic contact routing solution to ensure citizens get the support they need when they need it
- **Translation services** (automated and human) across channels: website, leaflets, letters, text messages, face-to-face
- **High web accessibility** following [gov.uk principles](https://gov.uk/principles) (e.g., adjustable colour contrasts, font sizes, enabled screen readers and speech recognition, no session time-outs etc.)
- **Jargon-free communication** via all channels and touchpoints: plain English, 'inverted pyramid' and ensuring clear pathways into specialist service.

**Self-service and in-person delivery are essential to the future state** Homes and Money Advice Hub service blueprint. Further detail on IAG – key to successful self-service – and a place based approach – taken to enable the desired in-person experience – is provided below.

#### Information, Advice & Guidance (IAG)

In line with the wider EI&P programme, effective and timely Information, Advice, and Guidance (IAG) will be fundamental to an “infinitely flexible” and digital-first (wherever possible) Homes and Money advice offer (see EI&P Business case section 3.3.1). It will ensure that citizens can self-serve, and access resources at a time and via a channel of their choosing, without the need to have direct contact with the council.



The current structure and provision of IAG often frustrates the citizen, as they get 'bounced' around the system. It is also costly for the council as vital frontline resources are resolving issues that people could resolve themselves with better content and tools. Citizens who can self-serve are more likely to maintain their independence and resilience. By helping to facilitate self-service we aim to drive better outcomes for citizens and limit demand on targeted and statutory services.

**Definition: IAG**

**Information:** facts or details about somebody or something, often relies on those who access the material interpreting it correctly and acting accordingly.

**Advice:** an opinion or a suggestion about what somebody should do in a particular situation, relies on the individual to act upon the advice

**Guidance:** help, information or advice aimed at resolving a problem or difficulty, especially when given by an authority or experienced body or figure

We aim to take a digital-first approach, with citizens placed at the centre of design considerations, to facilitate self-service with interactive tools that ensure a high-quality consistent service that builds resilience and increases independence for citizens.

The Homes and Money Advice pilot identified that since the pandemic many citizens have had to rely on for the first-time internet and digital devices to access support services, even those that are able to proficiently use the internet have had to change the way that they work and generally live their lives. The Northfield pilot has worked closely alongside the Digital Inclusion programme to better understand whether citizens had access to a device and internet connections needed ensure that citizens have access and the digital skills so that they can confidentially access self-service support in the future.

**Place Based Approach**

Taking a place based approach to deliver H&M services in physical hubs across Birmingham will also be key delivering sustainable outcomes for citizens. We will meet citizens where they already are and engage with them on their terms, in a familiar and adaptable way.

Physical locations will be designed with the community, with services that reflect the needs and aspirations of citizens in the local area. They will be universally accessible, well located, and positive spaces, facilitating community cohesion and resilience.

This approach directly builds on the success of the H&M pilot, which recognised the unique value that delivering services in physical locations enabled, including that networking across teams facilitates better results for citizens. To fully deliver the new Homes and Money service, teams need to work collaboratively to find the best solutions for citizens.

## 3.3 People

**In this section, we have outlined:**

- Staff requirements to deliver the service
- The ways of working required to deliver the service



---

### 3.3.1 What are the staff requirements to deliver this service?

**Staff working differently using a strength-based approach will be key to building citizen's financial resilience and long-term wellbeing.**

These changes in ways of working **that connect citizens to activities and support that exists in the community**, and the associated requirements of staff to adopt this approach are detailed below:

- **New Community Connector way of working** - Community Connectors will require training on strengths-based conversations that focus on what the citizen has to build a short-term and long-term support plan. Staff will be familiar with and confident in accessing resource directories available to them in the city, including Connect to Support, Route to Wellbeing, and Waiting Room. The HaM hub will develop and embed a culture that ensures that staff works as partners within the community so as not to generate demand within the voluntary and community sector. Ensuring continuous engagement and opportunities for co-design between the council and its partners will be crucial in maintaining the necessary support for this new way of working.
- **Single Version of the truth' – Shared Dashboard** – Staff and partners will be required will be required to undertake training and ensure they can access, use and interpret the new system to have a 'fuller picture' when offering support to citizens, resulting in more relevant/tailored/effective help
- **New additions to the BRUM Account** – Staff will need to ensure they are aware of any future developments on the BRUM A/C (inc. Triage quiz's, personalised support plans) to direct citizens to them as required
- **Working alongside Contact Centre Staff to offer more holistic support for citizens (relevant to grade)** – Contact Centre staff will be offered training to support them to offer a more holistic service for citizens who call that goes beyond the issue at hand and identifies crisis cases for Community Connectors to support
- **Moving staff from an active to a proactive state** - Shared dashboard users (staff & partners) will need to ability to manually flag citizens requiring fast tracking. This will include undertaking training to enables advisors and empowers them to recognise vulnerability

### 3.3.3 What are the desired behaviours and ways of working?

The desired service behaviours and ways of working will be a core part of the early intervention and prevention approach and mindset. To support new ways of working, the Homes and Money Advice Hub will work to embody the desired states as displayed in the visual on the right.



- A **citizen focused way of working** where staff are proactive in offering holistic services, working from a position of empathy
- A **continuous improvement** culture where feedback and challenge are constructive, and development is prioritised
- **Collaboration** across Directorates, communities, and partner organisations to ensure services offered to citizens takes a whole system approach
- A culture at BCC where all feel **empowered** and there's clear accountability of **responsibility**
- Improving citizen outcomes by **working effectively with communities and partner organisations** encompasses the ethos of the EI&P programme and the wider continued transformation of the council.



Figure 9: EI&amp;P Cultural Priorities

## 3.4 Data and Technology

In this section, we have outlined:

- The high level technology requirements
- The emerging data requirements

### 3.4.1 What technology is required to deliver the desired service?

High level technology requirements have been established; however, further work is required to identify the detailed requirements.

As the project moves into implementation, **further detailed development of tech requirements** will be required, including specific detail around the future system requirements and a plan to realise these from the current technology used.

This assessment will incorporate the below principles underpinning the new H&M service and related IT requirements. It should be noted however that these requirements will also form the **foundation of what will be required for the wider EI&P programme**.

H&M Service Principles	High Level Tech Requirement
Service provides and maintains an integrated, holistic, up-to-date and accessible IAG offer including income maximisation, well-being, jobs,	<ul style="list-style-type: none"> <li>• Team builds a process that updates IAG offer across channels coherently and simultaneously</li> </ul>



skills and training, budgeting, benefit and debt advice, housing advice	
Service maintains an up-to-date community asset register offering a wide range of places and activities helping build financial resilience and independence	<ul style="list-style-type: none"> <li>• Team develops a Homes and Money asset register that enables staff to add new content</li> </ul>
Service connects citizens with their communities, people and organisations within them, supporting citizens in living a relational life	<ul style="list-style-type: none"> <li>• Team builds an activity booking and scheduling feature in asset register</li> </ul>
Service treats the citizens as the experts in their own lives by providing advice and guidance that empowers and helps build resilience and independence	<ul style="list-style-type: none"> <li>• Team develops a Triage Quiz to provide tailored information and guidance</li> </ul>
Service delivers a seamless, connected and transparent end-to-end citizen-centric experience (make every conversation count, integrated case management)	<ul style="list-style-type: none"> <li>• Team commissions a single view of a citizen platform (enabling both to read and input data)</li> <li>• Team works with Digital to develop a new Brum account where all citizens interactions are captured and tracked</li> </ul>
Service is delivered across a variety of integrated channels and touchpoints providing a coherent and flexible offer (meeting citizens where they are)	<ul style="list-style-type: none"> <li>• Team works with Data team to develop a process to capture data from all channels into single-view platform</li> </ul>
Service captures and uses data proactively to identify, contact and support citizens who are at risk of going into a crisis	<ul style="list-style-type: none"> <li>• The team develops an infrastructure that enables the Homes and Money service to proactively contact selected citizens via a variety of channels</li> <li>• Team develops a process that captures the results of the Triage Quiz in the single-view platform and flags citizens in need of coordinated support</li> </ul>
Service delivers an infinitely flexible and tailored offer on an individual basis	<ul style="list-style-type: none"> <li>• Team develops a process that captures the results of the Triage Quiz in the single-view platform and flags citizens in need of coordinated support</li> </ul>
Service provides an offer that builds on citizens' existing strengths	<ul style="list-style-type: none"> <li>• Team works with Data team to develop a process to capture data from all channels into single-view platform</li> </ul>

### 3.4.2 What data is required to deliver the desired service?

**A single view of the citizen is essential to fundamentally transform how citizens are supported as it will enable a data-driven approach to decision-making and service and resource commissioning.**

A single view of the citizen brings together data sources across the council and supports a better understanding of an individual or household's situation. This enables staff to reduce time spent on administrative activities and provide more holistic support, including proactively identifying citizens



that are showing signs of potential financial vulnerability. Key insight can also be made available to partners to support demand management and self-service within agreed data-sharing protocols.

A single view of a citizen can be used to produce high-level dashboards, as well as individual or household-level insight, as seen below:

Dashboards	Individual/Household level insight
<ul style="list-style-type: none"> <li>Financial resilience dashboards will provide information at a population level to better understand the resident we support.</li> <li>Facilitate improved decision-making and commissioning by using data and predictive analytics to understand the risk factors that lead to individuals reaching 'crisis point'</li> <li>Identify priority cohorts that could be supported by the Homes and Money Advice hub.</li> <li>Enable and drive insight-led service planning</li> </ul>	<ul style="list-style-type: none"> <li>Staff have access to a single view of the individual/household at an individual level to support proactively identify citizens that can be supported.</li> <li>Staff have to access information about what benefits an individual is claiming and what they may be entitled to, enabling targeted benefits maximisation activity, as well as budgeting and supporting identifying access to households or individuals to identify financial vulnerability.</li> </ul>

**Figure 11: Dashboard & Individual Level data insight summary**

Our ambition is for staff to have access to a single view of a citizen. To support this, Birmingham City Council is currently developing its "Data Lake", which offers a single storage platform to integrate the large volume of organisational data. Three outcomes of a holistic view of data based on a single up to date "Data Lake" are:

- Improved operational support
- Citizen Self-service
- Support evidence based strategic outcomes

This platform will act as an intermediary solution to the commissioning of a specific platform providing the single view of a citizen that will support both the NAIS service as well as wider EI&P services.

Learnings from the Homes & Money pilot will directly input to the design of this platform and the evolution of a data model that uses numerous key data sources to identify citizens at risk before they reach crisis.



## 4. Implementation

**In this section, we have outlined:**

- How the Ideal Future State is different from the Current State
- How we will get to the Ideal Future State

*To note: The H&M Service will sit under the wider EI&P Programme Governance (see section 4.3.1) of the EI&P Programme Business case), and therefore Governance arrangements will not be included within this case.*

### 4.1 How the Ideal Future State is different from the Current State

**In this section, we have outlined:**

- A summary of the Change Impact Assessment

#### 4.1.2 What change is needed to achieve the Desired Future State?

**A high-level change impact assessment has been completed to identify key impacts of the new service across our staff, processes, technology, citizens & locations.**

This assessment has been developed based on Homes and Money Service Design sessions with relevant BCC Teams (HR, Data, BCC Website, ICT, Contact Centre), and has rated the change impact of the following key high-level components of the new service:

- New Community Connector way of working – High change impact
- Single Version of the truth' – Shared Dashboard – High change impact
- More structured / targeted Service touchpoints – Medium change impact
- New additions to the BRUM Account – High change impact
- Contact Centre Staff offering a more holistic support for citizens – High change impact
- Moving staff from an active to a proactive state – High change impact

A full summary of this assessment, including rating criteria, change impacts, dependencies and required mitigations can be found in Appendix 6.1.



## 4.2 How we will get to the Ideal Future State

In this section, we have outlined:

- Overview of the pilot
- Learnings from the pilot
- Next steps & high level implementation plan

### 4.2.1 What pilot was undertaken and why?

**A pilot of the Homes & Money Advice Hub was launched in December 2022 in Northfield, based on a highly agile 'test and learn' approach to capture and make changes to delivery on the go.**

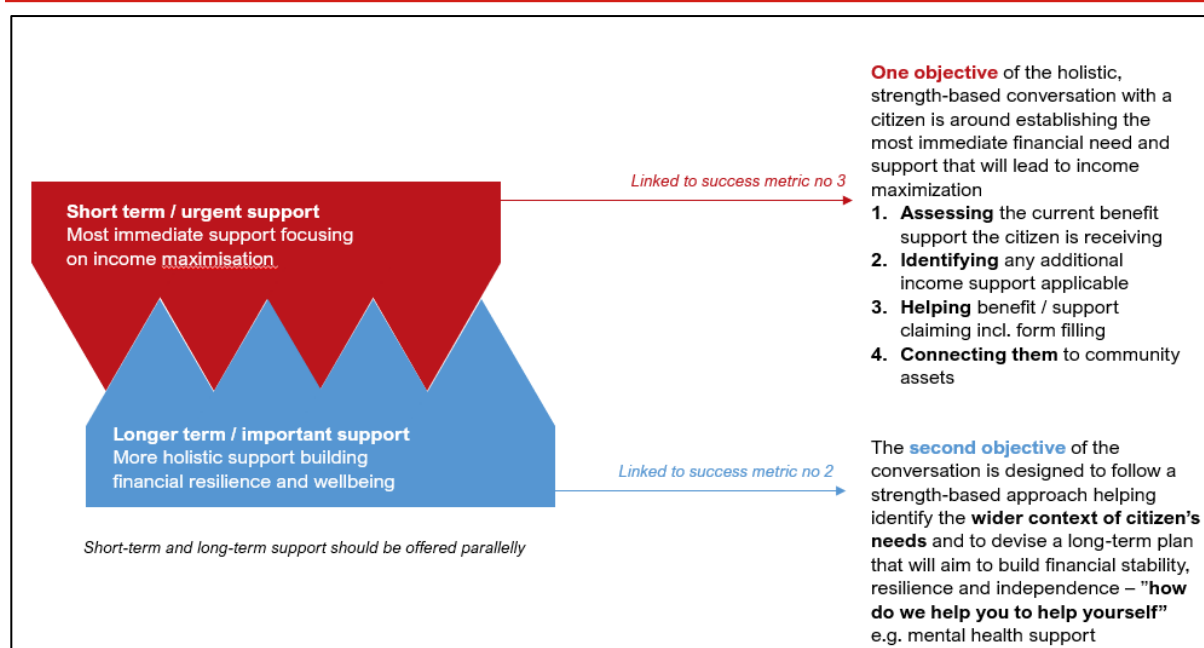
Northfield was chosen as a pilot location as staff and managers within the Northfield Neighbourhood Advice and Information Service (NAIS) expressed interest in proactively supporting citizens via a strengths-based conversation. Additionally, local community organisations were strong and well established within the Northfield area.

The initial testing of the service (Northfield pilot) focused on the targeted stage of the prevention pathway whereby citizens proactively identified as at risk of financial vulnerability are offered a strength-based conversation. The ideal state for the Homes and Money service offer stretches across all stages of the prevention pathway (see section 3.2.1). The targeted stage of the prevention pathway included:

- **Triage** – Proactively identifying citizens requiring support and advice based on shared BCC data
- **Co-ordinated support** - Citizens receiving support from a single service representative who works with them to coordinate the support required rooted in holistic strength-based conversations and community assets

The aim of the pilot was to evolve a model through whereby we offer a longer term holistic offer of support focused on building financial resilience and wellbeing alongside a response to a citizen's short term immediate financial instability, including connection into community assets close to where citizens live. This approach is summarised below:





**Figure 10: Support Key Objectives**

The pilot delivery approach allowed the Homes and Money advice hubs to continue to work with citizens, staff, and stakeholders to shape and refine the offer. Where staff roles may undergo change, we will work alongside Trade Unions to ensure we deliver the best outcomes for citizens and staff, in line with due process. We will undertake a formal approach to consultation in accordance with standard procedure following sign off of the Cabinet Report. Evidence from the pilot will enable our long-term strategy of rolling out further hubs across the city, and all decisions of these locations will be data lead and be based on the needs of the citizens within that area. From an operational delivery point of view this service model was not a drop-in model. Throughout the pilot on the day or self - referral appointments continued to be offered via the Neighbourhood Advice and Information Service within Northfield.

The pilot was delivered by 5 part time grade 4 staff members who engaged with citizens, with support provided by a part time grade 5 manager who provided service oversight and identification of pilot participants. Pilot participants included individuals identified through analysis of BCC data (e.g., Rent arrears, contact centre, Family Hub data) as citizens at risk of financial vulnerability.

The pilot comprised of service offers and corresponding activities that sought to test and learn from four key areas. This included:

- **Enhancing the use of data to proactively identify and support vulnerable individuals** - Current BCC data capture system doesn't support the maximisation of data extrapolation and hence the focus will be on proactive reach outs
- **Citizens can easily be offered a strengths-based conversation** - Based on their assets and strengths and those of their family and support network and how they can build their own finance and wellbeing
- **Income maximisation** – Supporting participants to claim all the appropriate benefits and money schemes they are entitled to, provide budgeting advice, and individuate the underlining reasons for their financial problems



- **Ensuring the location and channels of H&M hub are accessible, interconnected and at the citizens convenience.**

#### 4.2.2 What have we learnt from the pilot and how has this informed the H&M service blueprint?

The pilot has yielded several key learnings that have directly informed development of the H&M service blueprint.

Key learnings, including implications for the H&M blueprint include:

- **Integrated and proactive use of data works -**  
Although internal council processes make it hard to connect citizens with the right support a number of key successes and limitations of the benefit of a holistic data approach were identified, which provided a clear case of the benefit of the single-view of a citizen platform
 

*"It is such a great idea. Why haven't we started providing this service earlier" – NAIS Staff*
- **No one size fits approach to communication channels and methods** – The pilot found that some citizens were very apprehensive when contacted via unbranded personal channels (e.g., WhatsApp), and that they prefer to be informed of the service they're about to be contacted about via email and letters first. In addition, citizens are more likely to trust H&M staff when the advisor **recalls the familiar name of the officer** that citizen dealt with in the past
- **Citizens feel better about their situation once trust is established** – The pilot found that citizens highly appreciate the informative role of the service – being advised on what services are available to them and what benefits they could access. The staff identified that following up the conversation with an email and providing citizens with information about the next steps e.g., websites or videos on how housing bidding works might be a good way to empower people to act on the advice
- **The Holistic conversation approach requires wider staff knowledge** - The nature of the holistic conversation approach highlighted the need for the H&M staff to have a wider understanding of other BCC services and to be able to connect the citizens with them. Examples included citizens presenting issues that should be dealt with by domestic abuse and drug abuse teams. Currently there is no EI&P specific service provision that can handle these cases; however, we need a system in place to ensure they don't fall through the cracks
- **Holistic conversation can uncover wider citizen needs** - Holistic conversations can uncover much more about the citizen's situation than just homes and money matters. As a result of having to deal with more complex, multi-faceted cases, there's a need for staff to receive formal and informal training that can help them navigate other identified problems. One type of training should focus on building the organisational awareness that aims to introduce the H&M staff to various BCC teams. Additionally, the H&M staff should receive training in supporting people with drug addiction and in domestic
 

*"I'm already working in that way, whenever I can (having holistic conversations), great to see we can formalise it" – BCC Library Staff*



abuse situations – with no expectation to fix the issues but to build skills to navigate the situation to help with homes and money matters.

- **Staff challenge the status quo with the correct tools and time** – When given the right tools and time staff organically challenged the status quo and embraced new ways of working, for example one NAIS manager developed a Glossary that covers the terminology related to the pilot. When given the time and starting points (e.g., scheduled debrief sessions and templates) NAIS staff are keen to work collaboratively to identify the best next steps for citizens and improve the day-to-day running of the pilot.

### 4.2.3 What are the next steps to fully implement the Homes & Money Advice Hub service across the city?

The H&M team have developed a three phased implementation plan and design considerations to identify what must be done, by whom, and in what order to deliver the new service.

To maintain the momentum, the Northfield Homes and Money Advice hub pilot will continue and be upscaled (decision on locations will be data led and based on the needs of the citizens within that area).

Subject to approval, the H&M team have developed the below service blueprint, which details a 3 phased implementation plan, including the required roles of Data, ICT, HR/OD, Digital, Property & wider BCC teams.

Currently the Neighbourhood Advice and Information Service (NAIS) operate fully within the crisis space. It is acknowledged that it will take time to shift the model. The next phase of the pilot will benchmark and establish processes to develop a shift towards a 20% proactive, 80% crisis model.

Team →	Data	ICT	HR / OD	Digital incl. IAG	Property	Other teams to involve and collaborate with across phases
<b>Phase 0 / Pilot (pre cabinet)</b>	Identify data fields and sources to build a single-view of citizen	Run detailed service requirement session, sign off HaM service features and map resources	Complete TNA assessment, identify training and staff support needs, provide initial training.	Identify and fix the most pressing issues. Should include omni-channel approach; website, social media, phone and physical	Co-locate HaM in NAIS Northfield and Shard End and secure NAIS Erdington as 2 <sup>nd</sup> location.	Across all phases follow multi-agency approach to identify <b>opportunities and processes for cross-team collaboration and service delivery</b> (strength-based approach), e.g.: Contact Centre, Housing and Lettings teams, Domestic Abuse Think Family Early Help, Family Hubs, Adult Education, Children Trust, Barclay's Digital Wings, Good Things Foundation, Digital Inclusion, Social Prescribing and more
<b>Phase 1 (post cabinet, 0–6 months)</b>	Start feeding the pilot learnings into the data lake development (+data standards, protocols) and build business case for single-view platform	Start developing prioritized service features (in line with the developed agile delivery approach plan)	Define phase 1 scale and sign-off new structure, identify resources for further phases, update job descriptions and performance metrics	Define the scope and requirements for HaM IAG and begin to modernise provision to facilitate self-service and ensure consistency across all channels.	Based on pilot learnings and locality needs identify and optimize pre-existing community assets to co-locate HaM service	
<b>Phase 2 (6–12 months)</b>	Keep developing data lake. Work with ICT to commission the single-view of citizen platform	Work with Data team to commission the single-view of citizen platform	Offer structured training opportunities tailored to staff and service needs	Seen as trusted source, BCC.gov website is used by staff, partner and citizens for triage and treatment.	Feed in the learnings from service co-location into the Asset Based Vision for the EI&P (creating 'Community Hubs') and Property Roadmap, establish the first Community Hubs featuring Homes and Money service	
<b>Phase 3 (18 months)</b>	Develop, launch and <u>optimise</u> single-view of the citizen platform	Integrate the platform across service front and back-end features	Align HaM training, resourcing and roles with wider EI&P structure and strategy	Align and integrate with other advice strategies and content across EI&P and wider council		

The individual team's objectives and their order might change based on the cabinet decision in Feb/March 2023 and the new structure of the EI&P function

**Figure 11: Homes and Money Implementation Plan**



---

To maintain momentum and pace there is an immediate need to:

- Move the Homes and Money Advice focus from the design of the service to operational delivery.
- Work with the delivery teams to help define and guide the next steps required for the Ideal State service deployment (outlined in the blueprint)
- Develop a service deployment plan based on the pilot's learnings, location needs and delivery teams' priorities.



## 5. Appendices

### 5.1 High-Level Change Impact Assessment

Rating Change Impacts			
<ul style="list-style-type: none"> <li>The following are examples of impact ratings we might give changes;</li> </ul>			
	High (H)	Medium (M)	Low (L)
<b>Staff</b>	Staff(s) job is modified, resulting in major changes to roles and responsibilities Perception that there is a significant increase or decrease in work High level of technical or functional training needed for a particular group Significant shifts in accountability (loss of autonomy, responsibility, decision making, or possible organization structure changes)	Staff(s) job is modified, resulting in minor changes to roles and responsibilities Perception that there is some increase or decrease in work Moderate level of technical or functional training needed for a particular group Moderate shifts in accountability or reporting (loss of autonomy, responsibility, decision making, possible org structure changes)	Staff(s) job is slightly modified with few, if any, changes to roles and responsibilities Perception that there is little increase or decrease in work Light level of technical or functional training needed for a particular group Small shifts in accountability or reporting (loss of autonomy, responsibility, decision making, possible org structure changes)
<b>Process</b>	Processes were not in place and are currently being defined Significant increase in cross-functional work required (collaboration) New policy or significant change to a policy that fundamentally changes a process and requires awareness	Processes were inconsistent, not documented in many cases, and will move toward consistency Moderate increase in cross-functional work required Moderate change to an existing policy that requires/removes part of an existing process	Processes were consistent, but not documented, and will need to be documented Light level of cross-functional work required Minor change to policy that does not have an operational impact
<b>Technology</b>	Shift from manual work to automation	Shift from moderate technology use to job enabled by an enterprise wide technology	Shift from using a shared site on a daily basis to using a standardized technology tool
<b>Citizen</b>	Significant Increase or decrease in engagement levels improved experience with the services (linked to trust and confidence levels) or deterioration Offered more holistic support before reaching crisis (or not)	Moderate levels of engagement Moderate improvement in their experience with the services	Slight change to their current level of engagement Slight to no improvement in their experience with the services
<b>Location</b>	Significant changes in the location where staff are expected to work Increase or decrease in accessibility	Minor changes in the location where staff are expected to work Moderate increase in accessibility	Little to no changes in the location where staff are expected to work Slight to no improvement in accessibility
The majority impact rating across the five categories will be the assigned overall impact rating for that change (i.e. 3 Highs and 2 Mediums = High impact rating)			

Homes and Money HL CIA						*Ratings may change post interaction with dependent stakeholders		
HL Change	Change Impacts					Impact Rating*	Dependencies	Mitigations
	Staff	Process	Technology	Citizen	Location			
<b>New Community Connector way of working</b>	Community Connectors will require training on strengths-based* conversations <i>* strengths-based conversations focus on what the citizen has to build a short-term and long-term support plan</i>  Community Connectors will need to maintain the Asset Register* to a high standard <i>*Asset Register is a source of information for staff on support available to citizens like workshops, clinics, etc.</i>  Community Connectors will have an improved relationship with partners to build their Asset Register	More interactive and proactive process  More consistent way of working	N/A	Higher engagement levels will increase citizen's trust and confidence in using the services	Increased face-to-face interaction with citizens (i.e. regular check ups) – offering the ability for Community Connectors to network and build their Asset Register	<b>H</b>	Community Connectors  Partner Institutions  HR  Trade Unions	Training - Strengths-based conversations  Comms & engagement – focusing on strengths-based conversations and Asset Register (increase awareness and understanding, but also recognise/reward staff adoption)  Updated KPIs – new way of assessing the community connectors performance, new metrics that support and drive the new ways of working  Providing support for staff dealing with complex cases (support infrastructure)
<b>'Single Version of the truth' – Shared Dashboard</b>	Training required for staff and partners on how to access the shared dashboard, and also how to interpret/use it  EI&P staff and partners will have a 'fuller picture' when offering support to citizens, resulting in more relevant/tailored/effective help	A new integrated process to have 'one view' of the citizen which is accessible to all  Improved consistency	Dependent on technology developments and implementation	Less repetition for the citizen every time they interact with someone new in the services	Online dashboard	<b>H</b>	Data Team  ICT  Trade Unions	Training – shared dashboard / data management  Comms & engagement - focusing on data (increase awareness and understanding, but also recognise/reward staff adoption)  Updated KPIs – focusing on data quality/ management
	High	Medium	N/A	High	High			
	High	High	High	High	High			



Homes and Money HL CIA						*Ratings may change post interaction with dependent stakeholders		
HL Change	Change Impacts					Impact Rating*	Dependencies	Mitigations
	Staff	Process	Technology	Citizen	Location			
<b>More structured / targeted Service touchpoints</b> (i.e., Homes and Money leaflets)	There will be more ways for citizens to get information which may decrease call volumes to the Contact Centre with queries (citizens will self-serve instead)	More structured/ tailored approach to informing citizens	Updates to the BRUM Account* (more tailored support, less complex)  <i>*BRUM Account (A/C) is a BCC online account for its citizens which gives them information on support available &amp; the ability to track their interactions with the council e.g. benefit application progress</i>	Increased service touchpoints for citizens, resulting in increased visibility / awareness of services  Enhanced / improved experience with the service as the information will be more tailored to their needs	Expanding locations beyond community hubs (swimming pools, grocery shops, etc.)	M	BCC Website  Partner Institutions  Wider Community	Comms & engagement - focusing on new service touchpoints (increase awareness & emphasis benefits)
	Medium	Low	Medium	High	Medium			
<b>New additions to the BRUM Account</b> - Triage Quiz - Personalised support plan	Potential decrease in calls from citizens to the Contact Centre with queries as they can self-serve through their BRUM Account (A/C)  EI&P staff and partners will need to be aware of the new offerings on the BRUM A/C to direct citizens to them	More service offerings will be automated	Updates to the BRUM A/C interface  Greater transparency of information	Automated Service will result in less time spent on calls for citizens  Tailored/ relevant information based on answers to the triage quiz  More convenient service as citizens will have the ability to bookmark support activities	Expand accessibility – ability for citizens to access their accounts in community hubs	H	BCC Website  ICT Team  Contact Centre  Partner Institutions  Wider Community  Trade Unions	Training – BRUM A/C  Comms & engagement – increasing awareness and understanding of BRUM A/C changes – could produce a video on 'How to use/navigate the BRUM A/C'
	Medium	High	High	High	High			

Homes and Money HL CIA						*Ratings may change post interaction with dependent stakeholders		
HL Change	Change Impacts					Impact Rating*	Dependencies	Mitigations
	Staff	Process	Technology	Citizen	Location			
<b>Contact Centre Staff offering a more holistic support for citizens</b> (relevant to their grade)	Training required for Contact Centre agents to offer a more holistic* service for citizens who call  <i>*holistic thinking goes beyond the issue at hand and identify crisis cases for Community Connectors to support</i>	Contact Centre acting as the first point of contact to filter more complex cases for Community Connectors	Contact Centre agents will need access to the shared dashboard (need the ability to use and understand the citizen data)	Higher Engagement Levels, will result in improved relationships between the services and its users (citizens)	N/A	H	Contact Centre  Partner Institutions  HR  EI&P Leadership  Trade Unions	Training – Behavioural (holistic thinking) and data  Comms & Engagement – informing and increasing awareness of 'holistic thinking' and recognise adoption  Updated KPIs – new way of assessing the community connectors performance, new metrics that support and drive the new ways of working  Support Infrastructure
	High	High	High	High	N/A			
<b>Moving staff from an active to a proactive state</b>	Shared dashboard users (staff & partners) will need to ability to manually flag complex cases for fast tracking  Triage Quiz – based on answers, can trigger a Community Connector to contact the citizen directly to offer support  Training enables advisors and empowers them to recognise vulnerability	More integration / collaboration to get 'one view' of the citizen so potential severe/crisis cases can be relevantly supported  Increased human interaction	Shared Dashboard is key to form this 'single version of the truth'	Tailored support before entering a crisis state	Increased volume of Community Connectors face to face meetings  Opportunity for staff to move around to different locations - more exposure to citizens to build trust/credibility and also their network (Asset Register)	H	Contact Centre  Community Connectors  Partner Institutions  Trade Unions	Training – Behavioural (proactive thinking)  Comms & engagement – informing impacted stakeholders of the change & recognising/rewarding adoption  New ways of working that encourage proactive support
	High	High	High	High	High			



## 5.2 H&M Blueprint Summary

Homes and Money service blueprint summary: <u>frontend view</u>	
STAGE	
SUB-STAGE	Universal
	Targeted
FRONTEND PRINCIPLES	Self-service
	Mediated support
	Triage
	Co-ordinated support (Homes and Money Hub)
	Citizens access and receive <b>tailored holistic support and guidance</b> including income maximisation, well-being, jobs, skills and training, budgeting, benefit and debt advice, housing advice
	Citizens are <b>aware of things to do and places to go</b> in their community where they can seek support and advice
	Citizens <b>build connections</b> with their communities, people and organisations within them
	Citizens can easily decide what's best for them and their families ( <b>they are experts in their own lives</b> )
	Citizens can <b>clearly see the path</b> to issue resolution and <b>monitor their progress</b> (seamless experience)
	Citizens can access and interact with the service through a <b>variety of channels and touchpoints</b> (based on their personal preferences)
	Citizens access and receive <b>tailored advice and support through community members</b> and advice professionals
	Citizens are <b>proactively contacted and offered support</b> by the council when at risk of being in a crisis
	Citizens receive coordinated support and advice tailored to their needs via a single point of contact
	Citizens work with a Community Connector to <b>identify and build on their existing strengths</b>
	Citizens receive <b>holistic</b> (urgent and longer-term) <b>support</b> through a well-being and financial resilience assessment

STAGE	
SUB-STAGE	Universal
	Targeted
BACKEND PRINCIPLES	Self-service
	Mediated support
	Triage
	Co-ordinated support (Homes and Money Hub)
	Service <b>provides and maintains an integrated, holistic, up-to-date and accessible IAG offer</b> including income maximisation, well-being, jobs, skills and training, budgeting, benefit and debt advice, housing advice
	Service maintains an up-to-date <b>community asset register</b> offering a wide range of places and activities helping build financial resilience and independence
	Service <b>connects citizens with their communities</b> , people and organisations within them, supporting citizens in living a <b>relational life</b>
	Service treats the citizens as the <b>experts in their own lives</b> by providing advice and guidance that empowers and helps build resilience and independence
	Service delivers a seamless, connected and transparent end-to-end citizen-centric experience ( <b>make every contact count, integrated case management</b> )
	Service is delivered across a variety of <b>integrated channels and touchpoints</b> providing a coherent and flexible offer ( <b>meeting citizens where they are</b> )
	Service empowers community members and advice professionals to <b>actively support and signpost citizens</b>
	Service captures and <b>uses data proactively</b> to identify, contact and support citizens who are at risk of going into a crisis
	Service delivers an <b>infinitely flexible</b> and tailored offer on an <b>individual basis</b>
	Service provides an offer that <b>builds on citizens' existing strengths</b>
	Service identifies the right support for the citizens based on a <b>well-being and financial resilience assessment</b>

### Service Enablers

The recipe behind successful service delivery is the integrated implementation of the principles by various teams e.g., Data, ICT, IAG, Customer Service, Digital, HR, OD, Property – and more. None of those principles should be delivered in siloes and the **detailed service blueprint** defines the ways of working together and specific actions each team could be responsible for.



# **TAKING A PLACE BASED APPROACH TO EARLY INTERVENTION AND PREVENTION - THE SHARD LIBRARY AND COMMUNITY HUB**





# Purpose of this Document

The purpose of this document is to outline how the Early Intervention and Prevention (EI&P) Place Based Approach will be deployed in practice, using the pilot in Shard End as an example. This document presents an opportunity to test and evolve the approach to deploying EI&P, and to set out how the model could be expanded across the City.

This document will help answer the below questions:

- ☐ **Section 1: Why Shard End and why now?**
- ☐ **Section 2: How will we support better citizen outcomes through EI&P?**
- ☐ **Section 3: What does this mean for the rest of the city?**

The document is to be read as an appendix to the Full EI&P Business Case and Cabinet Paper.





# SECTION 1: WHY SHARD END AND WHY NOW?

## **This section will cover:**

- The strengths of the place based approach and Shard End as a place
- Data driven insights into opportunities for improvement in Shard End
- Insights from engagement with citizens and local community groups





# The Strengths of the Place Based Approach and Shard End as a Place

*The aim of the place based approach is to make community assets **human again**, to **support residents** in the highs and lows of life and use property and a place based approach as a catalyst to achieve these outcomes:*

1. Creating **safe and welcoming spaces**, centred around community need and feel community owned
2. The principle that the space '**open to all**' and focuses on the individual, rather than the service provided
3. **Collaboration** between the public, private and third sector

- ❑ Shard End has some real strengths, including **an active voluntary and community sector** with over 60 different offers.
- ❑ Shard End has a **good quality building**, "The Shard Library", which opened in 2012 and is well located, in good condition and has some vacant space in which additional services could be offered, meaning we can **act quickly to drive EI&P outcomes**.
- ❑ The Council's **East Birmingham Inclusive Growth Strategy** has paved the way for local investment in East Birmingham and as a result is an exciting time for Shard End. In coming years major changes are planned that will create new jobs, homes and transport connections.
- ❑ The combination of these three factors make Shard End ideally suited to the pilot.

**Vision:** *Providing a safe **space** to access early support alongside encouraging creativity, lifelong learning & local networks to empower all Birmingham citizens and communities to thrive*



# Opportunities for Improvement – What the Data Tells Us

*Residents of Shard End face disproportionately high levels of deprivation and socio-economic challenges throughout their lives. Yet, Shard End has great potential for growth and investment, in line with the East Birmingham Prospectus for Growth 2015. However, it is necessary to match this growth with plans to meet challenges in the area, removing the barriers to accessing community services and drive prevention outcomes before crisis is reached.*

**Population** - Significantly large U18 pop. (25.5%) with Elderly pop. (16%) 3.1% greater than regional average



**Deprivation** – Top 10% most deprived ward nationally



**Unemployment** – 8.3%, higher than both UK and Birmingham averages



**Crime** – 12<sup>th</sup> highest ASB prevalence and a 31% increase in domestic abuse



**Occupation** – 53.8% low skills working population



**Health** – Reduced mobility leading to 40% higher than UK levels of stroke related deaths



**To inform the Shard End Delivery Plan, we wanted to understand...**

- Staff, citizen and partners' lived experiences as well as their needs, motivations and aspirations with respect to Shard End and what it offers to the community as a place
- What would make the biggest difference from an EI&P perspective

**We developed research and engagement insights through...**

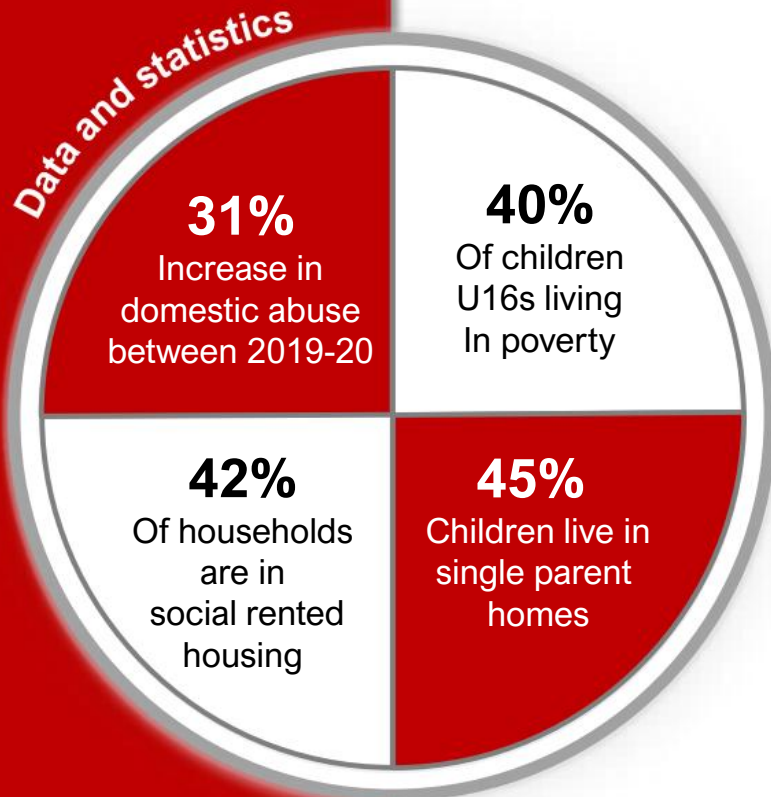
- In-depth discussions with library staff and partners
- Participatory workshops with staff and partners
- Local citizen interviews



## Insights from engagement with staff and citizens [1/4]

# Fragmentation of services in Shard End means citizens do not understand where to go to for support

### Stories from the ground



- High level of deprivation and needs in the community has led to an “island mentality” and lack of connectivity between services. There is a hierarchy of needs where **personal outweigh communal** which has resulted in less focus on prevention in the community and more focus on individual crisis relief.
- **Closing of assets** such as Secondary Schools and the local Shard End Police Station has further fragmented the community for example the nearest local football club is in Erdington and police station is in Stetchford with less in the immediate vicinity.
- Community centres are overstretched and **feel unable to proactively reach out** or update their knowledge of what assets exist leading to **lack of citizen signposting**

*“Who can we go to, no way to know where to get what is needed when you want to help others”*  
- Partner Staff

*“Increasing number of people being relocated who need English”*  
- BCC Staff

*“We have larger proportions of single families and they have their own needs”*

– BCC staff

*“Everyone is on their own little island”*

– Partner Staff

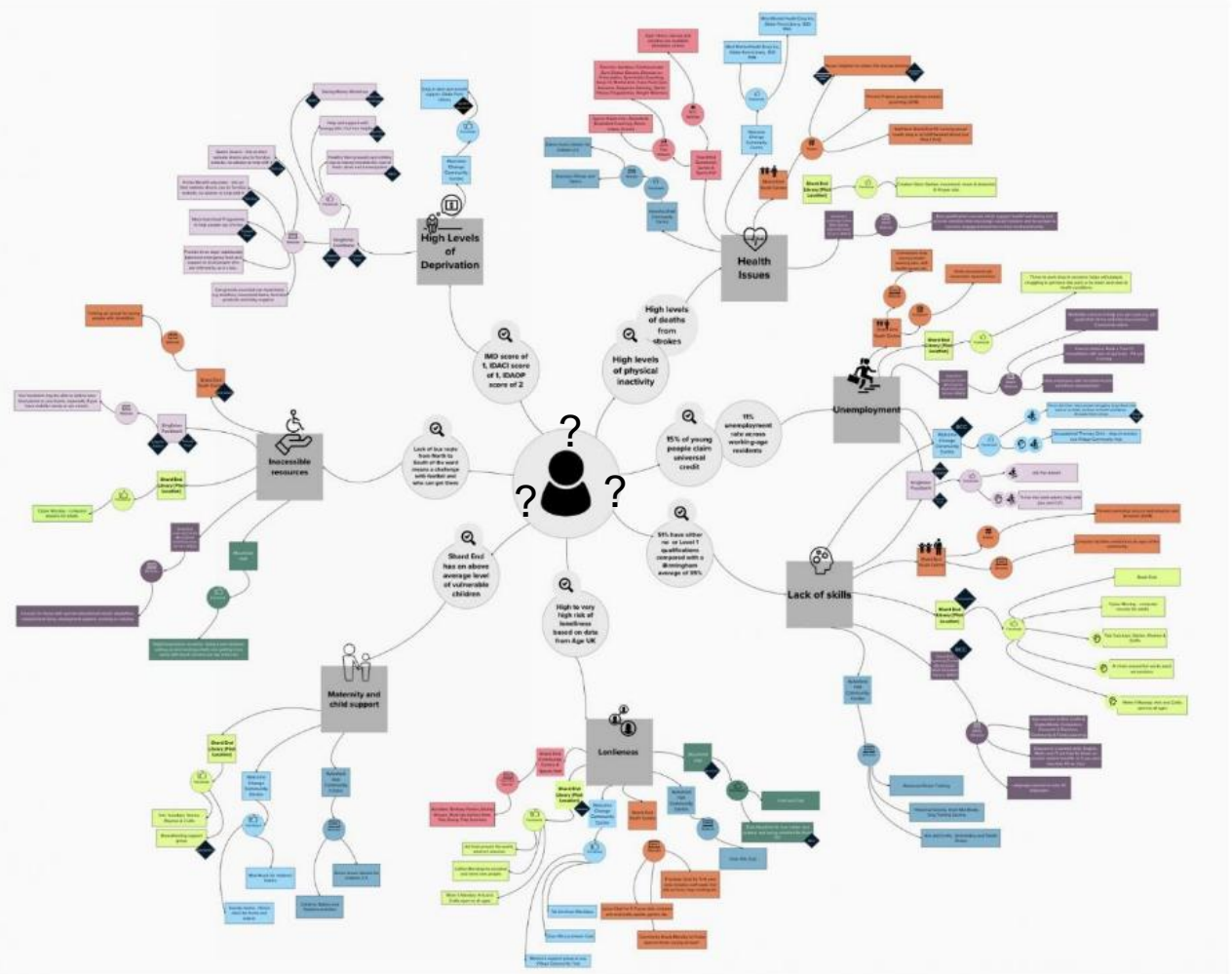


# Insights from engagement with staff and citizens [2/4]

El&P has the potential to maximise and connect over 60 offers across nine community assets in Shard End

This is a visual diagram of all the community assets and offers mapped against local need in Shard End to show the 'as is' provision in the local area.

Although there are challenges in Shard End, there is a lot of provision within the community itself, but currently this is siloed with residents unsure of the support available. Through the pilot there is the opportunity to leverage and connect these strengths and assets in order to break out of the silos.





## Insights from engagement with staff and citizens [3/4]

### Multiple attributes of Shard End Library means it is the ideal place for community bridge building

#### Stories from the ground

- All Saints Square is **viewed fondly** by residents - where there are an array of shops and **intergenerational mixing** – therefore has the highest potential to cater to the large age range of Shard End residents (other buildings are less co-located with other facilities).
- **The Shard is central to the square and community.** The Shard opened in 2012 as multi-disciplinary building including a library on the ground floor, neighbourhood office and community room on the first floor, fully accessible for those with additional needs. However, the only current publicly accessible services are the library and drop in health and development visits ran by the NHS.
- **There is an opportunity to leverage the space available to provide additional EI&P services** to the community and to **offer alternative venues that are better located** for the local Shard End community – taking a **place-based approach** to Shard End for the benefit of its citizens.
- Library staff express that **it's already the place where people ask for help** concerning filling council forms, digital literacy and children activities given its **non-judgemental and trusting atmosphere** (which is key to EI&P).

*"People think the library is a back way in to services"  
- BCC Staff*

*"Citizens want services in Shard End and in the library. They don't want to and will not travel...Big families can't get on the bus or they don't have enough money to"  
- BCC Staff*



## Co-locating a number of service offers in Shard End Library will reflect local citizen and staff needs

### Stories from the ground

- **Overall validation of the need for EI&P initiatives** with positive responses to the pilot from all local residents engaged
- Particular requirement for preventative **homes & money advice** given the high level of deprivation and social housing in the area.
- **Adolescent outreach requested** due to the antisocial behaviour and lack of activities catering to **14-20 year olds** specifically
- **ESOL courses and digital literacy** presented as a necessity due to rehomed families
- Residents feel the library can be an **effective signposting site** for existing community assets and community building programs

Data and statistics

**12<sup>th</sup>**

highest ward for anti-social behaviour

**IDACI of 1**

Significantly Large U18 population

**53.8%**

Lower skilled working population

**10.5%**

Have NVQ4+ qualifications (BCC average = 25%)

*"I had no one or no where to refer her to (language difficulty context)"*  
– Volunteer

*"Idle hands get into trouble here"*  
– Citizen

*"When we have a rush of people coming in... I think this is my job, my role in society and what I'm supposed to do"*  
– BCC Staff

*"I can't get a job without computer skills at my age. People in their 50s are a missing generation"*  
– Citizen



## SECTION 2: HOW WILL WE SUPPORT BETTER CITIZEN OUTCOMES THROUGH EI&P?

### **This section will cover:**

- What offers will we be piloting in Shard End?
- How will we best use the space to facilitate the offers?
- Our Longer Term Aspirations





# What offers are part of the pilot?

Based on the data, research and insights we spoke to eight BCC service leads and partner organisations to understand what they could offer residents in Shard End in order to drive EI&P outcomes. As a result of their responses and availability, the following services are involved in the pilot (validated by staff and citizens):

01

## Homes and Money Advice

### EI&P alignment:

- Roughly 2000 social properties in Shard End
- Top 10% most deprived ward nationally
- Requested throughout engagement with staff and citizens

02

## Digital Skills

### EI&P alignment:

- Double the UK average unemployment level
- Lower skilled makes up 53.8% of working population
- Complimentary to the homes and money advice with a lot of housing and benefit forms on online platforms

03

## Community Safety

### EI&P alignment:

- 31% increase in domestic abuse
- 13<sup>th</sup> highest ward for anti-social behaviour and high levels of vulnerable age groups (0-9 and 60+)
- Appetite to build connections between residents and the neighbourhood police to implement preventative support

04

## Community Connectors

### EI&P alignment:

- Key for connecting citizens to the council and voluntary groups in the community
- Ensuring an up to date asset register for signposting
- Connecting EI&P with the East Birmingham Inclusive Growth Programme



01

## Homes and Money Advice



**Offer:** Income maximisation advice provided to ensure residents are accessing all of the benefits they are entitled to in order to continue to live healthy, independent lives. Targeted support will be offered to residents most at risk to financial vulnerability, before they interact with statutory crisis relief services.

**How this is different to the current offer:** While there's some support provided within the Shard End community, for example through the Kingfisher Foodbank and Welcome Change, most residents need to travel or speak to advisors over the phone to get support or advice on housing or money related topics, often at a personal cost. As a result many do not ask for advice until they have reached the point of crisis. Furthermore, the library is being used as a warm hub in line with BCC's cost of living programme. There's an opportunity to connect with residents using the library to stay warm to understand their current housing and financial position and to support them with income maximisation to prevent any issues escalating to the point of crisis.

**EI&P outcomes this will drive:** Supporting residents to stay financially independent and prevent them from entering poverty, including food poverty, energy poverty and homelessness.

**Offer:** Partner support arranged through BCC's Digital Inclusion Programme, such as digital champions ensuring residents have access to the internet and are not locked out of essential connection and support, data and device banks for those who struggle to afford to be connected, plus a range of computer skills workshops tailored to a range of levels of experience.

**How this is different to the current offer:** There are currently a number of wrap around digital inclusion offers across Birmingham. These include free broadband and laptops for care leavers through Birmingham Children's Trust, TalkTalk broadband for job seekers including expenses such as travel and interview clothes and Age Concern at Moorfield Hall offering digital awareness workshops for over 50s. However, there is a lack of awareness of the offers available for Shard End residents who may benefit from access. By bringing digital skills provision into the Shard, we can increase accessibility and the number of residents interacting with the offers.

**EI&P outcomes this will drive:** Many residents are digitally excluded or lack basic digital skills, yet a lot of prevention based support is online, including housing and benefit forms. For some, this offer will enable them to get online and for others this will allow them to gain key digital skills to increase employability.

02

## Digital Skills





03

## Community Safety



**Offer:** Support in partnership with West Midlands Police Early Help and Neighbourhoods team, to increase community presence and help around key safety related topics, for example keeping children safe online or simple measures residents can take to prevent burglaries. The offer will be community led and not police led, in order to respond to the issues that matter most to residents.

**How this is different to the current offer:** West Midlands Police have a number of initiatives to increase community presence and in turn community safety, for example through local walks or attending the local neighbourhood action steering groups. This offer will be in a more informal setting, breaking down communication barriers and allowing residents to open up in the earlier stages of an issue. In the longer term this should empower residents to speak about more sensitive topics such as domestic violence or exploitation.

**EI&P outcomes this will drive:** Feeling safe in your neighbourhood is essential to becoming a fully participating member of the local community. Anti-social behaviour has a high cost to both the community and individuals involved, which can be reduced through building relationships between residents and the neighbourhood policing team.

**Offer:** Actively working with the Neighbourhood Action Coordinator to ensure local residents who are interacting with the pilot offers are also connected to wider community, voluntary and Council initiatives. This will also help build an understanding of resident priorities to feed into local action plans, in line with the East Birmingham Inclusive Growth Strategy.

**How this is different to the current offer:** The Neighbourhood Action Coordinator currently runs a monthly steering group bringing together communities, partner organisations and council services, with the aim of coordinating environmental, safety and health related initiatives to make the changes the community wants to see. Through bringing the coordinator into the pilot, there is a chance to ensure EI&P is at the forefront of ongoing initiatives, and that all offers are truly relevant to the community.

**EI&P outcomes this will drive:** The community connectors will empower residents to take action to improve their neighbourhood and continue to drive preventative measures for the community by the community. This will also act as an enabler to connect residents to community and voluntary services.

04

## Community Connectors





## Visuals of how we will use the space to best facilitate the offers



Creation of a warm and welcoming informal space in the main ground floor library area should enable residents to have more informal, holistic conversations with staff

Through the addition of a partition wall and computer suite in the first floor community room, the space can be used more flexibly for community driven sessions in line with EI&P priorities



Page 166 of 790



## Longer term offers for the Shard End community

In line with an iterative approach to service delivery, BCC is seeking to review and expand the initial four offers to based on feedback from residents. Based on feedback to date and ward profile data, four further potential offers have been identified and validated with residents:

01

### Social Prescribing

Currently, 20-40% of GP appointments are non-medical related (e.g. housing support, mental health, benefits, social isolation related). Through the place-based approach and co-location of services, residents should get the support they need without having to turn to their GP.

Furthermore, social prescribers will be able to signpost residents to the library, and run sessions based on prevalent topics.

02

### Health Services

Shard End has high levels of health inequalities, including life expectancy for females below Birmingham and England averages, high levels of death from strokes and high levels of physical inactivity.

GP's in the area have expressed interest in running drop in health sessions to inform residents of steps they can take to improve their health and wellbeing.

03

### Adult Education

The unemployment level in Shard End is 8.3% across all working age residents and 11.2% for those aged 18-24. In addition over 50% of residents are classed as low skilled.

While there is an adult education centre nearby, based on accessibility there is the possibility to use space available in the Shard to run the adult education courses, and increase visibility of the offer to residents.

04

### Youth Services

There is a significantly high proportion of under 18 residents in Shard End (27.1%), with children living in the area in the 10% most deprived nationally.

Speaking to residents, in recent years many community led youth initiatives have closed, as have schools in the area, which has impacted levels of anti-social behaviour. Residents have suggested having 'stay and play' sessions in the library.



## SECTION 3: WHAT DOES THIS MEAN FOR THE REST OF THE CITY?

### **This section will cover:**

- What are the principles of the approach?
- How will we know if the pilot is working?
- What does this mean for the rest of the City?

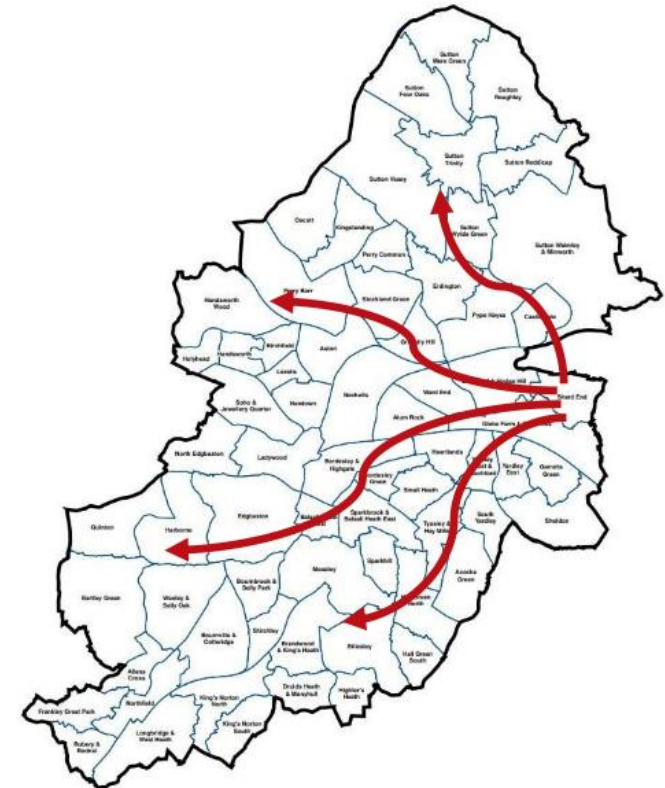




# What are the principles of the approach?

*The Shard End pilot has been approached with the following principles in mind:*

- ✓ **Shaped by the community:** the pilot is for the community, and it is therefore important the community are involved in how it is designed and the services offered
- ✓ **Driven by data:** data can help us to understand the needs of the community and therefore which services can best support these needs
- ✓ **Working as one system:** developing an integrated, co-located offer that leverages the strengths of the Council, wider public sector and voluntary organisations
- ✓ **Meets legal requirements:** throughout the transformation and beyond, core statutory services currently delivered by the Council will remain in place and all health and safety policies will be adhered to



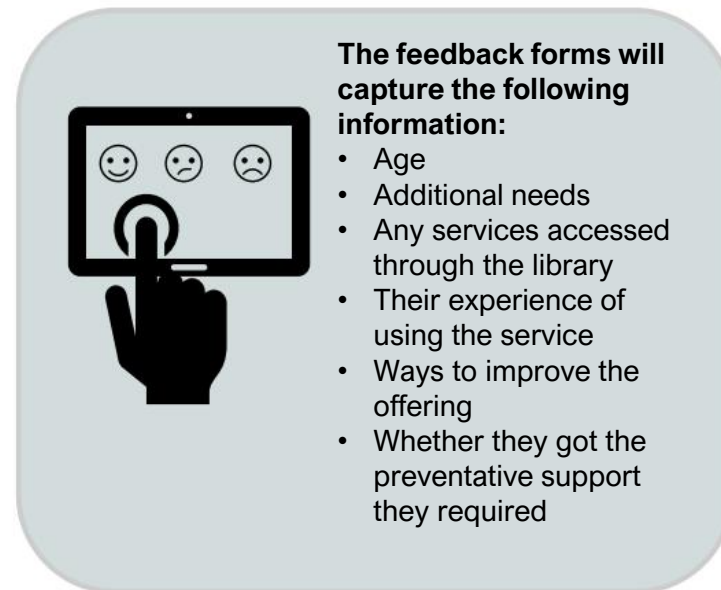
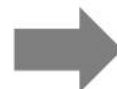
*These principles, plus the feedback and learnings from staff residents engaging with the Shard End pilot, will be used to apply the place based approach to other localities across Birmingham.*



## How will we know if the pilot is working?

Capturing data throughout the pilot will be key to understanding whether key success metrics have been met through the place-based approach and enables the team to make informed decisions about developing the offer through the agile approach to delivery. **An exercise was undertaken to understand the demographic current library service users in Shard End to compare this to the ward demographic and baseline the data for the pilot\*.** The baselined data will be compared to the data collected throughout the pilot via feedback forms and captured using tablets situated in the entrance and exit of the library.

Category	Number of users (01/11/21-31/10/22)
All registered memberships that have not expired (memberships last for 4 years)	4,034
Members in receipt of benefits	72
Members with visual impairment or dyslexia	14
Members with learning difficulties	7
Members with a disability that impacts use of the library	4



*\*Currently the library service only collects data through library membership registrations. Therefore the number of library users is likely to be higher than the registered users. The service also relies on residents inputting accurate data which is subject to the risk of human error.*



# What does this mean for the rest of the city?

*Next steps and how learnings will be applied to the wider place based approach:*

## Now

Evaluate the Shard End pilot through feedback and engagement with staff and residents.

Evolve and add to the offer so that it is right for the Shard End community and truly drives EI&P outcomes.

## 1st Step

## Next

Determine the next pilot locations based on data, local needs and Council priorities. In particular, we will work alongside ward members to develop the options for libraries.

Using the principles of the place based approach and lessons learned from the Shard End pilot, working with local stakeholders to develop a place based offer in the next area of Birmingham with at least one appropriate existing building, tailoring provision to the local community and building on strengths in existing provision.

For any areas currently without an appropriate building, develop an options appraisal to ensure all residents of Birmingham have access to prevention focused services.

## 2nd Step







# Early Intervention & Prevention - Information Advice and Guidance Approach

January 2023



**BE BOLD BE BIRMINGHAM**

Page 173 of 790





Contents

Introduction .....	3	Action Plan .....	12
Scope of the Approach .....	4	Governance and Accountability .....	13
Defining Information, Advice and Guidance (IAG) .....	4	References .....	14
Understanding Information, Advice and Guidance (IAG) ...	5		
Our Vision .....	6		
i) Design Principles			
ii) The Prevention Pathway			
Our Proposed Approach .....	8		
• Fix the basic			
• Raise the standard			
• Set the standard			



## Introduction

The Early Intervention and Prevention (EI&P) Programme has a vision to:

*“enable everyone in Birmingham to become, and to be, independent, socially and economically active and resilient citizens, starting from when they are children and continuing throughout their lives.”*

Effective and timely Information, Advice and Guidance (IAG) is a fundamental enabler of EI&P. It creates a strong and effective ‘front door’ into the council. It ensures citizens can self serve and access council resources and tools at a time of their choosing and in a way that works for them in their daily lives, without always needing direct contact with the council.

The current structure and provision of IAG across the City often frustrates the citizen, as they get ‘bounced’ around a largely unstructured system. It is also costly for the council and our partners as vital frontline resources are resolving issues that people could resolve themselves with better content and tools.

Citizens who are able to self serve are more likely to maintain their independence and resilience. By helping to facilitate timely, appropriate self service we aim to drive better outcomes for citizens and limit avoidable demand on targeted and statutory services.

**Enabler;** something or someone that makes it possible for a particular thing to happen or be done. (i)

While IAG is a fundamental enabler of EI&P, it is also key to delivering a good citizen experience (CX). With timely and effective IAG, citizens can have several effortless experiences with the council, without needing to engage them directly. IAG helps shape and drive exceptional CX.

Consistent messaging and content from a recognisable brand will support the development of a trusted, safe, reliable relationship between the council and citizens. IAG should promote the importance of key corporate priorities, such as EI&P, helping drive a noticeable change in citizen perception and understanding of the council.

The council’s Customer Service Strategy (ii) is being delivered by the Customer Programme. We hope this approach compliments and builds on the Customer Strategy, highlighting the importance of IAG in delivering good citizen experiences. To safeguard the longevity and sustainability of the transformation, we expect the Customer Programme to evolve into CX team or function, with data and insight driving service design, leading to improved CX.

For long term, sustainable IAG, there is a need to influence and build support from other areas of the council – not solely within EI&P. There is an opportunity to use the accelerator projects to demonstrate progress, with the successes hopefully encouraging further support across the council.



## Scope

### Purpose of the document

This document was developed to improve and modernise the council's provision of IAG and ensure commissioned and non-commissioned partner IAG across the City is not overlooked.

It addresses current pain points experienced by citizens, BCC staff and partners. Whilst also providing a sustainable, long term vision and direction for IAG across EI&P. We expect this to lead into the development of an IAG strategy which we hope will influence and be adopted across the council and the City.

### What was the ask?

Review the City's current provision of IAG and develop a sustainable approach for improvements, from the perspective of EI&P.

### What was done?

We built on the Strategic Framework and research from the EI&P programme. This research and co-production was focused on homes and money IAG due to the development of the Homes and Money Advice Hubs.

When engaging and researching the provision of IAG in other areas of the council, from the perspective of EI&P, typically the same challenges and issues were found. This document and the approach it details, are the outcome of this work.

## Defining IAG

Birmingham's Advice Strategy 2021 - 2024 (iii) (also known as Birmingham's IAG Strategic Framework and Recommendations) set out working definitions for IAG, which we have built on for the definitions we are using for the purposes of this approach:

**Information:** facts or details about somebody or something, often relies on those who access the material interpreting it correctly and acting accordingly.

**Advice:** an opinion or a suggestion about what somebody should do in a particular situation, relies on the individual to act upon the advice.

**Guidance:** help, information or advice aimed at resolving a problem or difficulty, especially when given by an authority or experienced body or figure.



## Understanding IAG

As part of the EI&P Programme, key enablers have been identified to ensure BCC as an organisation and BCC staff are equipped with the information, tools and support to deliver a seamless citizen journey.

Enablers will support successful delivery of the EI&P Directorate and help embed the new ways of working. The enablers are essential to maximise the impact of the EI&P Directorate on our citizens and communities and enable transformative change within the council.

IAG is a fundamental enabler of EI&P, with an aim to have a single source of truth for citizens and staff that is timely, accurate and relevant to support citizens and facilitate self service.

Other enablers include the Contact Centre, technology, and data. IAG will influence the other enablers listed here because of how it is accessed and used by citizens.

Whether that be on the phone, where the Contact Centre is the key source of IAG or online using BCC's .gov.uk website, where technology advancements can improve accessibility and increase self service opportunities. Finally, how data can be used to proactively provide IAG or better understand a citizen's situation and what IAG is needed to support them effectively when they present face to face.

In November 2021, Birmingham's Advice Strategy 2021 - 2024 (also known as Birmingham's IAG Strategic Framework and Recommendations) was published. We have used this important work as the basis of our research and have built on the findings and recommendations to develop this approach.

Using the Strategic Framework and our own research and engagement, we identified the following problems with the council's current IAG:

1. It can be difficult to navigate and find relevant information
2. Self service is rarely possible
3. Outdated, inaccurate information
4. Lack of pragmatic support or tools
5. No consistency or single source of truth

With the implications of these findings being:

- Generating avoidable demand
- Potential duplication of effort
- Growing distrust in the council

These are the key pain points and their impacts that we hope this approach will resolve.



## Our Vision

The vision for this approach aligns to that of the EI&P programme, to:

“enable everyone in Birmingham to become, and to be, independent, socially and economically active and resilient citizens, starting from when they are children and continuing throughout their lives.”

To deliver against this vision the council must improve it's IAG offer to support citizens to be more resilient and more engaged in their communities. This will ensure IAG enables rather than currently restricting EI&P activities.

Improved technology will ensure citizens can access an extensive, free knowledge base, facilitating self service with this digital first provision. This will be supported by a network of community hubs packed with the same IAG that is available digitally, ensuring the engagement channel does not determine a citizen's experience.

In the context of the prevention pathway, shown on the next page with Diagram A, timely and easy to locate IAG is essential to maintaining an effective universal offer.

## Our Vision – Design Principles

The design principles for IAG build on and align to those of the EI&P and the Customer Service Programmes. They also support the commitments set out in the Customer Charter (iv).

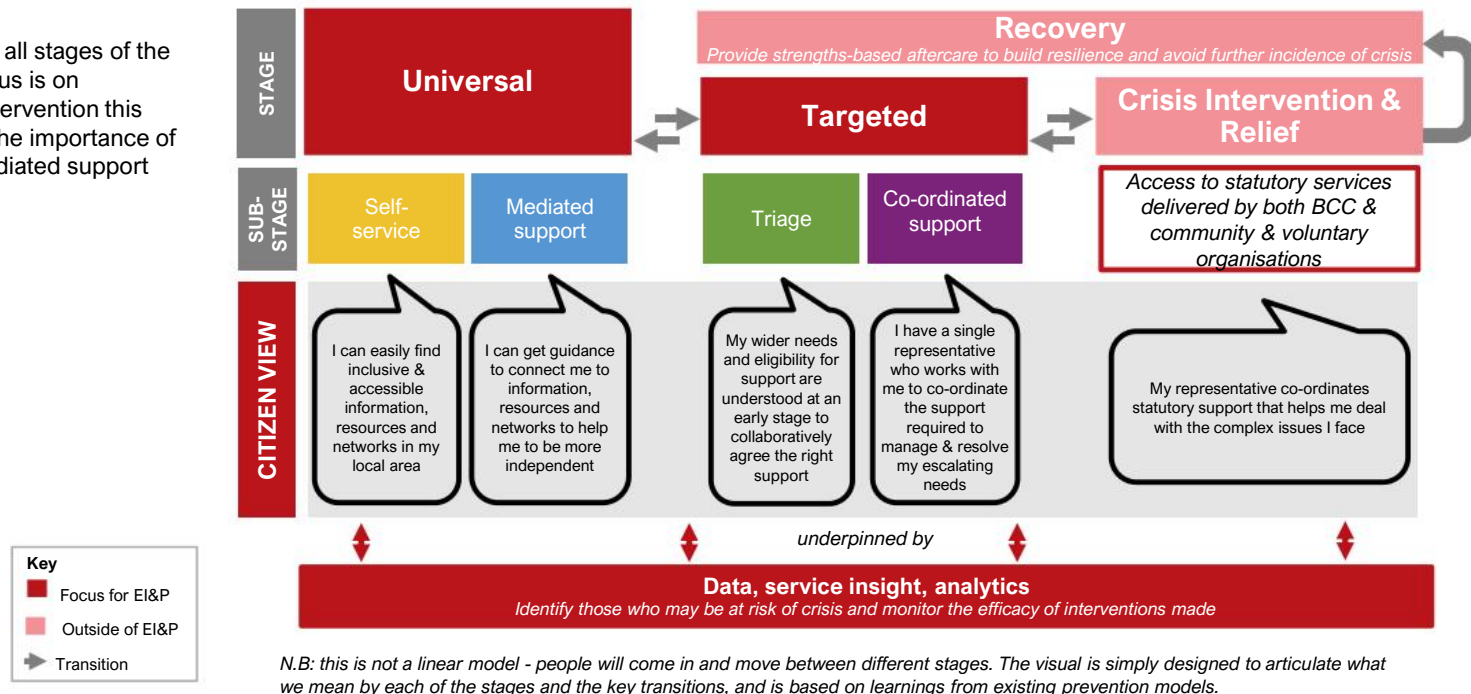
- **Citizens placed at the centre** for all design considerations
- With a **digital-first approach**, become an **effective front door** to allow citizens to **self navigate and self serve** by ensuring IAG is easy to locate, across all channels
- **Content strategy and governance** is **applied universally**, across all channels and council services
- **Help people to help themselves** with **intuitive, interactive tools** that **facilitate independence** and **build resilience**
- **Consistent, high quality IAG** supported by **modern tools** and **technology** such as a shared knowledge repository, single asset register and BRUM account 2.0



# Our Vision – The Prevention Pathway

Diagram A – The Prevention Pathway

IAG is important across all stages of the pathway, but as our focus is on prevention and early intervention this approach emphasises the importance of the self service and mediated support sub-stages.





## Our Proposed Approach

Our proposed approach to deliver the IAG vision is closely aligned to the EI&P Programme design principles, notably taking a digital first approach (wherever possible), with citizens placed at the centre of design considerations, to facilitate self service with interactive tools that ensure high-quality consistent services that support resilient and independent citizens.

Our phased approach, aligns to those used in the Customer Programme. This is due to the role IAG plays in the citizen's experience. It is also in recognition of the significant role the programme will have delivering key elements of this approach.

### 1 - Fix the basics; accurate, accessible and consistent

To be successful we will:

- work with citizens to improve content and self service opportunities, making quicker decisions for them
- minimise the effort required by providing quick and easy to find IAG
- reduce the need for citizens to contact us by facilitating self service with accessible, action focused, logically structured and pragmatic IAG.

### 2 – Raise the standard; digitally enabled front door

To be successful we will:

- have a digitally enabled front door, citizens will only have to tell us or ask us once
- put citizens first, recognising requests of the council can be stressful and consume citizen's discretionary time, we hope to ensure no time or effort is wasted when engaging the council
- have an omni-channel experience which reserves the human touch for high impact moments such as targeted interventions, support in emergencies, or when digital isn't convenient or possible, these are opportunities to build positive personal connections
- use data and insight to take a proactive approach to the provision of IAG and ensure continuous improvement

### 3 – Set the standard; differentiated by digital and a trusted brand

To be successful we will:

- have an integrated, digital omni-channel experience, with feedback sought constantly to facilitate continuous improvement
- be seen by citizens as safe and secure, with a citizen centric self-orientation, always putting the citizen first
- be trusted with citizens confident of a credible IAG experience, with high certainty of a positive outcome.



## Fix the basics

By **fixing the basics** IAG will be more **accurate, accessible and consistent** for all citizens.

We will identify and fix the most pressing issues, as we start to modernise the IAG provision to facilitate self service. With adherence to content strategy and governance frameworks we will ensure consistency across all channels.

### Accurate and consistent

We will update existing content and use jargon-free communication across all channels and touchpoints, that citizens understand. Static PDFs will be removed from the .gov.uk website, where possible, as they become outdated. Content shall be structured using the 'inverted pyramid' approach, with information presented in descending order of importance so the citizen can read the most crucial details quickly.

The messaging in all content and across all channels will be consistent and concise. This consistency will be facilitated by a single content strategy and governance procedures for all publications, as designed by the Customer Programme.

### Accessible

By providing the appropriate information and, if required, appropriate contact number, we will reduce the number of online forms for information requests or a call-back.

We will ensure IAG is easy to locate, not buried and only found with prior knowledge of council structures.

Adhering to content strategy and governance frameworks will ensure central government web design principles are followed, in turn ensuring web accessibility is high. The 'inverted pyramid' approach to content structure will help navigability, whilst also increasing keyword prominence to improve search engine optimisation (SEO) and the internal search function of the .gov.uk website.

Areas of focus will include:

- Prioritised web content reviewed and updated, reduce the number of online forms and static PDFs to make self service possible
- Support service delivery with 'how to' videos, step by step guides and if required, physical copy (leaflets, booklets, posters)
- Support the development of a shared knowledge base and asset register for specific enquiries, developed with BCC staff
- Build on the current BCC brand, taking feedback from citizens

Successfully **fixing the basics** means:

- An increase in web traffic to actionable IAG hosted on the .gov.uk website
- A decrease in the number of single query enquiry types to council front-line officers



## Raise the standard

By **raising the standard** IAG will be more **accurate, consistent** and **accessible through a digital front door**.

A modernised provision of IAG will allow citizen's to self serve more frequently, with jargon-free messaging, consistent across all channels. The aim is for the council to be seen as a trusted source, with the .gov.uk website used by staff, partners and citizens for triage and treatment.

### Digitally enabled front door

A digitally enabled and intuitive 'front door' will start to facilitate effortless interactions for citizens and help them get the information they need to be able to help themselves. We shall be considerate of behavioural insights, attempting to nudge citizens to encourage positive behaviour changes.

A digitally enabled front door provides options to support a diverse range of citizen needs, for example:

- Those experiencing physical or mental disability with British Sign Language, captions or text relay calls
- Content written for citizens with low literacy and reading skills level
- Those with limited English language proficiency can access translation services
- Digitally excluded are supported by physical hubs located in the community, where there will be public devices, device banks, data banks and digital skills programmes.

Areas of focus will include:

- Continue reviewing and updating web content, supporting the development of the website as a knowledge repository
- Support the implementation of technology improvements that allow citizens to self serve, for example a single asset register, triage questions, embed budgeting and income maximisation tools
- Provide a voice for citizens, ensuring their perspective is considered to improve accessibility for a range of needs
- Ensuring consistent structure and language are used to make IAG easier to find, with keywords prominent for SEO

Successfully **raising the standard** means:

- An increase in citizens self-serving using .gov.uk content or resources
- A decrease in the duplication of effort *e.g. number of asset registers, repeat presentations to front-line officers*



## Set the standard

By **setting the standard** the provision of IAG will be **differentiated by our digital offer** with the council seen as a **trusted brand**.

Technology advancements will be used to shape the proactive contact and support offer.

### Differentiated by our digital offer

With a highly flexible multi-channel provision of IAG, that utilises a variety of digital channels including text messaging, webchat, WhatsApp, telephony, virtual calls and emails. Sign, translation and audio services (automated and human) will be available across multiple channels; website, leaflets, letters, text messages and face-to-face to ensure true accessibility for all.

Modern technology will be leveraged to improve citizen experiences. Examples could include artificial intelligence (AI) powered chatbots or triage tools and an enhanced BRUM account '2.0'. Embedded analytics will review data and citizen behaviour to identify issues, make proactive offers of IAG and push insights for continuous improvement.

### Trusted brand

The .gov.uk website will be used as a single source of truth, forming part of a highly flexible multi-channel offer, and include both knowledge repository and asset register. Citizens are aware of and utilise the IAG from BCC. They trust the content and commit to guidance.

Areas of focus will include:

- Technology implementation to develop a highly flexible multi-channel provision
- Promote the use of AI technology; chatbots powered by accurate and well maintained knowledge repository, predictive analytics to make proactive offers of support and create support plans
- Building an online community regularly providing feedback on and raising awareness of IAG provision
- Ensuring commissioned IAG contracts are aligned to the same timeframes, fit on the prevention pathway and deliver to consistent outcomes and success metrics
- Monitoring how the council is seen as a trusted brand with the .gov.uk website used as the source of truth, forming part of an accurate knowledge repository
- Starting to align, integrate and influence other advice strategies and content across wider council

Successfully **setting the standard** means:

- An increase in citizen feedback and satisfaction
- An increase in the number of human experiences that include holistic, strengths-based conversations
- A decrease in citizen complaints for delayed or outdated support
- A decrease in demand on statutory services



## Action Plan

Date / Time	March 2023		Sept' 2023	March 2024	
Customer / IAG Phase	Fix the basics; Accurate, accessible and consistent		Raise the standard; Digitally enabled front door	Set the standard; Differentiated by digital and trusted	
EI&P Phase	Phase 0 - Pilot	Phase 1	Phase 2	Phase 3	
Overview	Identify and fix the most pressing issues. Modernise IAG provision to facilitate self service and ensure consistency across all channels.		Begin to be trusted source, .gov.uk website is used by staff, partner and citizens for triage and treatment.	Align, integrate and influence other advice strategies and content across wider council.	
Activities	<b>Web content &amp; structure</b> Content reviewed and updated so that it is jargon free, consistent and considerate of prevention pathway. All content produced adheres to consistent content strategy and governance across all channels, and prioritises EI&P and other corporate priorities. Self service is made probable by reduced use of online forms and static PDFs, warning for external site links, prominent keywords ensure IAG is easy to find, tools embedded within website, some triage to build citizen profiles, behaviour nudges.		<b>Web content &amp; structure</b> Review and update content as services and capabilities brought into EI&P. Redesign and implement new citizen journeys. Adhere to consistent structure and language with keywords prominent for SEO.	<b>Web content &amp; structure</b> Influence non EI&P content, build an online community who advocate IAG. Technology improvements continue to facilitate seamless, effortless experiences.	
	<b>Digital improvements</b> Produce a single asset register with BCC staff and partner organisations, forming part of a shared knowledge base (with the website), becoming the single source of truth available to all staff, partners and eventually citizens.		<b>Digital improvements</b> Support a range of citizen accessibility needs. Product improvements for asset register and website to improve functionality and ease of use e.g. self serve tools, automation.	<b>Digital improvement</b> AI powered chatbot implemented. Support the development of data sharing agreements and improve opportunities to capture data to build citizen profiles and inform behavioural insights.	
	<b>Service delivery</b> Capture and support service requirements, such as 'how to' videos, step by step guides, must also identify demand for physical copy. Develop BCC brand with citizen research and design, building on customer charter.		<b>Service delivery</b> Continue to support service delivery, e.g. learning and development. Nurture brand as it becomes known as source of truth.	<b>Service delivery</b> Monitor trusted and respected council brand.	
	<b>Commissioning</b> Complete an IAG commissioning audit and test value of a BCC accreditation scheme.		<b>Commissioning</b> Plan to align commissioning cycles and success metrics, where possible.	<b>Commissioning</b> Commissioned IAG aligns to the same timeframes, fit on the prevention pathway and deliver to consistent outcomes and success metrics.	



## Governance and Accountability

### Strategic Oversight

The EI&P Programme is responsible for, and committed to, ensuring that Birmingham's vision for IAG becomes a reality. Given the importance of IAG on citizen experience, the Customer Programme are crucial to delivery and we welcome their additional guidance and support.

### Strategic Assurance

The Customer Programme and sub-group of the Financial Inclusion Partnership focused on IAG, chaired by Mike Davis, will seek assurance together, and through their respective governance structures, on the development and implementation of the action plan.

### Monitoring Progress

As the EI&P Programme becomes a Directorate, they will continue to report progress to Partnership Steering Group & Programme Board who will oversee implementation of the Strategy.

IAG is one element of citizen experience. The governance reflects the key role citizens have in the delivery and implementation of this approach. Community research, engagement and testing throughout will ensure citizen's are placed at the centre of all design considerations. We will use existing citizen panels and public forums to co-design and test ideas. These bodies will have an active role monitoring progress and providing constructive challenge throughout.

### Equality Duty

The Public Sector Equality Duty (Equality Act 2010) 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.

As such, our approach has and will continue to be informed by the latest available intelligence when determining key actions associated with the delivery of our vision.

### Customer Programme

At the time of writing, the Customer Programme are in the final stages of developing a Web Content Strategy and Web Content Governance Approach. We will support their development and are keen to be involved in any pilot opportunities to help shape both the strategy and governance procedures, such as testing the 'inverted pyramid' approach to structure content.

Both the strategy and governance need to be replicated across all other channels that content is produced and published. This will ensure consistent messaging and procedures are followed prior to being made publicly available.



## References

i Definitions developed from <https://www.oxfordlearnersdictionaries.com/>

ii Customer Service Strategy [Our Customer Service Strategy | Birmingham City Council](#)

iii Birmingham's Advice Strategy 2021 - 2024 or Birmingham's IAG Strategic Framework and Recommendations

iv Customer Charter [Our Customer Charter | Birmingham City Council](#)





@BhamCityCouncil



@birminghamcitycouncil



@birminghamcitycouncil



[birmingham.gov.uk](http://birmingham.gov.uk)



**BE BOLD BE BIRMINGHAM**

Page 187 of 790









## **Appendix 6 - Environment and Sustainability Assessment**

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

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



	For example, selling an open space may reduce access to open space within an area and lead to a loss of biodiversity. However, creating a new open space would have positive effects.
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?



<b>Project Title: Early intervention and Prevention - Placed Based Approach</b>				
<b>Department:</b> Adult Social Care	<b>Team:</b> Prevention and Communities		<b>Person Responsible for assessment:</b> Kalvinder Kohli	
<b>Date of assessment:</b> 25/01/2023		<b>Is it a new or existing proposal?</b> New Proposal		
<b>Brief description of the proposal:</b> Exploring a series of options for how Birmingham City Council can integrate services, into a Community Hub, to enable everyone in Birmingham to become resilient citizens who are independent, socially and economically active, starting from when they are children and continuing throughout their lives This in turn will inform decisions around how existing assets can be utilised/repurposed and brought up to sustainable codes in order to fulfil the current needs of residents. If new assets are required to be built, the appropriate steps will be put in place to ensure minimal or no negative impact occurs.				
<b>Potential impacts of the policy/development decision/procedure/ on:</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	<b>No Specific Impact</b>	<b>What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?</b>
Natural Resources- Impact on natural resources including water, soil, air	√			The recommended options will aim to support clean air and climate change objectives by ensuring sustainability metrics are built into development plans with appropriate KPIs in place to monitor progress.
Energy use and CO <sub>2</sub> emissions	√			Options put forward in the placed based approach have been worked through with the council's net zero 2030 objectives in mind. Any construction undertaken will adhere to good practice sustainability aspect
Impact on local green and open spaces and biodiversity			N/A	N/A
Use of sustainable products and equipment	√			Any rebuild/repurposed assets will be fitted in the most sustainable way, ensuring that MEES standards are met and that it continues to operate in the most sustainable way possible.
Minimising waste	√			A place based approach looks to minimise underutilised assets throughout the Council, with the creation of



				Community Hubs leading to services being delivered all from one place, minimising wastage from having multiple part-utilised buildings.
Council plan priority: a city that takes a leading role in tackling climate change	√			This proposal aims to lead to outcomes which are in line with the Council's net zero strategy and objectives which include being net zero by 2030. When selecting an option, the environmental impact of what buildings form part of the option will be a key factor in our decision making process, with retained buildings being retrofitted to net zero standards (where feasible)
Overall conclusion on the environmental and sustainability impacts of the proposal	Overall, the aims of the place-based approach focus on making better use of the estate to reduce our emissions profile, whilst ensuring that the needs and demands of citizens are met efficiently. Additionally, the wider programme through HAM hubs will also be providing advice on how residents can reduce their utility bills and associated carbon reduction tips. In summary, a place-based approach to creating a Community Hub for local residents will have a positive impact on the environment, on sustainability and upon health and wellbeing indicators effected by our environment such as their health impacts of air quality and climate change.			

If you require assistance in completing this assessment, then please contact: [ESAGuidance@birmingham.gov.uk](mailto:ESAGuidance@birmingham.gov.uk)



# Birmingham City Council

## Report to Cabinet

25<sup>th</sup> April 2023



**Subject:** CO-PRODUCED REVIEW OF DAY OPPORTUNITIES  
POST-PANDEMIC

**Report of:** Professor Graeme Betts, CBE  
Strategic Director for Adult Social Care

**Relevant Cabinet Member:** Councillor Mariam Khan - Health and Social Care

**Relevant O & S Chair(s):** Councillor Mick Brown - Health and Social Care

**Report author:** Dr Temitope Ademosu  
Assistant Director Adult Social Care  
Email: [Temitope.Ademosu@birmingham.gov.uk](mailto:Temitope.Ademosu@birmingham.gov.uk)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011154/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		

### 1 Executive Summary

- 1.1 The report seeks to update Cabinet as to the outcome of the independent co-produced review of day opportunities post-pandemic by RedQuadrant.
- 1.2 The report makes recommendations as to how to respond to the findings of the co-produced review.



## **2 Recommendations**

### **2.1 That Cabinet; -**

- 2.1.1 Notes the content of the report and
- 2.1.2 Authorises the co-production of a commissioning strategy for external day opportunity services in response to the findings of the report.
- 2.1.3 Authorises the co-production of a service improvement plan for internal day centres.
- 2.1.4 Approves for a co-produced commissioning strategy and co-produced service improvement plan to be presented to Cabinet by December 2023.
- 2.1.5 Delegates to the Chief Officer in consultation with the Cabinet Member for Health and Social Care the future procurement and contract award of co-production partners, if required, up to a maximum value of £100,000.

## **3 Background**

- 3.1 In December 2021 a report was approved by Cabinet to commission a co-production partner to support the delivery of a review of day opportunity services in the light of the pandemic and any lasting impact, at least 12 months after services were re-opened.
- 3.2 Following a procurement exercise facilitated by Corporate Procurement Service, RedQuadrant was commissioned in April 2022 as Co-production partner leading the independent co-produced review of day opportunity services post pandemic.
- 3.3 The outcome of the procurement and the plan for the implementation of the review was reported to Cabinet on 6<sup>th</sup> September 2022.
- 3.4 The full programme was scheduled to be delivered in four stages and involved the recruitment and training of volunteer experts by experience to undertake the review. The schedule was as follows:

	Activity	Date
Stage 1	Planning approach and engagement methodology. Initial communication.	June – August 2022
Stage 2	Co-production volunteer recruitment and training	September 2022
Stage 3	Conduct Review	November 2022
Stage 4 (a)	Analyse data and findings	December 2022 – January 2023
Stage 4 (b)	Report on Co-produced review	March 2023



3.8 Stage 3 of the review timetable was extended into December 2022 to enable the co-production team to facilitate additional engagement activity which has slightly delayed this report to Cabinet by one month.

#### 4. **The Co-Produced Review**

4.1 The full independently produced report of the Co-Produced review can be found in appendix one.

4.2 The day opportunities within the scope of the review support adults with learning disabilities and autism, physical disabilities and older adults including those who have dementia. The review focused primarily on day opportunities supporting those who are eligible for support from adult social care and the Transitions and Preparation for Adulthood Service.

4.3 In total 35 engagement events were held to bring people together to give their view. These events were led and facilitated by the trained expert by experience volunteers who named themselves as the Empowering People Team (EPT) and RedQuadrant.

4.4 BCC staff from adult social care commissioning provided practical support to the EPT by organising venues, transport and taking notes.

4.5 In total 429 individuals participated in the events to give people an opportunity to share their views and experiences. Over 250 (63%) were people who either use adult day opportunities services, attend special schools or colleges or are informal carers and families. The review also sought the views of providers and professional staff that enabled people to participate at different venues across Birmingham. The table below provides a breakdown of the people that participated:

192 people who use day services
63 special school/college students
25 family carers
136 professionals
13 experts by experience (EPT)
Total: 429

4.6 A summary of the key messages emerging from the Co-Produced Review report include:

- Acknowledgment that the impact of the pandemic was significant and continues for some people.
- The importance of day opportunities for those people who use them, and their carers. *'It is their community; it is where they meet friends, and they do the things they enjoy with other people'.*



- Carers see day opportunities as essential to enabling them to have a quality of life outside of caring. They value continuity and certainty.
- Getting the right support can be difficult. Some carers feel that they have to fight to get the services that are essential to enable them to undertake their caring roles. They worry that those without help to navigate the system or without the determination and energy to persevere through the system, are left behind.
- The Covid response led to increased use of IT solutions to engage with citizens when day centres were closed and there is interest in digital activity being part of the day opportunity offer for the future.
- People who use day opportunities want to do more in their community, but they experience barriers alongside negative attitudes in the wider community to people with disabilities which make this difficult. People using the services and staff have experienced discrimination and aggression from people in the community.
- The report highlights transport as an issue.
- Physical accessibility and the lack of personal care facilities prevents people from using some shops, restaurants and public buildings.
- The importance of focussing on individual strengths, interests and outcomes and having the right skills and resources available to support people with complex care needs is important.

#### **4.7: Issues Identified**

Based on what people told EPT, the co-produced review has identified a range of issues to be addressed through the recommended proposal to develop and implement a co-produced commissioning strategy for external day services and a service improvement plan for internal day services. These include, but are not limited to:

- A review of both specialist and public transport arrangements for accessing day care centres and activities in the wider community.
- Consideration for increased access to, and choice of, day opportunity services that reflect the strengths, abilities and aspirations of people who need or choose to use them.
- Exploration of opportunities to increase access to digital support – IT, assistive technology.
- Improving accessibility to services in the community across Birmingham including access to more Changing Places.
- Recognition of the value of Day opportunities services as an essential service for older adults and those with a disability.



- Review of workforce training and development
- Exploration of opportunities for providers to deliver more partnership focused delivery models.

## **5. Options Considered and Recommended Proposal**

5.1 Option 1: To co-produce a commissioning strategy for external day opportunities services and a service improvement plan for internal day services in response to the findings of the independent co-produced review and report of day opportunities post pandemic. The co-production will be facilitated by an independent co-production partner.

5.1.1 Application of the “Made in Birmingham” approach toolkit was completed as part of the options assessment and indicates that a buy/outsource approach is the best option.

5.1.2 The co-produced commissioning strategy and service improvement plan will be aligned to existing policy and commissioning intentions reflected in

- Birmingham Learning Disabilities and Autism Improvement Programme
- Birmingham and Solihull Dementia strategy 2022-2027
- Transitions and Preparation for Adulthood Service Strategy

5.1.3 The commissioning strategy (external) and service improvement plan (internal) will be co-produced with experts by experience.

5.1.4 The co-production approach will seek to recruit more volunteers from a wider base including social care and health professionals alongside those who use services and their carers.

5.1.5 The Cabinet Member for Health and Social Care and the Overview and Scrutiny Committee for Health and Social Care will receive regular updates as the proposed co-production takes place.

5.2 Option 2: the option is not to co-produce a Commissioning Strategy / Improvement plan and for the work to be carried out by commissioning officers.

5.2.1 this approach would be non-compliant with the Council’s commitment to engaging citizens in decision making and to working in partnership by sharing power between people who draw on care and support, carers, families and citizens.

## **5.3 Recommendation**

The recommendation is to co-produce a commissioning strategy for external day opportunities services and a service improvement plan for internal day services in response to the findings of the independent co-produced review and report of day opportunities post pandemic. The co-production will be facilitated by an independent co-production partner.



## **6. Consultation**

- 6.1 The approval being sort for this report is for the next stages and no consultation was required.
- 6.2 The Overview and Scrutiny Committee has received a presentation by the Empowering People Team (EPT) and RedQuadrant about their co-production experience during this review.

## **7. Risk Management**

- 7.1 Co-production of both a commissioning strategy and a service improvement plan with citizens, carers and stakeholders will manage issues of commercial sensitivity and confidential matters so as to avoid challenge and damage to the reputation of the Council.

## **8. Compliance Issues:**

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

- 8.1.1 Ensuring access to day opportunities is consistent with Council's priority "Birmingham is a fulfilling city to age well in"
- 8.1.2 Day Opportunities are aligned to the vision for Adult Social Care - the promotion of independence of all of our citizens; preventing, reducing and delaying dependency and maximising the resilience and independence of citizens, their families and the community.

### **8.2 Legal Implications**

- 8.2.1 The Council will continue to meet individual's unmet eligible needs in compliance with the Care Act 2014.

### **8.3 Financial Implications**

- 8.3.1 The co-production of a commissioning strategy (external) and service improvement plan for internal day opportunities will not commit the Council to expenditure outside confirmed allocated budgets.
- 8.3.2 A maximum spend of £100,000 will be allocated for procurement of independent co-production partner(s). This is funded from base budgets and will be from 2023/24 financial year.

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

- 8.4.1 Consideration will be given to the benefit of continuing to work with an independent co-production partner.



- 8.4.2 If a procurement exercise is required the procurement will be undertaken in accordance with the Council's Procurement and Contract Governance rules.

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

- 8.5.1 None

## **8.6 Public Sector Equality Duty**

- 8.6.1 The public sector equality duty is set out in section 149 of the Equality Act 2010.
- 8.6.2 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.
- 8.6.3 The approach taken to the proposed co-production of a commissioning strategy for day opportunities will proactively seek to be as inclusive as possible.

## **8.7 Environmental and Sustainability Implications**

- 8.7.1 None

## **9. Appendices**

- 9.1 **Appendix 1** - Report of the co-produced review of day care
- 9.2 **Appendix 2** -Equality Impact Assessment

## **10. Background Documents**

- 10.1 Cabinet Report 6<sup>th</sup> September 2022 – Co-produced Review of Day Opportunities Post-pandemic
- 10.2 Cabinet Report December 14<sup>th</sup>, 2021 – BCC Day Opportunities Services Update 2021







# **My Daily Life, My Choice**

**Co-produced Review of Day Opportunities:**

**Report of the Empowering People Team and RedQuadrant**

Paul Kelly, [paul.kelly@redquadrant.com](mailto:paul.kelly@redquadrant.com)

Lynda Tarpey, [lynda.tarpey@redquadrant.com](mailto:lynda.tarpey@redquadrant.com)





## Contents

Review summary .....	3
Background and purpose .....	5
Brief for the review .....	6
Evaluation of the training and support element of the project.....	7
Engagement events and work of Empowering People Team .....	12
The questions for the engagement events .....	13
Day opportunities and the pandemic .....	14
What people want from day opportunities .....	21
What helps you do the things you want to do? What gets in the way?.....	29
The voice of future day opportunity users.....	38
The next steps .....	41



## Review summary

Birmingham City Council commissioned RedQuadrant to deliver a co-produced review of day opportunities in the city. They wanted to engage a wide range of people involved in day services – the people who use them, families, carers, providers and other professionals. They wanted to understand the impact of the pandemic on people and services and wanted to hear what people valued about day opportunities and importantly how they can change for the future. This report will provide the foundation for the next steps in planning for day opportunities in Birmingham.

An essential part of this work was the recruitment and training of people with lived experience, bringing them together as a group to lead a programme of engagement sessions where people could give their views. Fourteen people with lived experience were trained and worked with RedQuadrant consultants and the commissioning teams to deliver 35 in person and online engagement events attended by over 400 people.

The findings from the review are set out in detail in this report. Where possible this is presented in the voice of the people attending the events. The Empowering People Team (EPT) met on the 18<sup>th</sup> January to reflect on the training they received and the main findings as they saw them. Their feedback and views are included in this summary and throughout the report.

### The impact of the pandemic

The closing of day opportunities during the pandemic had a major impact on people using services and their carers. It was also a very difficult time for staff and other professionals involved. Initially there was a lot of worry, confusion and there was a sense of crisis.

Providers and the council came together to find new ways of supporting people and their families. People across the engagement sessions spoke with pride at the way staff, the council, commissioners and families supported each other providing zoom sessions, meals, activity packs and garden visits.

The impact of the pandemic has been detrimental to people's health and wellbeing, exacting a cost on people who use services and their carers with many reporting a decline in physical, mental and emotional wellbeing. That impact is still being felt and for providers many were finding it difficult to return to pre pandemic levels of service.



## **The importance and status of day opportunities**

People using day opportunities spoke passionately about how much they valued the support they received through day opportunities. It is their community, it is where they meet friends to do the things they enjoy with other people.

Carers saw day opportunities as essential in enabling them to have a quality of life outside of caring. It allowed them to do the things they needed to do in maintaining their own health and wellbeing, and to do the everyday tasks necessary for themselves and their families.

A theme across the engagement events was a lack of understanding of the benefits of day opportunities in the wider community. As well as being places where people met their community and friends they are 'hubs' in which people get a range of care, health and other support. People wanted personalised support with high levels of training in a wide range of communication, support and care skills.

## **The barriers people faced**

The importance of transport in enabling people to take part in day opportunities was a key issue. The review highlighted the problems that people currently experience on a day-to-day basis and the EPT felt there was a need for providers of transport (public and specialist transport) to understand the impact it has when it doesn't work well.

People wanted to engage with wider community activities more but felt there are numerous barriers to them doing this, including lack of facilities like changing places, the accessibility of venues, spaces and buildings and the attitudes and understanding of the public and staff in mainstream services.

As a consequence, many were often anxious about engaging in wider community activity on their own and even in groups many felt they were not welcome in places like shops, leisure centres, restaurants and places of entertainment.

There were some views that the facilities, activities and level of staffing and training were not the same across day opportunities. For example, some older people felt they didn't get the same access to activities as young adults and the range and standards of provision for young people with complex disabilities in specialist schools and colleges were not as widely available in adult services.

Many carers felt that they had to fight to get the services that were essential to enable them to undertake their caring roles. They valued the access to services they had gained and wanted continuity and certainty, which they felt was threatened by the assessment and review processes they faced. Providers were also concerned about the access to social work assessment, review and referrals. This led to delays and uncertainty for families as well as for services in planning and making continuity of care difficult to achieve.



## **The importance of everyone working collaboratively to achieve outcomes for people**

The review findings highlighted examples of joint working and opportunities for day services, specialist schools and colleges and health and care professionals to work more closely together. The EPT members and providers involved in supporting them in this review also felt this collaborative, co-productive approach was essential if the findings identified in the review are to be addressed. They wanted to continue to be involved in taking this work forward together with the council and providers.

The work the council is proposing to take forward in developing a co-produced strategy for day opportunities was welcomed by those involved in the review. The EPT were keen that the learning is actioned through the development of the strategy and should also inform work that is taking place in the strategies for preparation and transition to adulthood, carers and respite.

The commitment shown and the partnership working from the commissioning and preparation for adulthood teams and providers was greatly appreciated by RedQuadrant and the EPT. This was crucial to the success in enabling the voice of people to be heard and in supporting the delivery of a genuinely co-produced and independent review.

## **Background and purpose**

As part of Birmingham City Council's ambition to realise its vision, they are committed to planning with people and partners, to make the most effective use of local resources and develop solutions to continuously deliver high-quality person-centred care. In December 2021 a report was presented to Cabinet which provided an update on the progress with the re-opening of building-based day opportunities services for the citizens of Birmingham after a significant period of closure due to the pandemic. The report proposed that a co-produced review of day opportunities services is undertaken in the light of the pandemic to understand any lasting impact.

The day opportunities within the scope of the review support adults with learning disabilities and autism, physical disabilities and older adults including those who have dementia. The review focuses primarily on day opportunities supporting those who are eligible for support from adult social care and the Transitions and Preparation for Adulthood Service. Currently the council's internal day service supports younger adults (18-65yrs) across nine sites including four gardening projects. There are also 45 third sector and private organisations providing day opportunities services in Birmingham or near to Birmingham. They support adults with a range of support needs including learning and physical disabilities and older adults with dementia. These organisations are funded either directly from social care, direct payments, through self-funded placements and in some instances through grants.



## Brief for the review

Birmingham City Council commissioned an independent co-produced review of day opportunities in the city. RedQuadrant was appointed to develop and deliver the review in partnership with people who use services, carers, service providers and other stakeholders. The review included learning over the last two years in light of the pandemic. It aims to capture peoples experience, views and ideas – what’s worked well, what hasn’t worked well, what new ways of working that have proved valuable and what people have missed over this period. Importantly it asks about people’s aspirations for themselves and how they feel day opportunities could support them in the future. The review also heard from their families and carers and other stakeholders including the services themselves. The lived experience of people who use these services was central to both developing and delivering this review. The first stage of the work was to recruit and train a group of co-producers to design and deliver the review sessions. Wherever possible we went to meet people in locations that are most familiar and comfortable for them and we will also include options for people who prefer to meet online or are still isolating.



## Evaluation of the training and support element of the project

### Approach and methodology

The purpose of this element of the project was the recruitment and training of co-production participants.

The project outline from BCC asked RedQuadrant to:

- To recruit a group of volunteers to the co-production programme from amongst those who use services, carers, and other stakeholders.
- To co-ordinate and lead on the delivery of a short training programme (circa 4 sessions) for the volunteer participants to be delivered in response to level of interest, accessibility and capacity.

Volunteers were recruited by from day opportunities. All centres were asked, and people came forward from Moseley Day Centre, Cerebral Palsy Midlands (CPM), Sutton Support, Heartlands, the Preparation for Adulthood Team, Carers and from the wider community. In total fourteen people volunteered and those with greater support needs were accompanied by workers from their centres. Thirteen people completed the training and co-produced the delivery of the review. These people were split into two groups to enable those with greater communication or support needs to have the opportunity to work at a pace which suited them.

Both groups undertook the same four session training programme which covered the following topics

Session 1 – What is co-production?

- Introduction and ground rules
- Getting to know each other.
- What is co-production and why do we need it?
- A co-producer's role

Session 2 - Your story and how to use it.

- Working out what your story is
- How to draw out the lessons from it for others
- Talking about feelings
- Practising telling my story

Session 3 - Co-production is about talking to each other.

- What is important about how I talk to others?
- Dealing with positive and negative responses



- Building confidence
- What should I expect, before during and after a meeting or event?
- What do we need to do the job well?

#### Session 4 Beginning the Journey

- Recap on what we have learned so far
- Introducing Paul Kelly (RedQuadrant) colleague leading on the review report
- Our first piece of co-production – co-development of the review activities and questions

These sessions were designed and delivered by Lynda Tarpey (RedQuadrant) working with a Birmingham resident with lived experience of services to co-produce the sessions and were flexed to the needs of the participants once they began. For example, one of the 2 groups asked for the Birmingham City Council commissioning lead for this work to produce a presentation about the decision-making processes of the council so they better understood the context of this work.

#### Listening to Participants

At the end of the four sessions participants completed a simple evaluation form thinking back to when they started the training and how they felt at the end of the sessions. This asked them four yes or no questions.

- Do you feel more confident about volunteering to help Birmingham City Council?
- Do you feel more confident to talk about your experience of services?
- Do you feel more confident to talk to other people about their experience of services?
- Do you know what is meant by co-production?

Everyone responded 'yes' to all questions other than one person with a learning disability who responded 'no' to the last question

Additional comments made at that point were:

- 'I found it interesting'
- 'The first meeting we were unsure of what the expectations were but now I know'
- 'I have enjoyed the chats and getting to know each other'
- 'I would like to be in more projects in the coming days. It has boosted my confidence'
- 'Amazing'
- 'It has been a very good training program this last few weeks'



At the end of the training sessions participants requested extra time as one whole group to practise for the next phase of the work when they would be going out to talk to others about their experiences. This was arranged for them along with prompt sheets for the questions they would be asking people.

After all the engagement events were complete the group of co-producers came back together with RedQuadrant and commissioning colleagues to both think about their overall experience of this work and to check that the messages Paul Kelly (RedQuadrant report author) was going to write in the final report were consistent with what the participating individuals had heard and were supported by them.

Below are the reflections from participants on their experience at the end of the engagement activity

### Prior to joining

People observed that at the beginning they were not really sure what they were signing up for. Two volunteers dropped out as they did not feel it was for them.

Quote from a centre manager

‘I was sceptical at the beginning but the experience has made me reflect on how we do things in our centre ‘

### Experience of the training sessions:

- Good to practise communicating in all group sizes
- Printed PowerPoints helped stay on task
- Built confidence and self-esteem
- Feeding back to others at our centre was good
- Biggest problem was transport both timing and reliability
- Everyone coming together (from both groups) in the last session was good
- Everyone had an opportunity to speak
- More confident to lead a meeting and speak
- I felt informed
- You learned to speak up for yourself
- I realised my voice matters
- The broad range of organisations involved was a strength



### Quotes from participants

‘The training was so good. It gave me confidence to do this and lots of other things as well.’

‘I used to just say things and sometimes that didn’t turn out as I wanted. Doing this has made me think about what I say and how I say it, so people listen to me more.’

‘I felt worthwhile doing this.’

‘We were treated as equals.’

‘Training has helped build confidence – went miles better than expected.’

### Experience of leading the engagement sessions

- Encouraged to help others
- Eager to do more
- Having questions but us being able to change them as we went along worked well
- Day Centres were well attended
- Gave me an opportunity to use my skills
- Disappointed social workers did not engage
- One event felt like too many people attended
- Learning lessons from others worked well
- We want to see what will change (LD can we see even small wins)
- People need to be clear about the objectives to participate
- Needed more information to share with DCs to encourage people to attend

### Things that could have been done differently

- Lack of accessible toilets, changing places, hoists at some venues was a problem
- Pre-booked taxis created stress not turning up or at the wrong time
- Some found being videoed difficult
- Having all the information on day one
- Not everyone was able to comment at the colleges due to big numbers

### Reflections overall

- It went well – glad we had the training
- Training engendered confidence helped with speaking up
- Participants liked the questions they were asking
- Meeting new people was good



- Grown in confidence- become a team
- We had good information to lead sessions with
- Two groups coming together was good but glad we had some time separate first
- I was encouraged to help others
- Eager to do more having done this
- Disappointed social workers did not engage in the sessions for professionals

### Quotes from participants

‘Don’t let this be a tick box exercise after all our work’

‘We (Carers) need to be positive and not just focus on the negatives’

‘We want to know what happens next – keep talking to us!’

### Summary

In terms of the participants, they were all in agreement that being part of this project to date had been an enjoyable and interesting experience which built their confidence and self-esteem. The participants with lived experience were also clear that the training element had been fundamental to achieving this.

All participants were keen to remain part of this and other co-production activities with the caveat that they want to see change as a result. They were realistic that sometimes these may be small. However, they were clear that from their perspective part of a co-productive approach was that Birmingham City Council will keep them informed about the next steps in work they have been part of. They agreed that this would be what will keep them engaged and confident they are not being used as part of a tick box exercise.

The two areas which participants found particularly difficult and which stopped them participating at times mirrored what was said at events during the review as general barriers to daily life. These were:

- Transport – timing and reliability
- Lack of accessible toilets, changing places, hoists



## Engagement events and work of Empowering People Team

Working with commissioners and providers we recruited 14 people with lived experience of day opportunity services in Birmingham to be trained as “co-producers” – They named themselves “the Empowering People Team”. RedQuadrant worked with 14 members of the EPT to develop the “engagement questions” that would be used to enable people to give their views into the review.

A programme of engagement events was developed in partnership with the commissioning team and providers – it was important that this programme was inclusive and comprehensive giving anyone involved in day opportunities in Birmingham the chance to have their say. This included day services for people with learning disabilities, cerebral palsy, older people, people with multiple and complex disabilities, people with physical disabilities and acquired brain injury.

In total 35 engagement events were held to bring people together to give their view including specialist services for people from the Caribbean, Chinese and Asian communities were visited. The majority of these were led by members of the EPT and RedQuadrant and all were facilitated by staff from adult social care commissioning team who organised venues, transport and took notes.

More than 25 day services and special colleges across Birmingham opened their doors to host these events enabling the people they support, carers and their staff to contribute to the review. The aim was to provide a variety of options for people to engage and where possible going to meet them in places that they felt comfortable and supported in addition to the 25 engagement events held at day opportunities and colleges others were in community locations including community centres, coffee shops, accessible venues and council offices. Three further events were offered online for those that couldn't make a face-to-face event or could only meet in the evening. A review open drop-in event was held – seven services and providers set up stalls and spoke about the services they provide to those that attended.

In total over 400 people attended events to give their views and hear from others. Over 250 of these were people who use adult day opportunities, attend special schools or colleges or are their informal carers and families. The others were staff enabling people to participate or providers and professionals working in the system.



## The questions for the engagement events

The EPT worked with RedQuadrant to develop a set of engagement questions to guide the conversations they would have with people. These questions needed to draw out what was important to people and capture their experience of day opportunities. Given the wide range of groups and needs the questions needed to be adaptable to suit the people they were meeting, enabling them to understand and respond. These were put into accessible formats and copies were made available by the Commissioning team at each event. We would like to thank the carers and staff from day services supporting EPT members. The skills, time and experience they brought were invaluable in enabling people to participate.

The core set of questions that were used at every event for people who used services were:

### Day opportunities and the pandemic

- What worked well?
- What hasn't worked well?
- What did people miss most?

### Looking to the future

- What's important to you?
- What do you enjoy doing?
- What would you like to do that you don't do now?

### What helps you do the things you want to do? What gets in the way?

We would like to also thank the staff from day services who enabled the people they support to participate. They used the skills and knowledge they have about the people we were meeting with to enable the EPT and RedQuadrant to engage with them in a way that made sense to them and in locations that they felt comfortable.

These core questions were also adapted for the events with carers, providers and for the schools and colleges. In addition, a set of shorter questions were agreed with the EPT, designed to encourage people who are non-verbal or who find it difficult to communicate to have their say.

The feedback from the events is presented below under the three key headings developed by the EPT.



## Day opportunities and the pandemic

We asked people how they felt during the two years of lockdown and other restrictions. Across all the events it was clear it was a very difficult time for people and the impact was still being felt. Many people using services said they felt upset, scared and lonely. Boredom was also a feeling expressed by those who didn't have activities to do and day centres to attend. During the pandemic people said that they felt

- Frightened
- Bored
- Depressed
- Confused
- Anxious
- Stressed

'I was anxious, no (regular) places to go - I also had problems with supported living accommodation during lockdown'

'I was scared, didn't know what was happening'

'It felt like a real crisis - both in terms of having to deal with crises and understanding that we were in a crisis situation'

We asked what they missed most. Overwhelmingly the response most people gave was that they missed meeting friends and staff. They missed having things to do and also spoke of missing having someone to help them in getting the support they need.

Carers and providers said that people's physical health also worsened with declines in mobility, energy, skills and confidence. They reported significant and noticeable changes in health, wellbeing and the behaviours of the people they cared for. The symptoms of conditions worsened:

- Anxiety
- Depression
- Frustration
- Anger
- Lost skills and mobility

It took time for services in health and care to develop their response to the pandemic and whilst this was happening carers felt isolated at a time when normal support systems were



no longer there and they themselves were needing more support to do the day-to-day things necessary to keep families together and well.

‘Over lockdown it was noticeable that she was getting worse without the usual stimulation.

‘Since Covid she has found it difficult to go out’

‘She’s developed oedema in the legs which makes activity even more difficult as he is quite slow moving and I can’t push a (wheel) chair’

‘As a carer I need a break and if staff hadn’t kept in touch during COVID, I don’t know what I would have done. Telephone lines were and are permanently busy in social services’

For Carers this was a worrying and challenging for them. The suddenness of the national situation and the consequences for services meant that they were left feeling anxious and alone and there was enormous uncertainty over the things that are important on a day-to-day basis.

‘My husband has severe dementia and it was awful during Covid we were stuck at home with little or no respite from each other - all he wanted to do was go out but couldn’t’

‘People were struggling, there was a general feeling of ‘helplessness’ and almost despair from carers’

‘The effect of the pandemic on some people is they have even attempted self-harm due to frustration’

There was a variety of responses from day opportunities to help people. At the events people spoke positively about the creative ways in which services responded to support people who use services and their carers. Keeping people connected online was one of the first responses. Zoom meeting and quizzes brought people together.

‘My wife is disabled and I have health problems – the service was brilliant phoning every week and coming out every few weeks to bring packages’

‘Zoom calls kept us involved and telephone calls helped us keep contact with the centre so that if we needed help, we knew who to ask’

‘Felt depressed during lockdown, really stressed and upset did manage to see some friends in online meetings but missed seeing others’



Despite these efforts many carers and people using services found it difficult to cope. Not everyone was able to connect online. Not having the equipment or broadband was an issue for some we spoke to and services reported that many don't have the skills or knowledge to access information, support and activities online. Staff checking in and keeping touch by phone was described as a lifeline by some.

'Online was not for everyone. We spent time making sure people could get connected'

'The online calls (zoom/teams etc.) worked well but had the problem that not all individuals have the same technical knowledge or equipment at home which would enable this to work well or to its best ability'

'Often the older members of the population have limited experience with devices and how to work them and so prefer to meet with others physically in order to share information'

'The lockdown and closure of the centre didn't work for me even though the centre provided things to do I still missed being with other people'

As time went on new and creative ways of supporting people were developed. People were sent activity packs for art, knitting and other activities where people met together online to complete. Staff in some centres also organised garden and driveway visits that were popular and appreciated bringing face to face contact to people where they live. Some centres took lunches out to people and were there to provide advice and guidance through a very uncertain time. Staff at some centres were there to provide phone and online support and helped people connect to other welfare and health services.

"We made DVDs for those who didn't have IT – fitness and crafts"

"People came twice per week to bring me a meal, it was good seeing people in person"

'My dad attends the day centre, they gave us video's exercise, hints and tips we need a day centre such as fairway'

'During lockdown the day centre was brilliant – activity packs, frequent phone calls, offers of support, dedicated phone line'

'We were able to meet up with some people at their homes during the lockdown this helped reassure them that they were not alone and isolated it also provided a kind of 'sitting service' to enable carers to be able to do the things that they needed to be done without worrying so much about their loved ones'



‘The people at the centre (staff), helped me during covid especially when I lost 5 members of my family in 2 weeks and I needed a lot of support’

Most centres reported that they were still in the process of getting back to normal. Some were still not undertaking the same range of activities. Trips out to the community were restricted because of concerns over keeping people safe (staff and service users) and due to unavailability of staff. Some were still practicing some level of social distancing.

People using services reported that they were still anxious about covid due to clinical vulnerability but also having lost confidence in travelling, meeting other people and participating in activities. Gains that had been made in confidence and social skills had been lost for some.

The frustrations and worries of service users and carers was also reflected by providers. The risk and uncertainty brought by the pandemic was unprecedented and they found it challenging to change in response to national requirements, client needs and safety for staff. The Council required day centres to close their doors but they were acutely aware of the need and impact for the people they support.

‘We haven’t got computers anymore. (Staff member said that they have computers and used to have a computer room but they haven’t set it up again since Covid)’

‘Activities that were on before Covid have not started up again’

‘We are their normal and it was lost. Scary going back to normality’

‘The loss of regular routines and not being able to do the activities that maintain health and wellbeing has impacted both on people using the services and also for carers’

‘We have seen increase in worse health issues. We had to ‘challenge’ some carers to help keep them going. Had to support families with language barriers to access other support’

‘My wife was walking before lockdown but not now’

Liaison with the council and health was essential and all reported how difficult it was to navigate through national and local guidance as well as challenges with PPE and arrangements for remote working. New ways of working emerged and plans put in place to find ways to support people whilst keeping with regulations and keeping people safe. Providers valued the support of other services whilst recognising just how difficult this time was:



‘The pandemic really affected staff. Caring for carers as well as service users – home visits, telephone, facetime. We realised how important day centres are. Activity packs were appreciated’

‘Support of council over covid was superb’

‘Worked well with known health colleagues’

Across providers there was a concern about the impact that covid has had on the people and families they work with. Providers spoke with pride about how they managed to creatively find new ways to support people and families. Some reflected on what they saw as the central importance of day services in people’s lives not just in terms of meaningful activity but also in providing community for people with friendship, a sense of purpose and belonging as well as peer support. They also highlighted the role as a focal point for connections between people and families and the range of support and services in the community.

At many of the events there was reference to there still being some people who expressed concern about returning to centres, not just those who are clinically vulnerable. For those that have returned staff are noticing changes across a range of issues including declines in mobility, daily living and social skills as well as emotional, mental and physical wellbeing. For some this has meant they feel they are now dealing with people with higher levels of needs.

‘We are seeing increase in dementia – 80% of service users have dementia. As disease progresses and needs become more complex 1:1 support is needed and we don’t currently have the funding or staff numbers to manage this’

‘Our service users became more dependent due to lockdown and this has caused extra strain on carers and families’

‘They have come back different – changed them. They had to get to know us again’

‘Some service users have become more confused since the pandemic and they didn’t understand why they could not go to the centre’

‘It is difficult to get people come to the centre as they have lost confidence especially the older people’

Carers and providers spoke about changes to the wider health system and how this was impacting on people going to centres where they had health conditions.



‘Over the covid period the limited services provided by health have had an effect on the health and wellbeing of individuals’

‘It would be better if there were more services available at the centre such as health services including physiotherapy, or the availability of medical services as often it is difficult for carers to take citizens to appointments during the day if they have other responsibilities’

‘The care provided by the health services since the pandemic seems somehow less (forthcoming?) than it was prior to 2020’

Providers reported that the pandemic has had an impact on their services and their ability to return to previous levels of service. Some reported that attendance has declined and this has impacted on income. Some also said that expenditure has increased with transport costs increasing and the availability of free or low-cost activities having increased.



Staffing is a major issue with recruitment and retention a challenge for many services:

‘Used to have more service users before Covid – starting to get back to normal’

‘Drop in referrals from social care – leads to lack of funding’

‘With reduced funding due to attendance, it is becoming difficult to continue to provide the range of activities that were provided prior to the Lockdown’

‘The number of staff available is still limited as some staff left and it is difficult to recruit more at the moment’

People using day opportunities rely heavily on accessible transport and many providers felt that this is an area that had got worse since the pandemic

‘Since covid most private transport providers have no capacity’

‘Now using a taxi company and subsidising cost of longer journeys’

‘Since covid, service users anxious about buses etc’

For some services they have examined their approach to the model of delivery to see how they can be more personalised and thinking about how they can enable people to access the community.

‘Covid gave us time to plan for a new PA style model – including individual plans and travel training’



## What people want from day opportunities

When the EPT met with people they asked what was important to them in their lives, what people like most about the day opportunities they went to, what they enjoy doing most, what helps them relax and what ambitions they had for the future. They tailored the questions to suit the audience changing the wording for carers and for provider discussions.

What was important to them?

- Family
- Friends
- Doing things I enjoy
- Relaxing and having fun
- Working – a job or volunteering
- Helping others

What did people enjoy doing?

- Meeting friends and family
- Arts, crafts, knitting, playing music and cooking
- Quizzes, playing games, computer games, watching films and TV
- Gardening, outdoor exercise and playing sports

The lists above show only a small proportion of the activities and benefits that people valued. The list would be endless and there were still many more things that people said they would like to do or do more of. Providers also had views on what they felt day opportunities provide for people attending them, around promoting independence and important time away from families

‘To get better at reading, writing and using numbers’

‘Help more in the kitchen and to cook’

‘Gardening and green fingers project – a gardening project run by the centre helps with coordination, stimulation and calming’

‘They also allow people time to express themselves away from their carers and for the staff to highlight any potential safeguarding concerns’



‘It’s the little things that matter. We did a fundraising event in a park on a Sunday. This meant a lot to our service users who took part as they don’t normally get to go out and socialise on a Sunday’

Some spoke of activities that they would like to bring back...

‘Like to go back to the evening club (dance/social club)’

‘Help to go to Work – the centre used to provide work activities for attendees to participate in, this is difficult due to staffing levels’

This variety and choice was important but it was also important that they have certainty and are able to do things they enjoy on a regular basis. People using services, carers and providers all spoke of the importance of routine and continuity and spoke of the disruption to lives that can occur when things are changed or cancelled.

Day centres were seen as places where people felt safe and welcomed. They valued the community and friendship they experienced when they went to the centres. People also spoke about day opportunities enabling connection with the wider “community” and other services.

Some of the groups of people the EPT met at centres for people with learning disabilities found it difficult to answer questions about the future. Instead, they asked ‘what else would you like to do that you don’t do now?’:

- Trips out into the community
- Visits to restaurants and pubs
- Holidays

At the centres for physical disability the people attending really valued the opportunity to meet with people who were facing the same challenges they faced and valued the support of the staff.

‘I would like to gain confidence to go out and be enabled to go out and to cope with my disability, I was really angry after my accident but with the help of the centre I realise that it is ‘all right to ask for help,’ and I have realised that there are that there are a lot of other things that I can do that I didn’t think I could do. It helps with me accepting my anger over my disability I do find that the centre also helps my family by giving them a break so that they can do what they need to do for themselves’



When asked what else they wanted to do in the lives there was a lot of enthusiasm for getting out of the centre into the wider community.

‘I like to go out with the centre, sensory walks, pub meals, just wish things were more like they were’

‘I would like to go to college and also would like to do Wheelchair rock climbing!’

‘I would like to do more sport and exercise, sports, football, blind cricket’

At the centres for older people, they valued meeting others and being with friends. The impact of covid was still being felt.

‘I would like to be able to do more activities, but this is difficult as there are only a few rooms open’

‘Being warm in the winter and being with friends’

‘I’d like to be able to show others how to do things, like teach younger people how to knit’

‘The council got me physiotherapy and speech therapy – I want to attend more often’

‘Like to get back more to how it was, we can’t have a Christmas party with entertainment due to risk of covid infection’

‘Like to do more activities such as swimming etc. and an enablement programme to help me do more things’

Some of the younger people with disabilities expressed ambitions and aspirations and wanted to be:

‘Set for the future and having a plan – showing others what you can do’

Others also were worried about the future ‘life without my family’ and what that would mean for them. Similarly, families know they have to prepare for the future when they may no longer be there or able to look after the person they care for.

For carers day opportunities were essential to their own wellbeing and health, and that of their families. For some it was an important place that they could go to for advice and support about a wide range of issues relating to the person they cared for and themselves.



‘Being able to afford things such as a carer when I’m not around or transport, I’m a self-funded person so things are even more difficult’

‘The days, or time, when he’s at the centre are very precious to me, they allow me to do the things I need to do which I couldn’t normally as he cannot be left alone as it would be dangerous’

‘Day opportunities provide a safe place where our loved ones can attend, this gives us time to be able to do the things we need to without having to worry about them’

‘It gives me the time to do the things I want to do when I need to do them’

‘They help you maintain at least a feeling of routine’

‘At my day centre we have a ‘friends of group’ - it feels like a partnership with the service’

The carers on the EPT included a question about how it feels when the person they care for goes to a day opportunity:

- Give comfort
- Provides respite
- Gives piece of mind
- Provides a safe space
- Gives young people a chance to learn

‘Makes me happy to see her happy’

‘Helps plan for the future – I am getting older now and she needs support when I am gone’

‘Gives me time to help support the wider cause!’

‘Gives carers a few hours to reset and relax, enables them to do what they need to do or want to do, better able to cope’

‘Day services are real lifeline for families, it is good to know that our loved ones are in a safe environment and are well cared for. This gives me a period of relief and time off from my caring role, a bit of time on my own to be able to do the things I need to or want to do’



‘My daughter feels vulnerable in unfamiliar places. At day centre she is safe with friends’

For some they were also places where they got to meet other carers sharing their experiences, supports others and gaining an understanding of what is a complex and changing systems of health and care.

‘We get little from social care, but we manage to ‘get by’ with what we can get’

‘Getting round a table chatting to each other is positive that make contribute to making things better. Doesn’t have to be commissioned’

Many of the carers at the events spoke about the impact of isolation, fear, anxiety and uncertainty and what felt like the relentlessness of caring day in day out struggling to “cope” and “get by”. For those caring for people with a variety of needs that included learning, mental and physical disability the complexity of the system they had to navigate on a day-to-day basis was enormous. This required day services, respite, health and transport to work together if care and support is to be effective. Without this, other aspects of the carers’ life were also impacted including their health and wellbeing.

‘You don’t realise how stressed out you have become until you have a period of respite while they are at the centre, otherwise you just keep on and keep on until you make yourself ill, then who will look after them?’

‘Day opportunities provide essential respite for carers – enables carers to rest (just to do normal housework and day to day things) rather than constant care’

‘My daughter is reliant on day services provided by a council run centre, as the residential care she lives in does not provide any stimulation, it has limited activities I am however involved in a group which provides fund raising to help fund activities and equipment which BCC does not provide. This could be rolled out for other centres’

‘I have some great support from as there is no respite available locally so rely on the centre. The experienced staff are good but the newer staff are inexperienced and need a better understanding of disabled people’

‘Could there be a pool of experienced staff (personal assistants) that carers could call upon?’



Many of the carers we spoke to spoke of the battle to get the support they and the person they cared for needed. This was also described as relentless and the worry and uncertainty brought about by changes to services, funding pressures for care packages and changing levels of need and circumstances. They greatly valued the services they had but many spoke of the struggle and battle to get them and then to hold onto them, making them work with a web of care that they felt they needed to protect and maintain.

‘Gives me a break and time to myself without it, it becomes difficult to care for X’

‘Let’s me have time to have a social life’

When looking to what can change for the better some providers reflected on the last two years and what it is day opportunities can do best:

‘Generally, day opportunities are good at helping users to do the things they would like to do in that many centres have an awareness of the opportunities available in their vicinity even if the activity is not provided by the centre’

‘It’s important to be outcomes focussed, person centre plans, targets to measure progress no matter how small’

‘Peer support from others with similar experiences and backgrounds. Man with Huntington’s who had never met anyone else with the same condition until he went to the day centre’

‘Rehabilitation from lockdown – regain skills for home and life’

‘Travel training, using IT’

‘don’t just look to the past – the future looks different and the world has changed’

Others spoke about the importance of person-centred outcomes for people who attend and the benefits they can bring in increasing independence and preventing or delaying the need for other health and care services:

‘We provide a person-centred approach talking to individuals and finding out what they want to achieve and help them progress towards those goals’

‘Working as a group can help to increase mobility skills’



‘Being able to attend increases people’s social interaction, gives them a feeling of purpose and responsibility’

‘Giving individuals or groups a feeling of belonging and achieving something worthwhile’

‘Keeping individuals more active and reducing dependence on others’

‘Providing activities such as gardening - a decent fulfilling day’

‘Prevention and rehabilitation’

‘Day centres slow down entry into residential care’

The health and wellbeing of people was a major theme in the events. At the drop in event there was a great deal of discussion about the potential for learning disability day opportunities to play more of a role in enabling learning disability health checks to take place – the health team leading this in Birmingham were also keen to involve EPT as champions to support this work. Across all client group providers and professionals saw day opportunities as playing a vital role in helping people stay physically and mentally well:

‘Ensure that an individual is getting a meal and enough to drink and they are not ‘slipping’ mentally and physically’

‘Try to keep the individual stimulated and interested in things’

‘Healthy eating, fitness, cooking, mental health support’

‘We struggle to find fitness instructors who can support adults with physical disabilities’

‘We have a memory café for people with Alzheimer’s’

‘The attendance of an individual at a centre can help stave off having to go into a residential or nursing home’

People who attended the events were very aware about the importance and benefits of day opportunities to carers. This was a major theme across all the sessions, not just those with carers.



‘Provide a type of respite for carers, allowing them to be able to go out and do the things that they need to do for their own well-being’

‘The day opportunity provision ‘takes some of the weight’ off carers in that they know their loved ones are in a safe place with people who will be able to look after them’

‘It gives the service user something to look forward to and can make them less frustrated’

‘There have been times when I just wanted to give up and take her to A&E for them to take over’

‘Day centre is open 50 weeks so valuable for carers and for citizens who don’t have family’

‘Provide a period of respite for families and carers so that they can have some semblance of a ‘life of their own’

‘As a parent trustee I advocate for others who are not getting the support they need...treat parents as experts, otherwise there will be unexpected consequences for carer and young person health and wellbeing’

Providers spoke of the support that they provide to families and carers. A number of providers had family liaison staff that can be there to support with a wide range of issues – some were people with lived experience of caring for people with disabilities and this was felt to be invaluable providing the experience and empathy that peer to peer support can deliver. One member of staff spoke of their ‘3 families – home, wider family and here’:

‘Some members of staff can provide access to advice and welfare services out of normal hours to help families cope with a crisis’

‘Staff can help with arranging appointments with services or organisations which wouldn’t necessarily be easy for a carer to do due to other commitments’



Providers spoke positively about the range of initiatives and ways of working that are targeted at Carers and supporting them and wider families in the caring role and in accessing the support and services they need.

- Mental health first aider
- Coffee mornings
- What's app group
- Open door policy
- 8.30 early bird club for working carers
- Staff often available out of hours for isolated carers
- Carers' support groups

## **What helps you do the things you want to do? What gets in the way?**

The EPT asked people to say what helps when they want to do things in their lives. The type of support that helps them do the things they do at day centres and in the community. And what gets in the way or doesn't work? We also asked carers and providers to say what they would like to see more of, needs to change or should be improved. Without doubt the thing the received the most comments was transport

'Transport – this is important – when things go wrong it has a big impact'

'Getting to places is difficult as often I need support when I'm there and help to get on transport, I often have to get a taxi which is expensive, and the vehicles are often not the best'

'Ring and Ride don't turn up or if they do they don't like to wait, I also have been told we can't take you there because "it's over the boundary" '

'I don't trust taxis to go places when I am on my own'

'The availability of transport to and from the centre is limited as is transport to appropriate activities within the community this limits opportunities'

'We have our own transport but people also use taxis. These can be difficult to access and there have been so many times when service users have been left stranded'



‘Having (our) own transport is very expensive. Not only in terms of costs of vehicles, insurance and maintenance but also the resource needed to support with door-to-door pick-ups and drop offs’

This is an area that the EPT felt needed to be prioritised as part of the next steps for the review. Carers in the EPT felt that transport companies and services needed to understand the impact that late and unreliable transport was having.

‘When transport is late then this can upset medication routines which are important’

‘If people can’t rely on transport then they will be reluctant to take part in day opportunities, becoming more isolated and dependent on family carers – this will impact on the health and wellbeing of both the carers and the person being cared for’

There were some comments from older people who use services that they felt do not get the services and attention that other members of the community receive. Some felt discriminated against and had less opportunities than other people.

‘The council seem to have a distinct lack of interest in older people, we feel singled out and are treated differently’

‘I wish they would open up the rest of the rooms in the centre like they used to so we could do more (This is due to health and safety issues and not having staff to supervise)’

‘I think they ignore us because we are older people, it seems to me that older people are the ‘lost’ generation’

‘I’d like to do more things out of the centre, but I can’t because they haven’t got the staff to come with me. Age is discriminated against’

Carers and providers spoke about the perceptions about day services and their role in the support and care of people who them.

‘The perception of the community in that there seems to be a lack of understanding about why people attend day services, it is often seen as a ‘place to dump someone’ instead of a place where someone can go to enjoy themselves and meet people and make friends and be able to participate in activities and experiences and gaining a



degree of independence which they would not be able to do at home. This then leads to the staff perhaps being demoralised and lacking pride in what they do'

At the events there were ideas about what the activities and resources that are available to people. Some reflected on the changes that had been made during the pandemic and what they would like to do once again.

'We would like to put on more activities such as the music therapy, singing etc. but these were initially put on free of charge by an external person however we don't have the funding to allow this to continue'

'We used to use the little theatre but it's a bit difficult now because of the group sizes changing'

'I used to go to Remploy and would like to do more work'

One of the biggest barriers to people doing the things they want to do were facilities in the community. People valued and looked forward to trips into the community. They looked forward to trips to restaurants, museums and leisure facilities:

'I'd like to go to college and learn more about reading and writing and computers but there is no understanding of disability in the community college'

'When accessing the community there is a big difference with complex needs requiring 2:1 – (I) worry about reaction of public to challenging behaviour'

'Disabled toilets - clearly no consultation with disabled people. Ask people what they want and how it should be done'

It wasn't only the facilities that presented barriers it was also attitudes of the public and people working in mainstream and community facilities. They didn't feel welcomed and some were fearful and worried about people's behaviour and attitudes towards them.

'We often meet with negative attitudes in the community when we take people out. Some people don't know how to handle people in wheelchairs'

'Going out in groups can give service users more confidence but they can also meet with more difficulties in terms of attitudes from other people. Access for a single person in a wheelchair is easier than in a group'



‘It is sometimes difficult for people to do things if they have difficulty communicating  
Public attitudes can be better and more accepting’

The EPT asked people about the use of and attitudes to IT. The use of technology was an important feature of the response during lockdown. Zoom and Microsoft Teams get people connected and activities like quizzes were popular. For younger people who use services there was a great deal of enthusiasm for using IT in different forms. IT and technology were seen as a core part of the services for some of the colleges and services for younger disabled people.

‘The availability of equipment is a problem could some of the older council equipment be donated to centres for them to use to teach people how to use (computers/ IT)’

‘Would be nice to give everyone i-pads but not enough funding’

‘The use of IT has presented some new opportunities. We did a zoom call on New Year’s Eve which we wouldn’t have done previously and that was very positive’

‘The ability to contact others via either a computer or mobile phone has been invaluable for us’

One severely disabled young man at a day centre used his adapted communication equipment to develop his own you tube channel:

‘I have my own you tube site and I want support to develop this promote this to other disabled people’

For older people and some carers it was something that less popular and some carers felt that IT should not be seen as an alternative to day services. The availability of equipment training and access to broadband were still seen as barriers.

‘Technology is helpful but it still needs a human element to get it to work’

‘IT challenging for older adults – resistance to change, scared of getting it wrong’

‘Our IT is out of date’

‘Only one service user has a phone but uses it to watch films on. He said he doesn’t have an email address but would like one to be able to email his Auntie who is in a home. I asked him if he uses WhatsApp or text but he said he doesn’t know how to



send a text. The service user has been going to the centre for 35 years, he spoke quietly but was very articulate’

‘We don’t have computers anymore and I liked using computers’

An important theme in the discussions with Carers was what they saw as the constant and relentless effort that was needed to get support. This was characterised as a “battle” or a “fight”. There was a sense that resources and reductions in money available for packages of care was the reason for this. Some felt that this brought uncertainty to their lives.

‘It’s a constant battle and fight for Carers’

‘Social work delays – life has to go on despite waiting for a package of care to be agreed

Social workers only get involved when things become urgent – enormous cost of this on carers’

‘Carers (need to) have support with making decisions in looked after people’s lives’

‘Unable to progress through adult social care. Huge delays to get an allocated social worker

A consistent point of contact with social services, it seems just as I’m getting somewhere the social worker changes’

‘The ability to get help and assistance when I need it not just the frustration of an answering machine which you end up giving up on after an hour, if you are not cut off, this just increases frustration and makes the situation worse for people’

They also voiced concern over the families that less able to advocate for the person they cared for and themselves.

‘It is often a case for carers that they have had past experience of ‘the system’ which can in itself be an obstacle and many people just don’t bother to ask for help and assistance as they get fed up with being told NO!’

The schools and colleges spoke about the transition from childrens to adults services. This was seen as a time of big change for young families and for young people. They wanted to see a smoother transition from education into social care.

‘We have to avoid the closure of the EHCP feeling like being pushed off a cliff’



‘She’ll just spend the rest of her life sitting on a sofa’

‘Stop young adults being stuck at home where their health and behaviour deteriorates and families struggle’

At one centre it was clear that staff felt there had been a reduction in the range of activities they could offer and the impact of what they are doing

‘Ideally there would be more opportunities for people to do things outside of day centres’

‘Used to go to the centre to learn new skills but that doesn’t seem to happen now’

‘Being able to have enough funding to be able to put on worthwhile activities’

‘What’s on offer doesn’t always match interest or what’s best for an individual’

‘People would like to come in on a Sunday’

‘We join up with another centre to do inter centre activities’

In part they saw the difficulties in recruitment and the levels of staffing available as restricting opportunities for those with complex needs, particularly in the community

‘1:1 support is sometimes needed when accessing the community this is often not possible due to the availability of staff’

‘Not so much going on because of staffing’

‘Do they have enough staff? It’s difficult to quantify’

‘The number of staff available makes it difficult to take people out this can be disappointing to people when the plans change’

Other groups spoke of the difficulties in finding things to do in the community that would be of interest to people and that could meet the needs the service users

‘Lack of information as to what is out there’

‘Perhaps there should be a dedicated person or small organisation which can work with service users to provide information of available services’



Some carers felt that perceptions about risk and health and safety were a barrier to people being able to do things in the community.

‘Issue with council run services is often the amount of ‘red tape’ involved in getting things done, e.g., expense of getting someone in to change a flashing light fitting, having to wait until there are several jobs to be done to keep the costs down’

‘Lots of risk assessments because of the complex needs’

At many of the events people spoke about the quality and commitment of staff at the centres. They valued those with experience of working with people with complex needs and recognised the range of skills and knowledge that was needed to deliver quality care and support.

‘Day opportunities provide more for individuals than just building based services, often the carers treat working at centres as more of a ‘vocation’ than a job’

‘Those with direct experience of the problems involved relate differently to individuals at the centre, staff awareness of issues’

Carers felt that skills, knowledge and attitudes of staff were crucial for quality services and that this was an area where improvement was needed in some areas

‘Unfortunately, not all council staff are inclusive’

‘Staff need to access more training’

‘Provide a safe environment for those that are more vulnerable than others, this reduces the carers anxiety and the anxiety of the service user’

For Carers they valued continuity of care and service provision. They felt this was essential for both the person attending the day service and for themselves. Change, cancellations and uncertainty disrupted lives and caused upset and anxiety in families.

‘Continuity – what’s there today might not be there tomorrow’

‘If you have a routine, you can occasionally break it but without routine things are uncertain

Having a routine for service users is often helpful for them but also having a break from that routine can help, gives people something to look forward to’



‘Continuation of provision, the uncertain future of both day care and funding can be very stressful at times for those who use the services’

‘We have a service user forum to share ideas of what to do. It helps to fill in the gaps in people’s lives. One of the biggest gaps we have seen is access to physiotherapy so we have arranged funding to run physiotherapy and speech and language sessions at out hub. This has taken a long time and a lot of money to do’

Across the engagement events carers and providers spoke of the crucial role that social workers play in assessment, reviews and signposting. Many felt that people had limited access to assessment and review and that this was causing problems for families and for services.

‘Assessments not being complete in a timely way’

‘More referrals to appropriate services are needed’

‘Young people are leaving education without a plan in place’

Carers and providers also felt that there should be more opportunities for people to have more choice and control over how packages could be improved. Some providers wanted a more personalised approach to care planning and assessment and across carers and providers there were suggestions for improvements to the way in which care is planned:

‘An Increase in joined up working with others, such as when individuals transition between children and adult services’

‘All should use individual development plans and be outcomes focussed’

‘Avoid using catch all terminology (treat people as individuals)’

‘Citizens don’t understand what a direct payment is’

‘Direct payments don’t cover access to costed activities. People have to pay for activities from their own benefits’

This programme of engagement has highlighted the wide range of services there are in Birmingham. However many felt that benefits and diversity of services were not well understood by families, people with social care needs, providers or other professionals working in Birmingham:



‘More awareness by the public of where services are and how they can help’

‘Having pride in the services provided this applies to both staff and attendees’

‘Communication with families is paramount’

Across the events there were ideas and suggestions for changes or improvements to services to meet the different needs in the community:

‘Having an age-appropriate setting allows people to be able to relate to the others around them’

‘Ideally the activities and setting should be flexible and adapt to the needs of individuals’

‘One size or type of care does not ‘fit all’

‘Dedicated transport for older adults’

‘Make day services more attractive to younger people’

‘Sitting services for when people can’t get to day centre for periods of time’

‘Some people have the effects of age before their time and so skills and activities have to adjusted to meet the individual’s needs’

They also wanted more opportunities to take part in activities away from day centres and be part of the wider community in Birmingham

‘The ability to take people out more to do activities that they enjoy and want to d’

“‘Forge better community links’

‘Accessible information for families, professionals’

‘Promote existing services’



‘Would like to have more facilities in the community for people such as changing places, an increase in accessible spaces and buildings, shops etc’

‘Help from organisations who have an understanding of a person’s disability or individual needs’

‘There needs to be more understanding of the problems (people and carers) encounter’

‘Places where adults with different diets can go e.g. blended foods’

At one the events for providers they described “what good look like” for them

- A service where reliable transport to and from, and during the day at the centre is available
- A ‘joined up’ service where individuals are picked up from education and moved on to a day service with minimal break or disruption
- Encouragement is given to service users to allow them to be as independent as possible
- A person-centred service. which is age appropriate
- Where staffing levels are appropriate for the individuals it serves, and the equipment is kept up to date
- 100% person centred and fully resourced

They also shared the things they do to support people and families

- More family forums with info about benefits, advocacy, health and other issues
- Need a day opps brochure
- Open door policy for families (to discuss issues and feedback)
- Private social media accounts for families to network
- Feedback from families, satisfaction surveys, publish results in a newsletter, easyread, e-mail and post

## **The voice of future day opportunity users**

An important part of the review was to speak to younger people who might need day opportunities in the future when they leave schools and colleges. Two members of the EPT team who had attended specialist education recently and they held events at 6 schools and colleges supported by commissioning officers.



We adapted the questions for this audience focussing less on the experience during the pandemic and more on what is important for them in their lives. The colleges provide for a wide range of special education needs as well as complex physical disabilities and conditions. We worked closely with the providers to enable the young people to give their views and we are grateful for their assistance in enabling these young people to have a voice in this review.

The EPT members asked what is important to you?

- Having an education
- Getting a job
- Being part of something
- Being seen
- Being respected
- Making sure they (young people) have a choice
- Having a relationship
- Volunteering
- Travelling
- Going on the X factor

What do you enjoy doing?

- Running
- Drama
- Going to the gym
- Listening to music
- Making music
- Being by myself
- Gaming
- Watching youtube

We asked people what aims and ambitions do you have for yourself? This varied enormously across the events. Here is a selection from two of the centres for people with autism and learning disabilities

- I want to be a mixologist
- I want to be a gardener
- I want to get money
- I want to get the bus by myself
- I want to know what I want to do because I don't



- Work with cars
- Go on holiday
- Have my own company

The people who attended the schools were encouraged to be ambitious and plan for the future. The staff felt this was an important role for the schools and colleges and they worked with pupils and families to see the strengths and skills that they do have and help them think ahead for life after graduation. The people the EPT met were also asked what help do you need and the staff at the colleges also gave their views

- I need my mum and dad to take me places
- I need help talking to people
- I need help with my anxiety
- I need help with cooking and tidying my room
- I need help getting changed
- Doing travel training
- I need help with the internet

The people the EPT met were also gets in the way of doing the things you want to do?

- Not knowing what is out there
- My mum not letting me
- Fear
- Money
- No car (or transport)
- I get scared in new places

From the discussions at the schools and colleges equipment and technology were important in enabling people to participate. The EPT asked what technology do you use and the staff at the college also spoke about this?

- ICT pads
- Big screens
- Switches (to let staff know if you are happy or sad, feel safe or unsafe etc)
- Interactive magic carpet – can also be controlled by eye movement
- The Day Care centres need to have the same equipment in order that the Young People can
- continue to grow and not lose the skills they have developed at college.
- You Tube



The schools and colleges had specialist equipment and facilities to help with communication, personal care, moving and handling and feeding. Sensory rooms and other equipment helped with stimulation and learning skills to socialise and engage with others. There was a sense from those in the schools and colleges that the provision for young people is different to the opportunities for adults who need support and that these facilities are less available.

‘The activities and support provided prior to graduation often does not match up with the support provided after’

‘Some services which are provided at education facilities are often not provided when attending a day service, such as the availability of health professionals etc’

The staff at the schools and colleges talked about the work they do to support carers and parents to prepare for the future. They wanted them to be aspirational for their young people and see the strengths and skills that they had. They often felt that this was difficult for some parents because they were fearful or anxious about the risks and the challenges that their children faced. The staff felt that the EHCP plan process and system was important in preparing families and they wanted to be more involved in these. They felt that often they were not effective in understanding the opportunities or in preparing families for the differences in the support that was available after graduation. This was a missed opportunity to support in this transition and to maximise independence of young people.

‘Invite Day Centres into the colleges, so they can see what happens there so they can create similar in the Day Care Centres’

‘Provide Student Passports (the HIVE College do this) with important information regarding the student, that can be shared with others’

‘There are limited facilities that meet the needs of our students. For example: they need medical help, such as tube feeding and the providers don’t want to take on the training as it is a big responsibility and then keep up with the standard of care’.

## **The next steps**

This review and the extensive programme of engagement events, has brought together a wide range of people and organisations with a keen interest in day opportunities in Birmingham. Feedback on this approach from the people involved in the Empowering People Team, commissioners and providers has been positive saying they benefitted and valued working in this collaborative way to understand the impact of the pandemic and to



understand the benefits, opportunities and challenges in delivering day opportunities across Birmingham. They want to continue to work alongside the Council in this way.

In this spirit of co-production, the intention is that this report from the EPT and Red Quadrant will inform the next stage in Birmingham City Council's approach to day opportunities in the city. The views, ideas and shared experiences expressed by the people who use these services, the carers and staff have been wide ranging and detailed. EPT members have contributed their own views and they have reflected on the feedback they heard in the events identifying a number of important areas, themes and priorities for further action.

### **Main themes and the priorities for further action**

The pandemic and the temporary closure of day opportunities had a major impact on people using centres and their carers. It was a very difficult time for staff and other professionals involved. Initially there was a lot of anxiety and confusion and there was a sense of crisis. People who relied on these were also worried about their physical health as many were identified as clinically vulnerable. Day opportunities were their normal enabling connection to others and without this, they felt isolated and fearful.

Providers and the council came together to find new ways of supporting people and their families. People across the engagement sessions spoke with pride at the way staff, the council, commissioners and families collaborated and supported each other. The zoom sessions, meals, activity packs and garden visits were greatly appreciated and meant that many received some support through very difficult times. Now people have returned to day opportunities, providers are reporting changes in the people they support, with people still worried about returning to services and noticing significant declines in social and day to day living skills. Mental and physical health had declined for many and they felt some lost confidence and the progress they had made through attending activities. The centres for older people spoke of increased needs of the people returning to them and a rise in the numbers and severity of dementia.

People using day opportunities spoke passionately about how much they valued the support they received. It is their community, it is where they meet friends to do the things they enjoy with other people. Carers saw day opportunities as essential services, enabling them to have a quality of life outside of caring. It allowed them to do the things they needed to do in maintaining their own health and wellbeing, as well as everyday tasks for themselves and their families. They said that when the person they cared for was attending day opportunities they were comforted that the person they cared for was in a place of safety, with friends and others who cared about them and were participating in a life away from the family which was important to their wellbeing and their growth as individuals.



Carers could connect with others in similar situations to themselves, sharing their experiences, supporting each other and finding out about other services and opportunities. Some spoke positively about the role of family support workers that some providers had employed. These played an important role in getting a broad range of support, advice and signposting to help them navigate the complex system of care. Knowing what services are available and what facilities there are in the community was something that many felt could be improved and was essential if people were able to have choice and take more control of their care and support.

Many carers felt that they had to fight to get the services that they felt were essential to enable them to undertake their caring roles. They valued continuity and certainty and felt that the process of assessment and review was difficult, time consuming and brought worry and anxiety that packages of care would be cut or changed. The benefits of direct payments and personal budgets was not well understood. Carers valued the services they had and were worried that those without help to navigate the system or without the determination and energy to persevere through the system were left behind. They were afraid that those voices are not heard. Providers were also concerned about the access to social work assessment, review and referrals. This led to delays and uncertainty for families as well as for services in planning and making continuity of care difficult to achieve.

Transport was the most talked about issue facing people and the area of greatest dissatisfaction. Getting to and from day opportunities was a daily challenge. Some day opportunities provide their own buses, but these are costly and the logistics to meet everyone's needs was challenging for providers. Taxis were unreliable and often were not suitable for the needs of person or the equipment was faulty. There were some positive experiences of using public transport but many, many more example of failure including buses not prioritising people in wheelchairs, equipment being faulty or not fit for purpose and generally a lack of understanding of how difficult and worrying people with a wide range of disabilities find it when using public transport.

Failures in transport meant that plans had to be changed and people left stranded, but it also meant things like medication, feeding and personal care were disrupted and this could present risks for people. The EPT felt strongly that they wanted this to be one of the priorities following this report and that the transport providers are engaged so that they could hear the issues and understand the impact.

People using day opportunities wanted to do more in the community. Transport was an issue but there were other barriers. Attitudes in the wider community to people with disabilities was a big theme. People using services and staff had experienced discrimination and aggression from people in the community. Physical accessibility and the lack of facilities prevented people from using some shops, restaurants and public buildings. Other issues were a lack of changing places around the city and the inability of venues to meet dietary needs.



A theme across the engagement events was a perceived lack of understanding regarding the importance and benefits of day opportunities. People wanted personalised support that meant high levels of training in a wide range of support and care skills. Communication and specialist skills in areas such as acquired brain injury, autism, cerebral palsy, learning disability and dementia were needed. Physiotherapy, speech and language, diet, feeding and personal care knowledge and skills were seen as being important. Having community bases like day centres provided an opportunity for “hubs” in which people could get a range of care, health and other support they wanted. Some services provided some of these and others said that they were working to try and access these.

The engagement events with young people and staff at schools and colleges highlighted the importance of focussing on outcomes and having the right skills and resources available to support people with complex care needs. Young people faced many of the same issues and challenges. They also spoke with passion and enthusiasm about the friendships and sense of community that they experienced in education settings. They were encouraged to be ambitious for themselves with many saying they wanted to be more independent getting further training and education, finding employment and participating in activities in the community.

The education staff felt that supporting parents and carers to see the strengths and abilities of young people was a key part of their role. They recognised that this was difficult for many parents who wanted to protect the people they looked after, wanting to minimise the risks they face. The staff wanted to be more involved in education, health and care planning and were keen to share the knowledge and experience they had with adult day opportunities. They were also aware that there were not enough opportunities for those with the highest levels of needs and appreciated that for parents the transition to adult services was like ‘reaching a cliff edge’.

Day opportunities are seen as a necessity to enable people with care needs and their carers to have fulfilling lives, and importantly maintain their health and wellbeing. As such the services and staff need to have the status, training, equipment and resources to fulfil these complex roles effectively. The participants wanted the ‘system of care and health’ in Birmingham to recognise and value the role they play and afford them the status alongside other regulated care and health provision.



## Item 7

Title of proposed EIA	Co-produced Review of Day Care post-pandemic
Reference No	EQUA1108
EA is in support of	New Strategy
Review Frequency	Six Months
Date of first review	25/09/2023
Directorate	Adults Social Care
Division	Commissioning
Service Area	Day Opportunities
Responsible Officer(s)	<input type="checkbox"/> John Freeman
Quality Control Officer(s)	<input type="checkbox"/> Alison Malik
Accountable Officer(s)	<input type="checkbox"/> Temitope Ademosu
Purpose of proposal	<p>This Equality Assessment briefly describes the approach to co-producing the recent review of day opportunities post-pandemic and assesses the proposal to develop further co-production..</p>
Data sources	Other (please specify)
Please include any other sources of data	findings from review of day opportunities - November 2022
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	0
Protected characteristic: Age	Service Users / Stakeholders
Age details:	<p>The Council currently arranges a range of day opportunities for younger and older adults, including those with mental, physical, sensory and learning disabilities. Attention will be paid to ensuring that adults are not excluded from accessing, if interested, opportunities to be active in the co-production programme because of age.</p> <p>Planning for co-production will take into account a range of practical issues – timing, transport, dietary needs for refreshments, accessibility of venues, access to personal care facilities. Consideration will be given to ensuring diversity of communication (easy read/interpreters/language needs/written and spoken/ appropriate to capacity to understand).</p>



Protected characteristic: Disability

Disability details:

Service Users / Stakeholders

The Council currently arranges a range of day opportunities for younger and older adults, including those with mental, physical, sensory and learning disabilities. Attention will be paid to ensuring that adults are not excluded from accessing, if interested, opportunities to be active in the co-production programme because of disability.

Planning for co-production will take into account a range of practical issues – timing, transport, dietary needs for refreshments, accessibility of venues, access to personal care facilities. Consideration will be given to ensuring diversity of communication (easy read/interpreters/language needs/written and spoken/ appropriate to capacity to understand)

Protected characteristic: Sex

Gender details:

Service Users / Stakeholders

Currently there is day care provision available that is gender specific to address cultural and religious needs. Attention will be paid to ensuring that adults are not excluded from accessing, if interested, opportunities to be active in the co-production programme because of their gender.

Planning for co-production will take into account a range of practical issues – timing, transport, dietary needs for refreshments, accessibility of venues, access to personal care facilities. Consideration will be given to ensuring diversity of communication (easy read/interpreters/language needs/written and spoken/ appropriate to capacity to understand)

Protected characteristics: Gender Reassignment

Gender reassignment Page: 246 of 790

Service Users / Stakeholders

All day opportunities support and



services, will continue to be respectful and sensitive to specific needs related to this characteristic in line with The Equality Act 2010. Attention will be paid to ensuring that adults are not excluded from accessing, if interested, opportunities to be active in the co-production programme because of their gender identity.

Planning for co-production will take into account a range of practical issues – timing, transport, dietary needs for refreshments, accessibility of venues, access to personal care facilities. Consideration will be given to ensuring diversity of communication (easy read/interpreters/language needs/written and spoken/ appropriate to capacity to understand)

#### Protected characteristics: Marriage and Civil Partnership

##### Marriage and civil partnership details:

#### Service Users/ Stakeholders

The opportunity to engage in the proposed programme of co-production will not have an adverse impact on adults accessing day opportunities with regard to marital status.

Planning for co-production will take into account a range of practical issues – timing, transport, dietary needs for refreshments, accessibility of venues, access to personal care facilities. Consideration will be given to ensuring diversity of communication (easy read/interpreters/language needs/written and spoken/ appropriate to capacity to understand)

#### Protected characteristics: Pregnancy and Maternity

##### Pregnancy and maternity details:

#### Service Users / Stakeholders

The opportunity to engage in the proposed programme of co-production will not have an adverse impact on adults accessing day opportunities with regard to anyone who might be pregnant.



Planning for co-production will take into account a range of practical issues – timing, transport, dietary needs for refreshments, accessibility of venues, access to personal care facilities. Consideration will be given to ensuring diversity of communication (easy read/interpreters/language needs/written and spoken/ appropriate to capacity to understand)

#### Protected characteristics: Race

##### Race details:

#### Service Users / Stakeholders

Currently there is provision available for adults, predominantly older adults, which is specific to Asian, Caribbean and Chinese communities. 40% of day care service users generally are from Black, Asian and minority ethnic groups.

The opportunity to engage in the proposed programme of co-production will not have an adverse impact on adults accessing day opportunities with regard to their race/ethnic identity.

Planning for co-production will take into account a range of practical issues – timing, transport, dietary needs for refreshments, accessibility of venues, access to personal care facilities. Consideration will be given to ensuring diversity of communication (easy read/interpreters/language needs/written and spoken/ appropriate to capacity to understand)

#### Protected characteristics: Religion or Beliefs

##### Religion or beliefs details:

#### Service Users / Stakeholders

The opportunity to engage in the proposed programme of co-production will not have an adverse impact on adults accessing day opportunities with regard to their religion or beliefs.

Planning for co-production will take into account a range of practical issues



– timing, transport, dietary needs for refreshments, accessibility of venues, access to personal care facilities. Consideration will be given to ensuring diversity of communication (easy read/interpreters/language needs/written and spoken/ appropriate to capacity to understand)

Protected characteristics: Sexual Orientation

Sexual orientation details:

Service Users / Stakeholders

The opportunity to engage in the proposed programme of co-production will not have an adverse impact on adults accessing day opportunities who identify as LGBT+.

Planning for co-production will take into account a range of practical issues – timing, transport, dietary needs for refreshments, accessibility of venues, access to personal care facilities. Consideration will be given to ensuring diversity of communication (easy read/interpreters/language needs/written and spoken/ appropriate to capacity to understand).

Socio-economic impacts

None

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?

Demographic data

Social care client data

Consultation analysis

The issues that will be explored as part of the proposed co-production programme were identified through the recent review of day opportunities which engaged with 429 individuals. Over 250 (63%) were people who either use adult day opportunities services attend



Adverse impact on any people with protected characteristics.

Day Opportunities services benefit approximately 1600 citizens with a wide range of support needs, including older people, people with learning disabilities, autism, dementia, physical disability and people with mental ill health across the city. The citizens come from diverse backgrounds with regard to the protected characteristics.

The co-production approach used for the recent review of day opportunities was inclusive and consideration was given to the individual support needs and potential barriers to participation of the co-production volunteers. The same approach will be applied in the proposed co-production moving forward so that any identified potential adverse impact can be mitigated against.

Could the policy/proposal be modified to reduce or eliminate any adverse impact? Regular review of the co-production programme will ensure that any adverse impact is reduced or eliminated.

How will the effect(s) of this policy/proposal on equality be monitored?

Any proposed actions post-Cabinet will be monitored to ensure that they are compliant with the Equality Act 2010 and all relevant social care legislation.

What data is required in the future?

There will ongoing monitoring of both co-production volunteers and participants in the co-production activity.

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 approach taken for the co-production of the review of day opportunities proved to be effective. It was inclusive and considered the



needs of a range of individuals to prevent adverse impact. The same approach will be used moving forward so there is not a requirement to proceed to a full EA.

#### Consulted People or Groups

Adult Social Care Management Team, Commissioning Management Team, relevant business partners and the Cabinet Member for Adult Social Care and Health were consulted on about the recommendations in the Cabinet Report.

#### Informed People or Groups

The Cabinet Member for Health and Social Care, Opposition Group Leaders, Chair of Health and Social Care Overview and Scrutiny Committee are briefed regularly.

#### Summary and evidence of findings from your EIA

In line with the council's duty under the Equality Act 2010 day opportunities have specific relevance to the protected characteristics of disability, race, gender and age.

In December 2021 a report was approved by Cabinet to commission a co-production partner to support the delivery of a review of day opportunity services in the light of the pandemic and any lasting impact, at least 12 months after services were re-opened.

Following a procurement exercise facilitated by Corporate Procurement Service, RedQuadrant was commissioned in April 2022 as Co-production partner leading the independent co-produced review which took place in November 2023. The full independently produced report of the Co-Produced review will be presented as Appendix One of the



be presented as Appendix One of the Cabinet Report.

Feedback from the co-production volunteers, The Empowering People Team, about how the opportunity to co-produce had impacted on them included:

- 'I realised my voice matters'
- 'I felt worthwhile doing this'
- 'We were treated as equals'
- "Doing this has made me think about what I say and how I say it, so people listen to me more"

It is intended that this will be replicated in future co-production activity.

This Equality Assessment will be reviewed. Any specific needs or support related to the protected characteristics will be addressed accordingly.

#### QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

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

Please print and save a PDF copy for your records

Content Type: Item

Version: 116.0

Created at 17/03/2023 01:15 PM by ☐ John Freeman

Last modified at 01/04/2023 12:46 PM by Workflow on behalf of ☐ John Freeman

No

submit for approval

Proceed for final approval

Yes

Approve

31/03/2023

This is accurate and covers all key points. This is ready to submit for approval.

Yes

Close





# Birmingham City Council

## Report to Cabinet

25<sup>th</sup> April 2023

**Subject:** **BIRMINGHAM FOOD SYSTEM STRATEGY: A BOLDER, HEALTHIER, AND MORE SUSTAINABLE BIRMINGHAM**

**Report of:** **Dr Justin Varney, Director of Public Health**

**Relevant Cabinet Member:** **Councillor Mariam Khan - Health & Social Care**

**Relevant O &S Chair(s):** **Councillor Mick Brown - Health and Social Care**

**Report author:** **Sarah Pullen,**  
**Service Lead (Food System Team)**  
**Email:** [Sarah.Pullen@birmingham.gov.uk](mailto:Sarah.Pullen@birmingham.gov.uk)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011156/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		

### 1 Executive Summary

- 1.1 The Creating a Healthy Food City forum is a sub-forum of the Health and Wellbeing Board. The Forum has co-produced the Birmingham Food System Strategy: “A Bolder, Healthier and More Sustainable Birmingham”. This is the first food system strategy for Birmingham.
- 1.2 The Food System Team conducted a comprehensive public consultation, following our attendance at Cabinet in March 2022. The consultation on the Birmingham Food system Strategy 2022-2030 was successful. We received 87 responses on BeHeard and engaged citizens through more than 10 events. Overall, feedback on the strategy was consistently positive, with high levels of agreement throughout.



- 1.3 Following the analysis of all the feedback from the comprehensive consultation, we incorporated all the key suggestions into the final Birmingham Food System Strategy. The changes included an additional workstream of “Food Safety and Standards”, reorganising all the workstreams into four cross cutting themes and six strategic workstreams, and ensuring key text such as the vision are succinct and focused.

## **2 Recommendations**

- 2.1 It is recommended that Cabinet:

- Formally approve the Birmingham Food System Strategy: A Bolder, Healthier, and More Sustainable Birmingham, as set out in this cover report and appended documents.
- Endorses immediate implementation of the Birmingham Food System Strategy: A Bolder, Healthier, and More Sustainable Birmingham.
- Enables the Health and Wellbeing Board and its sub forum, Creating a Healthy Food City Forum, to review and provide oversight of the Birmingham Food System Strategy.
- Ensures future updates on the progress of the Birmingham Food System Strategy are provided to Cabinet Member for Health and Social Care.

## **3 Background**

- 3.1 The Birmingham Food System Strategy has been developed by the Food System Team in the Public Health Division, with input from public and local stakeholder groups, The Food Foundation, and best practice from national and international organisations (e.g. the Milan Urban Food Policy Pact). It has also been informed by research projects focused on the Birmingham’s food system and associated factors that shape people’s diets such as the Birmingham Food Survey, Childhood Obesity Trailblazer, and the Birmingham Seldom Heard Voices Food Conversations
- 3.2 The strategy sets out the Creating a Healthy Food City forum’s ambitions for the next 8 years (2022-2030). “A Bolder, Healthier and More Sustainable Birmingham” is based on a series of work streams and settings (the Big Bold City approach).
- 3.3 It includes ambitions, objectives, and potential actions to be taken, alongside the key partners, levers, and leaders who will help us achieve them. Throughout the strategy is a commitment to achieve positive change across the city’s socio-economic groups to help reduce dietary and health inequalities.
- 3.4 The vision of the strategy: to create a fair, sustainable, and prosperous food system and economy, where food options are nutritious, affordable and desirable so everyone can thrive.
- 3.5 The Creating a Healthy Food City Forum has developed a framework for action which are broken down into four cross-cutting themes and six strategic work streams. These work streams are; -

### **3.5.1 Cross-Cutting Themes:**



- **Food Skills & Knowledge** - Empowering citizens with knowledge and skills in relation to the food system.
- **Food Behaviour Change** - Developing the capability, opportunity and motivation for key behaviours that will enable long term change.
- **Food Security & Resilience** - Increasing access to sufficient affordable, nutritious and safe food for all citizens, all the time, in every community, and at every age.
- **Food Innovation, Data & Research** - Gathering insights and data and facilitating innovation, collaboration, learning and research across the food system.

### 3.5.2 Strategic Work Streams:

- **Food Production** - Empowering and enabling citizens and local producers to grow food throughout the year and connect to the city's food system.
- **Food Sourcing** - Increasing both supply and demand for local, environmentally sustainable, ethical and nutritious foods in the food system.
- **Food Transformation** - Transforming the food offer and diets to contain more diverse, nutritious and sustainable ingredients, and less fat, salt and sugar.
- **Food Waste & Recycling** - Minimising food waste and unsustainable packaging throughout the food system and maximising the repurposing and redistribution of surplus.
- **Food Economy & Employment** - Facilitating a thriving local food economy for all and maximising training and employment opportunities.
- **Food Safety & Standards** - Improving food safety and standards for Birmingham's citizens and businesses.

3.6 As we develop the Food System Strategic Action plan, it is important that we consider whether proposed actions are people focused, addressing key priorities, and if they are effective and realistic. This has led to the development of the Food Action Decision-Making and Prioritisation tool, which will enable effective prioritisation of different actions to improve the food system. We will use this tool to compare potential actions, aid decision-making and prioritisation and to strengthen proposed plans. Actions will be people focused by ensuring they are citizen-first, celebrating diversity, empowering. They will be working towards addressing key priorities by ensuring actions are addressing poverty and inequalities, healthy and safe, environmentally sustainable and economically sustainable. The actions will be effective and realistic by ensuring they are evidence-based, cost-effective, risk-aware and resilient, scaled and paced, learning and improving.

## 4 Consultation

4.1 Consultation was completed in 2022 and the consultation findings summary can be found in the appendices. Over ten consultation events took place in a variety of locations such as schools, colleges and universities, Birmingham Community Heath Care NHSFT, community locations. We communicated with many Birmingham citizens throughout CWG Events and with organisations such as Birmingham FoodCycle, Slow Food, Aston



University, Clean Cuisine, Pip's Hot Sauce, Minor Weir and Willis, Birmingham and District Allotments Confederation, Fircroft College of Adult Education, Bring it on Brum.

- 4.2 The BeHeard Survey received 87 in-depth responses. We also consulted national organisations such as The Food Foundation, National Farmers Union (NFU), Sustain, Sustainable Food Places, BiteBack 2030, Sorted Food, Feeding Britain, the Mandala Consortium, and the Urban Agriculture Consortium.

## **5 Risk Management**

- 5.1 There are no perceived risks associated with the Birmingham Food System Strategy. We will embed continuous monitoring to identify, mitigate, and manage any risks should they arise in the future.

## **6 Compliance Issues:**

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

- 6.1.1 The Birmingham Food System Strategy links to all City Council's priorities, plans, and strategies; including the Health and Wellbeing Board Strategy.

### **6.2 Legal Implications**

- 6.2.1 There are no directly legal implications arising from the report however aspects of the Strategy and Action Plan may require legal support as and when necessary

### **6.3 Financial Implications**

- 6.3.1 There are no direct immediate financial implications resulting from the Birmingham Food System Strategy.
- 6.3.2 All financial connections for the Birmingham Food System Strategy and Action Plan, such as the Food System Team and the contracts commissioned by the team are funded from the Public Health ring-fenced Grant.

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

- 6.4.1 None identified.

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

- 6.5.1 None identified.

### **6.6 Public Sector Equality Duty**

- 6.6.1 Equality Impact Assessment completed on 23/01/23 and is appended.

### **6.7 Environmental and Sustainability Implications**

- 6.7.1 All environmental and sustainability implications have been considered and measured as part of the Environmental and Sustainability Assessment. See appended.



## **7 Appendices**

- 7.1 **Appendix 1:** Birmingham Food System Strategy 2022-2030
- 7.2 **Appendix 2:** Consultation Outcome and Findings Summary
- 7.3 **Appendix 3:** Equality Impact Assessment
- 7.4 **Appendix 4:** Consultation Findings Report
- 7.5 **Appendix 5:** Be Heard Survey Response Tables
- 7.6 **Appendix 6:** Environment and Sustainability Assessment

## **8 Background Documents**

- 8.1 Cabinet Report 22<sup>nd</sup> March 2022 (Forward Plan Reference: 009677/2022) – Draft Birmingham Food System Strategy: Creating a Bolder, Healthier and More Sustainable Food City









# BIRMINGHAM FOOD SYSTEM STRATEGY



A BOLDER, HEALTHIER AND MORE  
SUSTAINABLE BIRMINGHAM  
2022-2030





# Vision

Create a fair, sustainable and prosperous food system and economy, where food options are nutritious, affordable and desirable so everyone can thrive.

## Contents

<b>Introduction</b>	<b>4</b>	<b>Cross-Cutting Themes</b>	<b>33</b>
The Ambition of the Birmingham Food Revolution	5	Food Skills and Knowledge	35
Key Features of the Birmingham Food Revolution	6	Food Behaviour Change	37
Vision and Key Principles	8	Food Security and Resilience	39
What is a Food System?	9	Food Innovation, Research and Data	41
Aim	10	<b>Strategic Work Streams</b>	<b>43</b>
A Co-Produced Strategy	12	Food Production	45
What this strategy is, and isn't	15	Food Sourcing	47
		Food Transformation	49
<b>Framework for Action</b>	<b>18</b>	Food Waste and Recycling	51
Objectives	18	Food Economy and Employment	53
The Big Bold City Tool	18	Food Safety and Standards	55
FADMaP Prioritisation Tool	21	<b>Measuring Success</b>	<b>57</b>
<b>Context</b>	<b>22</b>	<b>Governance</b>	<b>58</b>
What's happening locally?	26	<b>Annex</b>	<b>62</b>
What's happening nationally?	29	Further context, data and statistics	62
What's happening internationally?	30	Food Action Decision-Making and Prioritisation (FADMaP) Tool	66
		<b>References</b>	<b>68</b>
		<b>Authors, Contributors and Special Thanks</b>	<b>71</b>



# Introduction

## Birmingham Food Revolution

Our city feeds over 1.1 million residents every day (ONS, 2021). With such a dense population, our urban food system has a huge impact on the people and world around us. The Birmingham Food Revolution has been building for many years as people across our city have recognised that action is needed to ensure this impact is positive, and they have stepped up to the challenge. Our Local Food Legends have been trailblazing inspirational actions such as community dining projects, composting initiatives, surplus food redistribution, cooking classes, behavioural science research into eating habits, growing projects, getting more local food into the supply chain and so much more.

These actions are often happening in ways that are unconnected to other areas of the food system. Uniting our city through the Birmingham Food Revolution has revealed how our coordinated collective action can produce more than the sum of its parts.

This city-owned and co-produced strategy captures how, together, we have the power to create a food system that will regenerate our environment, our communities and our economy.



- We consume a nutritious diet that helps us thrive
- Our diet doesn't cause us harm
- Our food system is ethical, fair and eliminates injustice from farm to fork
- We reduce harm to the world around us
- We empower people and overcome barriers to providing healthy and sustainable food options
- We respect and support diversity and choice
- We are resilient, and adapt, learn and evolve
- We celebrate what food brings to our city



# Key Features of the Birmingham Food Revolution

A city where...

**We consume a nutritious diet that helps us thrive**

We consume a varied diet, balanced across food groups, which contains enough energy and nutrients for growth and development and for an active and healthy life across the life course. This diet will be made up of lots of whole foods and minimally processed foods including wholegrains, beans, pulses, nuts, seeds and a wide variety of fruits and vegetables including plenty of dark green leafy vegetables. Depending on our preferences, we might also eat moderate amounts of eggs, dairy, poultry and fish, and small amounts of red meat. Water is the drink of choice.

**Our diet doesn't cause us harm**

We eat the right portion size for our bodies' needs, with minimal amounts of highly processed foods, and limit the amount of fat, saturated fat, salt and sugar we consume. This will reduce the risk of diet related disease and ensure we all have good health and well-being. Food and drink is safe and clean, and doesn't contain pathogens or toxins that can cause food borne disease or make us ill.

**Our food system is ethical, fair and eliminates injustice from farm to fork**

Everyone across our food system will thrive. Employment opportunities in the food system are plentiful, and workers are treated well, are paid a Real Living Wage, are upskilled and have opportunities for development. Farmers and producers receive a fair price for their produce, and local, small and independent businesses are celebrated, connected and supported as they thrive and grow. Business models that generate social, ecological and local economic value for the communities of the city are prioritised. We tackle food justice together and ensure everyone, no matter their circumstances, can eat an affordable, healthy and sustainable diet, and communities support those who need it most. We avoid, and proactively counteract, negative impacts from inequalities resulting from poverty, gender, ethnicity, disability and life circumstances, including time allocation, finances, and access to food, education, employment and opportunities.

**We reduce harm to the world around us**

A future where our response to the climate emergency is visible through our collective urgent action to mitigate the impact our urban food system has on the environment. Seasonal and local produce is in high demand, and the carbon

footprint and negative environmental impact from food miles, processing, plastics and unsustainable packaging is minimised. The food and drink we source do not damage the environment, including air, water and land and we use methods that preserve biodiversity and soil quality. We work to minimise the use of antibiotics and hormones in food production. We work across the system to reduce food loss and waste, and to repurpose and redistribute surplus food efficiently. There is a strong culture of reduce, reuse, repurpose, recycle, and regenerative farming and food production practices are supported.

**We empower people and overcome barriers to providing healthy and sustainable food options**

We develop knowledge and skills related to food and the food system across the life course. We also ensure people have the opportunity to explore new foods, tastes and textures to increase demand for alternative options. A nutritious, ethical, and sustainable food offer is an economically sustainable choice for individuals and businesses because these food options are accessible, available, and affordable. It is easy for locally sourced nutritious food and drink to enter the food system and our supply chains are transparent and traceable. This empowers

decisions and means we are accountable for our choices. Environments and the food offer are arranged so these foods are the easiest and most convenient choice, as well as being tasty and desirable. Ongoing innovation and investment bring solutions to overcome barriers in our food system, including through technology.

**We respect and support diversity and choice**

We give people the opportunity to learn about food, nutrition and sustainability in a way that is culturally appropriate and tailored to the diverse needs of our city. We strive to ensure nutritious, ethical and sustainable options are the most desirable and easiest option, but not the only option. We respect local cultures, heritage, culinary practices, knowledge and consumption patterns, and values regarding the way food is sourced, produced and consumed. We respect that food forms a key part of our identity and people are free to choose the diet that is right for them, for a variety of reasons, without judgement. We also recognise that a one-size-fits-all solution to any challenge will not be effective as people have different learning styles, interests and needs, so we consider the perspective of different people across our diverse population when innovating solutions.

**We are resilient, and adapt, learn and evolve**

We have a food system that adapts quickly and efficiently to supply chain shocks to ensure we can feed our city and have measures in place to ensure those most vulnerable are not negatively impacted in times of crisis. We build resilience into our supply chain relationships and plan ahead to reduce risks and embed solutions for a variety of potential scenarios, including pandemics, conflict and natural disasters. We recognise the strengths and challenges that come with producers and suppliers of different sizes and have a diverse, responsive and adaptable supply chain as a result. We continuously reflect and evaluate our progress and review evidence and best practice across the whole food system to ensure we learn, adapt and improve our approach.


**We celebrate what food brings to our city**

We recognise that food is central to our lives. People of all ages, cultures and backgrounds develop meaningful connections when they come together to share or grow food. Food is desirable and delicious as well as core to our mental and physical health and wellbeing. Through food, we develop skills, create and express ourselves. We explore, learn and embrace our local food producers and food businesses, the cultural

diversity of our city, our citizens, and the amazing flavours and ingredients they bring. People are inspired by the exciting jobs and opportunities on offer in our city's food system, and everyone has access to good quality education and skills development opportunities and fulfilling careers. Our city is known as a food destination because of our amazing food offer, and we have a thriving food economy.

Developed by a city-wide partnership and inspired by WHO, 2018 and FAO and WHO, 2019.

**This is the long-term ambition of the Birmingham Food Revolution. The purpose of the Birmingham Food System Strategy 2022-2030 is to set out how we will lay the strong foundation required to achieve this ambition in the future.**





# Vision and Key Principles

A Bolder, Healthier and More Sustainable Birmingham

## Vision

**Create a fair, sustainable and prosperous food system and economy, where food options are nutritious, affordable and desirable so everyone can thrive.**

This is the vision of our Birmingham Food System Strategy. The strategy will inform the development of the Food System Strategic Action plan which will set out the actions needed to achieve this vision.

## Key Principles

Three principles are key to developing and delivering the Food System Strategic Action Plan:

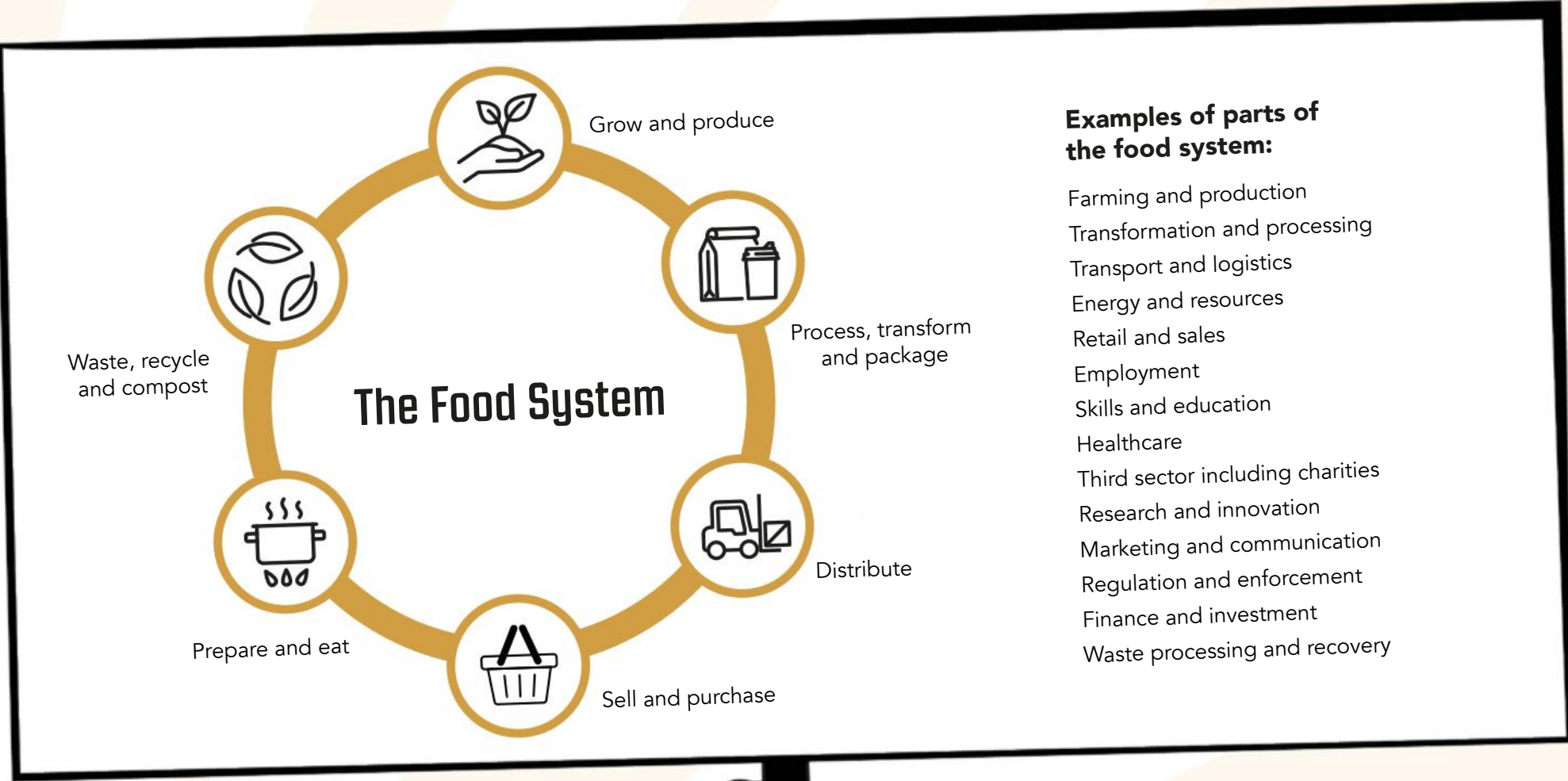
Collaborate	Empower	Equalise
Strengthen partnerships and build on existing good practice.	Remove barriers and facilitate solutions.	Focus actions where they are needed most to reduce inequalities.

The Health and Wellbeing Strategy establishes a clear vision for the health and wellbeing of Birmingham: **Creating a Bolder, Healthier City.**

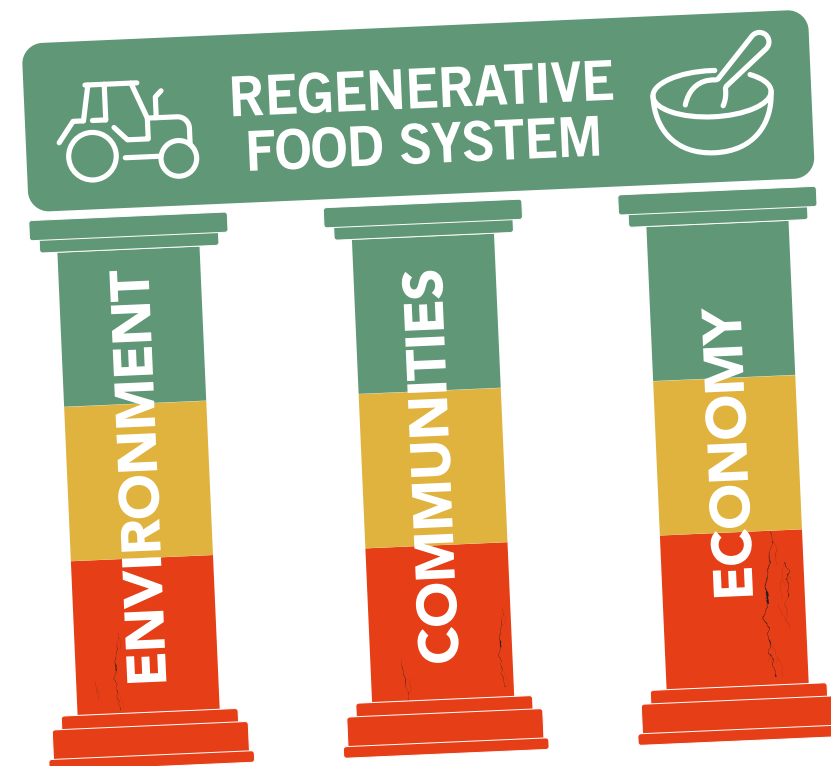
A city-wide partnership of stakeholders from across the food system are building upon this foundation to establish the Birmingham Food System Strategy: **A Bolder, Healthier and More Sustainable Birmingham.**

# What is a Food System?

The food system includes the food cycle, and the activities, people, resources and industries that are involved with feeding our city. All these parts are interconnected, meaning that making a change in one area can have an impact on another.







**UNSUSTAINABLE PRACTICES DAMAGE THE FOUNDATION OF OUR ENVIRONMENT, COMMUNITIES AND ECONOMY.**

**A thriving food system is built on a strong foundation where we regenerate and improve our environment, communities and economy.**

**It is no longer enough to reduce negative outcomes by being sustainable or neutral. If we do this nothing will improve so we must aim higher.**

## **Aim: A regenerative food system where our environment, our communities and our economy thrive**

Our city-wide partnership's aim is to develop a regenerative food system, which continuously evolves and improves our environment, our communities, and our economy.

It is no longer enough to reduce negative outcomes from unsustainable practices, so our eight-year strategy goes beyond aiming for a sustainable food system. We are aiming higher and striving to stimulate regenerative practices in every part of our city's food system. We will tackle the biggest barriers together, and partners across the city will collaborate to overcome them, and also to develop a thriving regenerative city.

To achieve this, it is important to recognise that the pillars that make up the foundation of our food system, which are the environment, communities, and economy, are interconnected and key to our entire city thriving together. Doing an activity to positively impact one pillar could lead to unintended negative consequences on another.

For example, introducing an initiative to ban single-use plastic in food businesses would benefit the environment, but could have a negative impact on the economy if it isn't economically viable due to a lack of affordable alternative products. This could put a strain on food businesses where profit margins are already small and cause them to go out of business. The solution could be to invest in innovation of plastic alternatives, support bulk purchasing to bring prices down, or conduct a campaign to change customer behaviours so they bring a reusable container.

By considering how actions can help regenerate our environment, our communities, and our economy, whilst anticipating the potential impact on the other pillars, we will create solutions that will lead to a regenerative food system for all of Birmingham.

**“Food is what gets sacrificed when it comes to paying the bills. Bills are a priority for people.”**

(UN Food System Summit Dialogues)



# A Co-Produced Strategy

This strategy is the outcome of three years of collaboration with partners and citizens; with the aim of creating a whole-system strategy that demonstrates what we need to enable radical change locally and shape a food system for all.

The Birmingham Food System Strategy captures the key drivers behind the Birmingham Food Revolution. This strategy is owned by the city and is driven by every citizen, organisation and business in Birmingham collectively leveraging change, innovation and development to create a future food system that every citizen is proud to be part of.

Partners who have contributed include:

- Citizens and community groups
- Creating a Healthy City Food Forum with stakeholders from across the city
- Third sector organisations
- Public sector services
- Training providers
- Schools and nurseries
- Universities and colleges
- Food system innovation projects
- Food producers and distributors
- The Food Justice Network
- Caterers
- Food businesses
- Business Improvement Districts
- Dietitians
- Frontline healthcare workers
- Technology and innovation experts
- Food system experts

**Birmingham Food Conversations were undertaken to reflect upon and understand the lived experience of over 400 citizens from Birmingham’s diverse communities captured through 33 facilitated focus groups hosted by 24 commissioned providers.**

**Citizens have told us they want:**

- Food that is affordable.
- Culturally diverse food (and messaging around food and initiatives that accounts for, and celebrates, the diversity of Birmingham).
- Improvements to the health of diets and the food offer available.

**Community organisations have told us that:**

- Too many people struggle with getting enough food to feed themselves and their families, and this is getting worse as food and fuel prices continue to rise.
- Too many people lack the knowledge and skills to cook a healthy meal.

**Businesses have told us that:**


- It is challenging to make environmentally sustainable and healthy food an economically sustainable business choice.
- There is too much food waste.
- Existing challenges across the food system, including labour, fuel and material shortages, have been exacerbated by Covid-19, Brexit and the war in Ukraine, are leading food shortages and increasing food prices

**Additionally,** the pandemic and the cost of living crisis have revealed how fragile food security is, and have exacerbated existing inequalities in many communities. Therefore, we are striving to create a fair, sustainable and prosperous food system and economy, where food options are nutritious, affordable and desirable so everyone can thrive.

**“How land is used, access to healthy food, advertising, local transportation, income, employment opportunities - all of this is interconnected and impacts on what food people access and eat.”**

Birmingham Food Dialogues  
(Public sector, third sector, citizenship and private sector)





**“We used to call it Naulakha which was, all the bits of food over a period of say 2 weeks, they’d get a big pot and chuck it all in. Like a stew, a pot of leftovers. A Pakistani/South Asian tradition.”**

South Asian Adult (Seldom Heard Food Conversations)

## What this strategy is, and isn’t

The purpose of this document is to lay out the strategic approach required to regenerate our food system.

What this strategy is...

- A document that provides strategic direction that will guide the development of the Food System Strategic Action Plan which will be a living document.
- Developed by city-wide partners from a variety of backgrounds across the food system.

What this strategy isn’t...

- An action plan. This document does not define what actions will be taken over the next eight years, but guides them. This is the role of the Food System Strategic Action Plan, which will expand each of the themes and work streams.
- Something that can be delivered by one organisation alone. It is essential that this strategy is delivered in partnership with stakeholders across the food system, as meaningful change can’t be achieved by any one organisation alone.

**“I think we’ve got an amazing food culture in Birmingham. We’re blessed with great cultures and blessed with great chefs in the city...”**

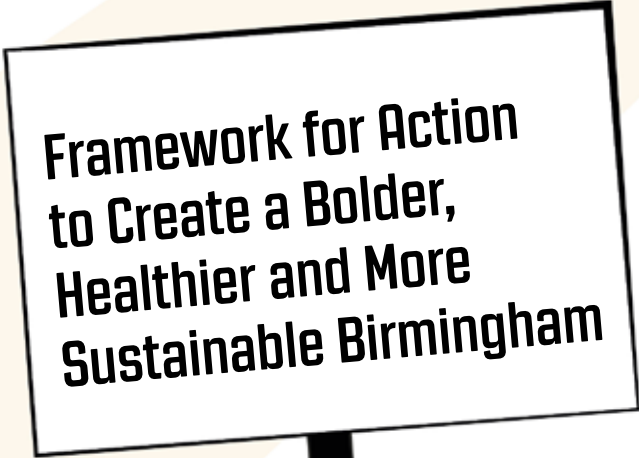
South Asian Adult  
(Birmingham Food Conversations)



# Cross-Cutting Theme Objectives

Our Food System Strategic Action Plan will focus on delivery through four cross-cutting themes, and six strategic work stream. These were developed based on the international evidence-base, learning from networks such as Sustainable Food Places, the Milan Urban Food Policy Pact and the Glasgow Food and Climate Declaration, and through discussions with people involved in Birmingham's food system. Each of the ten areas will have an action group to ensure progress is made for each of the strategic themes and work streams over the next eight years.

The purpose of the cross-cutting themes is to see where joined up action across the strategic work streams can lead to coordinated approaches and benefits.



The four cross-cutting themes are:

<b>Food Skills &amp; Knowledge</b>	<b>Empowering citizens with knowledge and skills in relation to the food system.</b>
<b>Food Behaviour Change</b>	<b>Developing the capability, opportunity and motivation for key behaviours that will enable long term change.</b>
<b>Food Security &amp; Resilience</b>	<b>Increasing access to sufficient affordable, nutritious and safe food for all citizens, all the time, in every community, and at every age.</b>
<b>Food Innovation, Data &amp; Research</b>	<b>Gathering insights and data and facilitating innovation, collaboration, learning and research across the food system.</b>

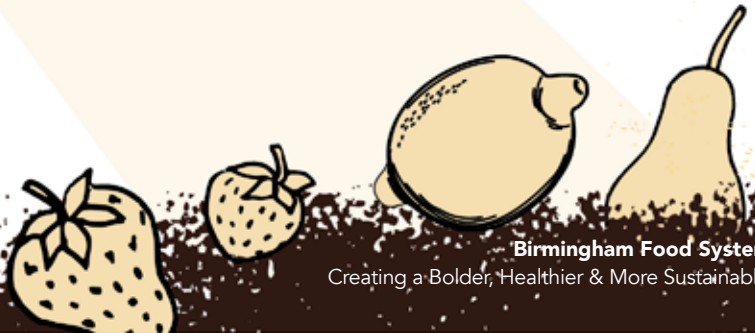


# Strategic Work Stream Objectives

The purpose of the strategic work streams is to identify actions that can improve our city's food system..

The six strategic work streams are:

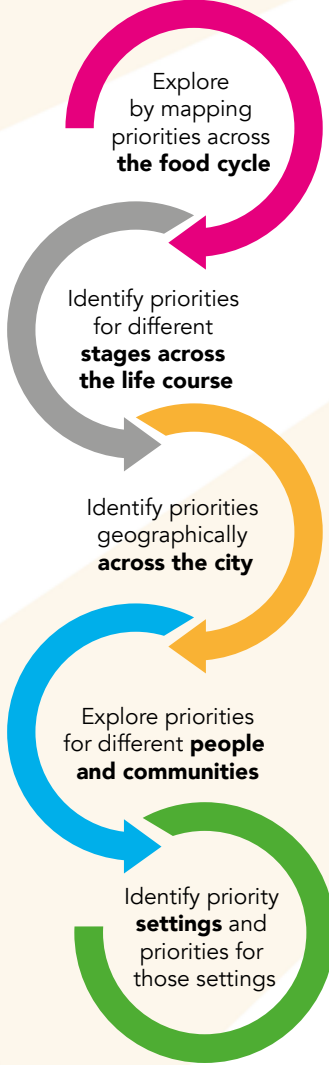
<b>Food Production</b>	<b>Empowering and enabling citizens and local producers to grow food throughout the year and connect to the city's food system.</b>
<b>Food Sourcing</b>	<b>Increasing both supply and demand for local, environmentally sustainable, ethical and nutritious foods in the food system.</b>
<b>Food Transformation</b>	<b>Transforming the food offer and diets to contain more diverse, nutritious and sustainable ingredients, and less fat, salt and sugar.</b>
<b>Food Waste &amp; Recycling</b>	<b>Minimising food waste and unsustainable packaging throughout the food system and maximising the repurposing and redistribution of surplus.</b>
<b>Food Economy &amp; Employment</b>	<b>Facilitating a thriving local food economy for all and maximising training and employment opportunities.</b>
<b>Food Safety &amp; Standards</b>	<b>Improving food safety and standards for Birmingham's citizens and businesses.</b>





# The Big Bold City Tool

## Prioritising areas for action across our food system



The Food System Strategic Action Plan will be developed using a city-wide approach, with an understanding of how different elements of the food system interact.

Action groups will lead on the delivery of each of the strategy themes and work streams. The purpose of the Big Bold City tool is to ensure we achieve a whole-system approach, address gaps, and focus actions where they are needed most. The action groups view potential actions and their overall plan through the Big Bold City tool.

The tool is used to:

- Identify the people and places that have an impact on the strategy theme or work stream to ensure the action group has representative membership and so actions that focus on these areas can be prioritised.
- Consider who faces inequalities within the strategy theme or work stream to ensure the action group has representative membership and so actions that address these inequalities can be prioritised.

- Review what impact the Food System Strategic Action Plan is having on people and places across the food system and identify gaps and areas for future action.

It is important to use the Big Bold City tool from many angles, including mapping out journeys and experiences to identify opportunities and barriers, and capturing the processes and factors that drive decision-making.

This includes viewing the strategy themes, work streams and actions from the perspective of...

**The food cycle** including considering farm to fork, such as production, processing, distribution, retail, consumption and waste;

**Stages across the life course** including pregnancy and maternity, early years, children, young people, adults, and older adults;

**Across the city** including areas of deprivation, access to public transport, and access to supermarkets;

### Different people and communities including:

- **Protected characteristics** e.g., Ethnicities and race, religions or beliefs, sexual orientation and gender identity, age
- **Life circumstances** e.g., a person with no recourse to public funds, homeless, no fixed address, new to the area, lost job, relationship breakdown, domestic abuse, social isolation
- **Health conditions and illnesses** e.g., diabetes, coronary heart disease, allergies, eating disorders, anxiety, depression
- **Abilities** e.g., visual or hearing impairment, physical disability, neurodiversity
- **Financial situation** e.g., income, out of work, not receiving living wage, maternity leave, sick leave, receiving benefits, in debt
- **Those facing inequalities** e.g., where evidence shows a particular group face inequalities within that cross-cutting theme or strategy work stream

### Different settings including:

1. **Food production** e.g., agriculture, farms, food producers and growers
2. **Food processing** e.g., packaging, factories and abattoirs

3. **Food logistics** e.g., transport, logistics and delivery services
4. **Food trade and suppliers** e.g., wholesale, markets, procurement services and food service
5. **Food outlets** e.g., catering, restaurants, cafés, canteens, takeaways and mobile food trucks
6. **Food retail** e.g., farm shops, markets, supermarkets, convenience stores and other food retailers
7. **Industry networks** e.g., industry organisations and networks
8. **Education and childcare settings** e.g., early years, nurseries, primary schools, secondary schools, SEND schools, holiday and after school provision
9. **Further education settings** e.g., colleges and universities
10. **Research and innovation** e.g., knowledge hubs and innovation companies
11. **Workplace and employers** e.g., onsite food offer and workplace policies and initiatives
12. **Third sector and not-for-profits** e.g., charities, not-for-profit and voluntary organisations
13. **Community settings** e.g., community centre, allotments, and shared spaces
14. **Faith settings** e.g., churches, mosques, and temples

15. **Home** e.g., the wide variety of living situations that reflect Birmingham citizens, including shared and temporary accommodation, multi-generational households, single person households, student accommodation, families, single parent households, travellers, flats and apartments
16. **Health and Social Care settings** e.g., medical settings, care homes, homeless shelters, and refuge shelters
17. **Public services** e.g., libraries, and commissioned services
18. **Prisons and rehabilitation** e.g., prison and youth offender establishments, rehabilitation, criminal justice and justice health
19. **Private sector** e.g., organisations, finance, Corporate Social Responsibility, and philanthropy
20. **Public sector** e.g., Government funded organisations involved with health, economy, education, food and the environment
21. **Birmingham City Council** e.g., Council services such as lifestyle services, education, regulation and enforcement and others
22. **National Government** e.g., Members of Parliament, national policy, and budgets





**Incredible Surplus collects and accepts surplus to repurpose! We aim to fill bellies not bins. We would love to see much more land brought into use. We work with community cafe's - TAWS, FoodCycle, Sol Café, ChangeKitchen**

**Photo: Anne Galagher - Incredible Surplus**

# FADMaP Prioritisation Tool

**Prioritising actions by using the Food Action Decision-Making and Prioritisation (FADMaP) Tool.**

As we develop the Food System Strategic Action plan, it is important that we consider whether proposed actions are people focused, working towards our ambition and addressing key priorities, and if they are effective and realistic. We will use this tool to compare potential actions, aid decision-making and prioritisation and to strengthen proposed plans. More information about this tool is available in the annex.





# Context

About our city's food system

## Birmingham is an amazing city

- We have a population that is culturally diverse and young (ONS, 2021).
- We have a food sector that is a key part of our city's economy (Greater Birmingham Chambers of Commerce, 2019).
- We have an award-winning and varied food offer which reflects the diversity of Birmingham's population (Visit Birmingham, 2023a).
- We have a strong third sector doing fantastic things in, and for, our communities (BVSC, 2023).
- We have a thriving cultural and music scene (Visit Birmingham, 2023b).
- We have people, organisations and businesses are innovative and adaptive.
- We are full of people passionate about food and making a difference.
- We have the largest integrated wholesale market in the UK in our city (Birmingham Wholesale Market, 2023).

## Birmingham has challenges

- We have much higher levels of poverty and deprivation than the national average (BCC, 2019).
- We have high levels of food insecurity which is associated with eating less fruits and vegetables (Conklin et al, 2014).
- We have deprived areas which have fewer supermarkets. In areas where there are less supermarkets, the food offer available in convenience stores is less healthy and more expensive (Burgoiné et al., 2017).
- We have deprived areas where the people who live in them are exposed to more takeaways and being exposed is associated with eating more takeaway food (Adams et al, 2015).
- We have a population that does not eat enough fruits and vegetables and eating healthily is beyond some citizen's budgets (Williamson et al, 2017).
- We have not enough people accessing the support they are eligible for, including Free School Meals and Healthy Start Vouchers (Local Government Association, 2022).
- We have a high proportion of citizens who are not a healthy weight (OHID, 2023a).
- We have high levels of tooth decay in children and poor diets contribute to this (OHID, 2023c).
- We have high levels of adults with Type 2 Diabetes and poor diets contribute to this (OHID, 2023b).
- We have businesses which are still feeling the effects of the COVID-19 pandemic and are struggling with increased food and fuel costs during the cost of living crisis.
- We have complex food supply chains.



# Impact of food insecurity

In 2022, 88% of Birmingham’s wards are more deprived than the England average and over 300,000 people live in poverty in Birmingham (BCC, 2019). Nationally 23% of children live in poverty (DWP, 2022), whereas in Birmingham this rate is much higher at 43%, and over 100,000 children (Joseph Rowntree Foundation, 2022).

If someone doesn’t have regular access to enough safe and nutritious food, they are food insecure. Nutrients are essential to grow, develop and have an active healthy lifestyle. In Birmingham many people don’t have enough money to obtain food. Food insecurity can be experienced at different levels of severity. The UN Food and Agriculture Organisation measures food insecurity using the Food Insecurity Experience Scale shown to the right (FAO et al, 2018):

## Food insecurity based on the FIES: What does this mean?



FOOD SECURITY TO MILD FOOD INSECURITY

MODERATE FOOD INSECURITY

This person has:

- insufficient money or resources for a healthy diet;
- uncertainty about the ability to obtain food;
- probably skipped meals or run out of food occasionally.

SEVERE FOOD INSECURITY

This person has:

- run out of food;
- gone an entire day without eating at times during the year.

Although severe food insecurity is one extreme of the scale, even moderate food insecurity, where access to food is uncertain, leads to negative impacts. This can include choosing between basic needs, for example whether to heat their house or eat.


When a person who is moderately food insecure does eat, food choices may be based on what’s available or cheap, so aren’t always nutritious and often include a lower variety of food products. For example, a person may eat pasta and sauce, and not add vegetables or protein because they can’t afford it. In addition, highly processed foods that are energy-dense and high in fat, salt and sugar are often cheap and easily available. A person can eat their recommended daily requirement for calories by consuming these foods, but they miss out on the essential nutrients they need to be healthy. They are uncertain if the food will last and may be forced to reduce the quality and amount of food they eat (Shinwell et al, 2021).

Having uncertain access to food, and going without food for periods of time, leads to stress and physiological responses in the body that can also contribute to overweight and obesity. There is also an impact in the long term, and children who go hungry, face food insecurity and are undernourished have a higher risk of overweight, obesity, and diseases such as diabetes when they are older (Hassink & Fairbrother, 2021).

Levels of overweight and obesity and underweight are both higher in Birmingham than the national average, and food insecurity contributes to this. This is referred to as the “double burden of malnutrition” – the co-existence of undernutrition along with overweight, obesity or diet related non-communicable disease. People affected by obesity can also be affected by micronutrient deficiencies if their diet primarily consists of ultra-processed foods (WHO, 2023).

**“I can’t afford five a day for my son; a multi bag of crisps costs £1”**

Adult with a Mental Health Condition  
(Seldom Heard Food Conversations)





# What's happening locally?

Creating a Bolder, Healthier City Strategy

## Healthy and affordable food is a key work stream in the city's Health and Wellbeing Strategy, and the Food System Strategy builds upon this.

The Health and Wellbeing Strategy – Creating a Bolder, Healthier City, addresses some of the critical challenges Birmingham faces. It focuses on the needs of service users and communities and tackles the factors that impact upon health and wellbeing across service boundaries. (BCC, 2022a). Delivering this strategy requires input from many organisations across the city across multiple areas. A core theme of the strategy is Creating a Healthier Food environment across the city.

- Too many citizens face challenges accessing affordable, healthy and sustainable food.
- Eating healthily underpins much of our physical and mental health.
- The food economy should be vibrant; reflect the diversity of our communities; and be financially successful and sustainable.

- System should contribute to a circular economy for food which reduces waste, increases valuable employment opportunities for local people, minimises environmental harm and maximises the local assets.

**Key Actions**  
**We will achieve our ambition through a matrix of activity across the Health & Wellbeing Board partnership.**  
**This will include:**

1. Implementing the Healthy City Planning Toolkit.
2. Consulting on and implementing the Birmingham Food System Strategy.
3. Embedding seldom heard voices and other citizen voices into the activities of the Creating a Healthy Food City Forum.
4. Strengthening and building upon local, national and international partnerships i.e. BINDI, MUFPP, Delice Network and Sustainable Food Places.
5. Maximising the healthy food benefits of the East Birmingham Corridor development.
6. Maximising the benefits of the Food Poverty Core Group and Food Justice Network.

7. Continuing to develop working relationships with university partners and explore how we can better work in partnership to explore the needs of Birmingham citizens.
8. Understanding what a healthy food system looks like and how this can be measured within Birmingham's diverse communities.

**Strategy Theme Ambitions**  
**By 2030 we will have worked together to:**

- Increase the uptake of Healthy Start vouchers in eligible families to at least 80% by 2027.
- Reduce the percentage of 5-year-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 percentage 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.

Birmingham has many organisations and networks who are leading the way with work across the city.

A key role of the Food System Strategic Action Plan is to capture and share these organisations' incredible achievements, and to build on the approaches they have found to be successful.

The Third Sector is active and impactful in Birmingham. The Food Justice Network, Birmingham Voluntary Service Network (BVSC), faith networks, and many community and voluntary organisations are involved with food aid, affordable food and food surplus distribution, community cafes, growing and other food projects.

There is also lots of research and innovation taking place in our city, for example...

The Mandala Consortium is a large research project funded by UKRI focusing on transforming urban food systems for planetary and population health. Centred on the city of Birmingham and the regional economy of the West Midlands, Mandala brings together internationally renowned teams from the Universities of Cambridge, Birmingham, Warwick, Exeter, and the London School of Hygiene and Tropical Medicine.

University College Birmingham has launched a partnership, UCB Institute of Urban Food Systems, to create an academic nexus to bring together academics across disciplines and higher education institutions to support work to improve food systems in Birmingham and the West Midlands. This has included the Creative Dinners; a series of debate style dining experiences that aim to bring together diverse, inspiring, and innovative trailblazers from across Birmingham, the UK, and around the world to have conversations on key subjects affecting our food system and spark the collective power of change through collaboration.

Quest Meat are based at the Birmingham Research Park and are a Research and Development company making cultivated meat to address food security, climate change, human health and ethics of current intensive livestock farming that expects to have a product available on plates by 2026/27.

The National Institute of Health Research School for Public Health Research is a partnership between nine leading academic centres of excellence in applied public health research in England, and the University of Birmingham a member.

The Centre for Economics of Obesity at the University of Birmingham conducts research to measure the economic value of interventions that target the spectrum of factors that affect population obesity. Their vision is to generate economic evidence that justifies investment and puts the reduction and prevention of obesity at the heart of all local and national government policy.

The Psychology of Eating in Adults and Children (PEACH) is a research theme that sits within the Applied Health Research Group and the Aston Institute of Health and Neurodevelopment (IHN) at Aston University. Their work includes conducting research and developing interventions.





# Birmingham City Council

Birmingham City Council has been involved with projects that impact our city’s food system.

In 2012, Birmingham City Council introduced a 10% restriction on hot food takeaways and since then there has been a significant reduction in planning permissions for hot food takeaways (BCC, 2021).

Birmingham City Council has incorporated healthy food criteria into their advertising policy which includes meeting national Advertising Standards Agency restrictions on advertising food for children near schools and colleges.

In 2019, Birmingham City Council declared a climate emergency and made a commitment to reduce the city’s carbon emissions. The target was created for Birmingham to become a Net Zero city by 2030.

In 2021, Birmingham City Council signed up to the Right to Food campaign, and this has shaped various actions across the city including the Cost of Living Emergency response package of support in 2022 to 2023 (BCC, 2022b).

The Childhood Obesity Trailblazer Programme (COTP) was a nationally funded programme between 2019 and 2022 that sought out innovative action to tackle childhood obesity at local level. This led to innovative projects in Birmingham, including young people developing food system assessment tools and the East Birmingham Food System Exploration.

Cook the Commonwealth was a project that formed part of Birmingham City Council’s Commonwealth Games legacy work in Birmingham, to celebrate the 2022 Commonwealth Games. The aim was to unite our city and celebrate our cultural diversity and bring people together to celebrate and connect with their local community through food during the Commonwealth Games and beyond. 800 recipes were captured across the 72 Commonwealth countries and are available to view on a free recipe app called Whisk. Just search “CWG” on the app to explore the recipes.

**“You can’t go for a 15 minute walk anywhere without seeing a fast food shop or advert.”**  
Care Leaver (Seldom Heard Food Conversations)

# What’s happening nationally?

Birmingham is working towards national standards and best practice to ensure our food system thrives.

## National Food Strategy

Henry Dimbleby’s independent review commissioned by government set out a vision and a plan for a better food system with a series of recommendations (Dimbleby et al, 2020). The National Food Strategy, published in July 2021, contains recommendations and Birmingham City Council is committed to implementing those that are applicable on a local level Henry Dimbleby’s independent review recommendations include having clear targets and bringing in legislation for long-term change. It also highlights the importance and need for cities to have established food strategies that reference national targets as well as addressing the needs of local communities (Dimbleby et al, 2021).

The Birmingham Food System Strategy, with its scope of eight years, is in a prime position to take on these recommendations and enable real change at a time where the power, energy, and drive for food system change is at its highest.

The National Food Strategy also recommends actions to escape the junk food cycle and protect the NHS, reduce diet-related inequality, and make the best use of our land: recommendations which have encompassed in the Birmingham Food System Strategy (Dimbleby et al, 2021).

## Sustainable Food Places

The Sustainable Food Places Award is designed to recognise and celebrate the success of those places taking a joined-up, holistic approach to food and achieving significant positive change across key food issues.

Birmingham is working to achieve this award by meeting the following criteria:

- Establish a broad, representative and dynamic local food partnership
- Develop, deliver and monitor a food strategy/action plan
- Inspire and engage the public about good food
- Foster food citizenship and a local good food movement
- Tackle food poverty
- Promote healthy eating
- Put good food enterprise at the heart of local economic development
- Promote healthy, sustainable and independent food businesses to consumers
- Change policy and practice to put good food on people’s plates
- Improving connections and collaboration across the local supply chain
- Promote sustainable food production and consumption and resource efficiency

- Reduce, redirect and recycle food, packaging and related waste

The Sustainable Food Places Award is designed to recognise and celebrate the success of those places taking a joined-up, holistic approach to food and achieving significant positive change across key food issues (Sustainable Food Places, 2021).

**“You can be enticed - it’s enticing – pasties, pies and sausage rolls and things like that. It’s the salt, processed food and like sweet things with the sugar in them.”**  
Adult with a Mental Health Condition (Seldom Heard Food Conversations)



# What's happening internationally?

## Sustainable Development Goals

The Sustainable Development Goals (SDGs) were launched in 2015 by the United Nations General Assembly (UN-GA) and are intended to be achieved by 2030. They are a set of goals designed to be applied across the globe with the aim of reducing health problems, tackling poverty, protecting the environment, and creating more equal societies. There are 17 goals in total, and they cover all aspects of our societies, from fair education to gender equality, or from our climate to our use of water (United Nations, 2023b).

The goals have great importance not only at the global and national level, but also at the local level. This is because councils are on the front line of many of the objectives defined in the goals. Although governments make the decisions that affect our lives, it is councils that implement many of them, and the way that is done has a huge impact on the overall aim of the goals: a fairer and better life for all.

SDG 2 focuses on ending hunger. Prior to the COVID 19 pandemic, global hunger and food insecurity were rising. In Birmingham, there has been an increase in food insecurity, like many areas of the UK. Although many organisations in our city are tackling this challenge, now more

than ever, a joined up and unified approach is needed. This is where the SDGs can benefit us, by unifying our approach to the difficulties that affect our residents.

## Global Food Justice Pledge

The experience of the pandemic has shone a harsh and hard light on the fragility of food security within cities, exacerbating existing inequalities in many communities. Food justice is an important issue for Birmingham and for cities across the world and it is one where we want to make a united stand.

Birmingham City Council supports the right to food for all. In addition, in 2021 a pledge was launched by Birmingham City Council at the 7th Milan Urban Food Policy Pact Global Forum as a response to the lessons of food insecurity learned during the COVID-19 pandemic. The aim of the pledge is to collaborate and put political weight into the voices of cities in national and international arenas. It emphasises the need for local, national, and international policies which create and support an affordable, nutritious and sustainable food system for all citizens, irrespective of social or economic grouping.

Birmingham is encouraging cities of all sizes across the world to pledge and work together collectively to consider how cities can politically commit to the right to food and work to improve the whole food system, opposed to individual issues, so that it is fairer, healthier and more sustainable.

**The pledge: “As city leaders, we are committed to addressing food justice by acknowledging that all our citizens irrespective of status are entitled to safe, nutritious and sustainable food at all times. We recognise the benefits of a collaborative partnership to address the global challenge of food insecurity exacerbated by the COVID-19 pandemic, climate crisis, and disaster displacement.”**

We need to work together to address the United Nations Sustainable Development Goal (SDG) 2 to “end hunger, achieve food security and improved nutrition and promote sustainable agriculture” and ensure that the right to food is enshrined in city food policy.

## The Glasgow Food and Climate Declaration

Birmingham has signed the Glasgow Food and Climate Declaration; a commitment by subnational governments to tackle the climate emergency through integrated food policies and a call on national governments to act. The declaration recognises how fragile our food systems are, and integrated food strategies are needed at a local level to reduce environmental footprint, drive positive food system change, to ensure greater resilience to shocks and to reduce inequalities. Food partnerships and involving everyone across the food system in decision-making is key. It is necessary to develop sustainable food systems that are able to rebuild ecosystems and deliver safe, healthy, accessible, affordable, and sustainable diets for all (Glasgow Food and Climate Declaration, 2021).

## Milan Urban Food Policy Pact

The Milan Urban Food Policy Pact (MUFPP) is a European partnership for action on creating healthy food environments in cities and towns. The partnership enables connection with a network of 250 cities across the world to share learning on approaches to food in urban environments. Birmingham has continued to

be a key member of the Milan Urban Food Policy Pact, holding one of two European secretariat seats for MUFPP and leading on food justice and food cultural diversity for the MUFPP network (Milan Urban Food Policy Pact, 2015).

## Food Trails Living Labs

The Food Trails initiative funded through the EU Horizon 2020 Programme and is addressing the call “Food 2030 – Empowering Cities as agent of food system transformation” (Food Trails, 2020). Birmingham is a Food Trails city and has a living lab consisting of key food system stakeholders.

## Délice Network – The City Network on Food and Gastronomy

Délice is an international professional network that recognises the powerful role food and gastronomy has to play in the development of cities. The Délice network aims to build competence and share inspiration and experience.

## BINDI

The BINDI project is a partnership between Birmingham and Pune, India which aims to maximise sharing knowledge on food systems and supports working together on creating food smart cities. Both Pune and Birmingham are second

cities in their respective countries, both have significant educational footprints of universities and schools, strong links to manufacturing and industry and growing and evolving economies (The Food Foundation, 2018).

## Food Cities 2022

Food Cities 2022 Learning Partnership is an initiative that supports cities to develop and implement city led food policies and action plans. The aim is to build a network of cities who are developing their food agendas, with a particular focus on low to middle income countries in the Commonwealth. Through the partnership, responsive support and advice is offered through a combination of events, resources, peer-to-peer learning and access to experts. Birmingham has been an active member of the Food Cities network and hosted the Commonwealth Food Futures conference in July 2022 (The Food Foundation, 2022).

**“Scalability, loads of great initiatives, need to be joined up to have real impact.”**

(UN Food System Summit Dialogues)



# Cross-Cutting Themes and Work Streams

## Cross-Cutting Themes

The four cross-cutting themes are:

Food Skills & Knowledge	Empowering citizens with knowledge and skills in relation to the food system.
Food Behaviour Change	Developing the capability, opportunity and motivation for key behaviours that will enable long term change.
Food Security & Resilience	Increasing access to sufficient affordable, nutritious and safe food for all citizens, all the time, in every community, and at every age.
Food Innovation, Data & Research	Gathering insights and data and facilitating innovation, collaboration, learning and research across the food system.



A man with short brown hair and a light beard, wearing a white chef's coat, is smiling and holding a white sign with black text. He is standing in front of a display of various spices and herbs, including cumin seeds, dried galangal roots, green cardamom, and cinnamon sticks. The background is a light-colored wall with the spices arranged in a grid-like fashion. The sign he is holding reads: "The College of Food, University College Birmingham Photo: Lewis Walker – Lecturer".

## The College of Food, University College Birmingham

Photo: Lewis Walker – Lecturer

UNIVERSITY  
COLLEGE  
BIRMINGHAM  
ACCREDITED BY THE UNIVERSITY OF NORTHERN  
Lewis Walker  
The College of Food

# Food Skills and Knowledge

Empowering citizens with knowledge and skills in relation to the food system.

Although it is often seen as simple, many people don't feel confident in making healthy choices when it comes to food, and too few of us understand the food system and the impact it has on our lives and our communities. Knowledge isn't enough, it has to be supported by skills to use this knowledge, empowering individuals to ask for what they want, and ensuring they have the equipment and opportunities to put the knowledge and skills into action.

The aspirations below will shape the Food System Strategic Action Plan:

### Identifying skills and knowledge needs across the strategy work streams

Identifying key skills and knowledge needed to achieve objectives in the strategy work streams.

This may include:

- Supporting citizens to understand where food comes from, how it is farmed and transformed so they can make informed choices. Also, supporting citizens and communities to develop the skills and knowledge needed to grow locally, individually and collaboratively.

- Increasing understanding of supply chains, how to shop seasonally and where people can source more sustainable food. Increasing skills and knowledge in relation to procurement processes and supply chains.
- Increasing understanding of how to prepare and cook fruits and vegetables, whole foods, wholegrains, beans, pulses, nuts and seeds. Also increasing understanding how diets and recipes can be changed to reduce the amount of highly processed ingredients, and limit fat, salt and sugar. This includes in the context of limited time and finances, culture and heritage.
- Supporting citizens and businesses to increase their understanding of food labelling and how food transformation impacts on nutrition and health, and the impact and benefits of nutritious food.
- Diversifying how knowledge and skills are shared by creating opportunities for inter-cultural and inter-generational cooking to share learning and experiences as part of the work on social cohesion.
- Exploring how to expand access to cooking equipment in communities.
- Utilising online platforms such as Whisk to develop communities where recipes and ideas are shared.

- Supporting parents, families and those who work with children to develop skills for a lifetime within children and young people and help them build healthy relationships with food as they grow into adults.
- Increasing understanding of how to prevent food waste, such as which foods can be frozen and how to preserve them.
- Strengthening the connection between training providers and the food sector to ensure people develop skills and knowledge needed for jobs across the food system.
- Increasing skills and knowledge of good practice in relation to allergens, hygiene, safe storage of food.

### Sustainable Development Goals

Food skills and knowledge feed into SDG 2.1 and 2.2. SDG 2.1 focuses on ending hunger and guaranteeing access to safe, nutritious food all year round. SDG 2.2 focuses on ending malnutrition for all people (United Nations, 2023b).





## Food Behaviour Change

Developing the capability, opportunity and motivation for key behaviours that will enable long term change.

The choices we make about food aren't just about knowledge and skills, as they are influenced by lots of factors around us every day. These factors include culture and social influences, such as the social determinants of health, and also barriers such as lacking equipment or access to affordable food. Helping people to make better choices about the food they buy, eat and throw away needs to consider these factors (Chen & Antonelli, 2020). We also need to use evidence-based behaviour change approaches to understand and enable both immediate and long-term change that is effective in the context of real lives in our city.

The aspirations below will shape the Food System Strategic Action Plan:

### Identifying priority behaviours across the strategy work streams

Working across the strategy work streams to identify behaviours and developing behaviour change interventions to achieve objectives. This includes creating and sustaining environments which enable positive choices.

### Supporting individual change

- Co-producing behaviour change interventions and solutions with local people and partners using scientific and evidence-based approaches.

- Developing targeted and tailored approaches and utilise scientific methods to identify what type of interventions and techniques could be utilised, such as social marketing campaigns and 1 to 1 interventions delivered through social prescribing and other programmes.
- Motivating people to engage in behaviours by marketing them as desirable, enjoyable, exciting or social, rather than "healthy". This could include making positive statements about nutritious food to ensure a balanced approach.
- Considering approaches which help people maintain behaviour change long-term and ensure that stigma is addressed rather than perpetuated.
- Ensuring that the approaches used do not perpetuate stigma.

### Supporting communities of change

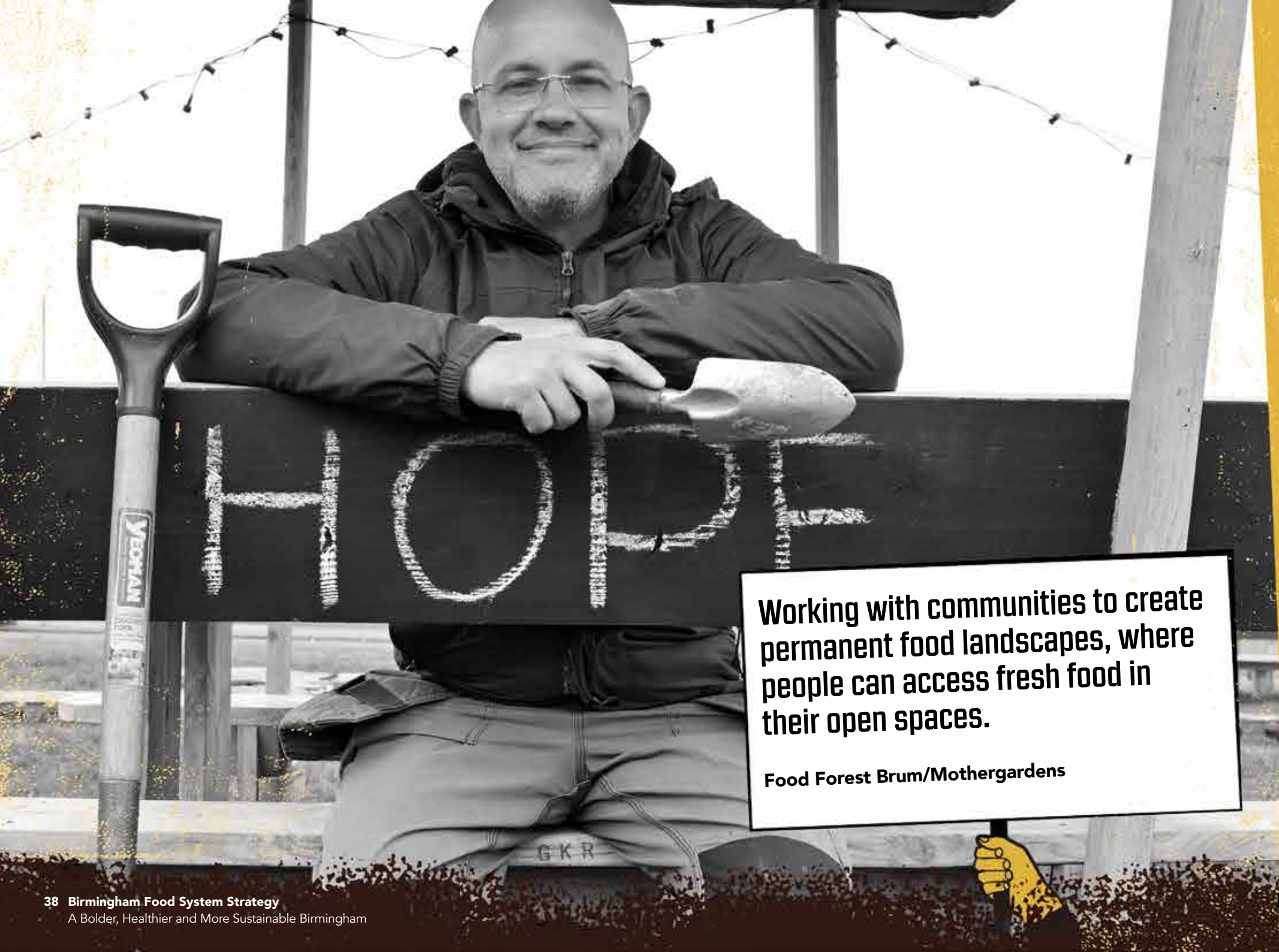
- Enabling community-led behaviour change programmes that use peer support and culturally competent approaches, and are embedded into communities, including those of identity and experience.
- Identifying key levers for behaviour change in communities, including building on the strengths of existing assets, initiatives and relationships, and harnessing the potential of respected and trusted people and leaders in the community.

- Supporting and empowering the community and voluntary sector to use evidence-based behaviour change methods, and to exchange knowledge and best practice.
- Working with the universities of the city to expand the understanding of applied behaviour change science in the context of our global city, to support healthier and more sustainable food choices at an individual, community and food system level, and to ensure solutions are sustainable and maintain momentum.
- Supporting businesses to shape their environments to nudge customers towards nutritious and sustainable choices, make changes to the food offer available, and share tips on how to introduce people to new menu items in a way that increases uptake.
- Continuing to develop and deepen our understanding of the barriers to a healthy and sustainable food system in Birmingham through insight, research and co-production with citizens, communities, industry and our wider partnerships.

### Sustainable Development Goals

Food behaviour and change is linked to SDG 4.3, which includes non-formal education (United Nations, 2023b)





**Working with communities to create permanent food landscapes, where people can access fresh food in their open spaces.**

**Food Forest Brum/Mothergarden**

## Food Security and Resilience

Increasing access to sufficient affordable, nutritious and safe food for all citizens, all the time, in every community, and at every age.

Too many citizens in our city make difficult choices every week between buying healthy food or paying bills. These choices are the result of wider policies on welfare and living wage employment, and global challenges such as climate change and conflict. This impacts on the food people eat and their health and wellbeing. We need to apply evidence-based approaches to address food poverty and insecurity to mitigate the impact of deprivation and support citizens to feed themselves and their families. We will also increase the resilience of our food system.

The aspirations below will shape the Food System Strategic Action Plan:

### **Identifying how strategy work streams can address food security and resilience**

Working across the strategy work streams to identify actions that will improve reduce poverty, increase resilience and prevent food shortages, and proactively strengthening existing plans.

#### **Supporting people who are in crisis**

- Increasing signposting to local, dignified and integrated services so people know what emergency support they can access whether in short term crisis or facing chronic long term food insecurity due to living in poverty.

- Building a city-wide conversation to shine a light on the reality of food poverty, and reducing the stigma and isolation created by being unable to feed yourself or your family.

#### **Supporting people to transition out of crisis**

- Creating a clear pathway to enable people to transition from crisis support towards sustainable affordable food models such as food pantries and social supermarkets.
- Using evidence-based approaches to increase awareness and uptake of initiatives across the city, including Healthy Start vouchers, Free School Meals, community initiatives and the Food Justice Network.

#### **Creating long term solutions to reduce food insecurity**

- Identifying actions to increase food security and resilience in the short, medium, and long term.
- Raising awareness of affordable food projects in our city e.g., food pantries and social supermarkets, and facilitating new projects being set up.
- Continuing to work towards being a Real Living Wage City and influence, on a national level, the welfare and employment practices that lead to food poverty.

- Supporting knowledge, skills and access to initiatives that enable individuals to eat healthy and delicious diets on a low income.
- Piloting using grow your own approaches with nutrient dense fruit and vegetables to supplement micronutrient intake in diets.
- Developing evidence-based solutions to increase healthy affordable options on offer to citizens.

#### **Increasing the resilience of our food system**

- Influencing regional, national and international policy to increase the food security of cities, which are uniquely vulnerable to disruption to the global food supply chain.
- Exploring existing supply chain and procurement processes and building in adaptability and resilience to enable them to respond to shocks.
- Exploring approaches to be prepared for food shortages, such as early warning systems, contingency plans and connecting with local and regional resilience strategies and groups.

#### **Sustainable Development Goals**

Food security and resilience feeds into SDG 1.b, which is about creating policy frameworks that are pro-poor and gender sensitive to eradicate poverty, including a real living wage, and SDG 2.c focuses on avoiding food price anomalies





**Psychology of Eating in Adults and Children (PEACH) is a research theme that sits within the Applied Health Research Group at Aston University**

**Photo: Professor Jacqueline Blissett - Chair in Childhood Eating Behaviour**

## Food Innovation, Research and Data

Gathering insights and data and facilitating innovation, collaboration, learning and research across

Birmingham is a thriving hub of innovation, technology and best practice and is a centre for urban food system innovation. By bringing together city-wide, national and international partners to solve food system challenges we increase partnerships and communication and maximise opportunities and reduce duplication. Collectively we are on a mission to better understand food systems, and develop innovative solutions supported by research, data and technology. We want to create a bolder city, maximise the future trends and opportunities in food for all our citizens, and ensure our food system is healthy, fair and sustainable.

The aspirations below will shape the Food System Strategic Action Plan:

### Identifying how food innovation, research and data can support the strategy work streams

Working across the strategy work streams to identify opportunities for innovation, research and data to bring solutions and achieve objectives. This will be a two-way relationship, as the work streams will support with the direction of this cross-cutting theme, and this cross-cutting theme will contribute insights and innovations that will support the work streams.

### Collaborating with partners

- Through the Creating a Healthy City Food Forum and our city-wide partnerships, strengthening and expanding the engagement across the city to inform and collaborate towards our shared ambition of a creating a healthier and more sustainable food system for Birmingham.
- In communities of place, identity and experience across the city building networks and collaboration for change and impact.
- Through our international partnerships, such as the Milan Urban Food Policy Pact, Delice Network, Food Cities 2022 and BINDI partnership, learning and collaborating to create a better city food system.

### Supporting innovation

- Working through economic growth and innovation partnerships to maximise the potential of the food system of our city to be at the cutting edge of affordable, ethical, healthy and sustainable food.
- Through the vibrant and diverse food scene of the city, continuing to develop and innovate sustainable, healthy, delicious and ethical food that celebrates our diverse and evolving culture and heritage. This will enable our food sector and hospitality industry to be world leaders.

- Growing Birmingham as a beacon of food entrepreneurialism including through support of start-ups and independent businesses.

### Learning and improving

- Collaborating with learning and innovation partners to develop a centre for urban food systems and developing a cross-institutional approach to research and insight that drives change.
- Gathering data to inform our understanding of the food system and developing a Food System Dashboard to monitor progress in the food system.
- Ensuring learning and monitoring is built into the whole strategy including the cross-cutting themes and strategy work streams.
- Building the evidence base in this area through collaboration and the support of universities and other groups and ensure that actions undertaken are evidence-based.

### Sustainable Development Goals

This has some connection to SDG 2.4 by adapting good food production systems to meet the requirements of residents in an environmentally conscious way. It also feeds into SDG 1.b through supporting the Real Living Wage City initiative (United Nations, 2023b)





As a nutritionist and Birmingham born and bred, I'm committed to supporting the public and organisations to make healthier, sustainable food choices. Dietary inequalities have an impact on the health and wellbeing of the diverse communities living in our city and I am motivated by trying to address them.

Photo: Shaleen Meelu - Harborne Food School


# Strategic Work Streams

The six strategic work streams are:

Food Production	Empowering and enabling citizens and local producers to grow food throughout the year and connect to the city's food system.
Food Sourcing	Increasing both supply and demand for local, environmentally sustainable, ethical and nutritious foods in the food system.
Food Transformation	Transforming the food offer and diets to contain more diverse, nutritious and sustainable ingredients, and less fat, salt and sugar.
Food Waste & Recycling	Minimising food waste and unsustainable packaging throughout the food system and maximising the repurposing and redistribution of surplus.
Food Economy & Employment	Facilitating a thriving local food economy for all and maximising training and employment opportunities.
Food Safety & Standards	Improving food safety and standards for Birmingham's citizens and businesses.







**“I have never liked tomatoes but then the one day we did a pasta dish with the tomatoes we grew and oh my goodness they were so lovely and now I love them.”**

Vulnerably Housed Adult (Seldom Heard Food Conversations)

## Food Production

Empowering and enabling citizens and local producers to grow food throughout the year and connect to the city's food system.

Food is produced mainly through growing plants and trees or raising animals. It is then sometimes transformed through a manufacturing and packaging process into the products we see on shelves and market stalls. How we produce food has an impact on the nutritional content of what we eat, the environment around us, and the price we pay for food. Growing food brings people together, helps people understand where their food comes from, reduces isolation, and supports lifelong physical and mental health and wellbeing (Genter et al, 2015).

The practice, science and collaboration around food production is always evolving and this generates opportunities for urban and peri-urban food production, both commercially and domestically. This leads to job creation and the potential to develop new infrastructure to support a strong local food economy, such as food hubs, short supply chains and shared processing, packaging and distribution systems.

The nature of the food production cycle is that it is seasonal which can create surplus crops at peak times of the year. Innovation and partnership are required to maximise opportunities for redirecting

and preventing waste so that we don't lose food that could feed our city, and so we can extend our growing season and make it resilient to climate changes and other disruptions.

The aspirations below will shape the Food System Strategic Action Plan:

### Growing more in Birmingham

- Utilising tools such as planning and licensing to maximise the potential to create, clear, maintain, access and protect growing spaces across the city.
- Supporting more community growing across the city with community champions leading growing campaigns across the city, and increase growing in parks, community spaces, schools and window boxes. Inspire and enable people to get involved and try growing.
- Empowering communities to utilise unused public spaces for short- and long-term growing co-operatives and support a city-wide Growing Network of learning and sharing.
- Working with Local Enterprise Partnerships to enable innovative urban farming opportunities as part of the growth strategy for the city, maximising the potential of the East Birmingham growth corridor.

### Maximising the good that comes from growing

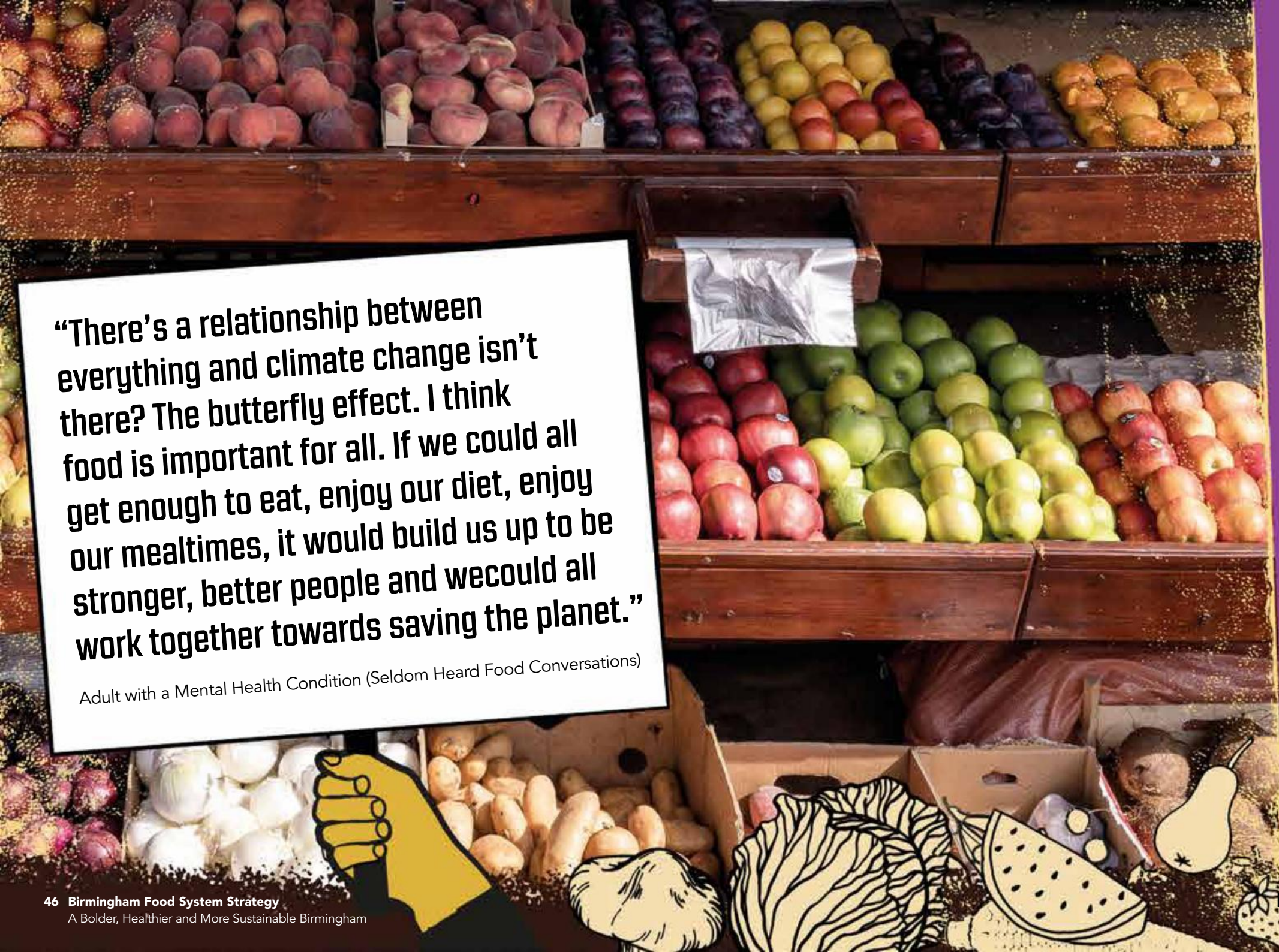
- Using the levers of procurement to embed environmentally sustainable and ethical food production as a fundamental part of our food system.
- Developing competencies, training and apprenticeship opportunities so citizens are upskilled to work in agriculture and food production and to develop the future workforce.
- Inspiring targeted evidence-based initiatives that maximise the potential benefits of growing for health and wellbeing to reduce inequalities.
- Empowering people to grow their own in a way that maximises the physical, emotional, educational and social benefits of growing.
- Exploring approaches to maximise the quality and quantity of fruits and vegetables grown in Birmingham.

### Sustainable Development Goals

Food Production feeds into SDG 2.4, which focuses on sustainable, resilient food production systems that are beneficial for the environment. By creating resilient food production systems that work in harmony with nature, we are more likely to secure affordable food for all (United Nations, 2023b)







**“There’s a relationship between everything and climate change isn’t there? The butterfly effect. I think food is important for all. If we could all get enough to eat, enjoy our diet, enjoy our mealtimes, it would build us up to be stronger, better people and we could all work together towards saving the planet.”**

Adult with a Mental Health Condition (Seldom Heard Food Conversations)

## Food Sourcing

Increasing both supply and demand for local, environmentally sustainable, ethical and nutritious foods in the food system.

Increasing both supply and demand for local, environmentally sustainable, ethical and nutritious foods in the food system.

Food sourcing is important as farming, production, logistics and distribution have a huge impact on people and the planet. Better food sourcing can reduce harm to the environment, mitigate climate change, reduce pollution, support the ecosystem, improve animal welfare, and support the health, wellbeing and life circumstances of people. It can also enable thriving economies and businesses that, in turn, support communities (United Nations, 2023a).

The aspirations below will shape the Food System Strategic Action Plan:

### Increasing the amount of local food in our city’s food system

- Increasing demand and expectation of seasonal, local, sustainable food sourcing with ethical, transparent supply chains.
- Supporting businesses, especially those in the public sector, to adopt local sourcing in their food procurement.

- Supporting more rural-urban connection, especially through solutions that help connect local farming cooperatives, independent and small producers with local businesses and communities. We will proactively engage with the Shire counties that surround our city.

### Overcoming barriers to food sourcing

- Exploring how local food hubs and markets can overcome barriers and costs of logistics and distribution and connect fresh, locally produced and surplus foods into the food system.
- Addressing the challenge of food sourcing for at-risk groups and developing solutions for those who are unable to purchase in bulk, or afford the minimum order amount required for deliveries, and implement solutions e.g., exploring mobile affordable food buses, pop up shops and markets, and utilising unused spaces for markets.
- Exploring how surplus food can be transformed into meals and distributed e.g., through a city-wide freezer network.
- Exploring how food grown in gardens and allotments can connect into the city’s food system.
- Where there are gluts that farmers can’t sell, exploring solutions so it is still harvested and can connect into the food system and benefit those who need it most e.g., gleaning projects.

### Increasing understanding of the local food system

- Supporting schools and adult education providers to work with local food producers to help citizens understand the food journey and be more aware of the farmers and producers in the Midlands and contrasting them to global supply chains.
- Identifying the farms and producers across Central England, and what food they produce and when. Increase awareness of what local foods are available, when they are in season, and where they can be purchased.

### Sustainable Development Goals

Food sourcing feeds into SDG 2.4, which focuses on sustainable, resilient food production systems that are beneficial for the environment. By creating resilient food production systems that work in harmony with nature, we are more likely to secure affordable food for all (United Nations, 2023b).







**Head chef at primary school  
leading an innovative approach**

**Photo: Matthew Knight -  
Hillstone Primary School**

# Food Transformation

Transforming the food offer and diets to contain more diverse, nutritious and sustainable ingredients, and less fat, salt and sugar.

The process of transformation of food is about turning raw ingredients into another food product. Ingredients like apples can be eaten in their raw form or combined with other ingredients and transformed into products ranging from apple pies to baby food. These products can be sold in shops or restaurants.

The transformation journey can involve adding ingredients like fat, salt and sugar to create flavour as well as structure, texture and longevity to products. Although some of these are essential to the final product, there are often ways to make this better for our health and the environment. This transformation happens in various ways including large companies making ultra-processed and branded foods, and by restaurants and food businesses cooking food to serve to customers.

We want to see a city where food is transformed in ways which are delicious, include diverse ingredients, are nutritious and healthy and are environmentally sustainable. This will involve working with industry locally, regionally and nationally and increasing demand for these foods.

The aspirations below will shape the Food System Strategic Action Plan:

**Making our city's food offer healthier, sustainable and delicious**

- Encouraging and supporting industry and food businesses to create new food offers and reformulate recipes to include more environmentally sustainable and nutrient dense ingredients including beans, pulses and dark green leafy vegetables, and less fat, salt and sugar.
- Supporting cooks, chefs and food businesses to develop skills to enable them to adapt recipes to the seasons, supply chain availability, and diverse ingredients that reduce reliance on intensive farming practices, as well as using less fat, salt and sugar.
- Supporting industry and food businesses to make changes to the food offer in ways that are affordable, attractive and engaging to our diverse communities through initiatives such as awards, standards, incentives and support packages.
- Inspiring food technology innovation to improve food formulation within higher education and the food industry.
- Utilising available powers and levers, such as those relating to planning and licensing, to encourage new businesses, including takeaways, in Birmingham to be those that provide a delicious, nutritious and sustainable food offer.

- Exploring city-wide approaches and interventions to improve diets.
- Influencing regional, national and international policy to encourage reformulation and improve the food environment.
- Challenging the status quo through open and authentic discussion of our food system and its impact on our lives and our future.

**Increasing demand for food that is healthier and sustainable**

- Increasing understanding of food transformation and creating an environment that fosters demand for healthier and sustainability food and helps citizens know where to find it.
- Increasing the opportunities to try a wide variety of delicious healthy and sustainable foods to increase familiarity and acceptance of new foods.
- Exploring approaches and interventions to increase children's acceptance and demand for healthier and sustainable food.

**Sustainable Development Goals**

Food transformation feeds into SDG 2.1, which focuses on ending hunger and guaranteeing access to safe, nutritious food all year round (United Nations, 2023b)





**“FareShare Midlands turns an environmental problem into a social solution by supplying good quality surplus food to local communities who tackle hunger and poverty and the root causes of both.”**

**Photo: Laura Spencer – Head of Development**

## Food Waste and Recycling

Minimising food waste and unsustainable packaging throughout the food system and maximising the repurposing and redistribution of surplus.

Food waste and unsustainable food packaging have a big impact on our city and our planet and create a huge financial and environmental burden across the food system. We feed over 1.1 million people every day in Birmingham, so we need to address the negative impact our city has on the food system and influence supply chain processes (ONS, 2021).

Food waste happens across the food system and much of this is avoidable. 25% of all food waste in the UK occurs on farms where an estimated 2.9 million tonnes of edible food is lost and wasted each year; the equivalent of 6.9 billion meals. Nearly half of this loss is pre-harvest, meaning the food was left on fields. This loss is driven by decisions made post farmgate including restrictive standards and specification requirements from supermarkets (WWF, 2022).

Once food has left the farm, 70% of UK food waste comes from households, equivalent to a value of over £14 billion a year and 20 million tonnes of Greenhouse Gas emissions (WWF, 2022). An average family of four can save £60 per month by reducing food waste. Higher food waste is associated more with working age adults, use of ready-made meals, time pressures, dietary restriction and lack of skills and confidence (WRAP, 2022).

The aspirations below will shape the Food System Strategic Action Plan:

### Improving waste and recycling practices across the food system

- Creating and supporting a culture across the food system that avoids waste at every stage and supports national legislation.
- Working to understand the barriers that stop people avoiding waste, such as meal planning, food businesses not being connected to those who could utilise food surplus, or individuals lacking access to a fridge.
- Encouraging food businesses to be waste wise by using best practice models and repurposing, food sharing and recycling food surplus in partnership with community organisations.
- Utilising the cross-cutting themes of food skills and knowledge and food behaviour change to help people reduce waste.

### Supporting waste reduction innovation

- Supporting better and easier food management for households by enabling hyper-local waste management innovation, including sharing of surplus food, composting and food waste collection.

- Exploring models of community collaboration with food producers and retailers to support access to affordable nutritious food by utilising surplus food and food close to the use by date.
- Considering how to discourage harmful practices such as using single-use plastics and excessive packaging and supporting innovative solutions.
- Exploring innovative approaches to reduce waste across a food product's lifecycle.
- Examining city-wide approaches to overcome challenges of obtaining, storing, transporting and using surplus food.

### Sustainable Development Goals

Food waste and recycling is part of SDG 12.3, which focuses on reducing food waste and losses in production and supply chains (United Nations, 2023b)





**For 14 years  
all our food  
waste has  
been going to  
an anaerobic  
digestion  
plant to make  
electricity.**

Photo: Wade Lyn - Island Delight

## Food Economy and Employment

Facilitating a thriving local food economy for all and maximising training and employment opportunities.

Food is produced, transformed, sold, and disposed of by people as part of paid and volunteer job roles, and this is underpinned by a broad range of training and skills development.

The food sector is a significant part of the economy of Birmingham, and one which reflects our diverse and vibrant global heritage, and the interconnection of hundreds of Small and Medium-Sized Enterprises (SMEs). As we come through the pandemic and the cost of living crisis, the resilience of the food economy is a key issue for the future.

Birmingham is on a journey towards a vibrant and sustainable food economy which is world-leading in innovation, diversity and healthy and sustainable food. This journey requires us to take a holistic approach to building a food economy where we create jobs that attract and support talent and, by working with our education providers, positions our citizens for these opportunities. Due to the global nature of our city, this will then enable this ethos to be taken across the world.

The aspirations below will shape the Food System Strategic Action Plan:

### **Building a thriving, healthy and sustainable food economy**

- Further developing Birmingham's reputation as a food destination with a flourishing, vibrant, diverse food scene that celebrates the cultural diversity of the city, and our excellent local produce and independent businesses.
- Celebrating businesses that innovate and lead healthy, sustainable, ethical and affordable food approaches across the breadth of the city.
- Creating a strong local economy and a culture where local, small and independent businesses, especially black, Asian, and minority ethnic businesses are supported and celebrated.
- Encouraging all businesses in the food system to become Real Living Wage employers and model good workplace practices so that the sector becomes known for good jobs e.g., exploring approaches to prevent the negative impacts that come from zero hours contracts.
- Supporting innovation opportunities and start-ups in the food sector.
- Utilising licensing tools and planning to maximise the potential to create healthy food retail environments.
- Building the Birmingham Food Revolution to highlight and learn from best practice.

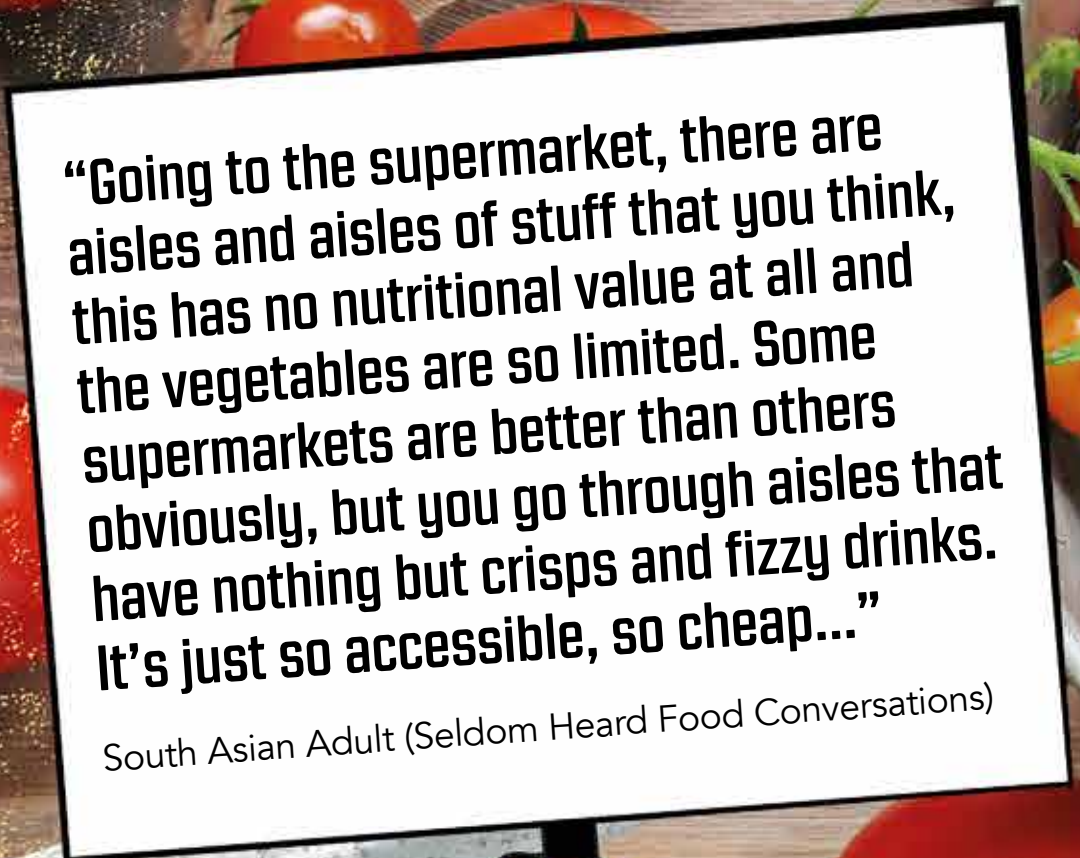
### **Strengthening the future food sector and food system workforce potential of our city**

- Working with the food sector and wider food system to understand the interventions needed to support an education and skills pipeline that will help to build a healthier and more sustainable food system across the city.
- Working with education providers to understand the needs of the food system and encouraging and support local people to enter the sector.
- Maximising the potential of national and local schemes, such as apprenticeships, industry placement years, and work experience, to enable entry to food sector and food system employment for disadvantaged groups.

### **Sustainable Development Goals**

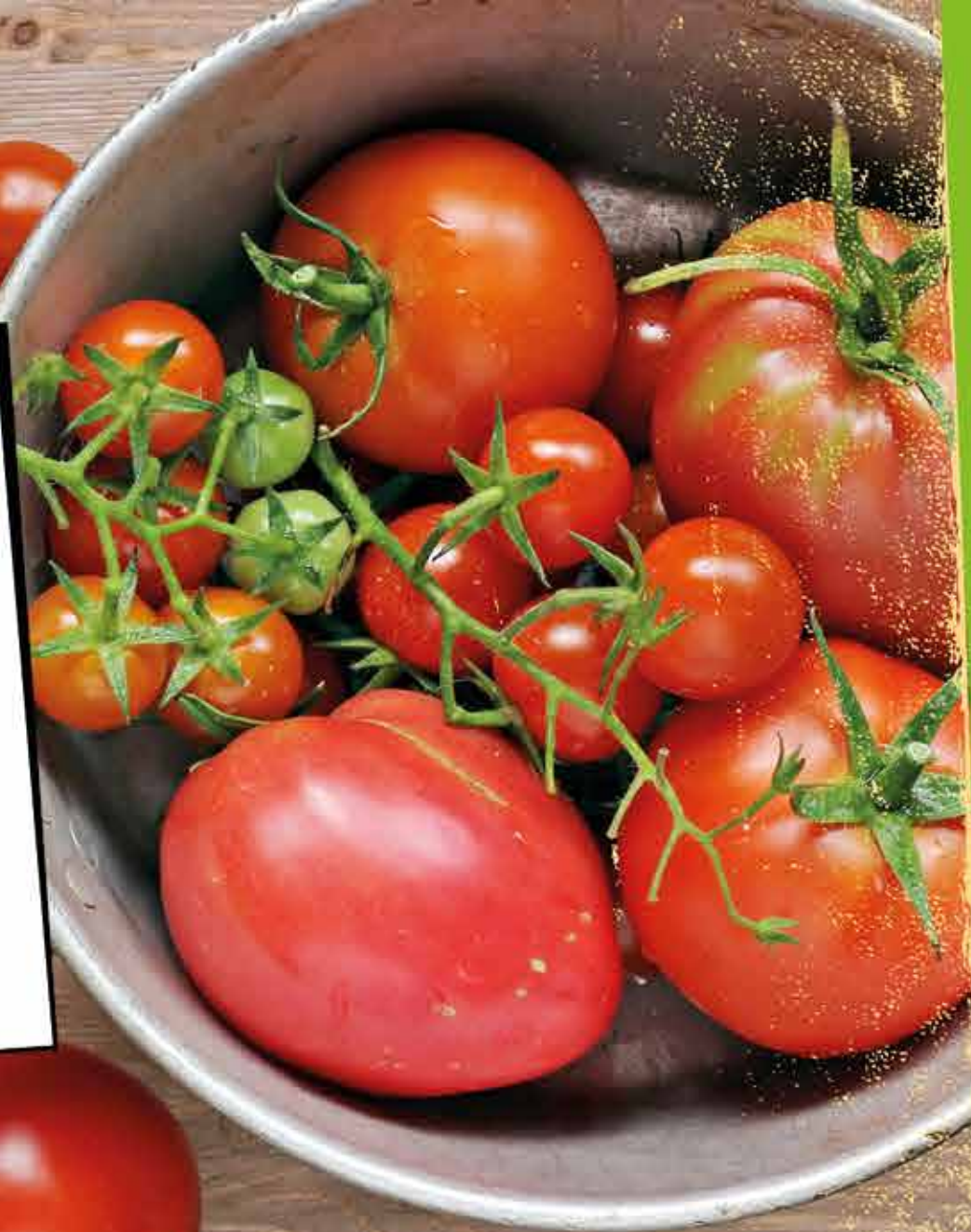
Food economy and employment is linked to SDGs 8.3, 8.5, and 1.b. SDG 8.3 focuses on decent job creation and entrepreneurship, whilst supporting micro-, small-, and medium-sized enterprises. SDG 8.5 focuses on full employment with equal pay for work of equal value for all. SDG 1.b focuses on creating policy frameworks that are pro-poor and gender sensitive to eradicate poverty, such as a real living wage (United Nations, 2023b)





**“Going to the supermarket, there are aisles and aisles of stuff that you think, this has no nutritional value at all and the vegetables are so limited. Some supermarkets are better than others obviously, but you go through aisles that have nothing but crisps and fizzy drinks. It’s just so accessible, so cheap...”**

South Asian Adult (Seldom Heard Food Conversations)



## Food Safety and Standards

Improving food safety and standards for Birmingham’s citizens and businesses.

Millions of meals are sourced, prepared and served across our city every day, including in food businesses, healthcare settings, workplaces, education settings, community food projects and homes. To achieve our strategy’s vision, it is essential that Birmingham citizens are eating food that supports their health and wellbeing and they have access to high quality, sustainable, nutritious, healthy, and safe food. To do this, we want to ensure that food is sourced and prepared in the safest way and to the highest of standards, and that those who handle food across the city are supported and encouraged to follow guidelines and best practice for food safety and standards.

The aspirations below will shape the Food System Strategic Action Plan:

### Supporting the implementation of policy, guidelines, and best practice

- Embedding awareness raising and sharing best practice and guidelines with regards to allergens, cross contamination, hygiene, hand washing, food safety, nutrition, and healthy eating across the food system e.g., in food businesses, community food projects, in the home, with education providers and within training and development programmes.

- Supporting food businesses, community food projects and those who handle food across the city to be aware of, and access, appropriate training with regards to food safety and standards.
- Exploring methods to ensure implementation of food safety and standards e.g., through support packages, learning networks, incentives, regulation.

### Recognising good practice

- Promoting the Food Hygiene Rating Scheme across the city and encourage outlets to display their ratings prominently.
- Supporting industry and food businesses to be recognised for healthy, sustainable and ethical food offers and working practices e.g., through healthy and sustainable catering commitments, charters and awards.
- Making it easier for individuals and food businesses to identify food that is healthy, sustainable and ethical e.g., by conducting a review into food badges, awards, standards and chartered marks and creating resources that support customers when making food purchasing decisions.

### Coordinating action and innovation


- Mapping the organisations, regulatory bodies, policies and practice that impact on food safety and standards in Birmingham and facilitating collaboration on joint priorities.
- Exploring approaches to improve monitoring of food safety and standards.
- Working with the Food Safety and Hygiene group at University of Birmingham to facilitate best practice and innovation.
- Working with food businesses to increase awareness of food crime and taking action to prevent it.
- Using our global city position to collaborate and influence regional, national and international policy to encourage greater transparency and standards in national and international food chains.

### Sustainable Development Goals

Food safety and standards feeds into SDG 2.1, which covers access to safe food. This is overseen by UK Food Hygiene Regulations (United Nations, 2023b).







**“For my business [sustainability] is at the backbone of what we do. We will collaborate with producers and developers on making change – opening dialogue on how they can change to regain our business with real change. Buy in bulk and repackage in paper sustainable packaging. We need to do this for the world and for the future.”**

Food provider, Summit Group

# Measuring Success

## Indicators for Change: Outputs and Outcomes

Our city-wide partnership will develop a Food System Dashboard of indicators to measure outputs and outcomes.

The National Food Strategy and other international papers have recognised that measurement tools need to be developed to effectively assess and monitor the food system. A wide range of indicators are needed to measure the outputs and outcomes of this strategy and the Food System Strategic Action Plan.

### Outputs from implementing this strategy will include:

- An evidence bank of effective approaches to tackle issues across the food system, though reviews, insight gathering and pilots.
- Evidence translated to make recommendations for stakeholders using the Big Bold City Approach, so our city is empowered to make a difference and implement meaningful change.
- A Food System Dashboard of indicators and metrics developed with partners so we have insight into the breadth and severity of food system challenges and can monitor whether our actions are making a difference.

- An ever-evolving dynamic needs assessment informed by the Food System Dashboard of indicators that will shape the decisions within the Food System Strategic Action Plan and ensure we make a difference.

Example outcome measures:

### Impact on Health

- Percentage of 5yr olds with visually obvious dental decay
- Prevalence of obesity (including severe obesity) in children in Reception and Year 6 (NCMP)
- Prevalence of overweight or obese adults aged 18+

### Impact on Production and Transformation

- Number of food growers/spaces to grow food
- Diversity of foods offered by food providers
- Marketing of food (e.g., Percentage of BOGOF offers that are HFSS)

### Impact on Knowledge, Skills and Behaviours

- Percentage of adults regularly eating ‘5-a-day’
- Percentage of HFSS consumed
- Participation in food classes

### Impact on Food Security and Resilience

- Activity at food banks and other food security support initiatives
- Uptake of healthy start vouchers in eligible families

### Impact on Food Waste

- Amount of food waste collected

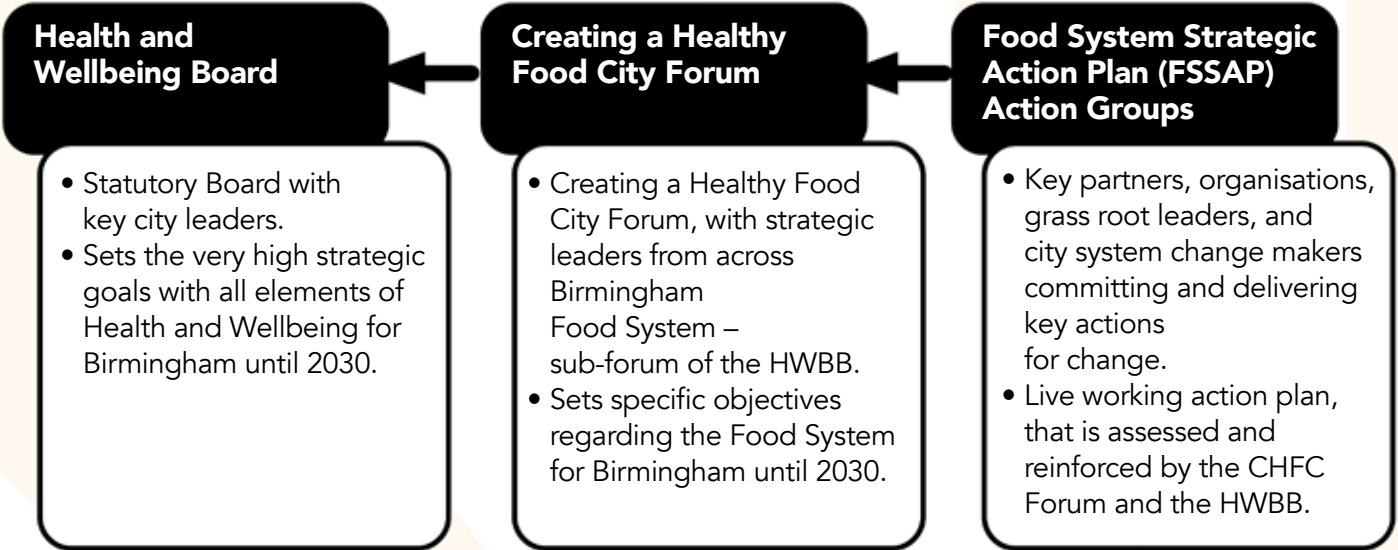


# Governance

## Strategic Oversight and Delivery

The Health and Wellbeing board is a statutory committee of Cabinet and they oversee the Health and Wellbeing Strategy. The Birmingham Food System Strategy builds on the Healthy and Affordable Food work stream of the Health and Wellbeing Strategy and will also be overseen by the Health and Wellbeing Board.

The Creating a Healthy Food City Forum (CHFCF) will drive the delivery of the Birmingham Food System Strategy. The plan for how this will be achieved will be set out in the Food System Strategic Action Plan and updating this will be the responsibility of the forum. The Creating a Healthy Food City Forum reports to the Health and Wellbeing Board, under the leadership of the Cabinet Member for Adult Health and Social Care. The forum is a dynamic local food partnership and has city-wide representation from organisations and key players from across the city's food system.



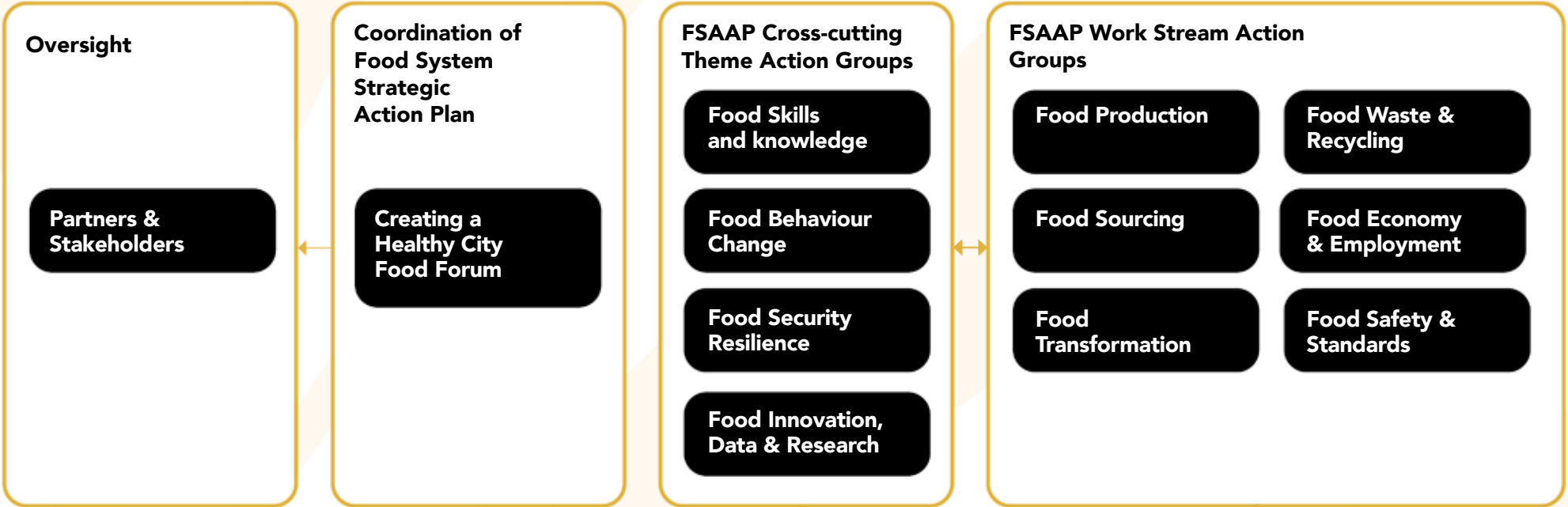
**“Issues are multifaced – system change needed...what we grow, land use, access to healthy food, advertising, local transportation, income, employment opportunities”**

Food provider, Summit Group

An action group will be set up lead on each of the cross-cutting themes and work streams and to feed into the Creating a Healthy Food City Forum and Food System Strategic Action Plan. These action groups will be made up of a working collaborative of key organisations and change-makers from across Birmingham with influence on many key sectors such as health, economy and

business, research and innovation, education and skills, communities, food justice, and many more. We will continue to grow and develop the Creating a Healthy Food City Forum and the action groups to ensure that we are able to establish a cross-matrix working approach to leveraging change in Birmingham's food system.

Through this approach we will be able to maximise our impact across the complex and multifaceted food system, as there are most often interconnected issues and we can't treat one priority in isolation.



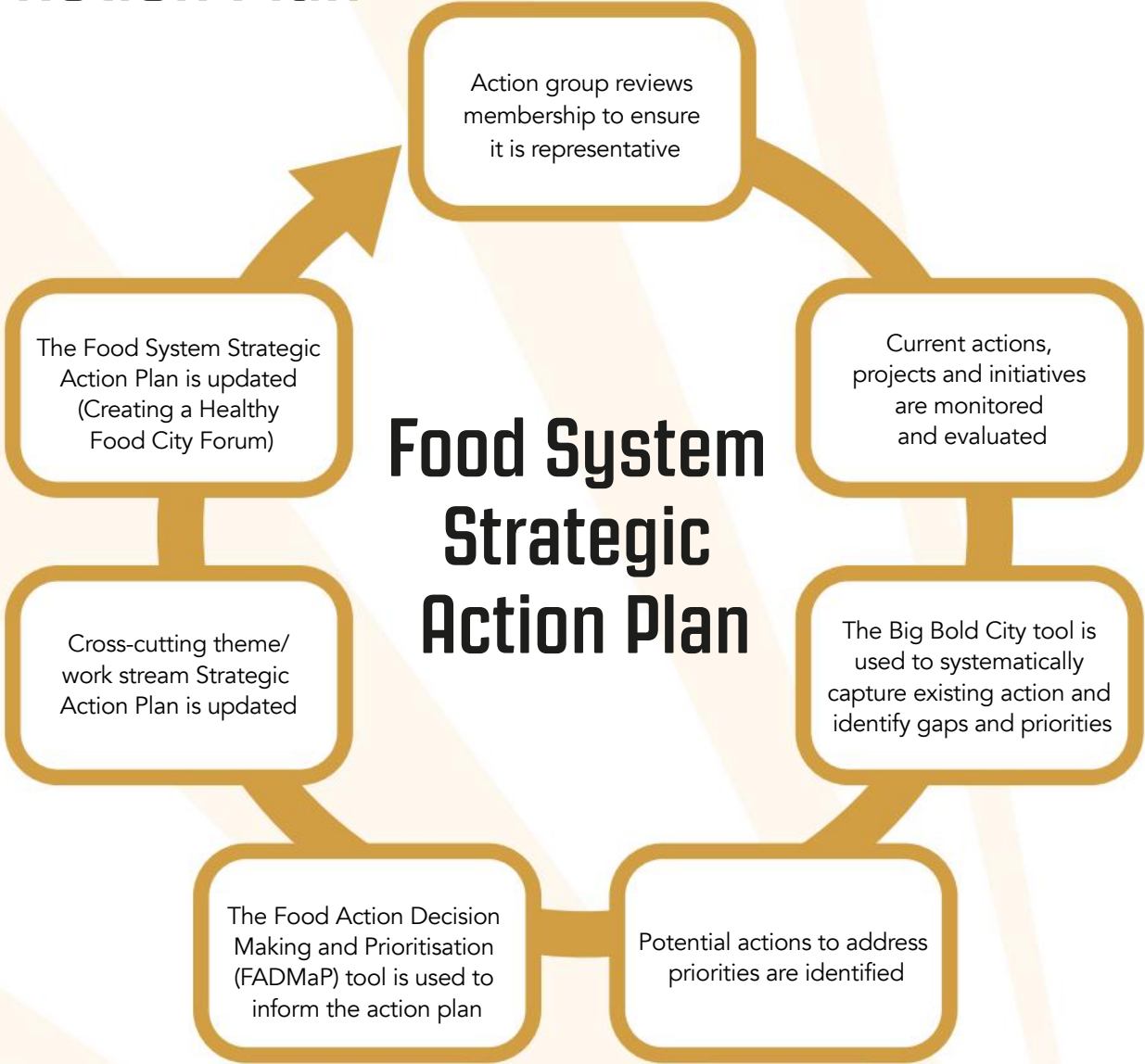


# Food System Strategic Action Plan

The Food System Strategic Action Plan will include short, medium and long term actions to achieve the objectives of each of the cross-cutting themes and strategy work streams of the eight year Birmingham Food System Strategy.

Birmingham is the largest local authority in Europe, with many moving parts, strategies, leaders, and change-makers. A key driver for success in achieving the Birmingham Food System Strategy objectives is bringing the many moving parts together and developing a plan that is regularly reviewed and developed.

It will be the responsibility of the action groups leading on the cross-cutting themes and work streams to align and influence the strategies and priorities across the city's food system. These are constantly evolving to meet the needs of Birmingham citizens and to develop a better city for all. Future strategies, initiatives and projects within Birmingham will be influenced by the aims, objectives and approaches within the Birmingham Food System Strategy, and the priorities and actions identified in the Food System Strategic Action Plan.



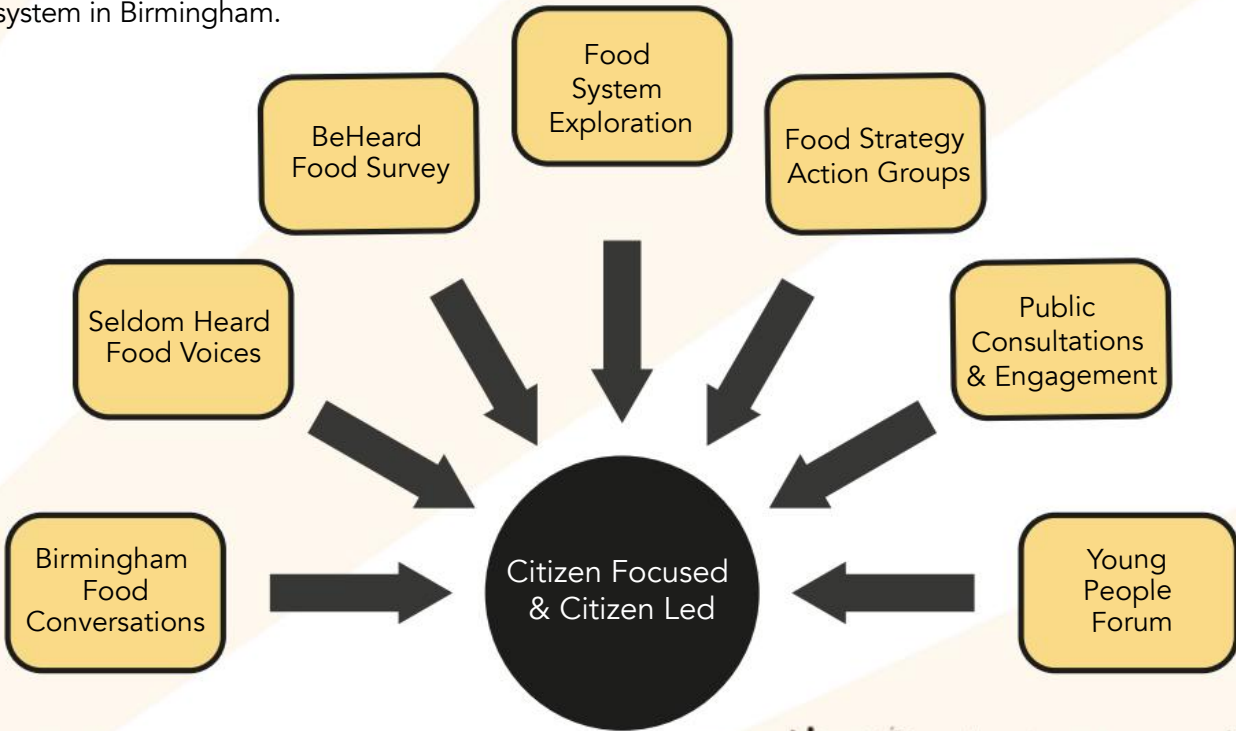
# Citizen Focused and Citizen Led

The journey in creating the Birmingham Food System Strategy began by listening to the citizens of Birmingham. We have commissioned and curated a variety of focus groups, engagement sessions, workshops, seminars, and so much more to ensure that we hear the voice of Birmingham. We have received the input of over 600 citizens from all stages of life, from all backgrounds, and with differing interest in our city's food system. We intend to continue our endeavour of hearing and championing the voices in Birmingham, by committing to replicate and repeat the food system dialogues held during the development of the strategy at key intervals during the eight year period.



This will ensure that we:

- Continue to meet our citizens needs;
- Build stronger evidence and support for leveraging change;
- Capture the voice of our seldom heard citizens;
- Develop and deliver effective actions that citizens can see, feel, and are aware of;
- Are guided by those most affected by the food system in Birmingham.





# Annex

Birmingham’s population is culturally diverse and young




**1.15**  
MILLION  
CITIZENS



**44%**  
UNDER 30



**25%**  
UNDER 18




**OVER 100**  
DIFFERENT  
LANGUAGES  
ARE SPOKEN



ENGLISH IS NOT THE  
FIRST LANGUAGE OF  
**42%**  
OF CHILDREN



**423k**  
HOUSEHOLDS



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



**51%**  
FROM BLACK AND MINORITY  
ETHNIC COMMUNITIES  
(Birmingham City Observatory, 2023)

- Birmingham has much higher levels of poverty and deprivation than the national average.**
- 88% of Birmingham’s wards are more deprived than the England average (BCC, 2019)
  - 64% of Birmingham’s wards are amongst the 20% most deprived in England (BCC, 2019)
  - Over 300,000 people live in poverty in Birmingham (BCC, 2022)
  - 43% of children in Birmingham live in poverty, which is over 100,000 children (national average is 23%) (Joseph Rowntree Foundation, 2022)
  - 22% of Birmingham households are in fuel poverty (Birmingham City Observatory, 2023)
  - Long term health conditions are 60% more prevalent in deprived areas (Department of Health and Social Care, 2012)
  - One in three deaths can be attributed to socio-economic inequality (in England between 2003-2018) (Lewer et al, 2020)
  - There is a gap in life expectancy between the wealthiest and poorest wards (PHE, 2018)

- Birmingham citizens have high levels of food insecurity which is associated with eating less fruits and vegetables.**
- Food insecurity is defined by the FAO as “limited access to food... due to a lack of money or other resources” (FAO, 2023)
  - Both prevalence and severity are important, food insecurity can range from having uncertainty about obtaining food to going for a whole day with no food at all.
  - Food insecurity is associated with poor diets and health outcomes (FAO, 2017)
  - Financial hardship is associated with lower fruit and vegetable intake (Conklin, 2014)
  - The UK has the highest rate of food insecurity in Europe (FAO, 2018)
  - 35,000 food parcels were given to Birmingham adults by the Trussell Trust from April 2020 –March 2021 (Trussell Trust, 2022)
  - 16,000 food parcels were given to Birmingham children by the Trussell Trust from April 2020 –March 2021 (Trussell Trust, 2022)
  - 6.8% Birmingham citizens reported using food banks during the COVID-19 pandemic lockdown

- Deprived areas in Birmingham have less supermarkets. In areas where there are less supermarkets, the food offer available in convenience stores is less healthy and more expensive.**
- Many of Birmingham’s most deprived areas don’t have a supermarket within a 15 minute walk
  - Shopping in convenience stores is more expensive there are less healthy choices available (Black et al, 2012)
  - A healthy food basket is £37.38 in a large store vs. £47.83 in a small store (Dawson, 2007)
  - Deprived areas tend to have fewer healthy foods available and lower variety and quality of fruits and vegetables (Williamson et al, 2017; Black et al, 2012)
  - Living closer to a supermarket is associated with better diets and less likelihood of being overweight or obese (Barrett et al, 2017; Burgoine et al, 2017)

- Those living in deprived areas are exposed to more takeaways and being exposed is associated with eating more takeaway food.**
- Exposure to both TV and outdoor advertising of unhealthy foods is greater in more deprived areas in the UK (Adams et al, 2011a; Adams et al, 2011b)
  - Being exposed to takeaways in work and home environments is associated with eating more takeaway food (Burgoine, 2014)
  - Takeaways often have a larger portion size, and more energy and salt content than UK recommended levels (Mills et al, 2018)
  - The most popular hot food takeaway choices in Birmingham are Indian, Chinese and Pizza (Birmingham Food Survey, 2020)





**Our city's population does not eat enough fruits and vegetables and eating healthily is beyond some citizen's budgets.**

- Only 48% of Birmingham adults are eating 5 or more portions of fruit or vegetables every day (Office for Health Improvement & Disparities, 2023g)
- 30% of eligible families aren't claiming healthy start vouchers. This means they are missing out on £222 per year that can be spent on healthy food and milk.

**Eating out is associated with eating a poorer diet.**

- A quarter of adults consume a meal out once a week in the UK (Adams et al, 2015)
- Eating out of home is associated with higher energy intake, more fat consumption, and less vitamins and minerals (Lachet, 2012)
- Although Birmingham has lots of cafés and restaurants, the spread isn't even across the city. The city centre, and some other areas such as Sutton Coldfield have a higher density, but many other areas have much less.

**Many citizens in Birmingham are not a healthy weight**

- Two thirds of all adults in Birmingham are overweight or obese (Office for Health Improvement & Disparities, 2023b)
- 11 in every 100 children are obese when starting primary school, and this more than doubles to 26 in every 100 being obese by the time they leave in Year 6. This figure increases to 38 in every 100 children if overweight is included in addition to obesity. (Office for Health Improvement & Disparities, 2023d)
- More children in Birmingham are underweight than the national average (Office for Health Improvement & Disparities, 2023e)

**Poor diets lead to negative health impacts, and Birmingham has high levels of tooth decay in children, and high levels of adults with Type 2 diabetes**

- 9% of Birmingham 5 years olds experience dental decay which is higher than the national average (Office for Health Improvement & Disparities, 2023c)
- 49% of adults aged 40 to 64 have Type 2 Diabetes. This is higher than the national average, and increasing (Office for Health Improvement & Disparities, 2023f).

**The food sector is a key part of our city's economy.**

- Birmingham citizens are estimated to spend ~£3.37 billion per year on food, drink and catering services (Birmingham Food Council, 2021).
- Over 8500 food businesses (Food Standards Agency, 2020)
- 30% of all food outlets in Birmingham are takeaways compared to 26% in England (Living Costs and Food Survey, James et al. DATE)
- 98 businesses involved in food production or transformation, including processing plants for meat, fish and dairy products (Food Standards Agency, 2019)
- 3100 people in the city are employed in the food sector (Birmingham Employment Update, 2019)
- 835 food outlets in the city only reach 2/5 for food hygiene standards.

In addition, there are 113 growing and allotment sites in Birmingham with almost 7000 plots (BCC, 2023)





# Food Action Decision-Making and Prioritisation (FADMaP)

Is this action...

## People focused?

### 1. Citizen-first

We will consider whether proposed action will benefit Birmingham citizens and whether we are acting on what the citizens want and need. We will put the citizen at the heart of our approach, working with citizens across the city to help co-produce a healthy, sustainable, economically viable food environment that is accessible to everyone.

### 2. Celebrate diversity

We know that there are significantly different relationships with food in different cultures and communities across the city and our action needs to work with, and for, these communities to find solutions and approaches that work in the context of celebrating this diversity. In addition, we will consider accessibility of proposed actions and reduce barriers, e.g. language, delivery method or context. We also consider the diversity of food requirements and choice, without judgement e.g. religious or ethical food choices. Food is a big part of how we express our culture, diversity, heritage and experiences.

### 3. Empowering

This strategy aims empower the citizens, communities, businesses, and organisations of Birmingham. Our actions must strive to overcome barriers faced by individuals and organisations to establish positive food system change. We should also use our actions to enable citizens to do what they are driven and motivated to do, to create a healthier, bolder food city.

## Working towards our ambition and addressing key priorities?

### 4. Address poverty and inequalities

We aim to prevent food poverty and help people survive it and recover well. Birmingham citizens should have access to food, and the means to cook and prepare meals. Food, and nutritious fulfilling food, in the city of Birmingham should be a right of all its people, not a luxury. We will consider whether proposed action benefits those who need it most in a way that will work. Beyond food and fuel, we will consider accessibility of proposed actions in terms of equipment, technology, internet access, literacy, transport and more.

### 5. Healthy and safe

All citizens should have access to nutritious and safe food. We want to support retail, businesses, and public sector to provide nutritious and safe food, whilst following hygiene guidance, and make the most of the everyday contact between food regulation and enforcement authorities in the city and the region to support businesses to work towards our shared ambition of a healthy, safe, and affordable food system in Birmingham.

### 6. Environmentally sustainable

Local, national, and global environmental sustainability will be a key driver for all actions. The impacts of Birmingham's food system on the environment will also be considered. We want to support individuals, retailers, businesses, the food supply chain, and the public sector to be environmentally sustainable, and ultimately move beyond this and support regenerative practices.



### 7. Economically sustainable

The food system is intrinsically connected to the economy of our city and citizens, so all our actions must be economically sustainable for consumers, businesses, and enterprises. Our actions much create incentives and/or opportunities for benefits, be aligned to their priorities, and avoid perception of damage or deficit.

## Effective and realistic?

### 8. Evidence-based

Our actions will be high impact, embedded, and sustainable. Actions will be developed in line with the best current evidence, and where evidence is lacking, we will seek to undertake research. We will use evidence from our national and international partners to learn from their experience, research, and best practice.

### 9. Cost-effective

We will ensure cost-effectiveness through cost-benefit analyses and being evidence-based in order to be effective. We will work to make the relative benefits greatest to those who need them most.

### 10. Risk-aware and resilient

The food system is subject to potential significant challenges nationally, due to the currently unknown long-term impacts of the COVID-19 pandemic and the exit from the European Union. We need to ensure that the impacts of these risks are understood, and that Birmingham is as prepared as it can be. The potential risks that could impact the delivery of planned actions will be considered, and mitigations proposed.

### 11. Scaled and paced

Birmingham is a large city with a diverse community, and it is important that we keep a focus on moving at pace and scaling to reach every part of Birmingham with our work, building on successes and finding ways to scale across the city to ensure that every citizen benefits. Horizon scanning will be a part of every action, including actively exploring how the resulting resources could be developed to ensure they are future-proofed and can be utilised in future larger-scale action.

### 12. Learning and improving

We know we need to listen and be humble in our approach, learning in true partnerships with cities, in the UK and across the world, learning from research and practice-based evidence and from citizens. We will be open and honest in our conversations about the challenges as well as the opportunities and successes.





**“Promote sustainable and environmentally-friendly food choices: educating people on what food is seasonal, on how to reduce food waste, on how to grow your own, how to eat less meat and more vegetables etc. Health and environment go hand-in-hand.”**

(Birmingham Food Conversations)

## References

Adams et al, 2011a. Socio-economic differences in outdoor food advertising in a city in Northern England. *Public Health Nutrition* 14(6) 945-50.

Adams et al, 2011b. Socio-economic differences in exposure to television food advertisements in the UK: a cross-sectional study of advertisements broadcast in one television region. *Public Health Nutrition* 15(3): 487-94.

Adams et al, 2015. Frequency and socio-demographic correlates of eating meals out and takeaway meals at home: cross-sectional analysis of the UK national diet and nutrition survey, waves 1-4 (2008-12), *IJBNPA* 12(1): 1

Barrett et al, 2017, Greater access to healthy food outlets in the home and school environment is associated with better dietary quality in young children. *Public Health Nutrition* 20(18):3316-25

Black et al, 2012. Variety and quality of healthy foods according to neighbourhood deprivation. *Health and place* 18(6): 1292-9

BCC, 2016. Child Poverty Commission Report. [https://www.birmingham.gov.uk/downloads/file/7881/child\\_poverty\\_commission\\_report](https://www.birmingham.gov.uk/downloads/file/7881/child_poverty_commission_report)

BCC, 2019 Employment Update Birmingham Employment Update 2019 | Birmingham City Council [Birmingham\\_Employment\\_Update\\_2019.pdf](https://www.birmingham.gov.uk/downloads/download/599/index_of_deprivation)

BCC, 2019. Index of deprivation. [https://www.birmingham.gov.uk/downloads/download/599/index\\_of\\_deprivation](https://www.birmingham.gov.uk/downloads/download/599/index_of_deprivation)

BCC, 2021. Shopping & Local Centres Supplementary Planning Document (SPD) Monitoring Report 2021. [https://www.birmingham.gov.uk/downloads/file/20261/monitoring\\_report\\_2021](https://www.birmingham.gov.uk/downloads/file/20261/monitoring_report_2021)

BCC, 2022a. Birmingham Joint Health and Wellbeing Strategy Creating a Bolder, Healthier City 2022-2030. [https://www.birmingham.gov.uk/downloads/file/23756/creating\\_a\\_bolder\\_healthier\\_city\\_2022\\_to\\_2030](https://www.birmingham.gov.uk/downloads/file/23756/creating_a_bolder_healthier_city_2022_to_2030)

BCC, 2022b. Cost of Living Emergency Programme report approved by cabinet. [https://www.birmingham.gov.uk/news/article/1205/cost\\_of\\_living\\_emergency\\_programme\\_report\\_approved\\_by\\_cabinet](https://www.birmingham.gov.uk/news/article/1205/cost_of_living_emergency_programme_report_approved_by_cabinet) Birmingham City Council, 2023. Allotment sites and sizes. [https://www.birmingham.gov.uk/info/20090/allotments/173/allotments\\_information](https://www.birmingham.gov.uk/info/20090/allotments/173/allotments_information)

Birmingham City Observatory, 2023. Data Collaboration for Insight and Innovation. <https://www.cityobservatory.birmingham.gov.uk/>

Birmingham Food Council, 2021. Shining a Light on the UK Food Supply System, The Role of Local Government & Public Health. [https://www.birminghamfoodcouncil.org/wp-content/uploads/2021/06/Shining-a-light\\_The-role-of-local-government\\_15June2021.pdf](https://www.birminghamfoodcouncil.org/wp-content/uploads/2021/06/Shining-a-light_The-role-of-local-government_15June2021.pdf)

Birmingham Food Survey, 2020.

Birmingham Seldom Heard Food Voices Survey, 2020.

Birmingham Food Systems Dialogue Summit, 2021.

Birmingham Wholesale Market, 2023. Welcome to Birmingham Wholesale Market. <https://birminghamwholesalemarket.company/>

Burgoine, 2014. Associations between exposure to takeaway food outlets, takeaway food consumption, and body weight in Cambridgeshire, UK: population based, cross-sectional study. *BMJ* 348:g1464

Burgoine, T., Mackenbach, J.D., Lakerveld, J., Forouhi, N.G., Griffin, S.J., Brage, S., Wareham, N.J. and Monsivais, P., 2017. Interplay of socioeconomic status and supermarket distance is associated with excess obesity risk: a UK cross-sectional study. *International journal of environmental research and public health*, 14(11), p.1290.

BVSC, 2023. Home page. <https://www.bvsc.org/>

Chen, P. J., & Antonelli, M. 2020. Conceptual models of food choice: influential factors related to foods, individual differences, and society. *Foods*, 9(12), 1898

Conklin et al, 2014. Variety more than quantity of fruit and vegetable intake varies by socioeconomic status and financial hardship. Findings from older adults in the EPIC cohort. *Appetite* 83:248-55.



Dawson, 2007. Accessing Healthy Food: A sentinel mapping study of healthy food retailing in Scotland.

Department of Health and Social Care, 2012. Long Term Conditions Compendium of Information: Third Edition. <https://www.gov.uk/government/publications/long-term-conditions-compendium-of-information-third-edition>

Dimbleby et al, 2020. The National Food Strategy Part One July 2020. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1021313/national-food-strategy-part-one.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1021313/national-food-strategy-part-one.pdf)

Dimbleby et al, 2021. National Food Strategy Independent Review The Plan. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1025825/national-food-strategy-the-plan.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1025825/national-food-strategy-the-plan.pdf)

Dimbleby et al, 2021. National Food Strategy Action Plan. <https://www.nationalfoodstrategy.org/>

DWP, 2022. Households below average income: an analysis of the income distribution FYE 1995 to FYE 2021. <https://www.gov.uk/government/statistics/households-below-average-income-for-financial-years-ending-1995-to-2021/households-below-average-income-an-analysis-of-the-income-distribution-fye-1995-to-fye-2021>

FAO, 2023. <https://www.foa.org/hunger/en/>

FAO, IFAD, WFP, WHO, 2017. The State of Food Security and Nutrition in the World 2017. <https://www.unicef.org/reports/state-food-security-and-nutrition-world-2017>

FAO, IFAD, UNICEF, WFP and WHO, 2018. The State of Food Security and Nutrition in the World 2018: Building Climate Resilience for Food Security and Nutrition. <https://www.fao.org/3/I9553EN/i9553en.pdf>

FAO and WHO, 2019. Sustainable healthy diets: Guiding principles. <https://www.who.int/publications/i/item/9789241516648>

Feeding Liverpool, 2021. The Good Food Plan. <https://www.feedingliverpool.org/goodfoodplan/>

The Food Foundation, 2018. Affordability of the UK's Eatwell Guide.

The Food Foundation, 2018. Smart Nutrition Cities, Building on what's gone before. <https://foodfoundation.org.uk/sites/default/files/2021-10/Nutrition-Smart-Case-Studies.pdf>

The Food Foundation, 2022. Food Cities 2022-Learning Platform. <https://foodfoundation.org.uk/initiatives/food-cities-2022-learning-platform#:~:text=Food%20Cities%202022%20Learning%20Partnership,food%20policies%20and%20action%20plans>

Food Trails, 2020. About, building pathways towards Food 2030 urban food policies. <https://foodtrails.milanurbanfoodpolicypact.org/consortium/>

Genter, C., Roberts, A., Richardson, J., & Sheaff, M. (2015). The contribution of allotment gardening to health and wellbeing: A systematic review of the literature. *British Journal of Occupational Therapy*, 78(10), 593-605.

Glasgow Food and Climate Declaration, 2021. The Declaration. <https://www.glasgowdeclaration.org/the-glasgow-declaration>

Greater Birmingham Chambers of Commerce, 2019. Birmingham Economic Review 2019. <https://www.birmingham.ac.uk/Documents/college-social-sciences/business/research/city-redi/BER19/summary-2019.pdf>

Hassink, S. G., & Fairbrother, G. 2021. Obesity and hunger threaten the foundations of child health. *Academic paediatrics*, 21(3), 396-400.

Joseph Rowntree Foundation, 2022. Child poverty rates by local authority. <https://www.jrf.org.uk/data/child-poverty-rates-local-authority>

Lachet, 2012. Eating out of home and its association with dietary intake: a systematic review of the evidence. *Obesity reviews* 13(4):329-46

Lewer et al, 2020. Premature mortality attributable to socio-economic inequality in England between 2003 and 2018: an observational study. *Lancet Public Health* 5(1), e33-e41

Local Government Association, 2022. Financial hardship and economic vulnerability in Birmingham. [https://lginform.local.gov.uk/reports/view/lga-research/ficlga-research-report-financial-hardship-and-economic-vulnerability?mod-area=E08000025&mod-group=AllMetropolitanBoroughLainCountry\\_England&mod-type=namedComparisonGroup#chart-53](https://lginform.local.gov.uk/reports/view/lga-research/ficlga-research-report-financial-hardship-and-economic-vulnerability?mod-area=E08000025&mod-group=AllMetropolitanBoroughLainCountry_England&mod-type=namedComparisonGroup#chart-53)

Michelin Guide, 2023. Birmingham Michelin Restaurants. <https://guide.michelin.com/gb/en/west-midlands/birmingham/restaurants>

Milan Urban Food Policy Pact, 2015. Milan Urban Food Policy Pact 15 October 2015. <https://www.milanurbanfoodpolicypact.org/wp-content/uploads/2020/12/Milan-Urban-Food-Policy-Pact-EN.pdf>

Milan Urban Food Policy Pact, 2021. The Global Cities Pledge on Food Justice. <https://www.milanurbanfoodpolicypact.org/resources/the-global-cities-pledge-on-food-justice/>

Mills et al, 2018. Socio-demographic characteristics and frequency of consuming home-cooked meals and meals from out-of-home-sources: cross sectional analysis of a population-based cohort study. *Public health nutrition*, 21(12), 2255-2266.

ONS, 2021. How the population changed in Birmingham: Census 2021. <https://www.ons.gov.uk/visualisations/censuspopulationchange/E08000025/>

Office for Health Improvement & Disparities, 2023a. Public health profiles. <https://fingertips.phe.org.uk/search/adults%20obesity#page/3/gid/1/pat/6/par/E12000005/ati/102/are/E08000025/iid/93088/age/168/sex/4>

Office for Health Improvement & Disparities, 2023b. Public health profiles. <https://fingertips.phe.org.uk/search/diabetes#page/3/gid/1938133138/pat/6/par/E12000005/ati/102/are/E08000025/iid/92952/age/164/sex/4/cat/-1/ctp/-1/yr/1/cid/4/tbm/1/page-options/car-do-0>

Office for Health Improvement & Disparities, 2023c. Public health profiles. <https://fingertips.phe.org.uk/search/oral%20health>

Office for Health Improvement & Disparities, 2023d. Public health profiles. <https://fingertip.phe.org.uk/profile/child-health-profiles/data#page/1/ati/302/are/E08000025>

Office for Health Improvement & Disparities, 2023e. Obesity profile. <https://fingertips.phe.org.uk/profile/national-child-measurement-programme/data#page/1/gid/8000011/pat/6/par/E12000005/ati/402/iid/90316/age/200/sex/4/cat/-1/ctp/-1/yr/1/cid/4/tbm/1>

Office for Health Improvement & Disparities, 2023f. Public health profile. <https://fingertips.phe.org.uk>

Office for Health Improvement & Disparities, 2023g. Public health profile. <https://fingertips.phe.org.uk>

PHE, 2018. Birmingham Local Authority Health Profile 2018. <https://www.nice.org.uk/Media/Default/sharedlearning/PHE%20data%20Birmingham.pdf>

SHAPE Place Atlas, 2021. Available from: <https://shapeatlas.net/>

Shinwell, J., Bateson, M., Nettle, D., & Pepper, G. V. 2022. Food insecurity and patterns of dietary intake in a sample of UK adults. *British Journal of Nutrition*, 128(4), 770-777.

Sustainable Food Places, 2021. The Sustainable Food Places Award, Guidance & Application Form. [https://www.sustainablefoodplaces.org/resources/files/documents/SFP\\_Awards\\_Framework\\_and\\_Application\\_Form.docx](https://www.sustainablefoodplaces.org/resources/files/documents/SFP_Awards_Framework_and_Application_Form.docx)

United Nations, 2023a. Food and Climate Change: Healthy diets for a healthier planet. <https://www.un.org/en/climatechange/science/climate-issues/food>

United Nations, 2023b. The 17 Goals. <https://sdgs.un.org/goals>

Visit Birmingham, 2023a. Food and Drink in Birmingham. <https://visitbirmingham.com/food-and-drink>

Visit Birmingham, 2023b. Culture & Heritage. <https://visitbirmingham.com/things-to-see-and-do/attractions/culture-and-heritage>

Waste and Resource Action Programme, 2022. Love Food Hate Waste. <https://www.lovefoodhatewaste.com/take-action-save-food>

WHO, 2018. Healthy diet Fact sheet No. 394. <https://www.who.int/publications/m/item/healthy-diet-factsheet394>

WHO, 2023. Double burden of malnutrition. <https://apps.who.int/nutrition/double-burden-malnutrition/en/index.html#:~:text=The%20double%20burden%20of%20malnutrition,populations%2C%20and%20across%20the%20lifecourse>

Williamson et al, 2017. Deprivation and healthy food access, cost, and availability: a cross-sectional study. *Journal of human nutrition and dietetics*, 30(6):791-9

WWF, 2022. Hidden Waste Report: The scale and impact of food waste in primary production. <https://www.wwf.org.uk/our-reports/hidden-waste>





# Authors, Contributors and Special Thanks

## Authors

Sarah Pullen, Service Lead, Food System Team, Birmingham City Council  
Dr Rosie Jenkins, Senior Officer, Food System Team, Birmingham City Council  
Bradley Yakoob, Senior Officer, Food System Team, Birmingham City Council  
Olanrewaju Akinola, Graduate Officer, Food System Team, Birmingham City Council  
Rhys Boyer, Graduate Officer, Food System Team, Birmingham City Council  
Chloe Browne, Graduate Officer, Food System Team, Birmingham City Council  
Emily Machin, Graduate Officer, Public Health Division, Birmingham City Council  
Edward Roberts, Graduate Officer, Public Health Division, Birmingham City Council  
Dr Justin Varney, Director of Public Health, Birmingham City Council

## Contributors

Creating a Healthy Food City Forum  
Birmingham Food System Strategy Action Plan Workshop Participants  
Everyone that engaged in the public consultation of the Birmingham Food System Strategy  
The Food Foundation  
Richard Battye, Photographer, River Studio  
Alan Davies, Head of Marketing, Birmingham City Council  
Kay Grant, Designer, Birmingham City Council

**Special thanks to the Local Food Legends across our city for trailblazing the Birmingham Food Revolution**





**[birmingham.gov.uk](http://birmingham.gov.uk)**



**@BhamCityCouncil**



**@birminghamcitycouncil**



**@birminghamcitycouncil**





# The Birmingham Food System Strategy Consultation - Responses





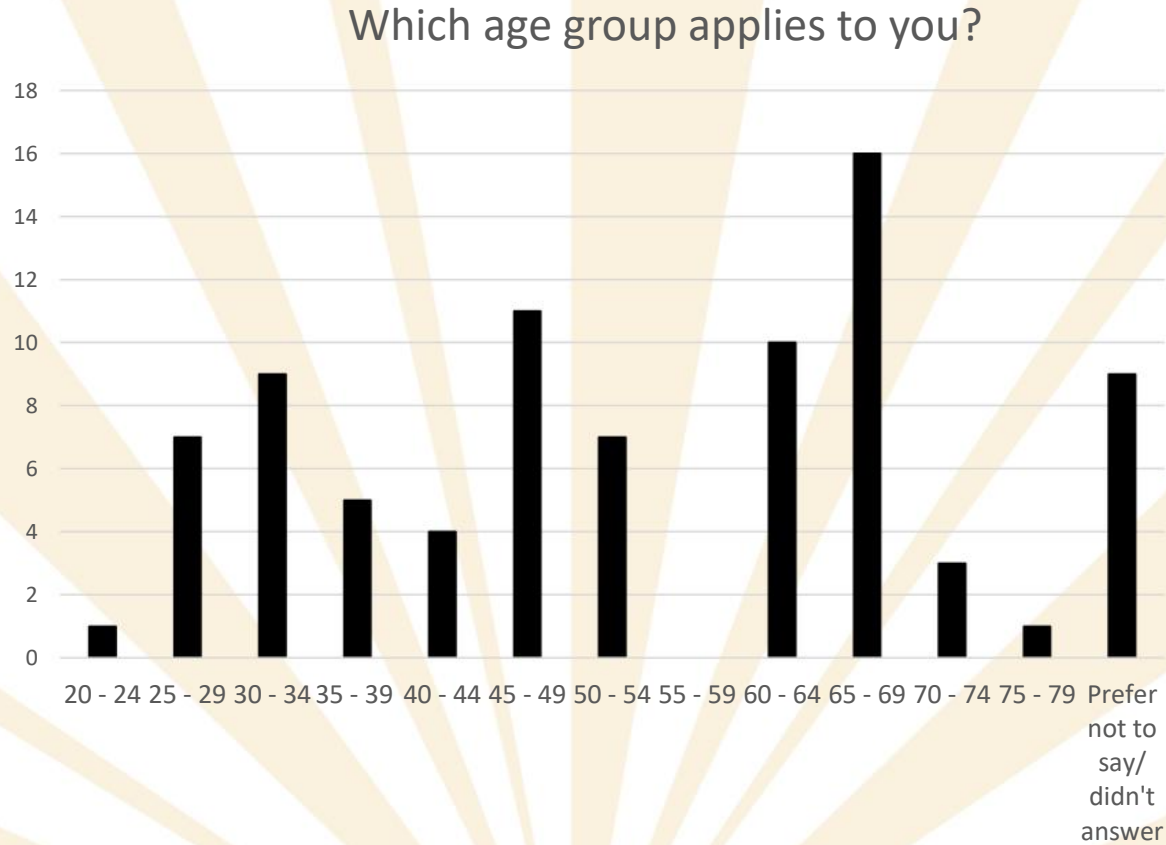
# Who took part in the consultation?

- 87 respondents on BeHeard and >10 consultation events (schools, presented to networks, Lunch and Learn, Birmingham Community Healthcare NHS Foundation Trust, community events)
- Key National Organisations including The Food Foundation, NFU, Sustain, Sustainable Food Places, BiteBack 2030, Sorted Food, Feeding Britain, the Mandala Consortium and the Urban Agriculture Consortium
- Key Regional Organisations including The Trussell Trust (Midlands), FareShare Midlands,
- Individuals from Birmingham organisations including BCC, Birmingham FoodCycle, Slow Food, Aston University, Clean Cuisine, Pip's Hot Sauce, Minor Weir and Willis, Birmingham and District Allotments Confederation, Fircroft College of Adult Education, Bring it on Brum
- Members of the public!





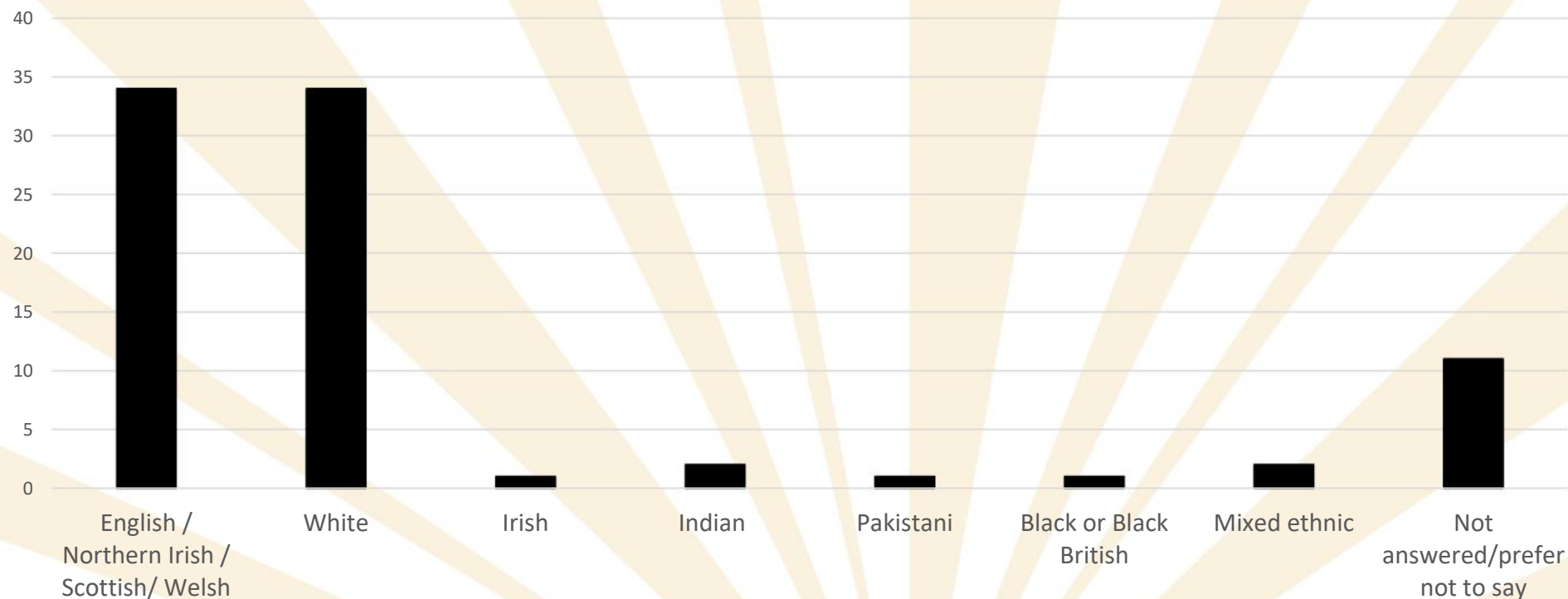
# Who took part in the consultation?





# Who took part in the consultation?

What is your ethnic group?



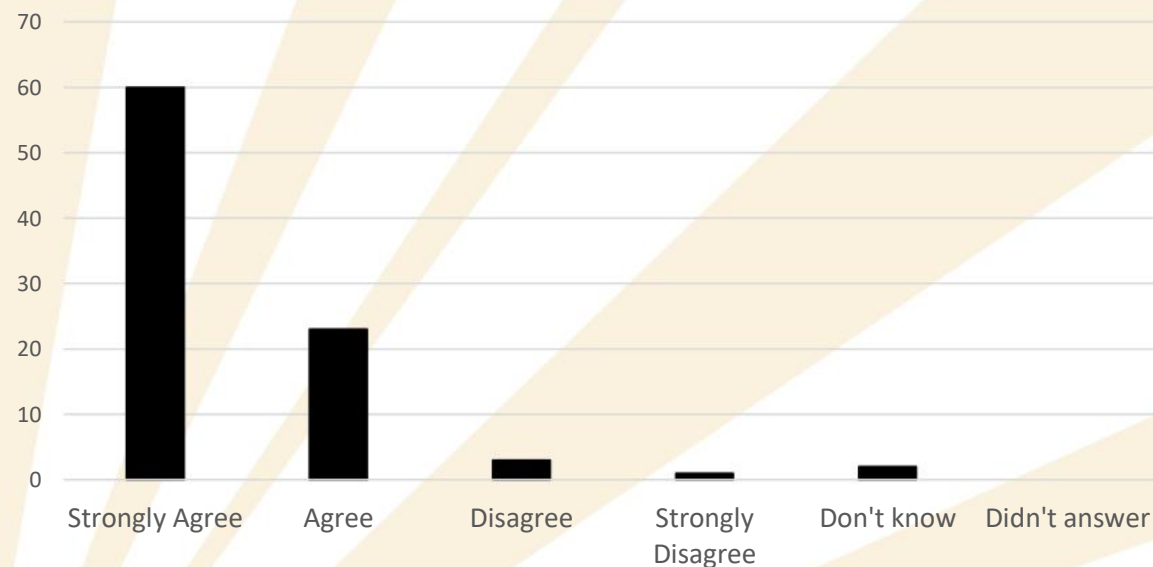


# Vision

## Vision

**Create a bold, fair, sustainable and prosperous food system and economy, where food choices are nutritious, affordable and desirable so all citizens can achieve their potential for a happy, healthy life.**

To what extent do you agree or disagree with the vision statement?





# Vision

- “An excellent goal, articulates all key elements necessary for change and for success.”
- “It's great to see the vision statement includes the need for a fair system and the focus on nutritious and affordable food. It's also great to see the reference to 'all citizens’.”
- “We welcome the opportunity to contribute to Birmingham City Council’s food strategy, and we strongly agree with the vision statement
- “It is ambitious & inclusive”
- “Let's make it happen!”





# Vision – Key Feedback

- Ambitious – possibly too ambitious!
- Too long
- Specific suggestions for the statement e.g.
  - Food should be accessible and ethical as well as nutritious, affordable and desirable,
  - Citizens and visitors,
  - Change food choices to food options
- Requires multi-agency approach
- Define some of these terms e.g. what is good nutrition?





# Key Principles

## Key Principles

Three principles are key to the development of this strategy and action plan:

### Collaborate

Strengthen partnerships and build on existing good practice.

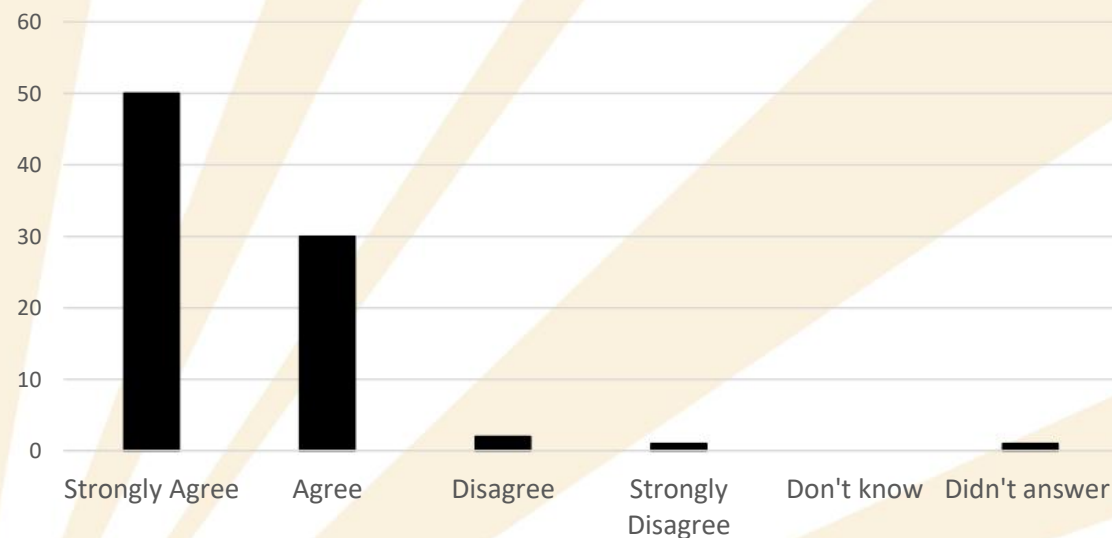
### Empower

Remove barriers and facilitate solutions.

### Equalise

Focus actions where they are needed most to reduce inequalities.

To what extent do you agree or disagree with these principles?





# Key Principles

- “Great list ... let's make it real in the mind of every decision maker, officers and elected. Really get out and engage with citizens and groups. BCC can be very conservative. Be bold!”
- “We agree with the principles of empower, collaborate and equalise.”
- “Three very well chosen principles, especially empower, which will be key moving forwards”
- “In our experience working in a partnership and collaboration is significantly more effective than companies working individually.”
- “...As for empower... 100%... give the ability to the citizens by teaching/showcasing.”





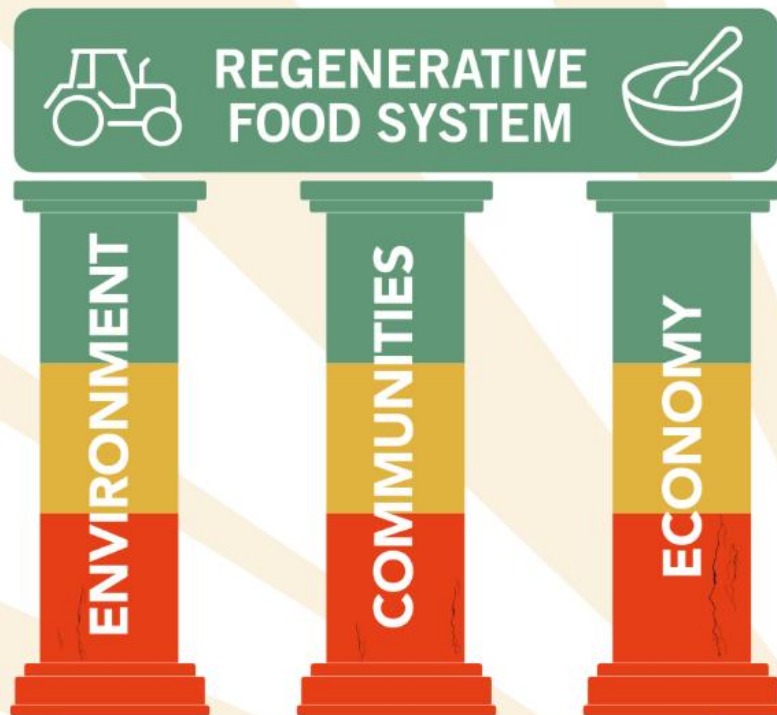
# Key Principles – Key Feedback

- Regarding the existing three principles (collaborate, empower, and equalise)
  - Be clear the principles are for actioning of the strategy not writing it
  - Need to make it clearer how these will achieve the vision, aims, etc.
  - Generally agree, some say principles are too vague – provide examples of principles in action?
- Suggestions of additional principles
  - Local
  - Education
  - Decentralisation
  - Bigger picture





# Ambition

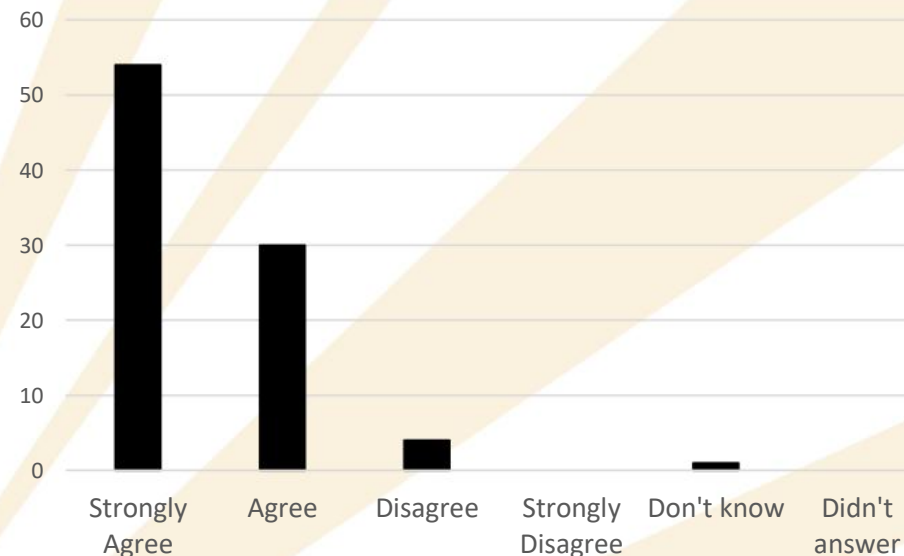


**UNSUSTAINABLE PRACTICES DAMAGE THE FOUNDATION  
OF OUR ENVIRONMENT, COMMUNITIES AND ECONOMY.**

A thriving food system is built on a strong foundation where we regenerate and improve our environment, communities and economy.

It is no longer enough to reduce negative outcomes by being sustainable or neutral. If we do this nothing will improve so we must aim higher.

To what extent do you agree or disagree with this ambition?





# Ambition

- “Fantastic - this should be a UK wide objective with the investment, leadership & partners to deliver.”
- “I agree with the ambition but think it will be very difficult to achieve”
- “If it works then this strategy is a win-win for everyone and the environment.”
- “Regenerate is so powerful. We are not going to let climate change rip, we are no going to manage decline, we are going to work positively, together, to improve our environment, our communities and our economy.”
- “We agree with these ambitions, particularly a future where every citizen, no matter their circumstances, can eat an affordable, healthy, and sustainable diet. This is not currently the case. “
- “The ambitions of the Birmingham Food Strategy go hand in hand with the ambition to end the need for food banks. “





# Ambition – Key Feedback

- 8 years is a short timeline for these changes → very aspirational
- Need to manage expectations. Give context re. plan and timeframes
- More clarity on how ambitions will be achieved; greater links/signposting between vision, principles, ambitions and aims
- Recognise the limitations of the strategy due to the importance of central government
- Use objective not subjective language e.g. “fair salary”

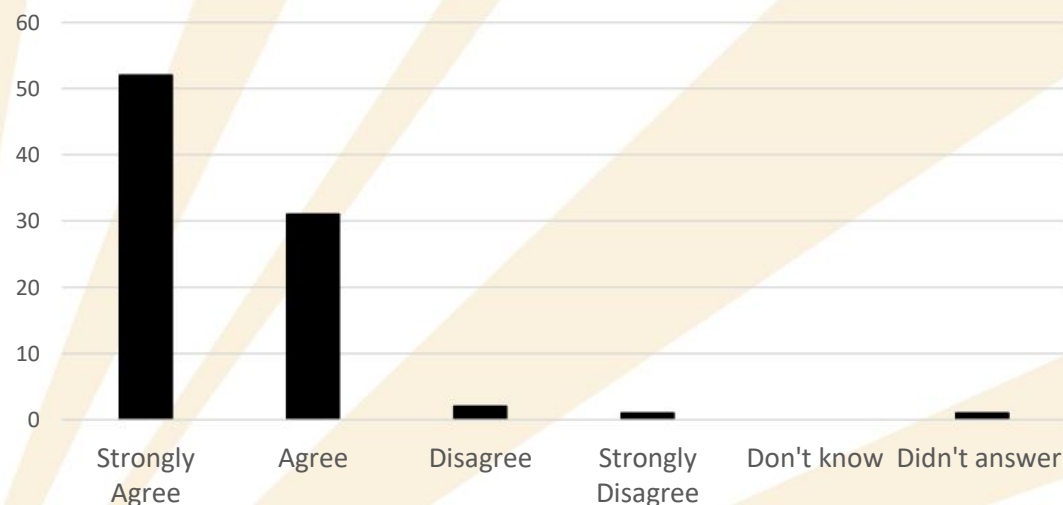




# Aims

- Grow the Birmingham Food Revolution
- Build a sustainable, ethical and nutritious food system and a thriving local economy
- Build stronger resilient communities that support those who most need it, and mitigate food insecurity
- Empower citizens to consume a sustainable, ethical, healthy and nutritious diet

To what extent do you agree or disagree with the aims?





# Aims

- “Generally the aims highlights the main areas of the city’s food system that need improving from production to waste/reuse, education and greater involvement in it.”
- “All excellent aims- glad to see life course emphasis - from birth onwards.”
- “All great points, the link to both diet and a healthy lifestyle including exercise is such a critical link which can support nutrition in itself.”
- “With everyone on-board, a win-win situation will be created.”
- “If people are able to access good healthy local food and receive support the quality of life in Birmingham will be even better than it is now.”
- “Yes, sustainable, ethical and nutritious are the right values to put at the heart of these aims. An empowering City Council can do so much to help make a reality of these values.”





# Aims – Key Feedback

- While ambition is good, the process will rapidly lose momentum if there are not the resources and investment needed which is commensurate with achieving the aims.
- Be realistic about how big the challenges are and how long it takes to make changes on the scale needed.
- Importance of monitoring and measuring impact
- National and international food businesses seem quite key in this area
- Co-design plans and resources with communities not to communities
- Framing that it is good to build stronger and more resilient communities, but people shouldn't have to rely on their communities for support
- Need to mention growing/allotments and education in aims

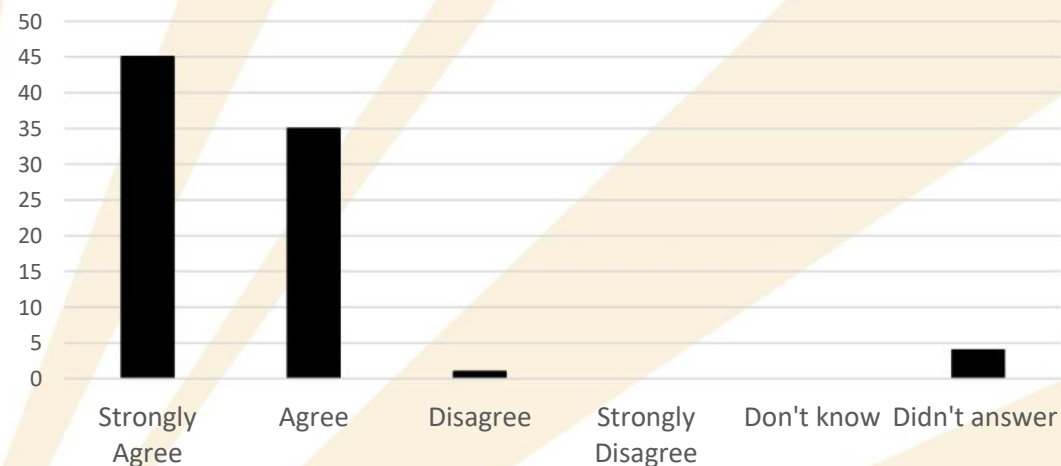




# Big Bold City Approach

- Across people and communities
- Across the life course
- Across the city
- Across settings – food businesses, supply chain, third sector & not-for-profits, community & faith settings, education settings, further education settings.  
Birmingham City Council, public services, research and innovation, workplace and employers, industry networks, home.

To what extent do you agree or disagree with the Big Bold City approach?





# Big Bold City Approach

- “Be fabulous if everyone got on board.”
- “It is certainly Big and Bold. This makes it essential that the City Council makes a reality of the collaboration and empowerment and partnerships that will be needed to make a reality of the vision.”
- “We agree with this approach as it cannot be just the City Council's responsibility to bring about change.”
- “There is a lot we can link together here, and will take a lot of dedicated resource and management to do this, but if done effectively, it will be very powerful and impactful.”
- “Yes, this cannot work in at the absence of collective effort”
- “The Bold City approach correctly recognises that to achieve a revolution in attitudes then active engagement with the citizens of Birmingham is essential to ensuring the proposed actions are accepted and acted on.”





# Big Bold City Approach - Key Feedback

- Consensus that health should be listed as a separate partner - health visitors, community & school nurses, dietitians, nutritionist, dentistry and other therapists could be key in encouraging and supporting change.
- Hard to see the impact that the council can have on some of these settings
- Comprehensive approach but would it be wiser to focus on a few settings and do them well?
- What role will citizens play?
- Lifecycle of PRODUCE
- More details on childcare settings – childminders, holiday clubs, after-school clubs, leisure centres
- Include: homeless shelters, refuges, care homes, food banks, slaughter houses, factories, incinerator
- Lobby central government?





# Framework for Action

## Food Production

Empower citizens and local producers to grow and preserve food and connect to the city's food system.

## Food Sourcing

Increase sourcing of local, environmentally sustainable, ethical and nutritious foods across the food system.

## Food Transformation

Transform diets to contain more diverse and nutritious ingredients, and less fat, salt and sugar.

## Food Waste and Recycling

Maximise the repurposing and distribution of surplus food and minimise waste and unsustainable packaging.

## Food Economy and Employment

Create a thriving local food economy for all and maximise training and employment opportunities.

## Food Skills and Knowledge

Empower citizens with knowledge and skills in relation to the food system from farm to fork.

## Food Behaviour Change

Ensure the capability, opportunity and motivation for key behaviours that will enable long term change.

## Food Security & Resilience

Ensure all citizens in every community, at every age, have access to sufficient affordable, nutritious and safe food.

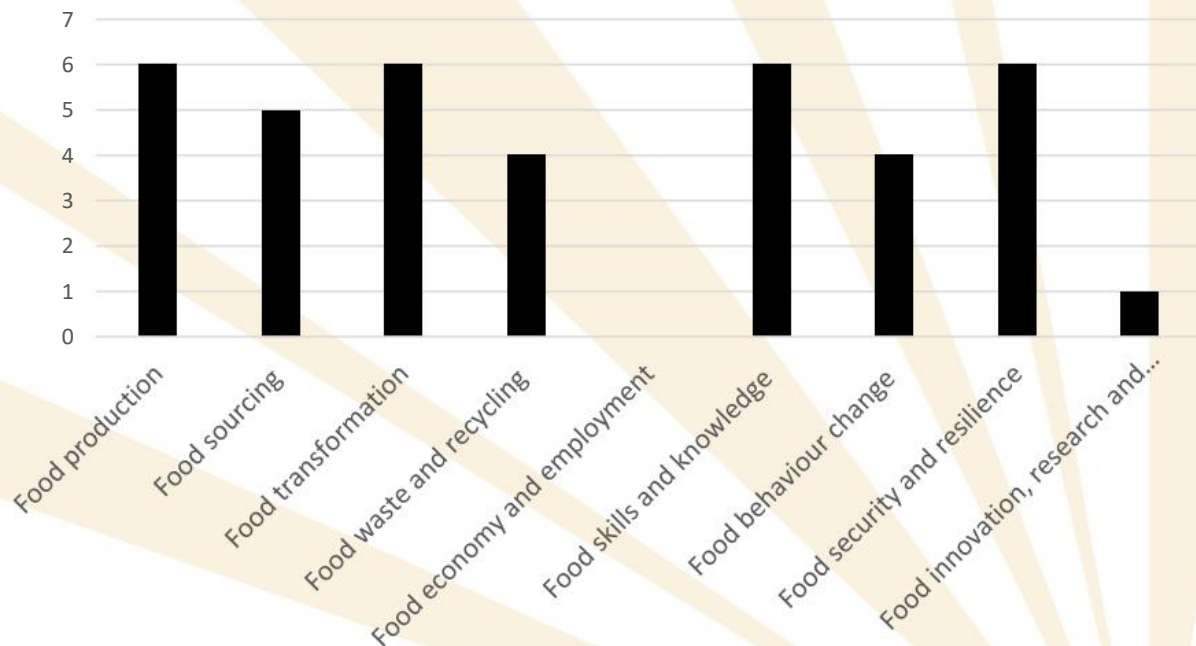
## Food Innovation, Partnerships & Research

Gather insights and facilitate innovation, collaboration, learning and research across the food system.

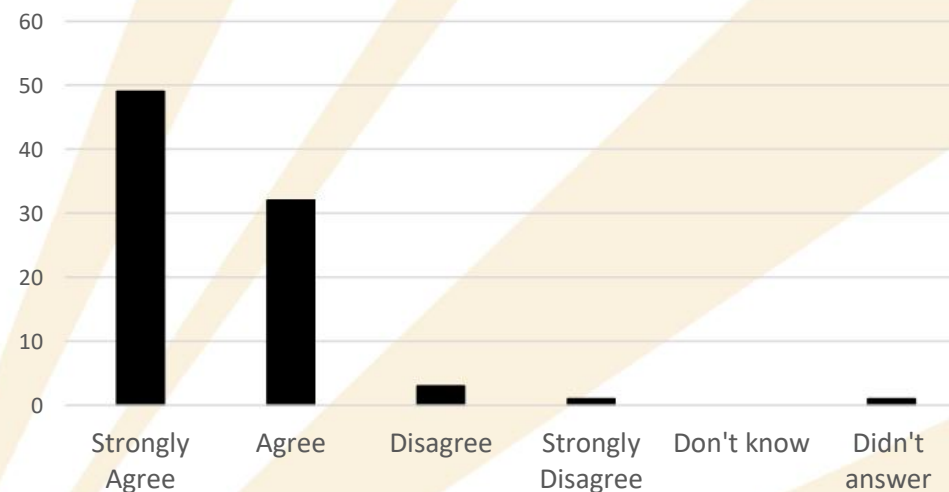


# Framework for Action

Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?



To what extent do you agree or disagree with the overall Framework for Action?





# Framework for Action

- “The 9 workstreams complement each other and hopefully there will be cross-workstream collaboration too. I would choose food skills and knowledge as the key underpinning basis for making progress across all 9 workstreams.”
- “I strongly support the 9 workstreams proposed.”
- “I think it’s really comprehensive.”
- “Outstanding list. Valuable guide to concerted local community action. people are passionate about grow and their environment. How can we best build from that.”





# Framework for Action - Key Feedback

- Nine is too many workstreams – not making strategic choices/prioritise. Could shorten and/or prioritise?
- Some workstreams framed as outcomes, some as actions
- More explicitly link to vision, ambitions, aims etc. – which workstreams will address which aim?
- Perhaps cross-cutting streams: behaviour change, skills & knowledge, innovation, data (?) etc.
- Additional suggested workstreams
  1. **Preparedness for food shortages and scarcities** – early warning system for supply disruption and reference to local resilience forum (*could go under workstream 8*)
  2. **Food safety, assurance and integrity** – promote FHRs scheme, tackle food crime, monitor data submitted to the Local Authority Enforcement Monitoring System



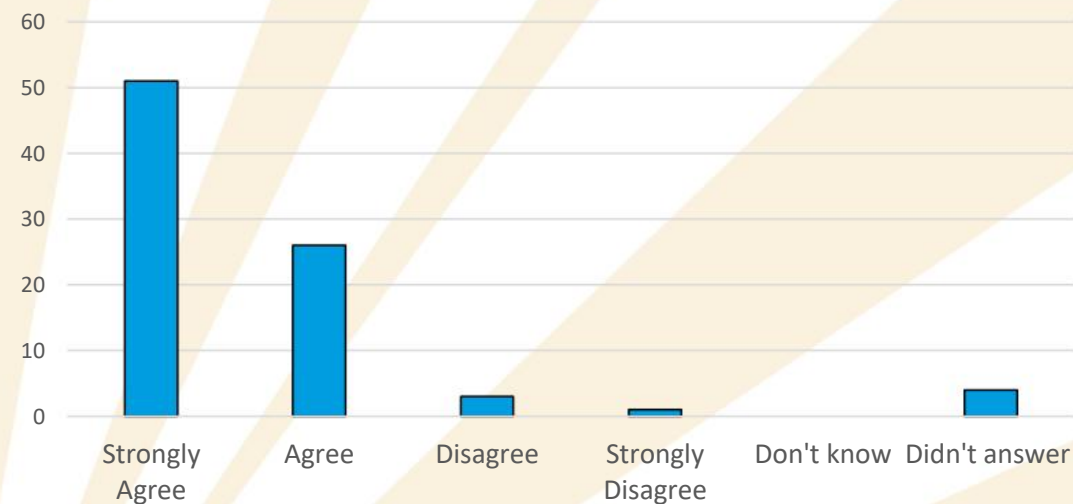


# Food Production

## Food Production

**Empower citizens and local producers to grow and preserve food and connect to the city's food system.**

To what extent do you agree or disagree with the Food Production workstream?





# Food Production – Key Feedback

- Importance of food growing in improving lifestyles generally – where food comes from
- Consider spraying of pesticides and herbicides by council, especially on allotments
- Protect allotment sites and improve BCC allotment service
- Identify space that can be used for growing and enable use of that land (make it easy!) – allocate additional land for growing and protect it (long term)
- Initiatives to empower people to grow food
- Consider soil quality solutions
- Get people into farming e.g. apprenticeships, colleges
- Workstream – more specific focus on fruit and vegetables?



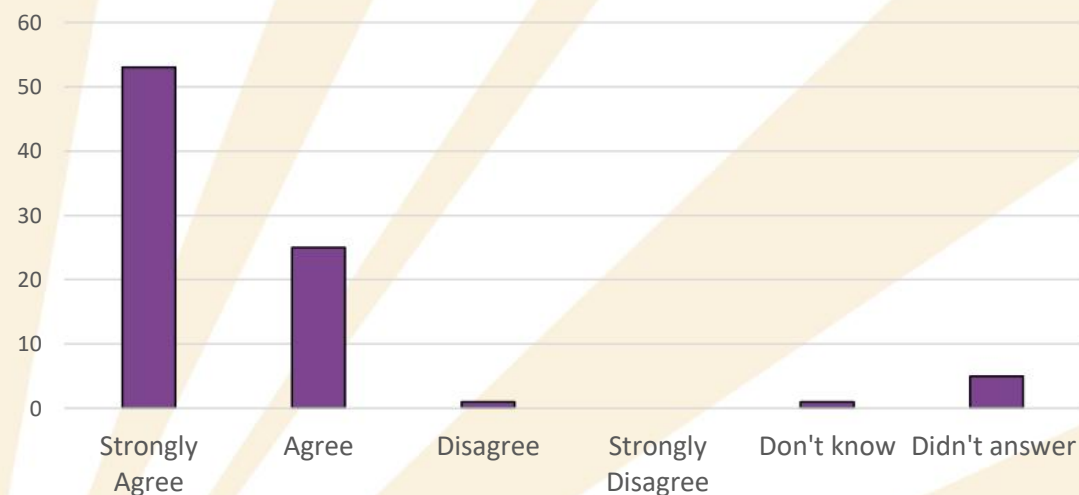


# Food Sourcing

## Food Sourcing

**Increase sourcing of local, environmentally sustainable, ethical and nutritious foods across the food system.**

To what extent do you agree or disagree with the Food Sourcing workstream?





# Food Sourcing – Key Feedback

- Need more explicit and proactive engagement with the Shires around us
- Use hyperlocal partners to help people access good food (including community centres for youth)
- Bring back local markets!
- Do something about gluts – gleaning?
- Allow people with allotments to sell to public or encourage to donate to food projects
- Use procurement to enable local suppliers
- Highlight importance of food/farming to climate emergency
- Use empty lots for local markets
- Develop visitor actions with a positive impact
- Vertical farming



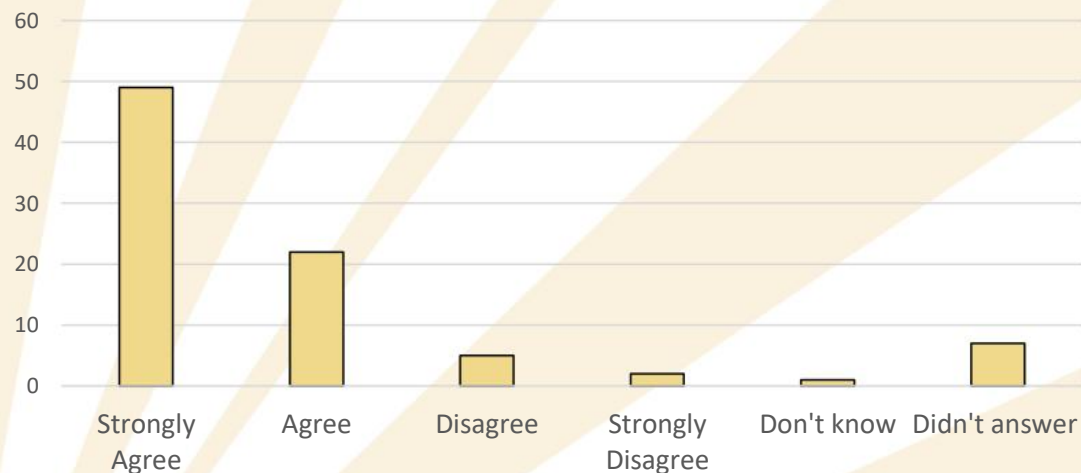


# Food Transformation

## Food Transformation

**Transform diets to contain more diverse and nutritious ingredients, and less fat, salt and sugar.**

To what extent do you agree or disagree with the Food Transformation workstream?





# Food Transformation – Key Feedback

- Need to define what healthy eating is (and focus on positive as well as negative)
- Restrict development of more cheap fast food outlets and promote healthy food offer
- Greater publicity of local good food e.g. where is my nearest greengrocer?
- Local HFSS (or based on VAT) advertising restrictions
- Working with Birmingham based businesses and in public settings in using a range of strategies to help these companies move towards a better health profile of their food sales, e.g. healthy catering commitment, implementation of school food standards, creating incentives and support packages for small retail settings
- Recognise importance of central government in this area
- “Diverse” not a good thing, want to reduce no. of ingredients (“fewer and more nutritious”)
- Solutions need to be the easiest option or change won’t happen



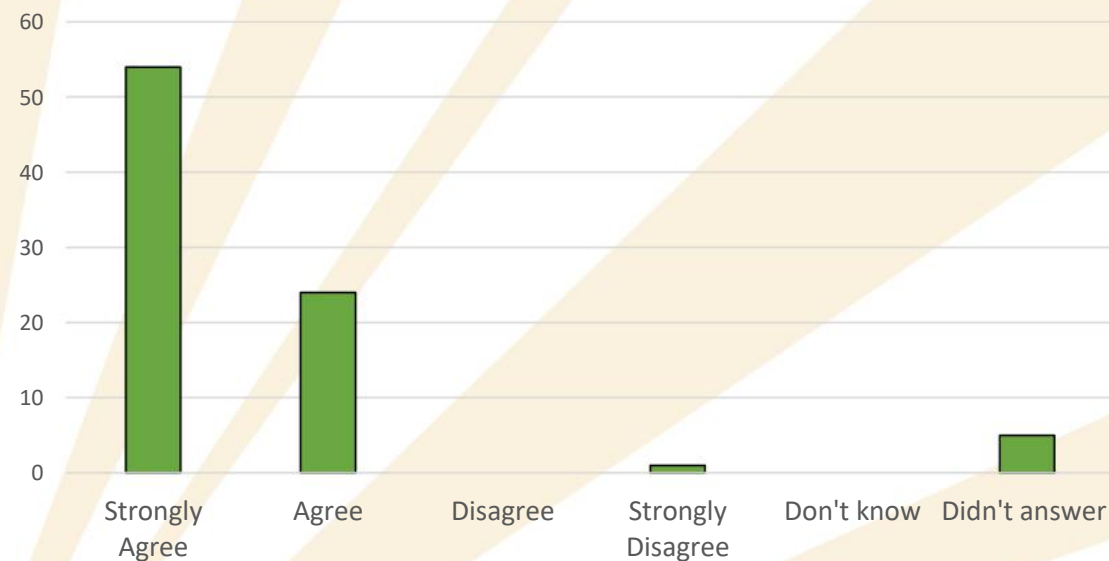


# Food Waste & Recycling

## Food Waste and Recycling

**Maximise the repurposing and distribution of surplus food and minimise waste and unsustainable packaging.**

To what extent do you agree or disagree with the Food Waste and Recycling workstream?





# Food Waste & Recycling – Key Feedback

- Redistribution of surplus food – BCC, businesses, volunteer schemes, food pantries
- Educating people about not wasting food
- Facilitating composting + household food waste collection for all of Birmingham
- Promote energy saving in food preparation
- Address single use plastics and packaging
- Needs buy-in from communities and represents major shift in habits
- Help zero waste food businesses
- Embed zero waste throughout food's lifecycle (not just when utilised by consumers) - secondary markets



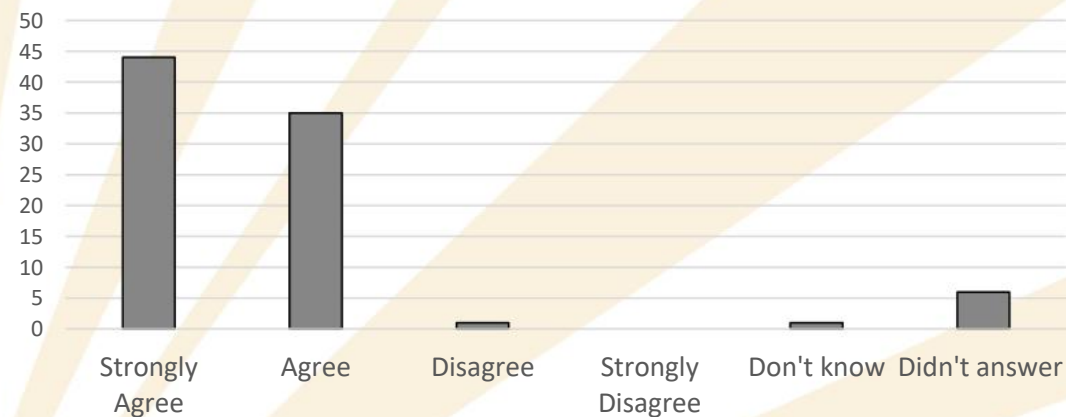


# Food Economy & Employment

## Food Economy and Employment

**Create a thriving local food economy  
for all and maximise training and  
employment opportunities.**

To what extent do you agree or disagree  
with the Food Economy and Employment  
workstream?





# Food Economy & Employment – Key Feedback

- Funding for positive food businesses/CICs
- Living wage (!) - including apprenticeships
- Change narrative around farming as skilled work
- Development of sustainable food systems can help boost social employment by offering training and creating jobs at restaurants and with producers. Access to start-up support could enable new enterprises to develop and innovate, increasing the number of food-related jobs and training opportunities.
- Entrepreneurial approach to brands like the Balti Triangle
- Greater links between food industry and universities/colleges
- Businesses doing well in certain areas to be celebrated



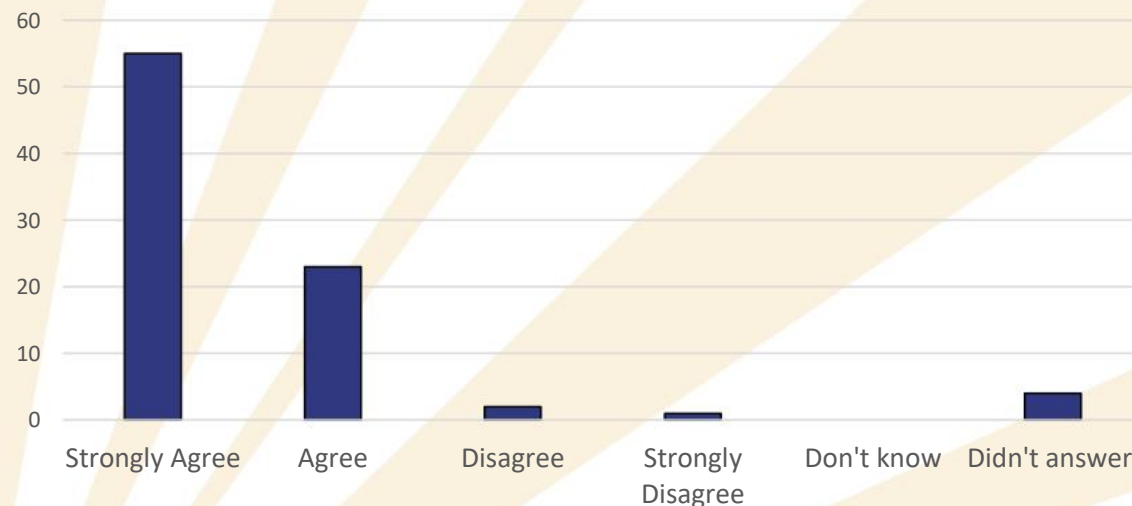


# Food Skills & Knowledge

## Food Skills and Knowledge

**Empower citizens with knowledge and skills in relation to the food system from farm to fork.**

To what extent do you agree or disagree with the Food Skills and Knowledge workstream?





# Food Skills & Knowledge – Key Feedback (1)

- Make workstream clearer including how implemented and what it could be measured against.
- The focus seems to be primarily on citizens and there is a risk of adopting victim blaming and individualistic behaviour change approaches that may be marginally effective and widen inequalities. Thinking more upstream suggests that a greater focus is needed on upskilling food professionals in food skills to better support human and planetary health and ensures addressing systemic barriers which frame & dictate behaviour
- Lots of responses around schools and children's education
- Helpful comments around what skills/knowledge to improve
- Cooking lessons for Birmingham citizens (online/in person)
- Consumers' knowledge and skills will underpin the achievement of a great deal of the ambition set out in the consultation document.





# Food Skills & Knowledge – Key Feedback (2)

- Emphasis on enjoyment of learning new skills & keeping it fun
- Establishing positive food relationships from birth
- Treading careful balance between providing enjoyable, non-patronising opportunities for skills development without assuming all of the problems we face regarding our food choices and consumption are due to poor awareness/lack of skills
- People don't look to the council for skills and knowledge!



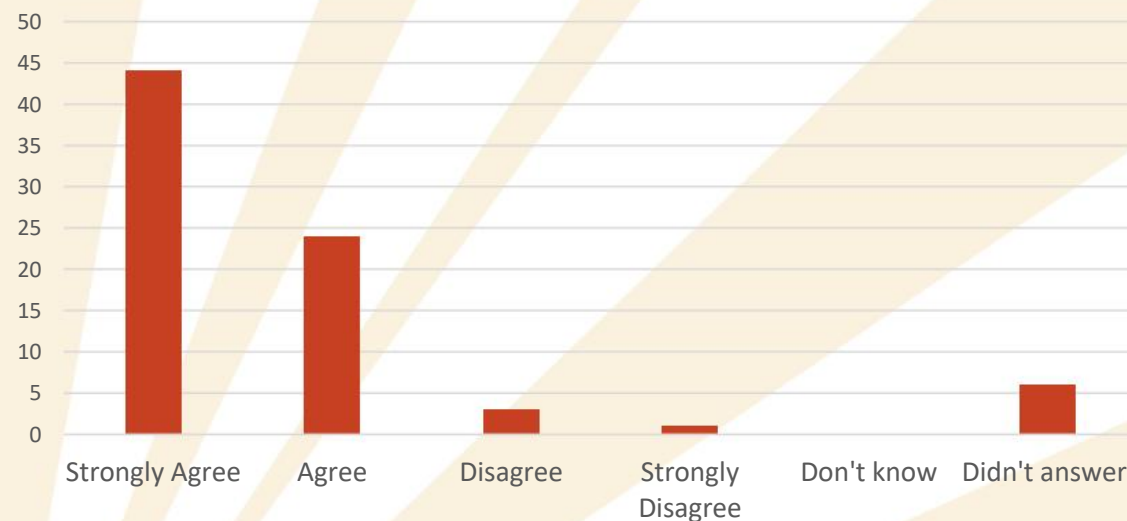


# Food Behaviour Change – Key Feedback

## Food Behaviour Change

**Ensure the capability, opportunity and motivation for key behaviours that will enable long term change.**

To what extent do you agree or disagree with the Food Behaviour Change workstream





# Food Behaviour Change – Key Feedback

- Social determinants of health are a key consideration for this in particular
- If behaviour change is achieved, support is needed to maintain the changed behaviour.
- Education and behaviour go hand in hand e.g. schools play important role in children's behaviour
- Social prescribing is a good idea but yet to deliver
- Robust planning is important in behaviour change
- Remove easy access to and advertising of junk food.
- Consider peer pressure!
- Social campaigns
- Difficult given food environments



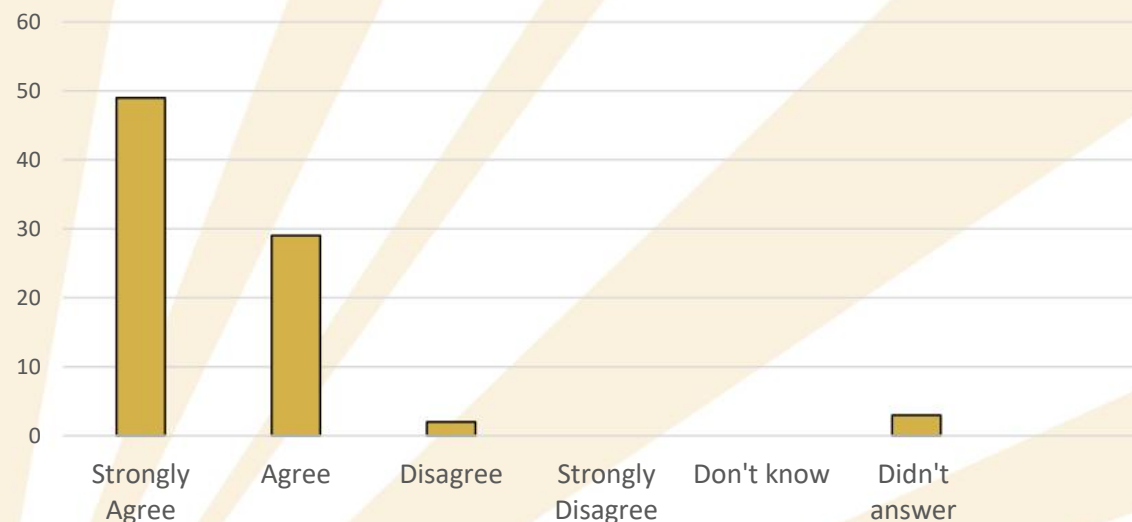


# Food Security & Resilience – Key Feedback

## Food Security & Resilience

**Ensure all citizens in every community, at every age, have access to sufficient affordable, nutritious and safe food.**

To what extent do you agree or disagree with the Food Security & Resilience workstream?





# Food Security & Resilience – Key Feedback

- Need to mention direction of travel – reducing reliance on foodbanks!
- Need to integrate plan with living wages
- Support for people on fringes who e.g. don't qualify for HS vouchers, experiencing in-work poverty
- Importance of income, benefits, wider determinants
- Stigma reduction is important
- Invest in community initiatives
- Need to mention the climate emergency
- A clear acknowledgement of where, and how, this strategy interacts and intersect with other strategies and workstreams would be hugely beneficial.





# Food Innovation, Partnerships and Research

## Food Innovation, Partnerships & Research

**Gather insights and facilitate innovation, collaboration, learning and research across the food system.**



To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream?





# Food Innovation, Partnerships and Research – Key Feedback

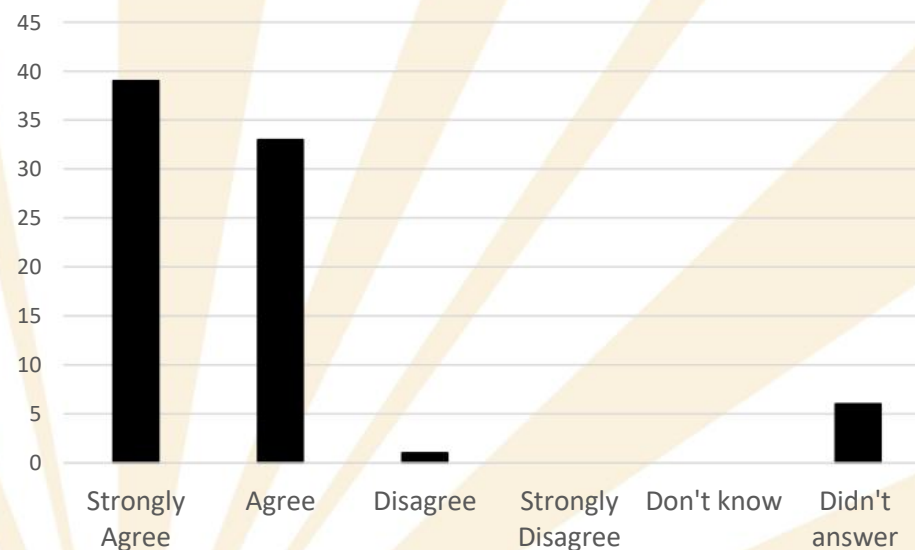
- Explicitly mention technology
- Hospitality industry as key innovators and partners (currently overlooked)
- “has previously all been said” & “this workstream seems to be primarily about learning rather than innovation. I would suggest that this doesn't warrant being a standalone workstream, but rather learning should be built into the whole strategy “– *cross cutting theme?*”
- Right to focus on research as a key driver of understanding, innovation and seizing future opportunities to achieve the strategy's goals and go further.
- It is not clear whether/how citizens will be involved in this initiative – include citizen science and involve all of our citizens communicating regularly with transparent accountability and expenditure





# To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities?

- Be clear how people can engage
- Transparency of decision-making
- Don't use alienating language
- Specify funding attached
- **Top down – needs to be bottom up**





# Who should we be communicating with?

- Charities that offer food
- Allotment owners & BCC allotment department
- BDAC
- PAN-UK
- Soil Association, Bee-friendly Brum, Wildlife trusts
- School food suppliers (including Cityserve)
- Food businesses including Digbeth Dining Club
- Planning and Transport → holistic vision
- Children & Young People's Services





# Any key priorities missed?

- Reference to Net Zero action plan
- Aligning to grass roots approaches already happening
- Consult PAN-UK re. other cities moving towards organic food growing
- Transparent key performance indicators
- Allotments as priority
- Strong links with government departments (lobbying?)
- Keep scientific literature under constant review
- BAME businesses
- Eating disorders

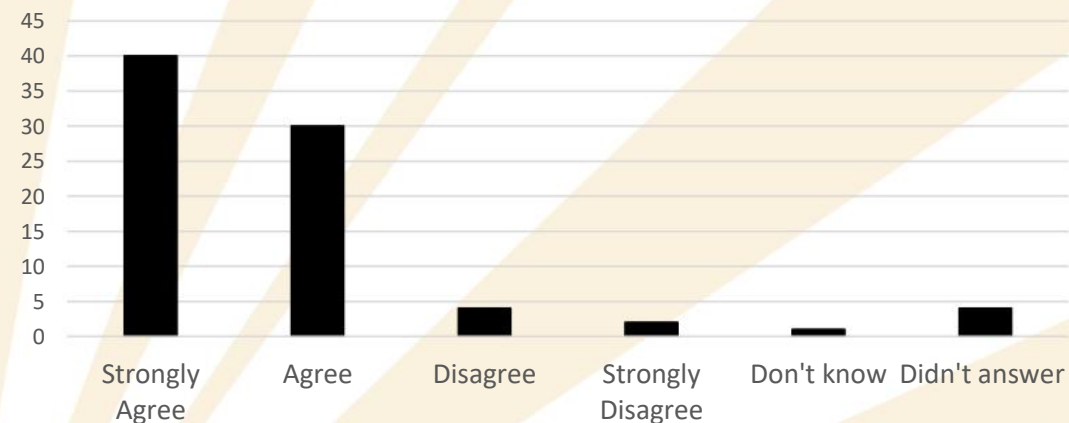




# FADMAP Tool



To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool?





# FADMAP Tool – Key Feedback

- Need to be more precise about who FADMAP is for and what it is – some people struggled to understand what the tool is, who it's for, what it's for etc.
- Very wordy & lots of considerations – may not help prioritise!
- Need to be clearer about order – is there a hierarchy? Are they equally weighted? People disagree with order. Eg. top 3: 1. Cost effective; 2. Environmentally sustainable; 3. Evidence based
- This initiative is built around a top-down approach that claims looking at benefitting individuals with centralised decision-making. Change to a bottom-up approach.
- Need to focus on long term achievable initiatives.
- Quantitative and qualitative assessment of success – how will you know which aspects have been effective?
- Prioritise effectiveness over minimising spending
- Need to put actual nutrition at heart of strategy





# Key Changes following feedback

- Making the vision, ambition, aims etc more coherent
- Added “Food Safety and Standards” workstream
- Changing to 6 core workstreams and 4 cross-cutting themes
- Lots of suggested actions collated
- 





Full responses can be found here:

[Final BeHeard Responses.xlsx](#)

Feedback amalgamated for when rewriting the strategy  
can be found here:

[Consultation Results for Actioning 2.docx](#)









Title of proposed EIA	Birmingham Food System Strategy: A bolder, healthier and more sustainable Birmingham (2022-2030)
Reference No	EQUA1038
EA is in support of	New Strategy
Review Frequency	Two Years
Date of first review	19/01/2025
Directorate	Strategy Equality and Partnerships
Division	Public Health
Service Area	Food Systems
Responsible Officer(s)	<input type="checkbox"/> Chloe Browne
Quality Control Officer(s)	<input type="checkbox"/> Sarah Pullen
Accountable Officer(s)	<input type="checkbox"/> Modupe Omonijo
Purpose of proposal	To seek approval of the Birmingham Food System Strategy: A bolder, healthier and more sustainable Birmingham (2022-2030)
Data sources	Survey(s); Consultation Results; Interviews; relevant reports/strategies; relevant research
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Wider Community
Age details:	<p>The overall impact of the strategy is likely to be positive for all age groups. Census 2021 reports that of the 1,144,900 citizens living in Birmingham, 27% are aged 0-18 years, 60% are aged 19-64 years and 13% are aged 65+ years. The strategy consists of actions across a range of different settings and work streams to create a fair, sustainable and prosperous food system and economy, where food options are nutritious, affordable and desirable so everyone can thrive.</p> <p>Key features include ensuring that we consume a varied diet, balanced across food groups, which contains enough energy and nutrients for growth and development and for an active and healthy life across the life course. Furthermore, it recognises that food is central to our lives and that people of</p>



all ages develop meaningful connections when they come together to share or grow food.

The strategy is underpinned by objectives and actions, delivered through the Big Bold City tool in order to ensure that we achieve a whole-system approach, address gaps, and focus actions where they are needed most. The tool includes viewing the strategy themes, work streams and actions from the perspective of all stages of the life course, including pregnancy and maternity, early years, children, young people, adults and older adults. In addition, the tool includes viewing actions across a range of settings which incorporate people of all ages, including education and childcare settings, the workplace and community settings.

The strategy also contains the Food Action Decision-Making and Prioritisation (FADMaP) tool to highlight key considerations for prioritising food policy actions and interventions. In terms of age, the tool guides us to put the citizen at the heart of our approach, working with citizens across the city to help co-produce a healthy, sustainable, economically viable food environment that is accessible to everyone. This will ensure that actions consider people of all ages.

Our strategy is evidence-based, drawing on a wide range of research and insights including the Birmingham Seldom Heard Voices Conversations, which included focus groups with Age Concern Birmingham and Birmingham Children's Trust. In addition, the strategy has evolved after receiving feedback through the Birmingham Food System Strategy Consultation. This involved engagement with organisations such as Bite Back 2030 (a youth-led campaign group), the Birmingham Youth Service and the BCC Older Adults team. The consultation feedback did not highlight any adverse impacts on this protected characteristic.

Protected characteristic: Disability

Disability details:

Wider Community

The Equality Act (2010) defines an individual as disabled if they have a



physical or mental impairment that has a substantial and long-term negative effect on their ability to carry out normal day-to-day activities. Census 2021 reports that 20% of people in Birmingham are disabled under the Equality Act. The strategy consists of actions across a range of different settings and work streams to create a fair, sustainable and prosperous food system and economy, where food options are nutritious, affordable and desirable so everyone can thrive. The strategy focuses on prioritising actions where they are needed most to reduce inequalities and should therefore deliver benefits for people with a disability.

Key features of the strategy include tackling food justice together and ensuring that everyone, no matter their circumstances, can eat an affordable, healthy and sustainable diet, and communities support those who need it most. The strategy also aims to avoid, and proactively counteract, negative impacts from inequalities resulting from disability.

The strategy is underpinned by objectives and actions, delivered through the Big Bold City tool in order to ensure that we achieve a whole-system approach, address gaps, and focus actions where they are needed most. The tool includes viewing the strategy themes, work streams and actions from the perspective of different people and communities, including abilities such as visual or hearing impairment, physical disability and neurodiversity.

The strategy also contains the Food Action Decision-Making and Prioritisation (FADMaP) tool to highlight key considerations for prioritising food policy actions and interventions. In terms of disability, the tool guides us to address poverty and inequalities to ensure nutritious fulfilling food in the city of Birmingham should be a right of all its people. Beyond food, it considers the accessibility of proposed actions in terms of equipment, technology, literacy, transport and more. This will ensure that actions consider people with a disability.



drawing on a wide range of research and insights including the Birmingham Seldom Heard Voices Conversations, which included focus groups with people with learning difficulties, physical impairments and sensory impairments. In addition, the strategy has evolved after receiving feedback through the Birmingham Food System Strategy Consultation. This involved engagement with schools; networks; national, regional and Birmingham based organisations; and members of Birmingham's communities. The consultation feedback did not highlight any adverse impacts on this protected characteristic.

Protected characteristic: Sex

Gender details:

Wider Community

With the key principle of 'equalise', whereby the strategy focuses actions to where they are most needed to reduce inequalities, it will address inequalities based on this characteristic. The strategy consists of actions across a range of different settings and work streams to create a fair, sustainable and prosperous food system and economy, where food options are nutritious, affordable and desirable so everyone can thrive.

The strategy aims to avoid, and proactively counteract, negative impacts from inequalities resulting from gender. Furthermore, the strategy outlines how it aligns with the sustainable development goals, including the sustainable development goal 1.b, which is about creating policy frameworks that are gender sensitive to eradicate poverty.

The strategy is underpinned by objectives and actions, delivered through the Big Bold City tool in order to ensure that we achieve a whole-system approach, address gaps, and focus actions where they are needed most. The tool includes viewing the strategy themes, work streams and actions from the perspective of different people and communities including genders and gender identity.

The strategy also contains the Food Action Decision-Making and Prioritisation (FADMaP) tool to highlight key considerations for prioritising food policy actions and



interventions. In terms of gender, the tool guides us to put the citizen at the heart of our approach, working with citizens across the city to help co-produce a healthy, sustainable, economically viable food environment that is accessible to everyone. This will ensure that actions consider people of all genders.

Our strategy is evidence-based, drawing on a wide range of research and insights including the Birmingham Seldom Heard Voices Conversations, which included focus groups with people of all genders. In addition, the strategy has evolved after receiving feedback through the Birmingham Food System Strategy Consultation. This involved engagement with schools; networks; national, regional and Birmingham based organisations; and members of Birmingham's communities. The consultation feedback did not highlight any adverse impacts on this protected characteristic.

## Protected characteristics: Gender Reassignment

### Gender reassignment details:

## Wider Community

Current estimates suggest that there are approximately 536,648 trans people in the UK and 9,124 trans people in Birmingham. We know that this community faces inequalities in health and therefore have ensured that the strategy will consist of actions that will consider how to reduce inequalities for this community.

The strategy is underpinned by objectives and actions, delivered through the Big Bold City tool in order to ensure that we achieve a whole-system approach, address gaps, and focus actions where they are needed most. The tool includes viewing the strategy themes, work streams and actions from the perspective of different people and communities including gender identity.

The strategy also contains the Food Action Decision-Making and Prioritisation (FADMaP) tool to highlight key considerations for prioritising food policy actions and interventions. In terms of gender reassignment, the tool guides us to put the citizen at the heart of our



approach, working with citizens across the city to help co-produce a healthy, sustainable, economically viable food environment that is accessible to everyone. This will ensure that actions consider people of the trans community.

Our strategy is evidence-based, drawing on a wide range of research and insights including the Birmingham Seldom Heard Voices Conversations, which included focus groups with LGBTQI+ citizens. In addition, the strategy has evolved after receiving feedback through the Birmingham Food System Strategy Consultation. This involved engagement with LGBTQI+ networks. The consultation feedback did not highlight any adverse impacts on this protected characteristic.

## Protected characteristics: Marriage and Civil Partnership

### Marriage and civil partnership details:

## Wider Community

Evidence has shown that marital status can influence a person's health-related behaviours and outcomes. The way in which it does so is through factors such as economic support, social support, and household living situation.

The strategy is underpinned by objectives and actions, delivered through the Big Bold City tool in order to ensure that we achieve a whole-system approach, address gaps, and focus actions where they are needed most. The tool includes ensuring that we tackle food justice together and ensuring everyone, no matter their circumstances, can eat an affordable, healthy and sustainable diet, and communities support those who need it most.

The strategy also contains the Food Action Decision-Making and Prioritisation (FADMaP) tool to highlight key considerations for prioritising food policy actions and interventions. In terms of marriage and civil partnerships, the tool highlights that Birmingham citizens should have access to food, and the means to cook



and prepare meals, in all living situations and life circumstances e.g. marital status.

Our strategy is evidence-based, drawing on a wide range of research and insights including the Birmingham Seldom Heard Voices Conversations, which included focus groups with people across a range of protected characteristics. In addition, the strategy has evolved after receiving feedback through the Birmingham Food System Strategy Consultation. The consultation feedback did not highlight any adverse impacts on this protected characteristic.

## Protected characteristics: Pregnancy and Maternity

### Pregnancy and maternity details:

#### Wider Community

The strategy is likely to have a positive impact on this group. It consists of actions across a range of different settings and work streams to create a fair, sustainable and prosperous food system and economy, where food options are nutritious, affordable and desirable so everyone can thrive.

Eating healthily is important at every stage of life but it is especially important when planning and during a pregnancy. It is essential for the health of the mother as well as for the growth and development of the baby. The strategy recognises the importance of consuming a varied diet, balanced across food groups, which contains enough energy and nutrients for growth and development and for an active and healthy life across the life course.

The strategy is underpinned by objectives and actions, delivered through the Big Bold City tool in order to ensure that we achieve a whole-system approach, address gaps, and focus actions where they are needed most. The tool includes viewing the strategy themes, work streams and actions from the perspective of all stages of the life course, including in pregnancy and maternity.

The strategy also contains the Food Action Decision-Making and Prioritisation (FADMaP) tool to



highlight key considerations for prioritising food policy actions and interventions. In terms of pregnancy and maternity, the tool guides us to put the citizen at the heart of our approach, working with citizens across the city to help co-produce a healthy, sustainable, economically viable food environment that is accessible to everyone.

Our strategy is evidence-based, drawing on a wide range of research and insights including the Birmingham Seldom Heard Voices Conversations, which included focus groups with pregnant mothers. In addition, the strategy has evolved after receiving feedback through the Birmingham Food System Strategy Consultation. This involved engagement with Birmingham Women's and Children's NHS Foundation Trust. The consultation feedback did not highlight any adverse impacts on this protected characteristic.

#### Protected characteristics: Race

##### Race details:

#### Wider Community

According to Census 2021 data, 51.4% of the Birmingham population identify as an ethnicity which is non-white. There is a range of national evidence on the health and wider inequalities affecting ethnically diverse groups. For example, some minority ethnic groups have higher rates of cardiovascular disease, overweight and obesity and type 2 diabetes.

Key features of the strategy include giving people the opportunity to learn about food, nutrition and sustainability in a way that is culturally appropriate and tailored to the diverse needs of our city. In addition, the strategy aims to respect local cultures, heritage, culinary practices, knowledge and consumption patterns, and values regarding the way food is sourced, produced and consumed.

The strategy is underpinned by objectives and actions, delivered through the Big Bold City tool in order to ensure that we achieve a whole-system approach, address gaps, and focus actions where they are needed most. The tool includes viewing the strategy themes, work streams and actions across different people and communities including protected



characteristics such as ethnicity and race.

The strategy also contains the Food Action Decision-Making and Prioritisation (FADMaP) tool to highlight key considerations for prioritising food policy actions and interventions. In terms of race, the tool highlights that there are significantly different relationships with food in different cultures and communities across the city and our action needs to work with, and for, these communities to find solutions and approaches that work in the context of celebrating this diversity. In addition, it considers accessibility of proposed actions and how to reduce barriers, e.g. language, delivery method or context.

Our strategy is evidence-based, drawing on a wide range of research and insights including the Birmingham Seldom Heard Voices Conversations, which included focus groups with ethnic minority communities, specifically separate focus groups with the following ethnic groups: Polish and eastern European, Chinese/Vietnamese/Korean, African and South Asian. In addition, the strategy has evolved after receiving feedback through the Birmingham Food System Strategy Consultation. This involved engagement with members of Birmingham's communities from a range of ethnicities. The consultation feedback did not highlight any adverse impacts on this protected characteristic. The strategy will help us to improve our understanding of these inequalities and allow us to respond to them.

Protected characteristics: Religion or Beliefs

Religion or beliefs details:

Wider Community

The relationship between faith, religion and health is complex, with our beliefs influencing health-related behaviours including our diet and physical activity levels. Census 2021 found that 69.8% of Birmingham citizens identified with a religion.

Key features of the strategy include giving people the opportunity to learn about food, nutrition and sustainability in a way that is appropriate to citizens cultures and beliefs and tailored to the diverse needs of our city.



The strategy is underpinned by objectives and actions, delivered through the Big Bold City tool in order to ensure that we achieve a whole-system approach, address gaps, and focus actions where they are needed most. The tool includes viewing the strategy themes, work streams and actions across different people and communities including religion or beliefs and other protected characteristics.

The strategy also contains the Food Action Decision-Making and Prioritisation (FADMaP) tool to highlight key considerations for prioritising food policy actions and interventions. In terms of religion or beliefs, the tool highlights that there are significantly different relationships with food in different cultures and communities across the city and our action needs to work with, and for, these communities to find solutions and approaches that work in the context of celebrating this diversity.

Our strategy is evidence-based, drawing on a wide range of research and insights including the Birmingham Seldom Heard Voices Conversations, which included focus groups with people across a range of protected characteristics. In addition, the strategy has evolved after receiving feedback through the Birmingham Food System Strategy Consultation. This involved engagement with South Aston United Reformed Church and other religious groups. The consultation feedback did not highlight any adverse impacts on this protected characteristic.

Protected characteristics: Sexual Orientation

Sexual orientation details:

Wider Community

Census 2021 reports that 3% of people in Birmingham identify as LGB+. Evidence suggests that members of this community experience health inequalities throughout their lives.

Key features of the strategy include considering that there is no one-size fits all approach to nutrition and health, and that solutions should be tailored to our diverse communities within the city.

The strategy is underpinned by objectives and actions, delivered through the Big Bold City tool in order



to ensure that we achieve a whole-system approach, address gaps, and focus actions where they are needed most. The tool includes viewing the strategy themes, work streams and actions across different people and communities including sexual orientation and other protected characteristics.

The strategy also contains the Food Action Decision-Making and Prioritisation (FADMaP) tool to highlight key considerations for prioritising food policy actions and interventions. In terms of sexual orientation, the tool highlights that we should work with communities to find solutions and approaches that work in the context of celebrating them.

Our strategy is evidence-based, drawing on a wide range of research and insights including the Birmingham Seldom Heard Voices Conversations, which included focus groups with LGBTQI+ citizens. In addition, the strategy has evolved after receiving feedback through the Birmingham Food System Strategy Consultation. This involved engagement with LGBTQI+ networks. The consultation feedback did not highlight any adverse impacts on this protected characteristic.

## Socio-economic impacts

The proposed Birmingham Food System Strategy: A bolder, healthier and more sustainable Birmingham (2022-2030), will catalyse partner collaboration to create a food system that facilitates all people to consume more local, healthy and sustainable food and create a vibrant and sustainable food economy that will provide employment opportunities and economic benefits for local people.

The Big Bold City tool ensures that actions are taken across all stages of the life course, across different people and communities (including protected characteristics), across the city including areas of deprivation, and across different settings. Furthermore, improving the food system has the potential to have



	<p>positive impacts on socio-economic outcomes for individuals and the population as a whole.</p> <p>Throughout the strategy there is a focus on how to overcome barriers to eating a healthy and nutritious diet due to poverty; access and affordability; and being at-risk including asylum seekers and refugees, those who are homeless and those at risk due to life circumstances such as loss of employment or fleeing domestic abuse.</p>
Please indicate any actions arising from completing this screening exercise.	N/A
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	<p>The Birmingham Food System Strategy: A bolder, healthier and more sustainable food city in Birmingham (2022-2030), consists of actions across a range of different settings and work streams.</p> <p>The vision of the strategy is to create a fair, sustainable and prosperous food system and economy, where food options are nutritious, affordable and desirable so everyone can thrive.</p> <p>The strategy should not adversely impact the nine protected characteristics and by improving the food system for the benefit of all people across the city will aim to reduce dietary and health inequalities</p>



whilst celebrating our local diversity.

The strategy has been developed by adopting a citizen-first approach. Local engagement was undertaken with various consultation events carried out across the city to help us understand both public and professional views on the draft strategy. The feedback obtained has been used to amend and finalise the strategy.

The strategy is underpinned by objectives and actions delivered through the Big Bold City tool with its themes, work streams and actions developed across the life course, various local communities and settings taking into account local need and characteristics in accordance with the Equality Act 2010. The local settings include public, private, voluntary and various community organisations who are involved with our local population.

The strategy framework consists of four cross-cutting themes and six strategy work streams.

Cross-cutting themes:

1. Food Skills and Knowledge-empowering citizens with knowledge and skills in relation to the food system.
2. Food Behaviour Change-developing the capability, opportunity and motivation for key behaviours that will enable long term change.
3. Food Security and Resilience-increasing access to sufficient, affordable, nutritious and safe food for all citizens, all the time, in every community, and at every age.
4. Food Innovation, Research and Data- gathering insights and data and facilitating innovation, collaboration, learning and research across the food system.

Strategy work streams:

1. Food Production-empowering and enabling citizens and local producers to grow food throughout the year and connect to the city's food system.
2. Food Sourcing- increasing both supply and demand for local, environmentally sustainable, ethical and nutritious foods in the food system.
3. Food transformation-transforming the food offer and diets



to contain more diverse, nutritious and sustainable ingredients, and less fat, salt and sugar.

4. Food Waste and Recycling- minimising food waste and unsustainable packaging throughout the food system and maximising the repurposing and redistribution of surplus.

5. Food Economy and Employment-facilitating a thriving local food economy for all and maximising training and employment opportunities.

6. Food Safety and Standards-improving food safety and standards for Birmingham's citizens and businesses.

The strategy also contains the Food Action Decision-Making and Prioritisation (FADMaP) tool which incorporates indicators that highlight key considerations for prioritising food policy actions and interventions locally. Actions will be people focused and realistic to drive our local effort towards achieving our ambition and addressing key priorities.

## QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

The Equality Impact Assessment has considered the impact of the strategy on protected characteristics, and has approaches in place to proactively reduce the inequalities faced by people with protected characteristics. No adverse impacts have been identified.

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

24/01/2023

Reasons for approval or rejection

The Food System Strategy has been reviewed to assess its impact on the population in line with the Equality Act 2010. The outcome of this review has been outlined in the relevant sections above and continuous monitoring is in place.

Please print and save a PDF copy for your records

Yes











# Birmingham Food System Strategy 2022-2030: Consultation Findings Report

## Summary:

The consultation on the Birmingham Food system Strategy 2022-2030 was successful. We received 87 responses on BeHeard and engaged citizens through more than 10 events. Overall, feedback on the strategy was consistently as positive, with high levels of agreement throughout. Key suggestions for improvement included:

- Making the vision, principles, ambitions and aims link together more clearly
- Add additional groups into the Big Bold City approach
- Add Food Safety as a workstream
- Recognise the overlap between some of the workstreams with others
- The need to be precise regarding what FADMAP is and who it is for
- Suggestions for things to be included in the 9 different workstreams.

With regards to the vision of “creat[ing] a bold, fair, sustainable and prosperous food system and economy, where food choices are nutritious, affordable and desirable so all citizens can achieve their potential for a happy, healthy life”, 68% of respondents strongly agreed with this statement and a further 26% agreed, demonstrating a high level of agreement. Qualitatively, people commented positively, for example:

- “An excellent goal, articulates all key elements necessary for change and for success.”
- “It's great to see the vision statement includes the need for a fair system and the focus on nutritious and affordable food. It's also great to see the reference to 'all citizens'.”
- “We welcome the opportunity to contribute to Birmingham City Council’s food strategy, and we strongly agree with the vision statement

The feedback given on the strategy was specific and actionable, and we have written the strategy based on this feedback. We are taking the above suggestions seriously, including adding an additional workstream on food safety and standards and making the four areas with overlap (food skills and knowledge, food behaviour change, food resilience and security and food innovation, research and partnerships) into cross-cutting themes to explicitly recognise their cross-cutting nature with the 5 main workstreams. We have also added in a clearer focus on data in the food innovation, research and partnerships workstream. We are also working to link more clearly the vision, ambition, aims and principles. We aim to go to Cabinet with this strategy in April of next year, with a view to publish the final strategy in early summer.

We also want to note that an encouraging moment on our journey with creating the Birmingham Food System Strategy, is that in October 2022, the Birmingham Food System Strategy was recognised internationally by Hellbars Sustainability Research Institute and Gourmand Awards, as Winners in the Local Free Food Publications for 2022 and the only UK city in this award level and category to be recognised. The Birmingham Food System Strategy was platformed at the UN Food and Agriculture Organization Headquarters and at the World Food Forum in Rome in November and will be showcased internationally as a winning approach to food system strategic direction.



## Full consultation report

There were 87 respondents on BeHeard. We received responses from a number of key national organisations including The Food Foundation, NFU, Sustain, Sustainable Food Places, BiteBack 2030, Sorted Food, Feeding Britain, the Mandala Consortium and the Urban Agriculture Consortium; we also received responses from key regional organisations including The Trussell Trust (Midlands), Foodcycle and FareShare Midlands. We also had feedback from a number of individuals representing Birmingham organisations including BCC, Birmingham FoodCycle, Slow Food, Aston University, Clean Cuisine, Pip's Hot Sauce, Minor Weir and Willis, Birmingham and District Allotments Confederation, Fircroft College of Adult Education, Bring it on Brum. We also received a high level of responses from members of the public.

Overall, there was a good spread of respondents across the age groups. The age group with the most respondents was 65-69. There were no respondents from the 55-59 age category and only one respondent in the 20-24 category and the 75-79 category. With regards to ethnicity, respondents were strongly skewed towards white ethnicities, with the majority reporting "English/ Scottish/ Welsh/ Northern Irish" or "White" as their ethnic group. Similarly, respondents tended to be Christian or have no religion, and there were no respondents identifying as Muslim or Hindu. However, it should be noted that we engaged with a wider range of ethnicities & religions during the consultation events where we did not record demographic data.

We undertook more than ten consultation events – these consisted of presentations to education settings, the BVSC Energy & Environment Network, BCC Employees through a Lunch and Learn, the Birmingham Community Healthcare NHS Foundation Trust clinical council, and a handful of community events (including the Birchfield Festival and a Commonwealth Games-related Jamaican celebration).

In order to ensure a holistic view of feedback, we have combined the quantitative and evidence from the BeHeard survey and qualitative feedback from the events. Therefore, quantitative details below relate to the BeHeard survey only, while the qualitative feedback relates to both BeHeard responses and feedback at events.



# Qualitative and Quantitative Results from Be Heard Survey

## Vision:

Create a bold, fair, sustainable and prosperous food system and economy, where food choices are nutritious, affordable and desirable so all citizens can achieve their potential for a happy, healthy life.

**93% of BeHeard respondents agreed with this statement**

Overall, qualitative feedback on the vision was very positive, for example:

- “An excellent goal, articulates all key elements necessary for change and for success.”
- “It's great to see the vision statement includes the need for a fair system and the focus on nutritious and affordable food. It's also great to see the reference to 'all citizens'. “
- “We welcome the opportunity to contribute to Birmingham City Council’s food strategy, and we strongly agree with the vision statement
- “It is ambitious & inclusive”
- “Let's make it happen!”

Key qualitative feedback on the vision included:

- The strategy was very ambitious, and may possibly too ambitious
- The vision was too wordy/long
- The importance of defining certain terms so readers are on the same page (for example, defining ‘nutritious’
- Some respondents gave specific suggestions, which included:
  - Food should be accessible and ethical as well as nutritious, affordable and desirable,
  - Citizens and visitors,
  - Change food choices to food options to represent role of environment rather than personal responsibility



## Principles:

Collaborate – strengthen partnerships and build on existing good practice.

Empower – remove barriers and facilitate solutions.

Equalise – focus actions where they are needed most to reduce inequalities

**92% of BeHeard respondents agreed with this statement**

Overall, qualitative feedback on the vision was very positive, for example:

- “Great list ... let's make it real in the mind of every decision maker, officers and elected. Really get out and engage with citizens and groups. BCC can be very conservative. Be bold!”
- “We agree with the principles of empower, collaborate and equalise.”
- “Three very well chosen principles, especially empower, which will be key moving forwards”
- “In our experience working in a partnership and collaboration is significantly more effective than companies working individually.”
- “...As for empower... 100%... give the ability to the citizens by teaching/showcasing.”

Key qualitative feedback on the vision included:

- Regarding the existing three principles (collaborate, empower, and equalise)
  - The importance of being clear the principles are for actioning of the strategy not writing it
  - Needing to make it clearer how these will achieve the vision, aims, etc.
  - One respondent commented that the principles were too vague, and examples could help.
- Suggestions of additional principles included: local, education, decentralisation and seeing the bigger picture.



## Ambition:

A thriving food system is built on a strong foundation where we regenerate and improve our environment, communities and economy. It is no longer enough to reduce negative outcomes by being sustainable or neutral. If we do this nothing will improve so we must aim higher.

**97% of BeHeard respondents agreed with this statement**

The qualitative feedback to the ambition was overwhelmingly positive:

- “Fantastic - this should be a UK wide objective with the investment, leadership & partners to deliver.”
- “I agree with the ambition but think it will be very difficult to achieve”
- “If it works then this strategy is a win-win for everyone and the environment.”
- “Regenerate is so powerful. We are not going to let climate change rip, we are no going to manage decline, we are going to work positively, together, to improve our environment, our communities and our economy.”
- “We agree with these ambitions, particularly a future where every citizen, no matter their circumstances, can eat an affordable, healthy, and sustainable diet. This is not currently the case. “
- “The ambitions of the Birmingham Food Strategy go hand in hand with the ambition to end the need for food banks. “

Key qualitative suggestions were:

- Noting that 8 years is a short timeline for these changes and therefore the strategy has an aspirational framing; but also the need to manage timelines and give context regarding the association plan and timeframes
- That it would be helpful to have more clarity on how ambitions will be achieved; greater links links/signposting between vision, principles, ambitions and aims
- Recognising the limitations of the strategy due to the importance of central government in the food environment and food policy
- Use objective not subjective language e.g. “fair salary” being subjective.



## Aims:

- Grow the Birmingham Food Revolution
- Build a sustainable, ethical and nutritious food system and a thriving local economy
- Build stronger resilient communities that support those who most need it, and mitigate food insecurity
- Empower citizens to consume a sustainable, ethical, healthy and nutritious diet

**95% of BeHeard respondents agreed with this statement**

The feedback to the aims was generally very positive:

- “Generally the aims highlights the main areas of the city’s food system that need improving from production to waste/reuse, education and greater involvement in it.”
- “All excellent aims- glad to see life course emphasis - from birth onwards.”
- “All great points, the link to both diet and a healthy lifestyle including exercise is such a critical link which can support nutrition in itself.”
- “With everyone on-board, a win-win situation will be created.”
- “If people are able to access good healthy local food and receive support the quality of life in Birmingham will be even better than it is now.”
- “Yes, sustainable, ethical and nutritious are the right values to put at the heart of these aims. An empowering City Council can do so much to help make a reality of these values.”

Key feedback on the aims included:

- While ambition is good, the process will rapidly lose momentum if there are not the resources and investment needed which is commensurate with achieving the aims.
- The need to be realistic about how big the challenges are and how long it takes to make changes on the scale needed.
- Highlight the importance of monitoring and measuring impact
- Recognising the importance of national and international food businesses in this area
- The importance of co-designing plans and resources with communities not to communities
- Clarifying that it is good to build stronger and more resilient communities, but people shouldn’t have to rely on their communities for support
- Mentioning growing/allotments and education in aims



## Big Bold City Approach

Taking action...

- Across people and communities
- Across the life course
- Across the city
- Across settings – food businesses, supply chain, third sector & not-for-profits, community & faith settings, education settings, further education settings. Birmingham City Council, public services, research and innovation, workplace and employers, industry networks, home.

**92% of BeHeard respondents agreed with this statement**

Overall, the feedback to this approach was positive, for example:

- “Be fabulous if everyone got on board.”
- “It is certainly Big and Bold. This makes it essential that the City Council makes a reality of the collaboration and empowerment and partnerships that will be needed to make a reality of the vision.”
- “We agree with this approach as it cannot be just the City Council's responsibility to bring about change.”
- “There is a lot we can link together here, and will take a lot of dedicated resource and management to do this, but if done effectively, it will be very powerful and impactful.”
- “Yes, this cannot work in at the absence of collective effort”
- “The Bold City approach correctly recognises that to achieve a revolution in attitudes then active engagement with the citizens of Birmingham is essential to ensuring the proposed actions are accepted and acted on.”

There was some useful feedback, for example:

- There was consensus that health should be listed as a separate partner - health visitors, community & school nurses, dietitians, nutritionist, dentistry and other therapists could be key in encouraging and supporting change.
- That this was a comprehensive approach but a respondent queried would it be wiser to focus on a few settings and do them well.
- The need to clarify the what role citizens will play
- Give a greater emphasis on the food cycle as well as the human lifecourse
- More details on childcare settings – childminders, holiday clubs, after-school clubs, leisure centres
- Include: homeless shelters, refuges, care homes, food banks, slaughter houses, factories, incinerator

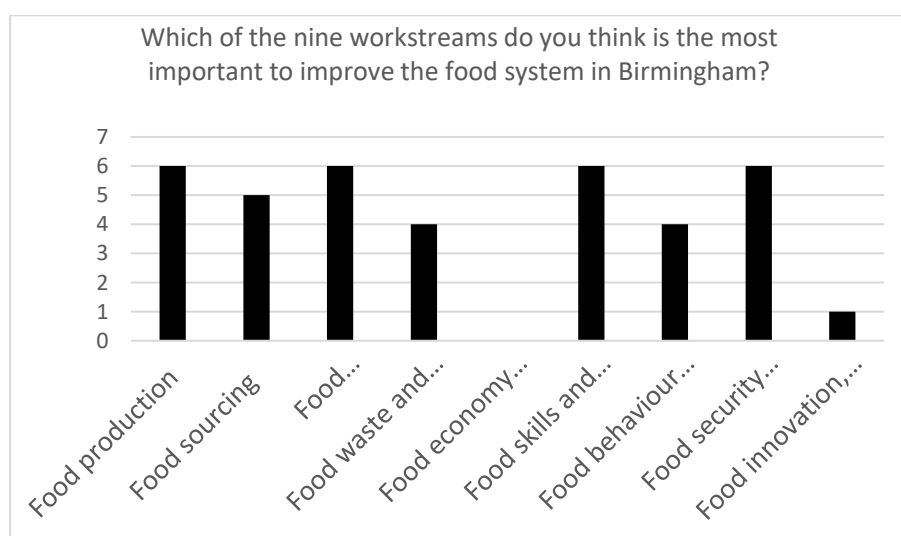


## Framework for action:

- Food production – empower citizens and local producers to grow and preserve food and connect to the city’s food system
- Food sourcing – increase sourcing of local, environmentally sustainable, ethical and nutritious foods across the food system
- Food transformation – transform diets to contain more diverse and nutritious ingredients, and less fat, salt and sugar
- Food waste and recycling – maximise the repurposing and distribution of surplus food and minimise waste and unsustainable packaging
- Food economy and employment – create a thriving local food economy for all and maximise training and employment opportunities
- Food skills and knowledge – empower citizens with knowledge and skills in relation to the food system from farm to fork
- Food behaviour change – ensure the capability, opportunity and motivation for key behaviours that will enable long term change
- Food security and resilience – ensure all citizens in every community, at every age, have access to sufficient affordable, nutritious and safe food.
- Food innovation, partnerships and research – gather insights and facilitate innovation, collaboration, learning and research across the food system.

**93% of BeHeard respondents agreed with this statement**

We also asked respondents which of the 9 workstreams they thought was the most important to improve the food system in Birmingham. While not all respondents responded, overall there was a good spread across the workstreams, with the exception of food economy and employment. This may represent the values of people taking part in the consultation rather than the importance of the workstream itself (e.g. despite attempts to get BID managers to fill in the consultation, we did not receive any responses from them).





Generally, the framework for action was well received, for example:

- “The 9 workstreams complement each other and hopefully there will be cross-workstream collaboration too. I would choose food skills and knowledge as the key underpinning basis for making progress across all 9 workstreams.”
- “I strongly support the 9 workstreams proposed.”
- “I think it’s really comprehensive.”
- “Outstanding list. Valuable guide to concerted local community action. people are passionate about grow and their environment. How can we best build from that.”

Key feedback included:

- That nine was perhaps too many workstreams and may hinder making strategic choices and prioritising.
- Some workstreams framed as outcomes, some as actions; be clearer with language (e.g. all vision statements starting with “-ing”
- The importance of more explicitly linking the framework of action to the vision, ambitions, aims etc.
- Two additional workstreams were suggested
  1. **Preparedness for food shortages and scarcities** – early warning system for supply disruption and reference to local resilience forum (*could go under workstream 8*)
  2. **Food safety, assurance and integrity** – promote FHRS scheme, tackle food crime, monitor data submitted to the Local Authority Enforcement Monitoring System

We then gave people the opportunity to give feedback on each of the workstreams. The number of response to each varied as some only gave feedback to workstreams that they perceived to be relevant to them, for example, the Urban Agriculture Consortium only gave feedback on the Food Production and Food Sourcing workstreams.



## Food production

Food production – empower citizens and local producers to grow and preserve food and connect to the city's food system

**95% of BeHeard respondents who answered the question agreed with this statement**

Key feedback on this workstream included:

- Highlighting the importance of food growing in improving lifestyles generally, including learning where food comes from, and considering initiatives to empower people to grow food.
- Consider addressing the spraying of pesticides and herbicides by council, especially on allotments. Also, considering soil quality solutions within growing spaces.
- The importance of protecting allotment sites and improving the BCC allotment service
- The need to identify space that can be used for growing and enable use of that land by making the process and procedures easier to engage with. Also, the allocation of additional land for growing and protect its use long term.
- Share and promote pathways for people to get into farming and agriculture (e.g. apprenticeships, colleges).
- Build more into the workstream to have a more specific focus on fruit and vegetables.



## Food sourcing

Food sourcing – increase sourcing of local, environmentally sustainable, ethical and nutritious foods across the food system

**98% of BeHeard respondents who answered the question agreed with this statement**

Key feedback included:

- The need to be more explicit it what we are trying to achieve within the workstream and be more proactive with engaging with the Shires around Birmingham.
- The importance of using hyperlocal partners to help people access good food (including community centres for youth).
- Birmingham to bring back local food and produce markets and a suggestion to use empty lots to home the local food and produce markets.
- A potential intervention of allowing people with allotments to sell their produce to the public or encourage people to donate their produce to food projects within the city.
- The importance of using procurement strategies, techniques, and actions to enable local suppliers within the city/region.
- Highlighting the role the food and farming has on the climate and its connection to the climate emergency.
- Consider developing visitor actions that directly benefit the food offer of Birmingham, building a positive impact for our food industry.



## Food transformation

Food transformation – transform diets to contain more diverse and nutritious ingredients, and less fat, salt and sugar

99% of BeHeard respondents who answered the question agreed with this statement

Key feedback included:

- There is a need to define what healthy eating means and what it is by focusing on both the positives, as well as negatives.
- Restrict development of cheap fast food outlets and promote healthy food offers across Birmingham.
- Greater publicity of local, good food around consumers within Birmingham (e.g. where is my nearest greengrocer?).
- Building local protocols and legislation that tackles local “High in Fat, Salt, Sugar” HFSS advertising through direct and clear restrictions.
- Working with Birmingham based businesses and in public settings, in using a range of strategies to help these companies more towards a better health profile of their food sales, e.g., healthy catering commitment, implementation of school food standards, creating incentives and support packages for small retail settings).
- Within this workstream, you must recognise the importance of central government in this area of the food system.
- Food transformation to a healthier, more sustainable food system, needs to be focus on solutions and by making them the easiest option or change won’t happen.



## Food Waste and Recycling

Food waste and recycling – maximise the repurposing and distribution of surplus food and minimise waste and unsustainable packaging

**99% of BeHeard respondents who answered the question agreed with this statement**

Key feedback included:

- The creation of redistribution pathways and systems for surplus food. Organisation such as BCC, businesses, volunteer schemes, food pantries, and others could lead in this area.
- More needs to be done in educating people about sustainability and how not to waste food.
- The strategy needs to facilitate composting and household food waste collection for all of Birmingham.
- Consider the entire food system process by promoting energy saving in food preparation, not just in food waste.
- A wider focus on how we can address the issue of single use plastics and packaging within our food system.
- For this workstream to be a success, it needs buy-in from communities and needs to represent major shift in habits.
- Create process and support that helps zero waste food businesses to thrive within Birmingham.
- Embed zero waste throughout food's lifecycle (not just when utilised by consumers), this will require the consideration of secondary markets and others.



## Food Economy and Employment

Food economy and employment – create a thriving local food economy for all and maximise training and employment opportunities

**98% of BeHeard respondents who answered the question agreed with this statement**

Key feedback included:

- Consideration of funding for positive food businesses and CICs within Birmingham.
- Making it clear the need for Living wage across our entire food system, including apprenticeships and other training routes into work.
- Embedding how we can change the narrative around farming and agriculture, so it is seen and understood as skilled work.
- Development of sustainable food systems can help boost social employment by offering training and creating jobs at restaurants and with producers. Access to start-up support could enable new enterprises to develop and innovate, increasing the number of food-related jobs and training opportunities.
- Considering how we can take an entrepreneurial approach to branding, building on cultural and tourist brands like the Balti Triangle
- Building greater links between the food industry and education settings, such as universities and colleges.
- Exploring how we can ensure we celebrate businesses that are doing well in areas of sustainability, diversity, health, and more.



## Food Skills and Knowledge

Food skills and knowledge – empower citizens with knowledge and skills in relation to the food system from farm to fork

**96% of BeHeard respondents who answered the question agreed with this statement**

Key feedback included:

- Consider an approach to making the workstream clearer, such as including how it will be implemented, and what it could be measured against to show success.
- The focus seems to be primarily on citizens and there is a risk of adopting victim blaming and individualistic behaviour change approaches that may be marginally effective and widen inequalities. Thinking more upstream suggests that a greater focus is needed on upskilling food professionals in food skills to better support human and planetary health and ensures addressing systemic barriers which frame & dictate behaviour
- Many respondents simply stated school settings and children's education, as a need for the future of the food system.
- Considering interventions such as cooking lessons for Birmingham citizens (online and in person).
- Consumers' knowledge and skills will underpin the achievement of a great deal of the ambition set out in the consultation document.
- Embedding a positive narrative, such as building emphasis on the enjoyment of learning new skills & keeping it fun for learners.
- Taking a life course approach by establishing positive food relationships from birth.
- Treading a careful balance between providing enjoyable, non-patronising opportunities for skills development without assuming all the problems we face regarding our food choices and consumption are due to poor awareness and a lack of skills.



## Food Behaviour Change

Food behaviour change – ensure the capability, opportunity and motivation for key behaviours that will enable long term change

94% of BeHeard respondents who answered the question agreed with this statement

Key feedback included:

- When considering this workstream, the Social determinants of health are key to ensure it is effective.
- Looking further than just short-term change. For behaviour change to make a real impact once it has been achieved, needs to be supported to maintain the changed behaviour and become a normalised habit.
- Should this workstream be a crosscutting theme? For example, education and behaviour change, go hand in hand (e.g. schools play important role in children's behaviour).
- Social prescribing is a good idea, however is there evidence of it being effective in action?
- Robust planning is important in behaviour change and in ensuring that it is effective.
- Build stronger communication strategies and plan such as social campaigns.



## Food Security and Resilience

Food security and resilience – ensure all citizens in every community, at every age, have access to sufficient affordable, nutritious and safe food.

**98% of BeHeard respondents who answered the question agreed with this statement**

Key feedback included:

- There needs to be a focus on the long term and future, such as a need to mention the negative direction of travel that currently exists. Our aim has to be reducing reliance on foodbanks and not allowing them to become the norm.
- One way to tackle food security and resilience, is to integrate the workstream with key poverty tackling initiatives such as Real Living Wage.
- Building real support for people on the fringes of society, such as those who don't qualify for Healthy Start vouchers, those experiencing in-work poverty, and others.
- We need to consider and be aware of the importance of income, benefits, wider determinants, that effect people's food security and resilience.
- Going further than just tackling the symptoms, such as building in clear approaches to reducing stigma and shame.
- Ensuring that we invest in community initiatives at every opportunity.
- Food security and resilience is more than just poverty, it needs to connect to the climate emergency and how that influences food insecurity and shortages.
- A clear acknowledgement of where, and how, this strategy interacts and intersect with other strategies and workstreams would be hugely beneficial.



## Food Innovation, Partnerships and Research

Food innovation, partnerships and research – gather insights and facilitate innovation, collaboration, learning and research across the food system.

100% of BeHeard respondents who answered the question agreed with this statement

Key feedback included:

- As this workstream explores innovation, there needs to be an explicit mention of technology and its role in the food system.
- The workstream needs to look at all areas of the food system, such as the hospitality industry, who are key innovators and partners but are often overlooked in the food system.
- “has previously all been said” & “this workstream seems to be primarily about learning rather than innovation. I would suggest that this doesn't warrant being a standalone workstream, but rather learning should be built into the whole strategy “– *cross cutting theme?*”
- Right to focus on research as a key driver of understanding, innovation and seizing future opportunities to achieve the strategy's goals and go further.



## We also asked some overall questions relating to partnership:

**“To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities?”**

**99% of BeHeard respondents who answered the question agreed with this statement**

Key feedback:

- Be clear how people can engage
- Transparency of decision-making
- Don't use alienating language
- Specify funding attached
- Top down – needs to be bottom up

**We also asked who else we should be communicating with. The answers included:**

- Charities that offer food
- BDAC
- PAN-UK
- Soil Association, Bee-friendly Brum, Wildlife trusts, allotment owners, & BCC allotment department
- School food suppliers (including Cityserve)
- Food businesses including Digbeth Dining Club
- Planning and Transport
- Children & Young People's Services

**We also asked if we had missed any key priorities.**

- Reference to Net Zero action plan
- Aligning to grass roots approaches already happening
- Consult PAN-UK re. other cities moving towards organic food growing
- Transparent key performance indicators
- Strong links with government departments, including lobbying for change
- Keep scientific literature under constant review
- Black, Asian, and other ethnic minority owned businesses
- Eating disorders



## Food Action Decision-Making and Prioritisation (FADMaP) tool

Food Action Decision-Making and Prioritisation (FADMaP) tool in order to aid decision-making and prioritising actions. This will ensure actions are:

- Citizen-first
- Celebrating diversity
- Addressing poverty and inequalities
- Healthy and safe
- Environmentally sustainable
- Economically sustainable
- Empowering
- Evidence-based
- Cost-effective
- Scaled and paced
- Learning and improving
- Risk-aware and resilient.

**91% of BeHeard respondents who answered the question agreed with this statement**

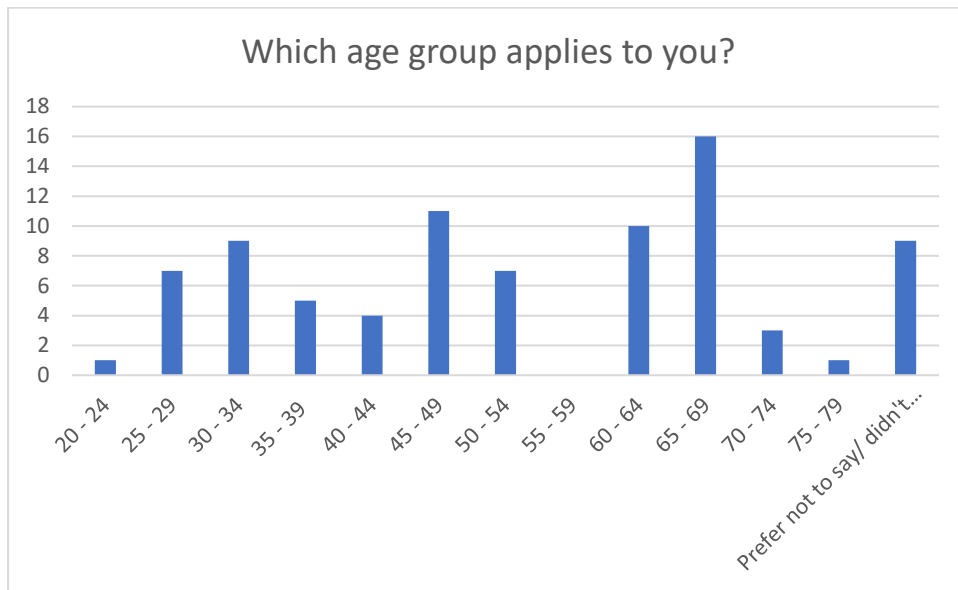
Key feedback included:

- Need to be more precise about who FADMAP is for and what it is – some people struggled to understand what the tool is, who it's for, what it's for etc.
- Very wordy & lots of considerations – may not help prioritise!
- Need to be clearer about order – is there a hierarchy? Are they equally weighted? People disagree with order. Eg. top 3: 1. Cost effective; 2. Environmentally sustainable; 3. Evidence based
- This initiative is built around a top-down approach that claims looking at benefitting individuals with centralised decision-making. Change to a bottom-up approach.
- Need to focus on long term achievable initiatives.
- Quantitative and qualitative assessment of success – how will you know which aspects have been effective?
- Prioritise effectiveness over minimising spending

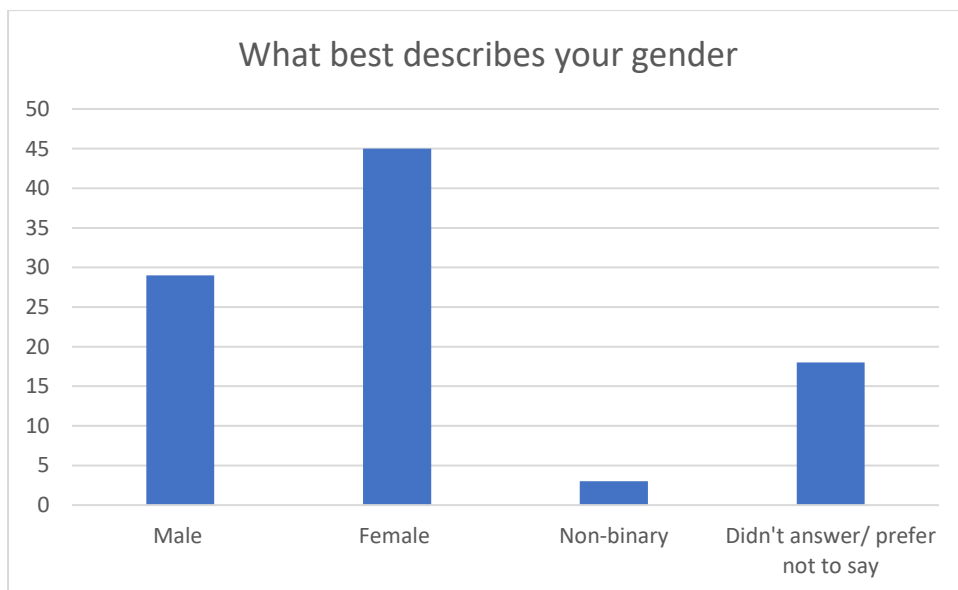


## Appendix A: Demographic Profile of BeHeard Respondents

**Chart 1: Respondents by Age**

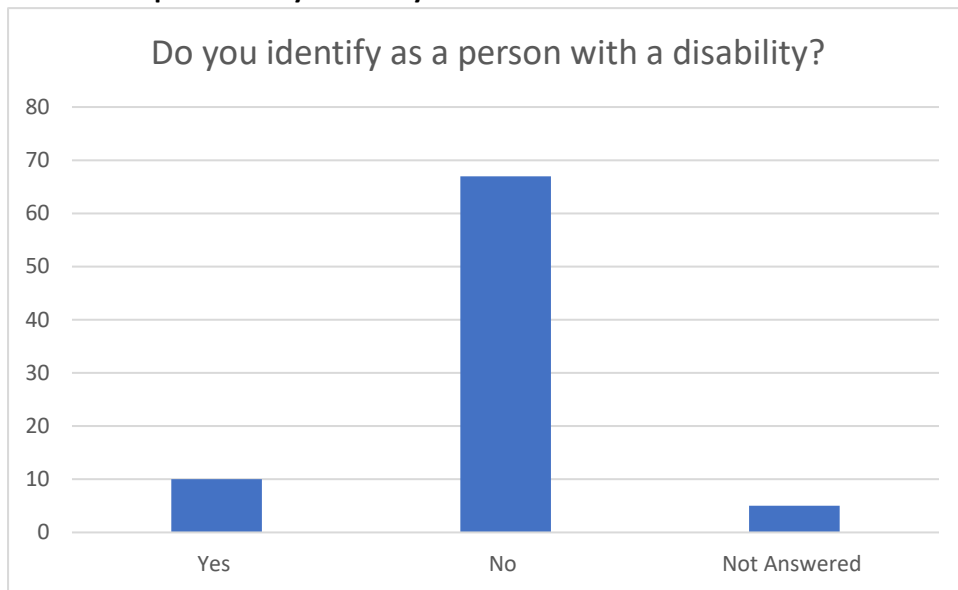


**Chart 2: Respondents by Gender**

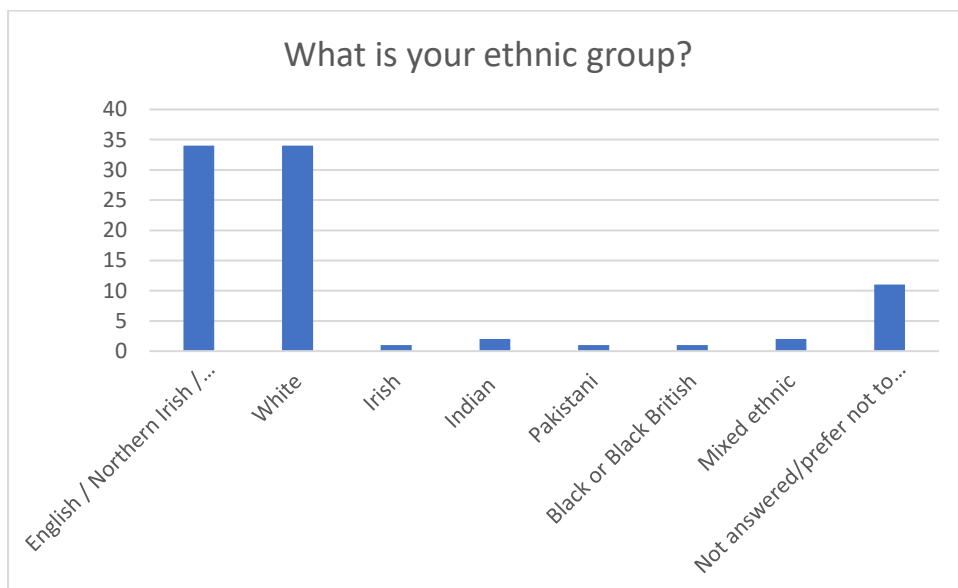




**Chart 3: Respondents by Disability**



**Chart 4: Respondents by Ethnicity**





**Chart 5: Respondents by Religion**









	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
1	Strongly agree			Strongly agree			Strongly agree		
2	Strongly agree	I think this really important for anyone in marginalised communities I work in Mental Health and food is an important part of managing their health. Getting the message out that it cooking your own food can be cheaper and better for you than relying on ready meals		Strongly agree			Strongly agree		
3	Strongly agree			Strongly agree	This may come later but if you want to remove barriers then start by freeing up land for growing. This should include gash land which has lain dormant for years and needs to be "greened" The council should accelerate their plans to identify all potential land in the city that could be grown on and if the owner is not known they declare a 3 month amnesty period at the end of which if nobody has claimed to own the space it should be made available to the local community for leisure or growing		Strongly agree		
4	Strongly agree			Strongly agree			Strongly agree		
5	Strongly agree			Agree	I think ideally the principles might be able to go a little further, for example, expressing an aim to collaborate with groups that are often unheard. However, this is obviously difficult to do while keeping the number of words as low as possible.		Agree	"and those who need it most are supported" - Isn't the aim to give support to everyone that needs it not just those in greatest need?  "Fair salary" is very subjective. It might be useful to give some details about how BCC defines this. Is it a living wage?	
6	Strongly agree			Strongly agree			Strongly agree		



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Strongly agree				Strongly agree				Strongly agree	
Strongly agree				Strongly agree				Strongly agree	
Strongly agree				Strongly agree	You will need to fundamentally change how the city looks and feels. There will be no significant change in the health of Birmingham's population( which for the poorest is dire) without a significant change to the way people move about the city. Firstly make it possible to do the majority of things near to where you live- work,play,educate and socialise a.k.a 15 minute city and if you have to travel then rapidly create a city that doesn't need cars by reclaiming road space for public transport cycling and walking. You MUST get to the point , and very quickly where owning a car seems pointless			Strongly agree	Lots of wonderful words but will be interested to see what actions come later in the document
Strongly agree				Strongly agree				Strongly agree	
Strongly agree				Agree			Potentially, work could also be done with the advertising industry to work towards promoting healthier choices.	Strongly agree	
Agree	Many people find charity humiliating. Also vouchers and FSMs. Plan needs to be integrated with living wage.			Agree			You could treat class as a protected characteristic	Strongly agree	



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		Food waste and recycling	Strongly agree				Enable people to identify ownership of unused land and empower them to use it for growing	Strongly agree	
		No answer	Strongly agree	Growing produce is always going to benefit the mental health of citizens which is why this project is so important - to be able to see the process from ground to plate is so important				Strongly agree	
		No answer	Strongly agree	All good but you need to quickly allocate existing green space for growing and identify other potential areas- see comments earlier You also need to share a vision of growing with your population and get them to imagine what their part of the city would look and feel like if say 10% of parks and verges were allocated for growing				Strongly agree	I would start with schools. Using them as a model for sourcing local food If you haven't already contact Matthew Knight the head chef at Hillstone Primary who is doing this already
		No answer	Agree			I would like to see more focus on local initiatives to produce affordable organic food		Strongly agree	
		Food security and resilience	Strongly agree	I particularly like the plan to "Empower communities to utilise unused public spaces for temporary growing co-operatives".			Is there an assessment of what public space is available for growing and which groups already exist that may be prepared to make use of it?	Agree	Similarly to before, I think a few words could be spent defining "ethical" sourcing. Does this mean promoting food sourced with well paid workers? Does it include animal welfare?
		No answer	Strongly agree					Strongly agree	



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
			Strongly agree					Strongly agree	
			Strongly agree	I think workshops a to be held and also packs of herbs/spices that people may not be able to afford i.e cinnamon to make the apple pie tastier would be a good incentive				Strongly agree	We have started redistributing food that is past its best to people that are in need and are accessing food banks
			Agree			In the mix you need to I think define what healthy eating is! Carbs are cheap and the crazy Eat Well guidelines still tell us to "Base your meals on higher fibre starchy carbohydrates" Fine if you are fit and active but if you are not and still believe good food is rice pasta potatoes and bread are what you should eat then you will store the carbs as fat - become obese and get Type 2 Diabetes		Agree	Definitely need to waste more and becoming vegan/vegetarian makes food easier to store for longer Speak to people who know about urban gardening and composting like Chris Blythe and Caroline Hutton
			Agree	A focus on less processed food				Agree	
		Similarly to the map on page 30, it would be useful to look at the distribution of local markets across the city.	Strongly agree					Agree	
			Strongly agree					Strongly agree	



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
	Provision of food waste collection services eg separate household bins so that food waste doesn't end up in land fill when it could be composted		Strongly agree					Strongly agree
			Strongly agree					Strongly agree
			Agree				All sounds good but the key will be to create local communities that are varied and with some history of growing and being a bit different e.g Stirchley/Balsall Heath and expand the business links- growing, restaurants,Clean Kilo type stuff, bread making, recycling and repairing All stuff with high social impact and low carbon footprint	Strongly agree
			Agree					Strongly agree
	It would be useful to mention something around studies that suggest that more affluent consumers tend to produce more food waste: <a href="https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0228369">https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0228369</a> .  I would also reconsider the sentence that "an average family of four can save £60 per month by reducing food waste". The average number of children per family in the UK is 1.7 so this number is likely inflated compared to the true average family. I also think, in the context of the current cost of living crisis, this could be used as another way to blame the poorest families (for whom this statistic is probably not reflective) for their current situation.		Strongly agree			I would like to see SME's being put first before big chains.		Strongly agree
			Strongly agree					Strongly agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
				Strongly agree				
It is important for people to understand how things can be made cheaply and that are nutritious - our group are using produce to make soups which we make as a group and eat together as a group and focussing conversations around sustainability				Strongly agree				
			The city needs to employ 2 or 3 horticulturalists who can support and mentor local growing	Disagree		<p>Dont get too excited or optimistic that you can do 'behaviour change' to somebody</p> <p>I behave well because I am educated and have an income and lifestyle that allows it</p> <p>If you are in debt/unemployed/abused/isolated then you will behave badly as a coping mechanism a.k.a drugs,booze,fags,crime,poor diet, inactivity etc.</p> <p>If you want people to change then society needs to address the social determinants of health.</p>		
				Agree				
				Strongly agree				
				Strongly agree				



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Strongly agree					Strongly agree				
Strongly agree					Strongly agree				
Not Answered					Don't know	What is the evidence for the introductory statement "Birmingham is a thriving hub of innovation and best practice and is a centre for urban food system innovation"			
Strongly agree					Agree				
Strongly agree				The PHM would be very interested in helping to analyse data relating uptake of healthy start vouchers. This would also feed in nicely with our project on maternity outcomes.	Agree				
Strongly agree					Strongly agree				



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved.	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Strongly agree					Strongly agree			
Strongly agree	Partnership working helps bridge the gaps and can bring groups together to share best practice				Strongly agree			
Don't know	I worry about all the words I have lived in Birmingham for 35 years and despite endless rearrangement of deckchairs the city to me has gone backwards Ultimately the city needs to communicate a vision to its citizens and one that they can all buy into I would have thought that we all want a city that is safe clean and green Currently there are 500KSI's per year, violent crime, air and noise pollution and a city that looks like a building site- so not safe clean and green!!				Don't know	all a bit wordy		
Agree					Strongly agree			
Strongly agree					Strongly agree			
Strongly agree					Strongly agree			



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
7	Strongly agree	The idea that it facilitates individual choices which are healthy and it is framed in a positive way with respect to the economy of the city		Agree	This does not have a hierarchical approach it is building food communities		Strongly agree	It focuses on rebuilding and growth of people and planet to achieve its goals.	
8	Agree	A very admirable ambition but it has the danger for encouraging the dependency culture which is growing and detrimental to the local and national economies		Agree	Wherever supposed inequalities are a key pillar of any strategy it is unfortunately doomed to failure. Full commit from all parts of society is essential to success. Separating certain groups for additional help without them contributing only exacerbates inequality		Strongly agree	As stated all groups in the community need to participate proactively. However I cannot see this happening as cultural and other differences will prevent this. For example will it be halal meat which many object to as it is most definitely animal cruelty and the fact that more and more of our meat is now killed this way without the consent of the majority is not just undemonstrative but also an affront to British culture of tolerance. Maybe it should be pointed out that in a democracy the majority hold sway.	
9	Strongly agree			Strongly agree			Strongly agree		
10	Strongly agree			Strongly agree			Strongly agree	This should also include rolling our food waste collection services like other councils do	
11	Strongly agree	We all need to work together to enable a more sustainable food environment. There's lots of surplus food - supermarkets need to be more efficient too		Strongly agree	There's currently too many barriers		Strongly agree	Reeducation is key.	
12	Agree	You have covered a lot in a concise manner		Strongly agree	Very understandable points		Strongly agree	It is in the right direction	
13	Strongly disagree		You are promoting fascism. People have the right to eat whatever they choose. There is no need for your intervention. You do not have the right.	Strongly disagree		Your plan should be to educate young people about cooking from scratch. Not dome convoluted plan to control the food system with wishy washy language.	Strongly agree		At a tome when the councils are actively trying to get rid of allotments your plan sounds stupid. Why not encourage gardening skills, propagation. Imprive mental health with aquaponics. You need to go back to basics.



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Strongly agree				Strongly agree				Agree	
Agree	The cultural and cuisine diversity with the City is a benefit economically to many. However some of the demographic changes happening are definitely detrimental to the city's future. Just take a look at parts of Warwick road, it is filthy and many there totally ignore the laws of this country. Double and even triple parking reducing the road to single file with blockages. This part of the community that does not integrate but imposes it's culture and ways. Many feel like this but it is deemed offensive, what about these migrants unlike any experienced in the past.			Agree	Be interesting to see how this is implemented. Personally I feel minority groups will be the only beneficiaries			Strongly agree	Very admiral aims with a lot of challenges to overcome. Many will be supportive of these aims but I can see it failing due to political correctness and the growing dependency culture which is currently being encouraged by most political parties.
Strongly agree				Strongly agree				Strongly agree	
Strongly agree				Strongly agree				Strongly agree	
Strongly agree			Surplus food. Access to free food for all. Anyone can struggle especially with price hikes !	Strongly agree				Strongly agree	
Strongly agree				Strongly agree			no	Strongly agree	
Strongly disagree		You need to discuss the circular economy and idea of people keeping their own hens and composting and taking personal responsibility to be involved in the food chain.	you need to get back to basics. Help people convert their gardens into veg plots. Support them by hiving out free seeds. Educate people on propagation, on keeping hens, on personal responsibility for health. Your content is not s strategy - you have neglected your key demographic group. Descendents from commonwealth countries who like exotic foods - chillies, okra, bitter gourds, lentils, rice, sweet potato. Teach people to grow, to propagate, to cook. A message like Grow, propagate, cook. will get through. Your material is nonsense business speak	Don't know		makes no sense. Silly in fact. Lamb comes from Wales. Beef from Scotland. As a country we work together. Brum is not an island!		Strongly disagree	



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production- radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing- radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		No answer	Agree				Look at the engagement versus the food provision element of growing. Often it can have more of a community and educational value rather than adding significant amounts of food into the local system	Agree	
		No answer	Strongly agree	This certainly a great objective but history tells us that so called levelling up repeatedly fails.				Disagree	
		Food sourcing	Strongly agree					Strongly agree	
	Work with allotments to encourage residents to grow food however lack of available spaces in allotments is a problem.  Food waste and recycling should include food waste collection from households.	Food waste and recycling	Strongly agree	Allotments have limited or to plots available, this does need to be addressed.		Allotments have limited or to plots available, this does need to be addressed.	Wide promotion and behaviour change especially with all the takeaways and food delivery services available	Strongly agree	
		No answer	Strongly agree					Strongly agree	
	no	Food sourcing	Strongly agree					Strongly agree	
22 questions in this survey! too many. There is no need for the framework you describe.		No answer	Strongly agree					Strongly agree	



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
		Consider local alongside energy and inputs needed to grow and store. This can be complex to do in a fully holistic way.	Strongly agree	Good that food should be enjoyed.				Strongly agree	
There's many reasons why this is bad for the city and society in general, suffice to say nothing in this strategy really addresses dependency culture and unfortunately will encourage dubious practices. Encourage people to integrate, work and pay their taxes.			Disagree		This should be a nationwide initiative as it cannot work if regional			Strongly disagree	
			Strongly agree					Strongly agree	
	Food sources especially for shops ok Coventry Road that sell fruit are seasonal however all use plastic bags to plastic fruit in and this behaviour needs to change		Strongly agree					Strongly agree	Food recycling for households is a must
			Strongly agree					Strongly agree	
	no	working with grass roots community projects to fulfil this	Strongly agree			no		Not Answered	
			Strongly disagree		Fat is good for people - you need it to absorb nutrients. Salt - sodium - is good for mental health. Why dont you start by looking at water - and the fluoride being added detrimental to health - that is worse for health than sugar. your priorities are wrong			Don't know	



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
		It may help to develop community sharing schemes which could help share offers on fresh produce and use up excess when available	Strongly agree	Good to see the approach to engage all in the food economy as there is potential in the food sector to give people new opportunities			Build on schemes such as the Villa Catering club	Agree
	Admiral aspiration but doomed to failure. It needs the buy in from all communities and a major shift in lifestyle which many from all sections will just ignore. Market forces are the only real tool to achieve these aims and supported by something similar		Agree	Birmingham is cut one of the most diverse eat out cities and training more local people to support this aim will benefit long term				Agree
			Strongly agree					Strongly agree
	Good waste bins/collections for households should be implemented		Strongly agree					Strongly agree
			Strongly agree					Strongly agree
	no	work with local community groups whom already do some of this work	Strongly agree			no		Strongly agree
I dont waste food I have no idea where your stats on waste come from - they are unrealistic and fabricated. Not true re waste.			Strongly agree					Strongly agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
			Develop taster schemes Perhaps look to develop schemes to moderate prices (levies and subsidies)	Strongly agree	Excellent to see this is built on co-creation			
Good. Needs real cultural integration and that includes certain groups within the city and must include traditional British and not just the recent migrant groups who are failing to integrate.				Agree	Good luck with this			
				Strongly agree				
				Strongly agree				
				Strongly agree				
		no	offer online and in person courses to residents	Strongly agree			no	
				Strongly agree	You need to retrain parents. No chance of cultural change in food without parental education			



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Agree			It would be useful to consider about aspects of stigma linked to weight - both people living with higher body weight and those struggling to maintain their body weight. This could include imagery relating to these issues and food in general - limiting or removing stigmatising food imagery and images of individuals.		Strongly agree				
Disagree	Don't focus on inequality focus on encouraging work				Agree	Auditing this will be a challenge			
Strongly agree					Strongly agree				
Strongly agree					Strongly agree				
Agree					Agree				
Strongly agree			no	remove more barriers to people accessing food assistance	Strongly agree			no	work with universities around the region
Don't know					Don't know			The Royal navy is looking at rations. There is a huge initiative towards hydroponics You havent mentioned technology. You havent included seasonal fruit pickers snd shortage of manual labour	



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Strongly agree					Strongly agree			When considering diversity - a learning and inclusive approach may be helpful as it could help people to explore their food heritage to rediscover healthier foods and ways of eating
Agree	Would be good to genuinely hear the voices of those who always pay their taxes.				Strongly disagree		Seeing diversity always means looking after those that fail to integrate and are now demanding the local community accept their ways. Look at the areas now dominated by recent migrants. Unkempt and dirty. These people need to be actively encouraged to not only integrate but to tolerate others and genuinely contribute	
Strongly agree					Strongly agree			
Strongly agree					Strongly agree			
Agree					Agree			
Strongly agree				no	Strongly agree			
Don't know					Strongly disagree		Why are you describing us as citizens? We are free people and the number one priority is to maintain the right to choose what to eat regardless of your fascist ideals.	freedom of choice



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
14	Strongly agree			Strongly agree			Strongly agree		
15	Strongly agree	would like to see more emphasis on better quality children's school meals		Agree	would like examples of how you see these principles in action		Strongly agree		
16	Strongly agree	I would like to see a system where all people have access to healthy and nutritious food. That people who are overweight are not judged negatively but are able to access advice and support and counselling. That all children and seniors are offered one free meal per day as we all know that the salary parents earn is not always what is spent on the children. That there are recipes that show how to cook a cheap meal in libraries and other public places.		Strongly agree	We need proper community involvement. Groups given grants should be subject to scrutiny to ensure best value and community involvement.		Strongly agree	I absolutely agree that we should consider climate change. Work should be undertaken with take out businesses to reduce the packaging and encouraging people to bring their containers. Only use big sauce bottles in the shop and not give out small portions in plastic and not give out napkins (One per person is sufficient).  Not all Communities are lucky enough to have Community Centres and it is not appropriate for local Churches to be allowed to dominate because they have a building. We should use the leisure centres or other community buildings that all Communities members feel comfortable to use.  Absolutely agree that local businesses should be supported we have excellent local food. In Stechford we have an excellent Bangladeshi/Indian restaurant who are a huge part of the community.	
17	Agree	Access to nutritious and healthy food should be a basic human right		Agree	This should already be happening		Agree		



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Strongly agree				Strongly agree				Strongly agree	
Strongly agree	How about investigating all the chicken shops – where they source their chicken (could be Thailand, for example) and how the chickens are treated. Make this a school educational project and perhas the children will make different informed choices.			Strongly agree			food waste recycling	Strongly agree	
Strongly agree	If people are able to access good healthy local food and receive support the quality of life in Birmingham will be even better than it is now.		No	Strongly agree	Education will be the key. No one should be denied access to good food no matter what their social status. Good nutritious food should be a right for all.		No	Strongly agree	
Agree				Agree	Not sure what impact the council will have or can have on businesses and charities working practices? The focus needs to be on choices that people on or below the poverty line face and supporting people who have little choice so that the choices they are faced with are not detrimental to their health		Homeless shelters, refuges, care homes, food banks	Strongly agree	



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		Food production	Strongly agree				Make better use of allotment spaces.	Strongly agree	
		Food transformation	Agree			ACCESS TO ALLOTMENTS ... long waiting list too many golf courses where public have no right of way -- too much land used for few people ANIMALS -- their diet needs to be considered -- it is possible to have VEGAN animals -- and feed them insects etc. We need to consider setting up dog toilets in parks as I am put off any community gardening in parks by the likelihood that soil is infected with toxocara canis. SOIL is also polluted by too many cars and vehicles and poor air quality in Birmingham	working with local Enterprise partnerships to set up urban farms	Agree	
		No answer	Strongly agree	I really like the idea of using spaces in the city for food this can involve all community members.				Strongly agree	
		Food waste and recycling	Agree	If communities get use of public spaces to grow food this produce should be available easily within the community at a competitive price that replaces supermarket offerings that carry lots of miles in the supply chain			Free access to areas that are ready to be grown. The council should clear and make ready areas that are overgrown	Strongly agree	



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
		Encourage all groups to discuss what's needed, available locally and viable alternatives.	Strongly agree				Get chefs involved. They are advocates of adding extra salt, excess butter and fat and sugar to recipes.	Strongly agree	
		Understanding local food would love to see initiatives in schools around food sourcing and options and what they mean – consequences for the environment of flying in food out of season. School gardens... and better everyday cooking classes for all students. Educational visits to farm to understand where our food comes from.	Strongly agree			food additives and their link to poor health and obesity		Strongly agree	
			Strongly agree					Strongly agree	Families will save money if they are help and advised about how to waste less food thus putting them under less stress particularly if there is a recession. Businesses could be encouraged to donate any waste to community food projects.
			Strongly agree	Making people more aware of what is in their food is vital to deliver healthier diets. A great way of achieving this is by teaching them to prepare their own food. I wanted to teach people to cook when I left my teaching job but there is no facility for this. I ended up volunteering with FoodCycle as it was the closest I could find			Create facilities where people who have not got the basic kitchen skills needed to develop their own meals can learn to cook. Many years ago schools had these but this long ago disappeared from the curriculum. It could be run as a charity but the council would need to support the set up. I have looked into this and was on the verge of creating Sutton Coldfield Community Kitchen pre-pandemic but there were many obstacles. A council backed project would be more sustainable	Strongly agree	Some of this is linked to previous comments about having the skills to create meals. Not knowing what to do with leftovers is part of the problem. Supermarkets are still the biggest creators of waste - this too should be a focus



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
		Review what happens to food not sold at the end of the day, close to sell by/ best before dates, can this be donated to those in need.	Agree					Strongly agree
	food composting I lived in area where food waste is collected in separate bins -- we need to think about doing this. Explain benefits of home composting where this is possible		Agree				dedicated catering colleges where public can eat (they do this in France). This is not just for "disadvantaged" groups -- but food industry jobs and training should be option for every one.  Real Living Wage is very important	Strongly agree
			Strongly agree					Strongly agree
	Key aspects - giving people the life skills to create and explore food in their own kitchens	See previous comments regarding council backed facilities to enable cookery skills development	Agree					Strongly agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
			Make this part of the education programme for all pupils.	Don't know				
excellent				Agree				everything should start with education in schools and nurseries and colleges
				Strongly agree				
Jamie Oliver has had a number of programs aimed at achieving a lot of what is in this work stream. i'm sure there are lessons learnt in his work that would benefit this?			Council enabled charity work throughout the area ( not just town centre) to facilitate cookery lessons	Agree	Social prescribing is a good idea but has yet to deliver. I have met with a local social prescriber as a FoodCycle ambassador but she was spread so thinly across so many practices that she could not be drawn down to the level of food/community meals			More social prescribers



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Agree	This will need collaboration of a lot of areas of business and the government as the cost of growing, producing, distributing, marketing all have an impact on the cost to the consumer.				Agree				Engage every element of the community and wider Midlands area.
Agree					Agree				
Strongly agree					Strongly agree				
Strongly agree	FoodCycle offer community meals across Birmingham which anyone can come and eat a hot three course meal with other people. No one should be hungry or lonely			Engage more with the projects that are happening. Let people know they can come and eat... or come and volunteer	Agree				



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved.	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Agree					Strongly agree			
Agree					Agree			i disagree with the order of the priorities – unless you give them all equal weight?
Strongly agree					Strongly agree			
Agree			Charities that offer food		Strongly agree			



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
18	Strongly agree			Strongly agree			Strongly agree		
19	Strongly agree			Strongly agree			Strongly agree		
20	Strongly agree	It is ambitious, inclusive and will require choices about how we use land in the city that won't be universally liked but are necessary - everything comes down to the use of land and planning - so seeking to address this is the start of much wider societal change that could improve transport, reduce air pollution and car dependence, house more people in differing typologies, increase accessibility of jobs and green spaces etc. It all comes down to how land is used.		Strongly agree	I would add two more that focus more explicitly on decentralisation and looking at the bigger picture. BCC as an organisation are control freaks and their ways of operating constitute a significant barrier to progress sometimes. It's good to see on page 61 interdepartmental working is identified but it's not clear what this will involve. Birmingham Property Services for example are driven by maintaining a bottom line and have no vision for the city - this has led to lost opportunities in the past and BCC must be more willing to give power and funding to local communities who are more than willing to create lasting and far reaching change that might not be reflected in BPS's balance sheet. BCC's land holdings should be leveraged to create that changed and not flogged to developers.		Strongly agree	The ambition realises the scale of change that can be brought through food systems but needs to more explicitly demonstrate the importance of planning policy in delivering it.	
21	Strongly agree			Agree	Definitely make the most of existing good practice.		Strongly agree	Many of these issues need central government action to ensure any initiatives become permanent, not just based on short term projects and short term contracts and fixed funding from the third sector.	
22	Disagree		I would suggest the following revision:  Our shared vision is a fair, sustainable and prosperous food system and economy, in which food choices are nutritious, affordable and desirable, to encourage all citizens to fulfil their potential for a happy, healthy life.	Agree			Disagree		I think the first paragraph is largely meaningless and could helpfully be replaced by a sentence explaining how the ambition relates to the vision.



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Strongly agree				Agree				Strongly agree	
Strongly agree				Strongly agree				Strongly agree	Under the Environment Act 2021 the Council has to collect food waste weekly from households from 2025.
Strongly agree	Generally the aims highlights the main areas of the city's food system that need improving from production to waste/reuse, education and greater involvement in it.			Strongly agree			Across the lifecycle of produce - from production, to packaging, to marketing to waste and reuse needs adding in as well as how this can be decentralised and managed locally to minimise carbon intensive travel.	Agree	
Agree				Strongly agree	Schools remaining within City budgets needs to take action about food buying. Hospitals (outside City control) need to do the same- plenty of models of how to do it properly are present elsewhere.			Strongly agree	The City needs to use the existing legislation to protect allotment sites from being taken over for building works. What about the Commonwealth Games site and the allotments? Not a very good advert for long term strategic thinking.
Disagree		I'd remove the first sentence and include one as to how these relate to the vision and ambition.		Agree				Agree	



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		No answer	Strongly agree					Strongly agree	
		No answer	Strongly agree	use of hydroponics - Birmingham has a lot of hydroponic experts who could be growing lettuces and tomatoes instead of their usual crops. The police have lots of seized hydroponics equipment.				Strongly agree	
	How the private sector can and should incorporate these activities in development and ensuring that they do.	No answer	Strongly agree			Birmingham pioneered the allotment system in the Victorian era and reaching back to that history can connect current policy with past success and create a sense of continuity and longevity that is a hallmark of sustainability - something which is sustainable, lasts.  Recognition of this history is absent from the strategy at the moment. Again planning policy should mandate community growing spaces in new residential developments rather than ornamental planting or easy to maintain plastic grass that undermines aims to increase biodiversity.  The provision of this green space in apartment buildings may encourage more families to live in them. Common in Europe but rare in the UK and America, mid-density development is a more sustainable and sociable built form than suburban housing and will enable more much needed homes to be built without sacrificing green space.	Ensuring the need for growing space on rooftops of new residential developments to maximise accessibility and efficient use of space - this will also improve mental and physical wellbeing and foster community in new neighbourhoods.  Birmingham's Smithfield development should be the epicentre of a circular food system centred on the 900 year old markets. Food is at the core of Smithfield's identity and the Food Systems Strategy team must ensure this remains the case instead of allowing Lendlease to remove urban farming roof spaces for over-site development and viability.  New initiatives can give individuals the power to green the city. Perhaps Birmingham could pioneer a system whereby residents in areas that require resident's parking permits to park cars in on street bays can replace that permit with one which grants them the right to adopt an on street garden.	Strongly agree	
		No answer	Strongly agree	Capacity to grow large amounts of food within the City is limited. Support for free classes about food growing and supporting allotments?				Strongly agree	Links to Open Farm Sunday and Nature Friendly Farming Network?  Does the City have a City Farm?
		Food waste and recycling	Agree				good question!!!	Agree	



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
			Agree					Strongly agree	
			Strongly agree	will probably need government regulation to support food is more than just food - would need to address reasons why people eat sugar and high fat foods - mental health, emotional eating ,sexual abuse etc				Strongly agree	will need to sort household food waste collections by 2025 - local anaerobic digestors? composting in parks etc
		ucc should leverage extensive landholdings to offer preferential rates to sustainable food businesses to ensure that every local centre and high street has a small shop, akin to something like the clean kilo, that is accessible on foot, by bike or by public transport, reducing the distance people have to travel to access their weekly shop and perhaps change their habits. This will provide an alternative to the car-focused mode of consumption that currently predominates that exists apart from the food system itself but is an example of how consumption is still nonetheless unsustainable.  Establishing this network of zero waste supermarkets will allow the formation of local circular systems centred around the supermarket that becomes a community asset. Food brings people together and recreating a more 'traditional' mode of purchasing groceries will appeal to the nostalgic older generation as well as the climate conscious younger generation.	Strongly agree				Planning policy should also prevent the new takeaways, particularly drive throughs, which again encourage unsustainable travel habits and unhealthy lifestyles.  Education is crucial and initiatives like the one I proposed for Aston Hall in response to the previous page and ensuring people understand where food comes from and changing the demand for certain types of food through education about what alternatives are available and desirable.	Strongly agree	
			Strongly agree	Central government needs to have the guts to take on the industry and impose sugar, fat and salt tax on junk food.  Is the Council using it existing powers to stop the opening of take away shops and other junk food outlets?			Has the Council removed all junk food dispensing machines from all sites over which it has control? Eg swimming baths? Council offices, public spaces?	Strongly agree	Food recycling boxes to put with rubbish and recycling for regular collection?
			Disagree		diverse' in this context isn't a good thing. The aim should be to REDUCE the number of ingredients - see <a href="https://michaelpollan.com/reviews/how-to-eat/">https://michaelpollan.com/reviews/how-to-eat/</a> - I would strongly suggest that 'more diverse and nutritious' be replaced with 'fewer and more nutritious' and 'diverse ingredients' with 'fewer ingredients'	see above		Agree	this is a great opportunity to work with and develop incredible Surplus



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
			Strongly agree					Strongly agree
			Strongly agree					Strongly agree
	<p>Waste not only involves physical items like packaging but wasteful behaviour. Waste is also a result of that behaviour.</p> <p>Robust planning policy needs adopting which explicitly outlines that retail park type supermarkets, with their inefficient low rise form, unattractive architecture, copious parking and high street destroying potential will no longer be supported anywhere in the city. The mode of consumption for many is driving to a large supermarket far away once a week. This practice increases food waste, congestion, air pollution and is the opposite of living more locally.</p> <p>To this end BCC should leverage extensive landholdings to offer preferential rates to sustainable food businesses to ensure that every local centre and high street has a small shop, akin to something like the clean kilo, that is accessible on foot, by bike or by public transport, reducing the distance people have to</p>	<p>- ban retail parks and takeaways</p> <p>- Invest in zero waste businesses and education</p> <p>- Promote more sustainable travel and logistics</p> <p>- Create circular, local food systems where food waste can be returned to community gardens</p> <p>For when you're eating out, Ghent introduced a local version of a doggy bag called the Restoestje Box which has since been widely replicated across Belgium since its introduction in 2015. 100 restaurants in the city distributed 11,000 boxes to their customers to take home their leftovers. If you're struggling to finish that pizza there is no need for embarrassment; you're saving the planet, reducing food waste and you can enjoy your delicious leftovers at home. Keepcups are available across the city too and offer a greener alternative to disposable coffee cups. Many cafes also offer discounts on your take away purchase if you bring one in too.</p>	Not Answered			<p>A sustainable food plan must ensure that everyone has access to it and can get involved. Food should be an inherently social activity, eating lunch at your desk is a modern phenomenon that has been stripped of the joy of sharing a meal together. Food brings people together regardless of age, sex, background or income and as such can be an agent of social cohesion as well as a source of employment.</p> <p>The development of sustainable food systems can help boost social employment by offering training and creating jobs at restaurants and with producers. Access to start-up support could enable new enterprises to develop and innovate, increasing the number of food-related jobs and training opportunities.</p> <p>The Severn Project, a Community Interest Company founded in Bristol in 2010, produces 300kg of organic salad leaves a week to sell commercially and provides education</p>	Agree	
			Strongly agree	Does the Council ensure that all staff who produce food for Council use are paid above the national living wage? Catering staff need better status and support for education about basic nutrition.				Strongly agree
	this is a great opportunity to work with and develop Incredible Surplus	this is a great opportunity to work with and develop Incredible Surplus	Agree					Disagree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
				Strongly agree				
				Strongly agree	behaviour change is hard with food as it's so loaded with values that are non food related. This is a big task.			
			we have numerous outstanding Brummie chefs who could produce a new online cookbook, creating exciting yet easy recipes to cook at home and collaborating with businesses where you can buy the ingredients in meal kits. Education is also key and cookery schools across the city need to be promoted and made more accessible.  Making food growing and cooking lessons as well as farm visits part of every child's education will familiarise future generations with where their food comes from.  Since 2014, over 42 schools in Ghent have received training in how to develop community garden beds on their campus, with other 240 parents and teachers having participated in these workshops.  The Kitchen Food School in Digbeth began as a pop up and the school	Strongly agree			As mentioned previously, town planning policy needs adopting which explicitly outlines that retail park type supermarkets, with their inefficient low rise form, unattractive architecture, copious parking and high street destroying potential will no longer be supported anywhere in the city. The mode of consumption for many is driving to a large supermarket far away once a week. This practice increases food waste, congestion, air pollution and is the opposite of living more locally. As with modal shift, a carrot and stick approach is needed - people need to be given attractive alternatives while the damaging status quo is made less convenient.  To this end BCC should leverage extensive landholdings to offer preferential rates to sustainable food businesses to ensure that every local centre and high street has a small shop, akin to something like the clean kilo, that is accessible on foot, by bike or by public transport,	
Adult Education services should have cookery classes available across the City offering courses in the evening and Saturdays.				Don't know				Remove easy access to junk food.
	I'd lose the first para which is largely meaningless.			Agree				



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Strongly agree					Strongly agree				
Strongly agree	free school meal vouchers for every holiday for eligible children?				Strongly agree				
Strongly agree					Strongly agree				
Agree					Don't know				
Agree					Agree				



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Strongly agree					Strongly agree			
Strongly agree	need to embed Net Zero Carbon within this in terms of food miles, food waste, energy used to produce food, move away from gas cooking etc				Strongly agree			
Strongly agree			Planning and Transport need incorporating into a holistic vision and spatial strategy for the city.		Agree			
Not Answered					Agree	Need to focus on long term achievable initiatives.		
Agree	I don't know what 'cross-matrix' means and find that alienating				Disagree		I find this largely incomprehensible. What are you trying to say? What is the actual tool, what does it consist of?	



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
23	Strongly agree			Strongly agree			Strongly agree		
24	Strongly agree	Nutrition is important for our students		Not Answered			Strongly agree	It does concern me that we use single use plastics, what message does this send about the environment!	
25	Strongly agree	The vision ties in well with the Net Zero action plan		Strongly agree	There is good practice in which healthy food supply contributes directly to Net Zero - for example, the Fruit and Nut Villages - carbon sequestration in the trees and organic, healthy food for local people - and this can certainly be built upon. Maybe with particular focus on the environmental justice wards.		Strongly agree	The Environment Act 2021 will support with this - it introduces deposit schemes for bottles/cans, charges for single use items and weekly collection of household food waste which will feed into the Regenerate our Environment strand.	
26	Strongly agree	So Roundup should not be sprayed anywhere, and especially not on allotments!		Disagree		You didn't mention sustainability	Strongly agree	Healthy has to mean pesticide-free. Stop spraying toxic chemicals or accepting food that has been sprayed.	
27	Strongly agree			Strongly agree			Strongly agree		
28	Agree			Agree			Agree		
29	Strongly agree	I think that there should be more emphasis on independently run restaurants and takeaways that provide healthier food (preferably more sustainable alternatives such as vegetarian or vegan) that has a lower carbon footprint.		Strongly agree	Also restrict the development of more cheap fast food outlets. Allow preference to more independent healthier takeaways.		Strongly agree	Agree 100%	
30	Agree			Don't know			Agree	I agree with the ambition but think it will be very difficult to achieve	
31	Strongly agree			Strongly agree			Strongly agree	I am particularly keen to look at the impact of food production and distribution on the environment. We need to focus on sustainable and ethical food production and ensure that our food does not cost the earth - literally!	



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Strongly agree				Strongly agree				Strongly agree	
Strongly agree				Agree				Strongly agree	Children still don't understand enough about nutrition and issues surrounding waste so this is important.
Strongly agree			It's important to link the Food System to the Net Zero agenda as many of the aims overlap	Strongly agree			just to say - a few typos - page 27 - there's an unfinished sentence at the top and it should be 'fewer' rather than 'less' I think page 30 - the map is difficult to read page 32 - the map is blocking out some of the text	Strongly agree	
Strongly agree	Safe food = pesticide and herbicide free		Get rid of Roundup, Resolva and other toxic chemicals from the whole city. Many other councils have already banned them. There is no way they should be used where fruit and veg are growing, and especially not on allotments!	Agree	Make a start by not spraying toxic chemicals on allotments! There are alternative ways to control weeds, and they don't kill 96% of bumblebees or make earthworms infertile. Make allotment plot holders responsible for weed control and save the Council loads of money.		Allotments!!	Agree	That includes allotment plot holders. Help us by stopping using toxic chemicals. We know what to do.
Strongly agree				Strongly agree				Strongly agree	
Agree				Agree				Agree	
Strongly agree	Agree 100%			Strongly agree				Strongly agree	Agree 100%
Agree				Agree				Agree	
Strongly agree	It is really important that food retailers are on-board with this. People need to be able to access high quality, sustainably produced food in their immediate locality. Supermarkets and smaller retailers have a big part to play in this. At the moment food production is driven purely by profit and most people are ignorant of where and how their food is produced. To quote Wendell Berry; 'The consumer, that is to say, must be kept from discovering that, in the food industry – as in any other industry – the overriding concerns are not quality and health, but volume and price.'			Strongly agree				Strongly agree	Definitely need to look at food sourcing - 'increase sourcing of local, environmentally sustainable, ethical and nutritious foods across the food system'. Also reducing plastic packaging!! This contributes to wastage as portions in pre-packaged food are often too large, especially for smaller households. What did we do before plastic??? Bought loose fruit and veg. Virtually impossible in local food retailers now e.g. Co-op and Tesco. So frustrating!



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		No answer	Strongly agree					Strongly agree	
		No answer	Strongly agree	Seems complicated to introduce, but a great principle to work towards				Strongly agree	
		Food behaviour change	Strongly agree	From a net zero perspective, we would encourage people to consume more plants and less meat and so would reduce meat production.			There is a network of community gardens and this could be grown - maybe to include the pocket parks. To allow some plots on allotments to become small market gardeners. My understanding is that although not allowed, some produce grown on allotments is sold and maybe this could be regularised and with support could become SME incubators. There have also been more animal-human virus interactions recently (eg swine flu) and so a reduction in meat production would reduce this possibility.	Strongly agree	
		No answer	Disagree		You missed out allotments! We are experts and a huge resource.	Involve allotment plot holders e.g. BDAC and eco charities and bodies. Involve people who are actually experts in food growing. And get councillors out visiting allotments to learn how we respect pollinators and the soil!	Involve allotment plot holders.	Strongly agree	Allotment plot holders are among the local food growers. Give us more support, listen to us, and don't use toxic chemicals on our sites.
		No answer	Strongly agree					Strongly agree	
		No answer	Agree					Agree	
		No answer	Strongly agree				Empowering communities and engaging with them.	Strongly agree	
		Food behaviour change	Agree				Financial support if we are to help people grow their own food. Most people don't have time. They are busy working.	Agree	
		Food sourcing	Strongly agree	Definitely need to 'Use the levers of procurement to support environmentally sustainable and ethical food production as a fundamental part of the food system of the city.' Supermarkets need to change ....				Strongly agree	Really important - 'Increase demand and expectation of seasonal, local, sustainable food sourcing with ethical supply chains' and 'Support more rural-urban connection, especially through local markets that help connect independent and small producers with local communities.' To quote Wendell Berry again: 'Most people are now fed, clothed and sheltered from sources, in nature and in the work of other people, toward which they feel no gratitude and exercise no responsibility.



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
			Strongly agree					Strongly agree	
			Strongly agree					Strongly agree	I agree that the future must involve reducing food waste
	role of allotments as incubators for food growing businesses	The understand local food may be the easiest to start. Many schools still use Citservice as caterers and so the Council could work with them. An issue will always be cost as a primary school meal is £2.40 a day to cover staff, overheads and food and most of the food is frozen from Brakes. Any change from this would be a major training exercise for school cooks. Certainly education providers could re-introduce home economics in some form to educate pupils.	Strongly agree					Strongly agree	
		Begin 'at home' with allotment groups. We have a wealth of knowledge and experience.	Strongly agree					Strongly agree	
			Strongly agree					Strongly agree	
			Agree					Agree	
		All of them.	Strongly agree					Strongly agree	
			Agree					Agree	
			Strongly agree					Strongly agree	Absolutely - 'Reducing food waste and packaging conserves energy and resources, and reduces waste in landfill, it is better for our pockets as well as for our planet.' We need to convert retailers!!!



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
			Strongly agree					Strongly agree
			Strongly agree					Not Answered
	The Environment Act introduces weekly food waste collection from 2025 and this needs to be factored in. The Act also covers waste licensing and so there may be scope for doing something for commercial food waste disposal that incentivises passing the waste to fareshare or other community distribution organisations. There is also the opportunity to reduce single use items and to do more on reducing packaging.	Avoiding waste is the primary goal, but any food waste can be used for renewable energy in anaerobic digesters and the electricity can be sold. This gives some scope for community energy businesses.	Strongly agree					Strongly agree
			Agree		Reduce packaging waste and improve recycling collections to large buildings such as high rise blocks.			Strongly agree
			Not Answered					Strongly agree
			Agree					Agree
		Talking with all providers of waste to find a solution to reduce waste.	Strongly agree			Set up a recognized award system for businesses and employees.		Strongly agree
			Agree				Apprenticeships are a great ideas but they don't pay enough. Many people cannot afford to do them.	Don't know
			Strongly agree					Strongly agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
				Strongly agree				
		Price of food may be an issue which limits choices		Strongly agree				
			Grow smart - agriculture has still a long way to go to meet net zero and any action in this area would need to take into account farming methods, the move away from meat production to vegetables and fruit, mixed land use to increase biodiversity and tree planting on non-productive land.	Strongly agree	The Net Zero team may be looking to appoint a Behaviour Change worker in the future and there would certainly be areas of overlap.			The difficult bit is always making the right thing to do, the easy thing to do.
			Use local tv news programmes to highlight good practice.	Don't know				
				Strongly agree				
				Agree				
				Strongly agree				Bring people along by understanding the benefits .
				Agree				Getting humans to change their behaviour and act differently to other humans around them is incredibly difficult. This is an entire culture change. Most people do what they see others around them doing. Teaching young people to be willing to be different to others is key.
Stop advertising for fast food outlets such as Macdonalds and Burger King!				Strongly agree	The whole culture around food needs to change. Why are youngsters attracted to Macdonalds from an early age? Advertising! We need to make fast-food outlets socially unacceptable.			



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Strongly agree					Strongly agree				
Strongly agree	I think there will be issues based around the cost of food				Agree				
Strongly agree	Two of the areas of Net Zero are adaptation (living with the impacts of climate crisis eg warmer temperatures) and resilience (reducing the impacts of the climate crisis eg flood mitigation). Food production will need to adapt to hotter summers and warmer winters with increased rainfall in winter and so this may mean different crops or farming methods. The Netherlands are an exporter of salad items despite small farming areas due to their use of hydroponics. This system isn't impacted as much by climate and so is more resilient.		Impact of climate crisis on farming methods.		Strongly agree				
Strongly agree			Encourage people who live from one food treat to the next to share more via food collections and to eat more simply themselves.		Don't know			The allotment plot holders!!	
Strongly agree					Strongly agree				
Agree					Agree				
Strongly agree					Strongly agree			Restrict or limit the advertising or promotion of fast foods.	
Don't know					Don't know				
Strongly agree	Bring in Universal Basic Income!				Strongly agree				



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Strongly agree					Strongly agree			
Strongly agree					Agree			
Strongly agree	Important to link with Net Zero agenda		Citiserve, BCC Route to Net Zero team	Net Zero Action Plan	Strongly agree			
Agree	I think you need a focus group in every one of the city's 'villages' i.e. everywhere there's a small, locally recognised, centre of population. And you need to listen to conservationists, especially those who are already growing food on a small scale at home and on allotments. The experts aren't necessarily wearing suits!		BDAC, PAN-UK, Soil Association, Bee Friendly Brum, Wildlife Trusts, FOE... It has to be respectful to the environment.		Don't know			Start small. Get going where you already can, easily. Ban glyphosate-based pesticides and herbicides from food growing areas!
Strongly agree					Strongly agree			
Agree					Agree			
Strongly agree					Strongly agree			
Don't know					Agree			
Strongly agree	I am encouraged that 'The Food System Strategy will be overseen by the Health and Wellbeing Board'				Strongly agree			



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
32	Agree	I agree that it is important that we don't just remain neutral, but actively focus on regeneration and actively focus on offsetting carbon emissions, for example.		Strongly agree	I strongly agree that reducing inequalities is essential, but it is not enough to make access equal for all, it is necessary to make access easier for those most in need.		Agree	innovation and regeneration should be central to the ambition, to ensure that it is a sustainable system which can continue without further funding	
33	Strongly agree	Bold needs to be about engaging, encouraging, genuinely involving citizens as equal partners in development, review and implementation of strategies agreed with them. Less top down, but a real meeting in the middle so all views are captured.		Strongly agree	Great list ... let's make it real in the mind of every decision maker, officers and elected. Really get out and engage with citizens and groups. BCC can be very conservative. Be bold!		Strongly agree		
34	Strongly agree	An excellent goal, articulates all key elements necessary for change and for success.		Strongly agree	Building on existing good practice and evidence are essential. We dont need to reinvent the wheel when things are working. We need to recognise barriers - because these changes are challenging. And of course, inequalities are at the heart of this.		Agree	I agree with the ambition - but 8 years is no time at all for effect these changes.	
35	Strongly agree	Food is an essential part of our lives but also a complex system without our economy and health. It is critical to master this system for widespread benefits to the population.		Strongly agree	We need to collaborate with other businesses and organisations who can provide the products and logistics required to implement the desired strategy. Utilising partnerships and alike will ensure the strategy is robust and feasible.		Strongly agree		
36	Don't know			Don't know			Don't know		
37	Agree			Strongly agree			Agree		
38	Agree			Agree			Agree		
39	Agree	Healthy food promoted city wide would be fantastic		Agree			Agree		



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Strongly agree	it is of utmost importance to identify the barriers that prevent people from accessing healthy food provision from the most in need members of society. i.e. English as an additional language being a barrier, lack of access to supermarkets/bulk buying stores, etc			Strongly agree	I feel most environments have been covered, but would add in childcare settings also, such as childminding services, holiday clubs, breakfast/after school clubs, youth groups, and leisure centres.			Agree	
Strongly agree	Default for resources should be co-design with key community allies. Resources should go to communities and allies to facilitate what we need on the ground. Programmes designed in house and dropped on communities should be replaced. We need to stop the 'pleasing the boss' and 'we have our agreed plan' - too often remote and unconnected to the community level work they should be impacting.			Agree	Yes, but only if we can shift beyond a strap line and make it real			Strongly agree	Outstanding list. Valuable guide to concerted local community action. people are passionate about grow and their environment. How can we best build from that.
Strongly agree	All excellent aims- glad to see life course emphasis - from birth onwards.			Strongly agree	yes, this cannot work in at the absence of collective effort			Strongly agree	All key components are included at some level I think
Strongly agree	All great points, the link to both diet and a healthy lifestyle including exercise is such a critical link which can support nutrition in itself.			Strongly agree			Consideration to be made of how to support business in delivering to this strategy. Whether this be to do with subsistence with facilities or staff to financial aids to encourage more business to get involved.	Strongly agree	
Don't know				Don't know				Don't know	
Agree			Food growing & the role of the cities rich allotment sites	Agree				Agree	
Agree			Encompass the wide variety of dietary restrictions	Don't know				Don't know	
Agree			Reduce chains and corporate fast food businesses across the city and replace it with locally owned and run businesses.	Agree	It has to be all encompassing and city wide !		Producers and food processing is missed. There are a number of slaughter houses and food factories etc in Birmingham that are not included here!	Agree	I agree overall but I do not agree that ethical meat production can include Halal slaughter for example as the practice is unethical and harms animals for the sake of a belief system.



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
	I would add that food education is important beyond school years and school age, should be a lifelong process, particularly for families who are newly arrived in the UK/Birmingham.	Food transformation	Strongly agree			Focus on production of plant-based food and discourage meat production, as it is too resource heavy	Get children and young people excited about and interested in growing their own food at school and at home.	Strongly agree	
		No answer	Strongly agree	Very good. We love parks but I think they have a strong lobby that needs to be noted, but not make other aspirations secondary. Any citizen with passion and an idea to grow should be able to access space easily, be supported as needed, with minimal fuss.			Open up access to green spaces. Understanding how processes and systems are seen by local citizens. Change them to suit. Stop justifying things as they are.	Strongly agree	How to use hyperlocal partners to create access to good quality food. Some will need to be fed. Some will want to grow their own. Others will want to support thorough cooking classes, running community supermarkets and cafes, and so on. Use these people. Local coordination is all.
		Food behaviour change	Agree	Great ideas at the whole food production/system level (though I worry that some of this may be interpreted as individual level 'growing your own' as a solution to food insecurity - it clearly is not and is not available to many of our population who experience greatest inequalities).				Strongly agree	Essential activity not just for reliable food access but for the planet.
		Food transformation	Strongly agree					Strongly agree	
		No answer	Don't know					Don't know	
		No answer	Agree			Role of allotments across Birmingham in community growing and individual food production	Improve maintenance and security across allotment sites. Improve awareness of allotment sites & support associations to make sure plots are cultivated. Provide training and support to growers.	Agree	
		No answer	Don't know					Agree	
	Food safety should be more prominent as a key aspect as well as food standards which seems to have been missed?	Food security and resilience	Agree	People need to know how to grow food it's not hard!			Fair trade and organic gets no mention for foods not grown or produced in the city.	Agree	



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
	Focus on plant-based diets which are far more sustainable than those which are heavy in animal products.	Inspire with creative, make at home recipes for seasonal food, as often families are not aware of how to cook and eat certain local seasonal foods they have never seen before e.g. chard/asparagus/etc	Strongly agree			Focus on convenience, as often families may not have access to high-tech, well stocked kitchens to cook meals from scratch, hence the reliance on fast-foods which don't require home cooking.	Life-long education that is not just focused on what children learn in school, and parents of school aged children. e.g. how are we targeting the elderly, who may not have internet access, and may be quite isolated from the community?	Strongly agree	
			Strongly agree	Digging below the low hanging fruit is essential. How to empower local people/groups to access street by street and support neighbours. It's not harder to reach, it's we haven't tried hard enough to reach.				Strongly agree	Composting needs to be city wide with full support for training and advice around equipment and methods. Community partners are doing this work already. We need much more. Community Gardens can be catalysts.
			Agree	Important to work with industry in this way - people dont continue to purchase foods that are not enjoyable. Finding the balance between manufacturing for enjoyment vs. health is tricky - but must be done via communication.			open honest dialogue development between food industry and our community	Strongly agree	Another great goal that addresses local and planetary need.
		Create platforms to ensure quality ingredients can be procured easily and are traceable.	Strongly agree	This is exactly what Clean Cuisine Co strongly believe in and base our business concept on.			Suggest a meeting with Clean Cuisine Co to discuss further	Strongly agree	
			Don't know					Don't know	
			Agree					Strongly agree	
			Agree					Agree	
	Organic and fair trade not mentioned	Collaborating with producers and traders to understand what the market needs	Agree					Strongly agree	



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
	Although 70% of UK food waste (post farm gate) comes from households, I think it is important to embed reduction of waste throughout the whole of the food's lifecycle.	actively engaging working age adults who don't have school aged children, and the elderly who may be isolated from traditional educational methods such as online or through connections with community.	Strongly agree			How will those who are not of working or training age be engaged? E.g. young people and the retired? How will those who are NEET be engaged and supported into gainful employment and training?	Engage the wider community	Strongly agree
			Strongly agree					Strongly agree
		reduce stigma, facilitate access to fridge/freezer/food prep opportunities for those living without such access.	Agree					Strongly agree
			Strongly agree				Branding is essential, once Birmingham begins to recognise its self as a food destination, it should make it know across the UK.	Strongly agree
Why are Birmingham families/companies etc not recycling food in their kitchens with recycling bins? Other authorities do.			Don't know					Don't know
		Household composting scheme to turn food waste into compost for growing sites (e.g. allotments) to reduce need for fertilisers and chemical applications.	Agree					Agree
			Agree					Don't know
			Agree	It already is a good destination with lots of great innovative restaurants etc just needs to be realised		Ensure hospitality workers are payed enough!		Agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
		It is important to educate people on where their food actually comes from, especially if we want to encourage ethical consumption. Education about the horrific conditions farm animals are subjected to would mean more ethically informed food decisions. There is no ethical consumption of animal products, and 3,272,215,692 animals have been killed this year for food in the UK, which could impact the way we think about where our food really comes from.	education in schools, cooking masterclasses, awareness of barriers to healthy food preparation and cooking, education of where our food actually comes from.	Don't know	I am not familiar with evidence-based behaviour change methods, so am not sure what exactly this entails.		Consider "peer pressure" - this can have a positive or negative influence. For example, could encourage children and young people to try different foods if their friends are doing it, but also could isolate people if their friends/co-workers are eating differently to them.	creating various "curriculums" for the individual, the community, and the city as a whole, with suggested actions
				Strongly agree	How do we reach deeply into communities. Need street by street initiatives and genuine use of partners.			
Particularly glad to see family & child focus. Good habits start at the start of life.			Treading careful balance between providing enjoyable, non-patronising opportunities for skills development without assuming all of the problems we face regarding our food choices and consumption are due to poor awareness/lack of skills related to cooking .	Strongly agree	I think this iOS one of the most important aspects of our work.			Don't underestimate the time and person-power that will be required to synthesise, adapt and integrate behaviour change evidence into co-designed interventions and programs.
				Strongly agree				
				Don't know				
				Agree				
				Agree				
				Agree				



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Strongly agree			Consider the additional factors that contribute to overall poverty, which in turn leads to food poverty. E.g. the ever-increasing cost of housing, gas and electricity prices soaring, increase to national insurance, wages not increasing in line with inflation, etc	Understanding how much money citizens have in their budget to spend on food after essentials are paid for, to inform the affordability of food	Strongly agree	Birmingham is a very diverse city, and that can be investigated and utilised in the food strategy.			investigating food supply in Birmingham, speaking to citizens about their diets and the foods they are able to cook
Strongly agree					Agree	Has to be real and touch people who are not already engaged.			
Strongly agree	Reducing stigma really key here. Clearly, food insecurity is only going to rise in upcoming months given cost of living crisis, so a focus on this is exceptionally important.				Agree				
Strongly agree					Strongly agree				
Don't know					Don't know				
Agree					Agree				
Agree					Don't know				
Agree					Agree				



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Strongly agree	Silo working is a problem which needs to be tackled strategically, joined up working is of utmost importance.		Public Health, Feeling Britain, schools food suppliers, Fareshare, Digbeth Dining Club	HAF guidance on food education and provision: <a href="https://www.gov.uk/government/publications/holiday-activities-and-food-programme/holiday-activities-and-food-programme-2021#aims-of-the-programme">https://www.gov.uk/government/publications/holiday-activities-and-food-programme/holiday-activities-and-food-programme-2021#aims-of-the-programme</a>	Strongly agree			
Strongly agree					Strongly agree			
Agree					Strongly agree	Great to see this tool - are all elements equally weighted? there are some which may need to carry extra weight (e.g. evidence base).		
Strongly agree					Strongly agree			
Don't know					Don't know			Have put DON'T KNOW for all of this survey...far too much to read. Commented once we need food recycling bins .
Agree					Agree			
Agree					Agree			
Agree					Agree			



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
40	Strongly agree	a better education to healthy food is really needed - as a mum of primary school aged children, it was heart-breaking to see so many more overweight/obese children coming back to school after lockdown. Being French, I really see the gap and huge improvement potential to better educate food habits in early years.		Agree			Strongly agree	<p>this policy should also include planting more fruit and nuts trees in urban settings. I am also often shocked at the lack of knowledge about edible food (e.g. when BB date has passed).</p> <p>With all this there should also be stricter rules about takeaway planning permissions and their distance to schools/bus stops.</p> <p>Opening a shop that sells only sweets and snacks in Cotteridge centre where all the kids from secondary schools take their bus does not seem to promote healthy diets really...</p>	
41	Strongly agree			Agree	I feel education is an important one as well.		Agree		
42	Strongly agree	It is very important for everyone to be able to afford a healthy diet whether their diet is a choice, for religious reasons and due to allergies/diet and we should be able to trust that our food has come from the right source and been treated correctly.		Strongly agree	Training and knowledge is key to be able to provide this strategy. Proof of all training and communication must be documented.		Strongly agree	I can envisage local markets everyday in different areas of the city for communities to sell their produce and local businesses supporting the communities.	
43	Strongly agree	If all people eat well, they are less likely to need medical help so there is a knock-on effect across the education and health services.		Strongly agree	Most people's response to being told what is 'good for us' is to either ignore, or rebel. If all people are encouraged to be a part of the decision making, more of us are likely to cooperate.		Strongly agree	If it works then this strategy is a win-win for everyone and the environment.	
44	Strongly agree	The more we promote healthy and nutritious food the better it will be. This will also ease the pressure on other agencies such as the, NHS. Many of the pre-war properties in Birmingham, have large rear gardens, and a, Help Grow Your Own, promotion could be put in place for schools, warden controlled groups, and streets, supported by the Council.	As long as it has support there are no negatives	Strongly agree	The success of this strategy or any other can only be achieved with the support of all the parties concerned.		Strongly agree	We have taken a lot from this planet of ours, now we need to do whatever we can to protect its future. Climate Change, is real, we caused it, and now we all need to what we can to put it right. Programs like this can start to repair some of the damage not for us, not even for are children, but for there children.	
45	Strongly agree	Why has BCC left food production out of its route to zero (climate emergency strategy)?		Strongly agree	I agree, but BCC actively refusing to develop systems to give access to communities to unused BCC land		Strongly agree	Is this proposal understood by Councillors and BCC officers, who is going to hold them accountable ?	



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Agree				Agree			I think there should be an honest look at the current food offers per area, and really review their 'healthy factor' - if there is no option to get cheap unhealthy food, there should be some targeted support to business that promotes more healthy options. Of note, takeaways also generate a lot of garbage thrown on the streets around them - so they should be taxed / not allowed.	Agree	
Agree			Education. I see a lot of people in my neighbourhood making quick and easy choices. Instead of going to the supermarket, they go to small local shops where the price, variety and quality is often lower.	Strongly agree				Strongly agree	
Strongly agree	How great it would be for children to see where food comes from. People taking pride in where they live and the work they do. Ensuring protection of our planet at the same time.		Security must be addressed. From vandalism to protests the communities must feel safe and secure or what's it all for? Protesters put ground glass in baby milk powder what would stop them contaminating the soil and vandals have no respect of anything.	Agree	Be fabulous if everyone got on board.		I can't help thinking that there may be turf wars. Like areas / families involved with drugs could we possibly get the same with this food initiative.	Agree	How will the right people for the Framework for Action be chosen? Who pays for all the training?
Strongly agree	With everyone on-board, a win-win situation will be created.			Strongly agree	With everyone involved, a win-win situation will be created.			Strongly agree	See my comments in previous sections.
Strongly agree	This could be the beginning of a new way people look at the way we eat and how healthy it is. We must change the thinking of the old, and teach a new way to the young. No more shopping trollies overflowing with plastic cartons, but to look at what we eat, where it's grown. Fresh health food is the aim.		This is a start, and a good one but we must at the same time look to other ways to make Birmingham the Green City we all would like. Make our housing stock accessible for electric cars, this alone would be a massive boost to making us the greenest City in the UK, this should be our aim.	Strongly agree	Changing the way shop for and cook food will not be easy, but we must try and try again to make people aware of the benefits. Schools could be challenged to grow a market garden so they eat what they grow. There are many other groups this could be aimed at. It is not going to be easy but we must try		The change of mentality of the more middle age and the just get it from the supermarket. We have to get them asking, is it fresh, where it grown, and is it local.	Strongly agree	Asking people to change the way they shop is not going to be easy. It is all going to down to Education at all levels. Get the child going home and asking where was this grown and is that local, telling how they are growing veg at school. Get the grown ups thinking
Strongly agree	BCC currently allows 70 tons of edible food to go to landfill on a weekly basis - is this going to addressed?			Don't know			Why is Birmingham waste services not mentioned here? Is BCC going to get rid of the incinerator ?	Don't know	



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
	Yes - nowhere in the report do we see that BCC will also promote healthy access to local food and vegs through bringing back local markets. City parks could be used for pop up markets with truly affordable fruits and vegs (with prices similar to the Bullring) rather than elitist/expensive products.	Food sourcing	Strongly agree	plant more fruit trees on the streets /encourage them in gardens - follow what the Cadbury brothers did for Bournville - they were true visionaries!				Agree	
		No answer	Strongly agree					Strongly agree	
		Food security and resilience	Strongly agree	I think getting people into farming is crucial since we left the EU... Apprenticeships are an excellent way to start the growth. We should also evolve our children more to see and experience pride in something they have achieved including farm visit and farming focused on as part of their curriculum.			Getting people on board, how to sell the idea to communities and keeping enthusiasm in the communities in making it work and grow.	Strongly agree	Knowledge is key to making this happen.
		Food security and resilience	Strongly agree					Strongly agree	
		Food skills and knowledge	Strongly agree	This is where the education will come to the fore. From early school years and even at nursery right through to the pensioners we must get the thinking, how, when, and where there food has come from and how good is it		Supermarkets must be made to show local products more and not put premium price on then		Strongly agree	My Mother would only buy certain things at certain times of the year or in season as they call it. So it is down to the sellers to stock local produce and not just what makes the most money
	how to you plan to dispose of waste that cannot be repurposed?	No answer	Strongly agree			community access to land (not allotments) unused sites		Strongly agree	



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
			Agree					Strongly agree	
			Strongly agree					Strongly agree	
		Firstly an understanding of where our food comes from...a lot of children just don't know...which begs the question what are they being taught at home and school?	Strongly agree	This must have a regular checking system in place to prevent bleached foods that are unfit or substituted foods being used for general consumption.			Regular inspections and people being held accountable for those who fail to fully execute the correct policies and procedures	Strongly agree	I live on my own yet I have to spend minimum of £40 to get groceries delivered as I am Registered Blind... Its too much... I throw away a lot of fresh produce as it goes out of date in a couple of days... Couldn't the £40 shop be split in to 2x£20 shops in one week so my produce is fresh?
			Strongly agree					Strongly agree	
	The Who, What, Where and price		Agree	But the quality must not suffer just to get a lower price		You will be asking the food industry change a lot. But at the end they will still be driven by PROFIT		Strongly agree	But people don't think about waste it's to easy to get it anyway EDUCATION and showing them what they could buy with the savings.
		creation of urban farms	Don't know					Don't know	



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
			Agree					Agree
		Make people aware on food packaging about waste cost to them.	Strongly agree					Strongly agree
	Food waste and recycling has certainly got better but what about people in flats? I would love to have access to a compost bin or even a part of our gardens to grow vegetables.		Strongly agree	I really feel farming should be looked upon with it being skilled work. Climate change, price hikes, fuel prices are all aspects of farming and should be taught in schools to gain flourishing farming again.			From children to people who want to be retrained in a respectable trade who will gain pride in what they do.	Strongly agree
			Strongly agree					Strongly agree
	This has to be tightened up at all sorceries		Strongly agree	Not Much to add here you have said it all. Doing it is a different thing				Strongly agree
		Composting waste	Agree			development of enterprises to grow food		Don't know



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
		<p>how about giving each Birmingham citizen vouchers for free cooking lessons (e.g. 3 per yr?) a bit like the Wellbeing initiative but for food skills and knowledge.</p> <p>Also start food prep learning in Early yrs settings and primary school.</p> <p>Things like discovering 1 fruit/veg/herb per week (i.e. 1 child has to bring it to the class and explain what they like/explain a recipe/dish with it, how/where it grows and people can taste it) - as this city is so diverse, this can be really fun.</p> <p>Other activities with KS1/early yrs could be to make a birthday cake/dessert 1x/ month for all those born on that month - with kids having a copy of their recipe book.</p> <p>We had that in France when my daughter was 4 and she loved it so much she still refers to those easy recipes 8 years later.</p>	<p>possibly also review the meal deals in secondary schools - the quality of food and available options seem to be much worse than in primary schools settings whereas this is really where you would like to help students make the best choices.</p> <p>e.g. why do meal deals include a drink (which is a plastic bottle/cup and will likely contain sugar)? why is the money not spent on tastier fruits/vegs/recipes instead?</p> <p>also why give the choice between cake and fruit to children when they are in primary schools? and why is there so frequently chips on the menu? again, France has a lower obesity rate and does not allow chips more than 1x/month in early yrs/primary schools and there is a set menu (only options are related to diet/faith). I understand food culture is different but studies also show that if you give the choice between a sweet and a fruit to a child, they are not able to resist temptation until a</p>	Agree			<p>again children should be a lot more targeted - school food menus should be checked to offer more nutritious and tasty meals, especially where children can make their own choice.</p> <p>There should be less options to sweet stuff (i.e. either no cakes on certain days or only coupons for 1-2 cakes /week if child is eating every day at school).</p> <p>Schools are where children are 'captive' for 6h 5d/week (i.e. not submitted to family eating habits and not tempted by cheap unhealthy food) so why not make the most of it??</p> <p>another place/setting that is not mentioned at all are hospitals/healthcare settings: why not encourage cheap and tasty fruits / healthy meals there? which usually what people need the most.</p>	
Maybe teaching the favourite 5 - Five recipes that are quick and easy, the ingredients and cheap and readily available + often can be stored for a long time.		People's values and motivation to make changes. The subconscious aspect rather than the logical part.		Strongly agree			<p>Using group behaviour to persuade people. Making people aware that "others in your community do X".</p> <p>Using this example: <a href="https://www.sciencedaily.com/releases/2014/03/140324104426.htm">https://www.sciencedaily.com/releases/2014/03/140324104426.htm</a></p>	
Totally agree... How many people get food poisoning for defrosting a turkey at Christmas in hot water. Before any cultures are crossed the basics must be taught.			Start in the schools... Make it homework to take the basic knowledge into their own homes to educate their families.	Strongly agree	I think marketing and pricing are key here.  Maybe a grocery store in areas of Birmingham that only sell healthy produce and recipe cards telling customers how to store it, cook it, serve it offered at low prices.  Have feedback text number or email to ask how it helped the customer then sending a voucher for their next shop to encourage customers to use the cards.			
				Strongly agree				
This is all down to that magic word EDUCATION. It will be difficult to change mindset of the older person but we should target schools at all levels after all these are our future. Allow allotments to sell there extra produce to local schools at a fare price and let the growers into the schools to tell the children about growing your own food				Strongly agree	The generation we have now are the fast food generation and will be hard to change. So we must start the education a early as posable.			
		develop paid work for people to grow food, not just sell it in restaurants		Strongly agree			schools - all children and young people to maintain growing food hubs onsite	



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Agree			again, can BCC bring back some farmers markets (similarly to the Bullring offer in terms of price) to deprived areas? this would bring social links for communities too.		Don't know				
Strongly agree					Strongly agree				
Strongly agree	All children should have an option of a hot meal a school, summer clubs etc as it may be the only hot meal they get.		People don't accept charity well on the whole but marketing it with feedback for future projects may be a way forward.	Make more allotments available at cheaper rates would get the whole family involved in growing, preparing, cooking and eating their own produce. Have trainers at the allotments to help people with how/what to grow.	Strongly agree	OK yes to the university but what about key people in the hospitality industry? I had a class of children from a school come to my place of work when they were doing GCSE's to learn and in return I went to their school. Chefs, trainers, managers who could advise people in practical ways with everyday produce would be invaluable.			More field trips with schools to working kitchens or food factories, open day for families to learn new skills without the need to spend more than their weekly budget.
Strongly agree					Strongly agree				
Strongly agree	It will not be easy to change how people view food and what's good for them.				Agree	But not sure how your going to get this across to the general public.			
Agree			increase planting of edibles in areas where people have less access to gardens		Agree			where is the partnership with schools	



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Don't know					Agree			
Strongly agree					Strongly agree			
Strongly agree	Access to all? Elderly, disabled, working, unemployed?		Restaurants, cafes, street food vendors. What's trending that people can't afford to eat out but can make at home... Signature dishes at low prices with simplicity.	I think a folder with cards on temperatures, storage, defrosting, preparation, and cooking are so very important for every house hold.	Strongly agree	Making us self sufficient is a huge task but how many people couldn't get fresh food at the start of the pandemic? I for one... In fact I couldn't get food deliveries and I had to rely on one friend who went shopping for me.		Everyone is entitled to fresh food not just who the Government tell supermarkets are priority. Everyone should be treated on their own situation, some people have no one to help them. My friends all have families and jobs... I can go months without seeing anyone.
Strongly agree					Strongly agree			
Agree	You must be careful not to alienate to many groups early				Agree	all covered there		
Agree					Strongly agree			



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
46	Agree			Agree			Strongly agree		
47	Don't know			Don't know			Agree		
48	Disagree		I don't think it needs to be particularly bold - what I took from reading the summary document is that it needs to be fair and effective, available to all and empowering.  e.g. It's not just about the eating of food, it is about the growing too. Where land is available for citizens to be empowered and able to contribute to the food system.?	Strongly agree	More of these principles could be in the vision statement perhaps (as per my earlier comment)		Strongly agree		
49	Agree	Healthy and nutritious would be better. There are too many toxins in a lot of our food, such as pesticide.		Disagree		Strengthening partnerships and building on good practice suggests you believe you already have in place the people and systems you need. You will need to be more radical or you risk missing out on other ideas and approaches.	Disagree		How can you state this when you are spraying glyphosate based pesticide/herbicide on public spaces such as schools, allotments and parks?
50	Strongly agree			Strongly agree			Strongly agree		
51	Agree			Agree			Agree		Central government also has a key role to play in ensuring people have the resources through the welfare system or via employment (living wage.) Local communities cannot solve this problem no matter how well they collaborate. The more local people and communities do in this area the more it masks the real problem.
52	Strongly agree			Strongly agree			Strongly agree		



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Strongly agree				Strongly agree				Strongly agree	
Agree				Agree				Agree	
Agree				Agree				Agree	
Strongly agree	Yes - start by banning Roundup, Resolva, Weedol etc. they are causing drastic environmental damage.		Go pesticide free	Agree	Remember: allotmenters are food growers - and tenants of the Council - so don't send the Parks teams to spray glyphosate on our fruit and veg and kill our pollinators. Allotments are not Parks.			Disagree	
Strongly agree				Strongly agree				Strongly agree	
Agree				Agree		Lobbying central government should feature more prominently.		Agree	
Strongly agree				Strongly agree				Agree	



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		Food transformation	Strongly agree					Strongly agree	I think that creating food hubs to distribute surpluses to those in need is an excellent idea
		No answer	Agree					Agree	
		Food production	Strongly agree	Absolutely. There is a derelict piece of land near my house (in one of the most deprived areas in the uk). It's been like it since the 1990s. I want to take it on with the local community to turn it into a shared growing space and community garden. So many other benefits will come of this - wellbeing, better social connections, stronger and more resilient communities etc. We can't supply food for everyone, but being in the heart of communities where there is need is so important.			Council to be PRODUCTIVE and identify land it has no use for and make it EASY for communities to take the lead. It needs to be quick.	Agree	This worked in the 80s when I was growing up - the clean kilo isn't revolutionary today - it was the norm back then. Just rewind!
Not everyone can grow food or wants to get involved, but you can better support allotments and gardens, and create more. You can also make them organic, as other countries and UK councils have done.		No answer	Strongly disagree		Birmingham needs a clean-up first. Soil and air are heavily polluted in many areas. Widespread and badly executed spraying with herbicide is a liability. On our over-55s housing estate raspberries growing along a fence were sprayed and rendered inedible. As for temporary growing areas, people will be upset when they are taken away, just as they are beginning to enjoy them. Commitments should be long term.		Make Birmingham a clean city, safe for food growing.	Don't know	
		Food innovation, partnerships and research	Strongly agree				To link with and learn from individuals and groups that are already implementing this strategy	Strongly agree	
		No answer	Don't know					Don't know	
	No reference to food processing. Although high salt and sugar is indicative of processing, they are not the only issues	No answer	Agree				Identify viable foods which can be grown effectively on a small scale to provide balanced nutrition. Too much of what can easily be grown is of limited nutritional value	Strongly agree	



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
			Strongly agree	I think it is the most important element of this strategy. I also think we should use preservatives as far as is environmentally sound as I think people would like to have their favourite food all year round				Strongly agree	
			Agree					Agree	
		Council should look at its empty portfolio of shops around the city (there is a parade of shops in Yarningale Road in Brandwood which are just derelict and sit empty. Spend some money on them and turn them into these food share shops - they are in the heart of communities. Council need to invest in its own retail stock and make decisions about how these should be run. We don't need more take aways and nail bars. Offer them to CICs and social enterprises to run these food share places so there will always be people before profit - prop them up with very low rents so they are sustainable.	Agree				Stop granting licences to take aways.	Strongly agree	
			Disagree		I don't think this is the role of the Council. Citizens listen to each other about these issues, not people in power. People nowadays are distrustful of politicians and suspect a hidden agenda.			Don't know	
		Again i think forging string partnerships will enable success	Strongly agree				Education	Strongly agree	
			Disagree		I don't disagree with the overall direction of travel toward healthier options. But i certainly do not believe we should eliminate unhealthier options. 'Treats' need to be available still and not removed from our shelves but education needs to be strengthened so individuals are making informed choices.			Agree	
		Education on how to use the raw food surpluses is an essential link in the process. It needs to be a very high priority.	Strongly agree					Agree	



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
		We would need to lobby for changes to employment patterns to enable people to cook meals from fresh ingredients. The opening of community restaurants and cafes open in the evenings would be useful.	Strongly agree				Lead a campaign to abolish zero hours contracts in hospitality to produce an environment that is conducive to staff retention and skills accumulation	Strongly agree
			Agree					Agree
		Have you seen sharewaste? <a href="https://sharewaste.com/">https://sharewaste.com/</a> I take all my veggie peelings to a man who has a compost pile as I don't need one at home. I love the fact they are being reused and I'm helping him grow veg to feed his family. Wouldn't it be wonderful if everyone did this? In my parent's village in somerset the council collects the food waste. I know it is a massive undertaking in a city the size as Brum, but ideally this would be useful.	Agree			I would add more to the education element - schools could have growing veggies for the schools canteens as part of their enrichment programmes - bring back Home Economics, but include a growing element too. Every school will have some growing space, even if in planters. start them really young.		Agree
			Disagree		I think you have enough to do with the previous streams. The danger in taking on too much is that you achieve very little.			Strongly disagree
		Make it less expensive and easier for food business to access more ecological waste solutions	Strongly agree				Better funding for small businesses and support for them to help with this strategy	Strongly agree
			Agree					Strongly agree
			Strongly agree					Strongly agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
				Strongly agree				
				Agree				
				Agree	But, actions are better than research.			
	People will not look to the Council for these skills and knowledge. They watch TV or go online. Don't take on the role of educators.			Agree				I can tell you one barrier to our health: you still think it is ok to spray pesticide all over the city, and even your Parks teams and allotments officers think it is ok.
			Making this information easy to access	Strongly agree				Working with small business
				Strongly agree				
				Strongly agree				



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Strongly agree				Food poverty is in large part caused by the high cost of housing. Birmingham should lead the way to taking the heat out of the housing market by ther mass building of social housing to begin to reduce demand and shortages of private handling.	Strongly agree				
Agree					Agree				
Agree				Invest in community initiatives which are best placed to provide opportunities for people to grow for themselves, rather than rely on foodbanks. PROVIDE land for people to grow on.	Don't know				
Don't know					Agree	The danger is that all the above is way too unwieldy a mission. Start by talking to people who already grow food within the city limits and work outwards from there.			Break it down into small steps. It all sounds very grand, but you risk spending too much time talking, discussing and visiting.
Strongly agree				Living wage, education in schools on cooking and house hold economics	Strongly agree				Make it easier for small business who want to help to get involved and be supported
Strongly agree	Lobby and influence central government is key. Stop 'sticking plaster' financial support to those in hardship such as Household Support Fund which are expensive and time consuming to administer and are not guaranteed to reach those most in need.				Agree				
Strongly agree					Strongly agree				



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Not Answered					Strongly agree			I think we should prioritise effectiveness over minimising spending
Agree					Agree			
Agree				Yes to aligning to all the wonderful initiative and grass roots approaches already happening. I think the hardest thing is going to be to influence and align to all the other council strategies because different departments hold the key to whether or not some of the workstreams can be achieved. Thinking about housing portfolio of land, empty retail shops which could become food share places etc...	Agree			
Don't know			Allotment holders. Not allotments officers, but the actual tenants with rented plots. Sit with my husband and me. I invite you.	You should consult PAN-UK and learn how other towns and cities have moved towards organic food growing.	Agree			We need to grow healthy food that does not make us sick, and I don't mean fat and sugar. There are other enemies.  Did you know that potatoes may have been sprayed with chemicals up to 30 times before they appear in our supermarkets? And that glyphosate, which is in Roundup and Resolva, was first use to descale heating pipes? And that glyphosate has been linked to the rise in several autoimmune diseases, including Alzheimer's?
Strongly agree			Refugee Action		Strongly agree			
Agree					Don't know			
Strongly agree					Agree			No mention of actual nutrition, which should be at the heart of the strategy. What constitutes good nutrition is subject to huge debate. At some point the strategy must determine what good nutrition looks like.



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
53	Strongly agree	Yes it would be good to allow people that have allotments the license to sell their produce as a reasonable rate to the public and therefore give them platform where they can do this, this will help the community in many ways. Helping people to make more money if they wish to and encourages healthier foods at a reasonable price.		Strongly agree			Agree		
54	Strongly agree		I do agree but could with minimum waste be added or is that part of sustainable?	Strongly agree	Definitely- the system is fragmented evidenced by Glean for Brum's inability to even contact farmers to enquire about gleanng - and Feedback were unable to help!		Agree	What are SMEs? Birmingham has to bring food in from the shires around it - the strategy should extend to include food production in the near counties. Relationships developed with those producing in these areas.	
55	Strongly agree	There is a need to be bold. To fundamentally step in and drive positive change... at an individual level it is a struggle for people to support themselves.		Agree	Not everything needs to be built from the ground up... there isn't time or resource. Tap into (collaborate with) what already exists and license that. As for empower... 100%... give the ability to the citizens by teaching/showcasing.		Agree	To focus on communities by making sure the environment they live and work in is designed to make the healthier option the easier option. By eliminating food waste we can reduce the pressures on the food systems, alleviate some of people's financial struggles (1/3 of food is wasted... so 1/3 of household grocery budgets can be saved), and in doing so promote a healthier way.	



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - if you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - if you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - if you agree with the Framework for Action, use the box below for comments you wish to make
Agree			Encouraging those that are unemployed to work at farms to enable produce to be picked and sold, as payment they receive some of the crop for their family, this will help their cost of living and encourage healthier eating styles amongst those that are in the lower income bracket.	Not Answered	I agree with getting an understanding how the food system is impacting the community and the trends but it has to be maintained that the food remains healthy for all and how this can be/will be implemented. Healthy foods are the operative words, as food is accessible to most it's just that it's the unhealthy kind and it's shortening lives.		How can we inject healthier foods to those on low incomes at a price they can afford. We can make sure that schools are regulated on the kinds of food they give to the children, is it fresh healthy foods rather than packaged GM foods, there should be some form of ofsted for the food they provide, which they get scored on. As part of the benefits scheme people should be given weekly food vouchers for selected farm shops in their area. Setting up farm shops in urban area's with contracts with farmers to sell at a reasonable price, this will give them a good reputation and a steady income whilst providing wholesome food for those struggling financially.	Agree	
Agree			See previous - local shire counties need to be included - Birmingham needs to buy food from them. There is lots of over production. A system needs developing which largely involves logistics. Moving people to pick them moving produce to those who eat it. Quickly!!	Agree			1.Food preservation strategies. Food banks often won't take fresh produce - freezing / canning/ bottling could help but how do groups access this? 2. Getting in contact with farmers in the shire counties-'Glean For Brum' have tried to access the farming community to glean left over/unwanted produce but cannot access these as we are not known by the farming community - we need help to gain access. There are plenty of people who want to volunteer to do the picking. But logistics moving people and produce is a problem. Time is if the essence - food banks won't generally take fresh produce which is a pity.	Agree	
Agree	Our behaviours have shifted hugely over generations... we need to identify where the barriers currently sit in order to help. But these barrier (or challenges) will be different for most people... so understanding our current relationship with food is key.  If we can reconnect people to wholesome and healthful food (and understand where and how it's grown/produced) then we can rekindle the passion for a better way. Whilst the likes of an allotment won't necessarily be sustainable all year round and probably can't entirely fill the diet of even one person, let alone a city... learning an appreciation for how food is grown means ALL food is better respected.			Agree	There won't be one silver bullet that solves it all... it will only be by addressing all the above (and genuinely, not in order to tick a box) that we'll make progress.		Whilst instilling good habits and learnings in places of work, education institutes and formal settings... it's also key to inspire through moments that will capture citizens in their private and social lives... including social media.	Strongly agree	Overall, a wide spread of initiatives to cover the end-to-end approach will help shape results.



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		No answer	Strongly agree					Strongly agree	
	Specific mention of food produce left in fields and allotments.	Food production	Disagree	Birmingham will NEVER grow enough food in the city to feed itself unless a 'Dig for England' campaign uprooting gardens takes place. This strategy must engage with the shire counties around it and arrange to get the surplus's they grow often deliberately to ensure quotas and perceived quality of produce. Gleaning definitely engages and benefits community. Mental well-being and happiness are real benefits to be had. Refuljuice production is a case in point which very well illustrates this. Pickin Gloucestershire/press at Pershore college/bottlest Pershore college/sell locally- all by volunteers proceeds to the poorest in society - refugees!			Expand your notion of local to include a realistic number of producers in the shires to satisfy the demand in Birmingham	Strongly agree	
		Food behaviour change	Strongly agree	Whilst I don't believe this will be sustainable in it's own right... a window box can't feed a family and even an allotment space or borders in parks will struggle to keep up with demand for a high-rise block of flats... it is crucial! People who better understand, first hand, the effort and resource required to grow food respect it more. They are also inspired to be more adventurous with food and take pride in its preparation. This effects ALL ages... but can also encourage inter-generational mixing and socialising. Kids learning from elders and elders learning how to use technology to improve or celebrate the successes.			Opening up spaces to allow for communal growing is one part, but it also then needs protecting. Similarly, tools and expertise are also required. Moving forward make sure all city green spaces are planted with fruit/nut providing trees/bushes rather than ornamental ones.	Agree	Sharing the messaging and stories of our farmers and the struggles they face due to the food systems thrust upon them. Then, open up opportunities for direct to consumer markets, cutting out the middle processes where rules and requirements for yield, shape, size and minimal tolerances often prevent much food making it to our plates.



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
			Strongly agree			have the reverse affect economically, making unhealthy foods expensive and healthy foods cheaper.		Strongly agree	definitely agree with the idea of making food services more informed about being waste wise, some food services refuse to give their food to the homeless and prefer to throw it away. This isn't community based behaviour, I am not sure what can be done regarding this a possible highlighting to the community which food services does this, therefore it would make the services think about what they are doing. Again there could be some form of inspection or rating award for being waste wise.
	The whole thing is not weighted correctly. Rural urban connection is front and centre of the issue but only gets a paragraph? You are 'fiddling around the edges' unless you engage with the professional big producers on the shires- urban production is lovely for folks but it's not going to give you plenty of produce at low cost. This is a big but hard issue that needs the most attention.	Alert centre for farmers with over production Groups with logistics made available identified and able to respond. Facilities with capacity to preserve these foodstuffs and/or food banks enabled to distribute and/or groups able to produce meals for distribution/freezing identified and able to respond	Not Answered			Don't bang on about the obvious - everyone know about apples. We want less meat eaten for health and food sustainability issues so let's teach about pulses and other high protein foodstuffs. I don't pretend to appreciate the versatility of the pulse family sand I am an educated and comfortably off person who likes to cook from scratch!	Get it mainstream - national television cooking competition - like bake off but using vegetable in cooking - mark for taste/calories/balance of food groups. Make it fun and get oriole interested and talking about it. This is the way society is altered.	Agree	
	Whilst centralised food ordering can keep costs down... it often means food travels up and down the country regardless of whether there is a perfectly good supply in the local area. Shaking this up won't be easy... the largest manufacturers, grocers and distribution outlets have the buying power at present.		Strongly agree	Couldn't agree more! However, just telling people to do it and leaving it up to them to drive change won't work. Make the solution an absolute no-brainer. People are busy... they don't have time to invest in improvement when all they want to do is get dinner on the table. So provide the tools [digital] to take all the heavy lifting in terms of thinking away from them... leaving just the fun, inspiring and tasty results to be enjoyed.		In parallel, not stigmatising HFSS. There is no such thing as a guilty pleasure... it shouldn't be 'guilty'. Food and the cooking and sharing of it must remain fun, engaging and force for positivity.  Whilst more balanced food formulation might be part of the answer... overall we should move away from Ultra Processed Foods. Nutrition alone is only one factor for consideration. The resources (energy and materials) required to create them is crippling the system. Instead reward industry and small businesses who put the raw whole foods back at the forefront.		Strongly agree	It's one of our biggest opportunities to drive change.



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
			Agree					Strongly agree
	Campaign to teach people how to preserve through using a freezer for foodstuffs they are unlikely to eat before it perishes.	Wrapping by shops unnecessarily stopped Ensure ability to buy a single item. Price per item the same no matter how many purchased.	Agree			Good education needs to be more practical in primary and secondary schools. Equipment in primary schools is non existent and the model of Food Technology in secondary schools undervalues cooking as a life skill for all children having far reaching effects for future generations. These needs addressing.		Agree
		Empower people to better plan, shop and cook so that household food waste can be managed. Everyone keeps track (through bills, receipts at the till and the handing over of money) of what is spent on food... but nobody considers the monetary value of the food that's put in the bin in their kitchens each week/month. Digital tools (like Sidekick, Sorted Food) can assist here hugely. It's a no brainer because he product pays for itself several times over every month... and in doing so reduced the pressures on the community and environment.	Agree	I do agree... but it shouldn't be limited to providing those in the sector with good food skills. Everyone needs them and can benefit from them. All employers in the city that encourage or allow 'work from home' should also assist in supporting people with what they are eating at home during the the working day. In place of canteen provisions in the workplace, grab 'n' go lunches from shops/café's near the workplace or takeaway delivery apps... scratch cooking in the home can be more nutritious and cost effective. But it won't be easy for many who haven't been provided the kills and knowledge through their education to date.		As above... support 'work from home' culture with the tools that enable a healthful relationship with food.		Strongly agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
				Agree				
			I think you need to make it fun. People don't like to be reminded that they are deficient with a nanny state model. Be creative - maybe children's after school /holiday clubs focussing on healthy lifestyles with exercise/healthy cooking and eating at their heart. Collect a bag of cheap and easy to obtain ingredients with a simple nutritious recipe to try- I think a group already does this.	Don't know		I think this is going around the same track that has been trodden so many times before - and the issue is getting worse not better. Nudging makes people feel stupid and smacks of nanny state. As in previous replies - make it fun with a big statement like a Tv show		
Yes yes yes! We see it a lot... when people begin to learn and give themselves the armoury to do so... they become hugely passionate about the results. This is especially true when it focusses on the pride of cuisine/culture.			Provide better and more transparent access (safely) for people to see what goes on in our food industry. Perhaps this is digitally through content, rather than physical open doors. From farms, to factories, abattoirs to hospitality kitchens.	Agree			Interventions are required... but they need to be on the side of the citizens and not delivered in a preachy 'we know best' kind of way. Show the benefits through story-telling and allow people to amend their own routines to adapt and try it out. Social campaigns are key... but they have to remain "social" with friends and family at the heart of them. Peer to peer.	Ensure there are personality/people led campaigns and that everyone in the city has somebody that they can relate to within them.



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Agree					Agree				
Agree			Ensure unwanted/spare produce gets to vulnerable groups promptly and in good condition either raw with cooking instructions or in a meal.		Don't know		Hadn't all this previously been said it am I missing something??		
Agree					Strongly agree				Provide funds to scale the activity and experience that already exists from startups and innovative business who are breaking the previous framework and doing what's right, rather than just what went before.



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved.	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Strongly agree					Strongly agree			
Agree					Agree	The first thing it needs to be is effective.		Quantitative and qualitative assessment of success?? How will you know which aspects have been effective - maybe that's coming in the next bit?
Agree	The ability to think strategically rather than seeking immediate wins will be paramount. This will come from the advice of experts across many fields as well as listening to the citizens on the ground.		We can also learn from online communities around the globe. What is being done elsewhere that Birmingham could adopt.		Agree			Prioritise digital solutions that have the potential to scale exponentially unlike 'on the ground' interventions that scale in scale as they roll out. Albeit, the physical activations are often the best approach to fuel the digital roll-out.



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
56	Strongly agree	I strongly support the vision for a bold, regenerative, diverse food system for Birmingham City, there is mention of the rural and farming hinterland and I strongly support including this surrounding area in the vision. I agree that partnership working is the way to go, that the approach to inclusivity and co-production is right and that food security (as well as affordability) is a critical consideration.		Strongly agree	As in so many other walks of life, collaboration is key to effective planning, including action planning. Empowerment applies in so many ways - from farmers' access to markets on fair terms to communities' understanding of nutrition, healthy diet, physical activity and the handling, preparation and, where appropriate, cooking of food. For me, reducing inequalities in our communities is a moral imperative.		Strongly agree	Regenerate is so powerful. We are not going to let climate change rip, we are no going to manage decline, we are going to work positively, together, to improve our environment, our communities and our economy.	
57	Strongly agree			Agree			Strongly agree		
58	Strongly agree			Strongly agree			Disagree		Add terminology to align to the R20 agenda. "Following the declaration of the climate emergency, the council set a target to become net zero by 2030, or as soon after as a just transition permits."
59	Strongly agree			Strongly agree			Agree		
60	Strongly agree			Strongly agree			Strongly agree	Need to look at learning to cook healthy, tasty meals that look visually stunning and are nutritionally balanced in all schools and people gain an interest in foods from all cultures. Look to ensure that Food and Food Technology is more highly prioritised and taught in all schools to ensure that people get a full understanding of what a healthy balanced diet can do. It is currently not. Students do not currently have to study what goes into their body to make it healthy but have to study a foreign language or history / geography	
61	Agree	<p>Bite Back 2030 is a youth-led movement campaigning to transform the food system to put child health first. That means healthy schools, healthy screens and healthy streets for every child, no matter where they live.</p> <p>We exist to make sure everyone growing up in the UK has equal access to good food and good health. Our mission is to halve childhood obesity by 2030, and to close the inequality gap.</p> <p>Over the past few years, Bite Back's young people have been actively campaigning to end junk food advertising online and on TV - and since January 2022, on the streets in Birmingham. The Birmingham Youth Board of Bite Back 2030 is made up of passionate young campaigners aged from 15 to 18 with 3 of them currently sitting their A-levels. Their campaign has been to end junk food advertising on all West Midlands transport.</p>		Agree	<p>We agree with the principles of empower, collaborate and equalise. We believe that it is incredibly important for the Council to find meaningful ways of engaging young people more into its work. As Yumna Hussien, our Chair, says: "Whilst I have had the opportunity to be part of the many public health and food forums in Birmingham City Council, I recognise that more young people need to take up these spaces of power to create tangible change. For example, I attended the brilliant Food Futures Forum a few weeks ago and was given the chance to speak to experts in the food industry and hear from communities across the world, however, I would have loved to see more young people from Birmingham here. With delegates flown in from across the world, we need to showcase and platform the voices of young people more. Therefore, I recommend that the city council has a streamlined mechanism and outlet for young people to contribute to the incredible food</p>		Agree	<p>We agree with these ambitions, particularly a future where every citizen, no matter their circumstances, can eat an affordable, healthy, and sustainable diet. This is not currently the case. Rates of childhood obesity in this country are already at dangerous levels, and are increasing at an alarming rate. In the year up to 2020/21, the number of children in reception living with obesity increased from 9.9% to 14.4%; and in Year 6, increased from 21% to 25.5%.</p> <p>In the West Midlands, 37% of ten and eleven year olds are living with overweight or obesity.</p> <p>An unhealthy diet is linked to many negative outcomes in life. It can lead to a higher risk of preventable conditions like type 2 diabetes and tooth decay; like heart and liver disease, and cancer. For young people, it can result in poor performance at school, bullying and mental health problems. And the impacts aren't shared evenly across</p>	



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Strongly agree	Yes, sustainable, ethical and nutritious are the right values to put at the heart of these aims. An empowering City Council can do so much to help make a reality of these values.		Thinking laterally, the City Council also has a great approach to active travel and the opportunity should not be lost to link healthy diet with physical activity as these are two sides of the same coin in achieving a "Healthy Mind in a Healthy Body". Similarly, the City Council's land use policies will need to support the ambition to "grow more".	Strongly agree	It is certainly Big and Bold. This makes it essential that the City Council makes a reality of the collaboration and empowerment and partnerships that will be needed to make a reality of the vision.			Strongly agree	I strongly support the 9 workstreams proposed. Within the food sourcing workstream please ensure that farmers are involved. Within the food production workstream please ensure there is a commitment to develop more community allotments and community orchards.
Don't know				Strongly agree				Strongly agree	
Strongly agree				Strongly agree				Strongly agree	
Agree				Strongly agree				Strongly agree	
Strongly agree	Need to work with national and international food companies too. Foods that are healthier and more nutritious are often more expensive than unhealthy options. Offers linked to supermarket loyalty schemes are often unhealthy like cakes or sweets rather highly nutritious. Offers in fast food outlets are cheaper too leading to poor choices			Strongly agree			Where I grew up there were no take aways open until 5.30pm in the evening (So you couldn't go to them after school) and I was taught food and nutrition at both primary and secondary school. Not all schools teach it in Birmingham. This is highly concerning. Prioritising what goes into your body should be looked at. Maybe it should be a core subject like English & Maths? It's what I believe	Strongly agree	
Agree	<p>We agree with these aims, however, they will not be achieved if the Council continues to allow the advertisement of food and drink products high in fat, sugar and/or salt (HFSS) on any advertising sites it has control over, or makes revenue from.</p> <p>Advertising works and it impacts young people's health. Food and drink companies spend millions of pounds a year on advertising their products. A report published by Cancer Research UK in 2018 found that young people seeing just one additional junk food advert per week would lead to an estimated increase in intake of ~350 calories per week.<sup>7</sup> Another study found that the higher the percentage of advertisements for food and drink in a certain area, the greater the odds of its residents having obesity.<sup>8</sup> It is clear that adverts for unhealthy food lead to higher levels of consumption of unhealthy food.</p> <p><sup>7</sup>It's everywhere; you can't escape it.</p>			Agree		<p>We agree with this approach and particularly welcome opportunities under 4 and 7.</p> <p>In relation to "4. Community and faith settings e.g. community centres, allotments, churches, mosques, temples, shared spaces"</p> <p>For young people, the world is hyperlocal. It's the high street, the walk home from school, the local park. And they crave spaces that fulfil their social needs, to hang out in a warm safe place with friends and wife, where you can stay as long as you like and only spend £1.50.</p> <p>Sadly, there is a dearth of public spaces that appeal to a teen audience. Reduced funding to local authorities have caused many youth spaces to close. And the ones that do open are not co-designed with young people which make them unattractive. And finally, they are not always safe. This is most acute in our</p>	Not Answered		



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		Food skills and knowledge	Strongly agree	I agree with community empowerment, co-operatives and urban farming. Please also support farmers in the City's surrounding areas to be part of Birmingham's Bold approach.			Understand the current food production economy and work to transform it to support the aspirations.	Strongly agree	Really good opportunity to connect consumers with farmers.
		No answer	Strongly agree					Agree	
		No answer	Strongly agree					Strongly agree	
		No answer	Agree					Agree	
Education on healthy eating throughout your lifetime		Food security and resilience	Strongly agree			Developing land that currently nothing is grown on or in public spaces.	Working with schools and community groups to clear land and grow produce there	Strongly agree	
		No answer	Not Answered					Not Answered	



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
		Terms of procurement contracts, education of schoolchildren and their families and other adults, work with farmers in areas surrounding Birmingham.	Strongly agree	Food manufacturers and retailers need to be supported to make the necessary changes.			Engage constructively with food manufacturers and retailers.	Strongly agree	It is right to focus most effort on consumer education - we do tend to over-buy food and then throw some of it away. Of course, advertising by food manufacturers and especially retailers has a bearing on this behaviour. There are some great examples in the consultation document of charitable groups helping retailers to donate surplus stock for repurposing.
			Strongly agree					Not Answered	I would like to see more recyclable packaging.
			Strongly agree					Strongly agree	
			Strongly agree					Strongly agree	
			Strongly agree				Food and nutrition education more highly prioritised	Strongly agree	
			Not Answered					Not Answered	



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
		Education for consumers, support for retailers to change their practices, including their advertising.	Strongly agree	It is great to see highlighted the jobs on offer in the food industry and we have something to work with here in offering training, apprenticeships, careers and good quality jobs.			How to create the pipeline of skills and talent for a stronger, more vibrant and more diverse food sector	Strongly agree
			Strongly agree	Teach children about food and nutrition at school.				Strongly agree
			Strongly agree					Strongly agree
			Agree					Agree
		Weekly food and garden waste recycling should be offered in Birmingham as part of the council tax every week and general waste bin collection once a fortnight; like it is in other areas of the country I have lived in and not charged extra on your council tax - People can't afford it. It works elsewhere and is a no brainer. Why don't you do it?	Strongly agree					Strongly agree
			Not Answered					Not Answered



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
Consumers' knowledge and skills will underpin the achievement of a great deal of the ambition set out in the consultation document. We think of schools as educators and yes, schools should help prepare all children for responsible citizenship but education reaches much wider - consider community learning and peer support for delivery, and we have UCB which can sit at the pinnacle of a pyramid of food education delivery system.			Building the networks capable of helping deliver the education and messaging envisaged.	Strongly agree	Advertising by the food businesses is well resourced and very impactful and currently tends to drive a lot of unhealthy practices. It will be an uphill task to recruit them to support these aspirations and the strategy is right to be thinking in terms of empowered community activity including harnessing social media and providing how to toolkits.			Building the community networks and engaging with the food sector about its advertising.
People also need to be taught how the food they eat affects their future health. There is nothing in the mainstream about gut health and the benefits that brings.				Don't know	People take a lot of time to persuade to change their habits.			
				Strongly agree				
				Strongly agree				
			Get national and international food producers, wholesalers and supermarkets on board to sponsor, promote and help you deliver this. Also let Birmingham citizens know what healthy eating programmes are available to them and reach out for volunteers via social media and local and news platforms	Strongly agree				
				Not Answered				



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Strongly agree	It is essential to build the City's ability to produce food locally and to help us all source more of our food from farms surrounding the City. The draft strategy is right to focus on food poverty and inequality as drivers for improving food security and resilience.			Engage with food supply chains and make links between communities and producers.	Strongly agree	As knowledge is power, it is completely right to focus on research as a key driver of understanding, innovation and seizing future opportunities to achieve the strategy's goals and go further. I support the proposed central role for UCB.			Sustain good levels of R&D especially in a time of economic fragility.
Strongly agree					Don't know				
Strongly agree					Strongly agree				
Strongly agree					Strongly agree				
Strongly agree					Strongly agree				Think this is a key opportunity to develop peoples knowledge and interest of all different foods
Not Answered					Not Answered				



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Strongly agree					Strongly agree			
Agree					Strongly agree	What is going to be done long term about the people living in temporary accommodation with no or very little cooking facilities?		
Strongly agree					Strongly agree			
Agree					Agree			
Strongly agree					Don't know		Think addressing poverty and inequality should be top priorities and healthy and safe	
Not Answered					Not Answered			



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
62	Agree			Agree			Strongly agree		
63	Strongly agree	It's great to see the vision statement includes the need for a fair system and the focus on nutritious and affordable food. It's also great to see the reference to 'all citizens'.  I dont think it needs to be explicitly said but of course we need to make sure food is culturally appropriate and meets any dietary requirements. Perhaps this is captured in 'desirable'?		Strongly agree			Agree	I wonder if we also need to capture, within communities, the accessibility element. In many communities, there simply are not any outlets where people can purchase affordable nutritious food.	
64	Strongly agree			Strongly agree			Strongly agree		
65	Strongly agree	Transparency of all decision making and performance is crucial		Strongly agree	Priority is affordable quality food		Strongly agree	Wemust engage with poorer and older people rather than just academics	
66	Agree	It's generally going in the right direction...Create a bold, fair, sustainable and prosperous food system and economy, where food choices are nutritious, affordable and desirable so all citizens can achieve their potential for a happy, healthy life.....how you make your citizens understand that nutritious means desirable when you've been letting them take their pick from a massive range of junk food outlets for the past umpteen years could be a bit of a challenge.		Don't know		The principles by themselves are too vague to be able to agree or disagree.	Agree	Two things re "culturally diverse food offer" supports a massive amount of bubble tea outlets using plastic. Far from "a strong culture of reduce, reuse, repurpose, recycle," these do not do any of those things. They should be actively discouraged and encouraged to use other ways of delivering their produce. There is a bubble tea shop in Pershore road which literally has thousands and thousands of plastic cups in boxes in plain sight, (if the blinds are open). This is absolutely unacceptable. Plastic containers, even if they are recycled, should be strongly discouraged, if not banned.	



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Strongly agree				Strongly agree				Strongly agree	Local issue with food recycling via compost. I compost garden waste but can't add food peelings etc due to rat problems. Not an issue I have had in the past before moving to Birmingham so pest control will need to play a part in this to encourage local composting initiatives
Agree			Within point 3, I wonder if reference should be made to the wider support systems that will be made available to support the most vulnerable households out of food insecurity.  Reference could also be made, perhaps in point 4, to a move away from crisis / emergency food support into a more preventative approach with intermediate tiers of support - with an aim to support households before they fall into crisis, and to support people to get back on their feet quickly after crisis.	Not Answered				Agree	
Strongly agree				Strongly agree				Strongly agree	
Strongly agree	Reduce central government engagement and involve more citizens and sme and bame businesses		Measurement of performance and accountability	Strongly agree	Don't forget education for all we have lost so many skills over the last 3 generations Big bold city starts with the unborn and ends during end of life The eating experience must be valued We cannot have hypocritical leadership		Pre natal Only a big bold city if 100,000 people do the survey 1million citizens reap the benefits	Strongly agree	Get some big wins very quickly
Agree			I agree but I think there needs to be much more control over these things. There was a disgusting slaughterhouse near Bishop Street that I think you shut down or was shut down during COVID. These places are easily spotted as they throw their waste on the floor using the gulls as a cheap method of waster disposal. It is easy to hear when they do these, usually around 8pm or so Your aims are all very well, but if cannot inspect and investigate food outlets they are just words, not actions. Equally, many inspections of food outlets in the city have a resulted in a zero rating. They are NOT compelled to display this rating. If they did, half of the people coming out of the hippodrome wouldn't eat within a half mile radius of it.	Agree	I live in the city centre. I actually have to drive out to a supermarket. Sainsburys shut down. There is no Morrisons in town. There is no large supermarket in town. There's the Tesco on Caxton Street, with its ludicrously stupid layout, lack of choice and ridiculous escalators which are nearly always on the blink, or Marks and Spencer. There is nowhere in town that provides a decent large supermarket for families because they all target their stock toward the office lunch brigade.  There is not one good central supermarket. Go outside and live in Uttoxeter, you'll find you are totally surrounded by clean, bright, well stocked supermarkets you can walk to.	Families live in central Birmingham It's not just air bnb and single people. Families need the same types of supermarket you can find in other Birmingham places that you to drive to if you want to bring a week's shop back. You have the bulrling. You have spaces. You have dozens of empty retail units that could be knocked through to give us a decent choice. I will not believe you mean what you say until you reintroduce at least three different large supermarkets in town. The outside market is a total sham if you compare it to food markets in France, Germany or Poland where artisans and real farmers bring local produce. There is no comparable quality of choice, all the vegetables that you buy in those markets may fill your belly, but they are utterly tasteless. I cannot find a place to buy good fish, organic meat or fresh local produce (vale of Evesham) in the centre of town. The indoor market smells horrible most of the time and it caters to the cheapest and low end	Agree	"educating people on what food is seasonal" is very laudable. How about shutting down half of the fast food outlets in town before you do that? That's the quickest way to stop diabetes, heart disease, obesity and general poor health.	



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		No answer	Strongly agree					Strongly agree	Use volunteering to assist in harvesting
	I wonder, within these streams, if there is space to address the wider drivers of need that might push people into food insecurity? It feels important to be able to acknowledge and address poverty in a systemic way, rather than solely through a lens of hunger and food. For example, how might issues around benefits, welfare and debt fit into these workstreams?	No answer	Not Answered			Could include an aim to encourage groups to distribute produce from local growing (e.g. allotments and community farms) into food projects such as pantries, so this produce is reaching households who need it most.		Not Answered	
		No answer	Strongly agree					Strongly agree	
	Food apps for Birmingham citizens Where to buy now	Food transformation	Strongly agree	People must have sufficient space to grow food in their own garden and schools	We need to decrease meat and dairy production	Use of all land owned by the local churches, universities and council. Also adjacent to all railway lines which are receivers of energy from passing train. Redundant coal mines for deep farming Fish farming	Identify the key leaders to create and deliver this strategy	Agree	At the same time recognise that local may not be good for global sustainability
		Food sourcing	Agree	It's brilliant to grow food, but even the flowers in your tubs get trashed, by being pulled out, uprooted, and used as dustbins for bottles and cigarette stubs, so I don't know how you will ensure people don't trash food growing spaces in public.				Agree	Very laudable.



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
			Strongly agree					Strongly agree	
			Not Answered					Not Answered	
			Strongly agree					Strongly agree	
Veryinsular approach We are world citizens including our recent commonwealth visitors	We don't want large methane production animals adjacent to schools Sourcing must consider what people want to eat now and that this will change over the next 50 years	Clear leadership that shares the road map with all citizens O behind closed door decisionmaking	Agree	Must be sold to all citizens carefully because people will rebel agai stanny state thinking	Dictatorship Alcohol consumption must be reduced what are you doing about this	Alcohol Meat Dairy Cakes Chocolate	Communicate with kid gloves	Strongly agree	We need to share more andbe more community minded
			Strongly agree					Strongly agree	People should learn how not to waste food. Refried potato, for instance, is very doable. Leftover use should be encouraged.



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
			Strongly agree	City Centre has predominance of chain restaurants rather than local offerings. Limited choice for quality food and menu is sourced centrally and uses food that is high in additives.				Strongly agree
			Not Answered			Might there be something to add in about building food education / good food skills into community food projects. So people accessing a pantry or food bank might also have the opportunity to join a cooking course and develop their skills and confidence.		Not Answered
			Strongly agree					Strongly agree
Priority is to get surplus food into hungry bellies every day	Share rather than bin Think socially rather than selfishly	Galvanise all public sector catering g establishments to lead fro the front everyday 247	Strongly agree	We must be more entrepreneurial a day create exiting brands here such as the balti triangle		Engage with all ages and include nostalgic cuisine	Get the right leadership team in place	Strongly agree
			Agree					Agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
				Strongly agree				
				Not Answered				
				Strongly agree				
Challenge is people lead very busy and dynamic lives now	Food is a chore Who wants to cook Waste time and energy I can buy better	Domestic cooking and eating is very expensive and time consuming I have better things to do	Understand that we are not living in the 1950's Get our young people into agricultural colleges like Harper Adams and Pershore	Strongly disagree	All common sense so why isn't the council already doing it	Academic nonsense wasting money that could be spent on food We already know the answers	Get rid of life poverty Eating cheap junk food is a drug fix for many and discomfort	Understand the reality not theories and thesis already well documented Talk to fat people and measure their happiness Who wants to live forever Hypocrisy of the higher cost to the NHS of obesity. If people die earlier they cost work and pensions less long term
Cooksmart sounds fun.			Public information re the proposed schemes should be widely available on posters and advertisements.	Don't know				



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Strongly agree					Strongly agree				
Not Answered			It's great to see reference to welfare and employment practices that can be a driver of food insecurity. You might also want to reference other drivers e.g. debt, addiction, housing issues.		Not Answered			Feeding Britain would be delighted to welcome Birmingham into our national network as another way for you to share and learn from best practice on tackling food insecurity and hunger. This would also provide an avenue for Birmingham to feed into our policy and influencing work, to address the wider drivers of hunger.	
Strongly agree					Strongly agree				
Strongly agree	We need more support in the local community 24/7	Affordability every day every meal times is food security regardless of where it is from	Food variety available 365 days the year	Appoint the right leadership team	Strongly agree	Now get on with it and don't blame any government for local failure		To involve all of our citizens communicating regularly with transparent accountability and expenditure	The right leadership team
Agree				Get those conversations going soon.	Agree				It's a good aim, but I fear the culture of deep fat frying in many restaurants is entrenched and you won't be able to impact on that. Our very large student population are also dependent on pot noodles.



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Strongly agree					Strongly agree			
Not Answered					Not Answered			
Strongly agree					Strongly agree			
Strongly agree	All meetings and actions should be available on line	Talk is cheap now deliver because Birmingham deserves success	The armed forces, help the aged, weight watchers, professional athletes, volunteer groups, allotmentowners,	Transparent key performance indicators Reduce food waste immediately by giving git to the needy 24/7	Agree	No 6 and 9 are critical	Falling eating disorders	Obesity Eating disorders Black and Asian Minority businesses Local farming of ethical produce Kids from poorer backgrounds get into agricultural colleges Use of the NEC land to produce food Wider business use of the wholesale market
Don't know					Disagree		Healthy and safe should be the second highest priority.	



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
67	Strongly agree			Strongly agree			Agree		
68	Agree			Agree			Agree		
69	Strongly agree	Providing all Birmingham's people with affordable food is a lovely aspiration		Strongly agree	It is essential that sustainability should be built into all systems, but especially food.		Strongly agree	Building healthy communities is essential for everyone's well-being. Allotments are already practising this. We are mini communities many of which have links to their wider communities donating to food banks and local neighbours.	
70	Strongly agree	It is of great importance to the NFU that the food that the country produces, is served to the citizens of the UK at every opportunity. We believe it is in both the public and the producer's interest that our public sector utilises our world-leading food and farming industry to deliver safe, traceable, affordable, nutritious food. We are proud of the range of food we produce in the West Midlands and believe a Birmingham Food strategy can utilise such produce.		Agree	Alongside food being utilised to support a healthy society, at a time of acute economic insecurity, procurement policies create an opportunity to utilise public spending to invest in the economy, the environment and the communities who produce the country's food. By investing in the regions food production system, Birmingham can capitalise on the benefits which our agri-food economy delivers, whether in terms of food safety and production standards, environmental protection, or animal welfare.  The NFU welcomes the ambitions within the strategy to create a bolder healthier city. We believe that part of this journey is to encourage greater collaboration between local food producers and the communities of Birmingham. By engaging with local food production, you are enabling the regeneration of the environment, communities and economy.		Agree		



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Agree				Agree				Agree	
Agree				Agree				Agree	
Strongly agree	The main emphasis seems to be to enable businesses to become more sustainable in the production and selling of food. I hope that high on the agenda is enabling communities to grow their own food, the Allotment movement and Community Gardens should not be overlooked and should be central to you ambitions as we are already embedded in our communities and doing the work.		For the Council to realise that Birmingham Allotments are an important asset in achieving the aspirations. I note that they are not mentioned as a partner in the strategy. I hope that Allotment voices have not been forgotten.	Strongly agree	Yeah, I actually saw the word Allotments mentioned well done. There are a lot of good work being done across the city but in pockets by individuals and organisations. If a joined up approach can be created it will enable much more impact.			Strongly agree	Totally agree. Allotments could have impacts on all of your streams from skills and knowledge to sustainability to working with school to promote healthy diets. Many Allotments already have links and work with schools.
Strongly agree				Agree				Agree	



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		No answer	Agree					Agree	
		Food security and resilience	Agree					Agree	
		Food production	Strongly agree			There is no mention of Allotments in this page. Allotments are at this time producing food for individuals, wider communities and food banks. We totally understand seasonality, sustainability and the very real impact on well being. There are close to 7000 allotment plots so there are literally thousands of experience growers all across the city at this present time producing nutritious food.	Allotments are in full cost recovery. That means our budget covers basic provision only. There is a need for more allotment space whilst there is overgrown space on allotments sites but no budget to clear them. One of our Executive has managed to clear two sites and re open them up, using volunteers, but we haven't got enough support to open up all of the land available. Pembroke Croft site has just recently closed to renting, but could be let several times over. It's a real struggle. Supporting Allotments in this way would create more opportunities to grow food in the community.	Strongly agree	There is a lot of food waste. On my site we collect surplus veg and donate to a local food bank, helping our local community.
		No answer	Agree	<p>The NFU's ambition to reach net zero by 2040</p> <p>The NFU has launched an ambition for English and Welsh Farming to be net zero by 2040. Therefore, by engaging with our members, you are engaging with food producers who are</p> <p>The NFU believes that the agricultural sector is very much part of the solution to decarbonising the UK economy and achieving net zero. We are committed to Net Zero by 2040 with an interim target in 2030.</p> <p>But we will only be able to achieve our carbon neutral goal with concerted support from government, industry, and other key groups to help deliver this challenging, but achievable, ambition. We understand that many contracting authorities have similar commitments and are working to reduce their impact on the supply chain.</p>				Strongly agree	<p>It's not just what you buy it is how you buy it.</p> <p>•Public sector food provision is fragmented, with procurement conducted by a wide range of contracting authorities. With different government departments at a national and regional level, it is imperative that a Birmingham food strategy addresses the ability for local food producers to access public sector contracts.</p> <p>•The NFU would welcome simplicity within the tendering processes to address the ability for local suppliers, SMEs to enter the food system.</p> <p>•As stated, the current tendering and buying process for food and drink is complex and differs across public sector bodies as products can be purchased through various mechanisms. A food strategy that looks at how more healthy sustainable local food should be procured should also look at</p>



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
			Agree					Agree	
	Allotments often have surplus. There should be a simple and effective way to plug this into the system. Allotment holders are often happy to give away surplus as long as someone collects it.		Agree				Give fewer licenses to fast food outlets to encourage more people to cook from scratch rather than buying food that they have no control over salt and fat content.	Agree	
		Identify communities most in need and enable organisations such as allotment to have contacts and links to organisations trying to help.	Strongly agree	Totally agree. Education is paramount , but also education of adults as well as children. However all the education in the world will not make a difference if changes result in time consuming activities that are difficult to manage in a busy household.			Work with communities making sure that actions are sustainable and affordable for busy households	Strongly agree	In the present climate it is very easy to see that waste food means wasted money.
			Agree					Strongly agree	



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
	I think there should be more options for individual citizens to compost at home		Agree					Agree
			Agree					Agree
	Back to harping on about Allotments	Make firms and individuals understand there. important of waste, to know what they can usefully do with their waste including composting Create links between those that potentially have surplus food (Allotments) and those who need food donations.	Strongly agree	Sadly producing food is not valued as a career despite it being fundamental to everyone. .		Raise the status of the food producers.		Strongly agree
			Strongly agree	Food and farming is part of the fabric of the West Midlands region – delivering great tasting, high quality, nutritious food and drink, NFU members' businesses are vital for the economy, jobs, the environment and our communities. Farm businesses in the West Midlands, Herefordshire, Shropshire, Staffordshire, Warwickshire and Worcestershire contribute more than £800 million to the economy. Our farmers and growers manage more than 930,000 hectares of land, an area around 34 times the size of Birmingham. The small minority does this for the many, to deliver the traceable and affordable ingredients and produce for our tables that shoppers demand. Farms and associated industry businesses, within the West Midlands, help the UK food and drink sector contribute more than £122 billion to the economy and provide nearly four million jobs. Competitive, progressive and profitable farms need to play a				Strongly agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
				Agree				
				Agree	This is going to be difficult as most high streets are populated overwhelmingly with fast food outlets. Given the choice between buying something and going home after work to prepare food a lot will choose the former. It is too easy. Whilst I understand that it is better to have retail outlets populated than empty, more scrutiny needs to be applied before granting licenses where existing outlets are already too many.			
First hand experience in growing especially in a supportive community is wonderfully creative on a number of levels. So important for well being. When I took on my allotment it was so that I had space to grow veggies with my children, what I didn't realise was that even more valuable is becoming part of an old fashioned type of community, something like living in a village. Its just brilliant.		Allotment communities are really good at supporting new plot holders and sharing skills and knowledge. Many allotment sites have community plots where children and various charities learn about the skills and resilience need to grow food. They can become a healing place for those will needs.	Work with communities and build relationships.	Strongly agree			People under stress or with emotional problem or mental health issues will often seek out 'comfort food' rich in sugar and carbohydrates. So it would be difficult to make changes in habits in vulnerable people. They would need extra support in meeting their needs.	Working with communities and directly with those in the family responsible for the food choices. Also not forgetting social media influences amongst the young. Why do adults insist on teaching young children that vegetables are not something that they will want to eat? They are not naturally against veg, they learn this from adults, older children and various medias. This needs to change. Left alone young children are happy to eat veg.
Educating children on where and how their food is produced is a key priority for the NFU, as understanding food can enable children to eat a healthier, more balanced diet. The NFU welcomes the ambition to use the food strategy to drive greater connection between children and food and we would like to signpost Birmingham City Council to free resources the NFU can offer.  Our team of former teachers create curriculum-linked educational resources to help children learn about British food and farming. We are proud to bring the farm to the classroom through our projects which include Farmvention, Farming STEMterprise, Farmers for Schools and Science Farm LIVE lessons. Find out more on our dedicated NFU Education website.  The NFU has also launched its "Farmers for Schools" programme. As part of our Farmers for Schools programme, we're asking NFU				Don't know				



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Agree					Agree				
Agree					Don't know				
Strongly agree	Absolutely, everyone should be food secure.			Enable the 115 Allotment sites and 7000 plot holders to have links with areas that would welcome our surplus produce. Work with Allotments, that have the knowledge and skills to create and support new growers, ensure that Allotments do not become a place for the middle-class to grow but are still accessible for those on lower incomes or benefits.	Strongly agree	Agree that more research could lead to a better understanding and more efficient systems		One Allotment Association in the country worked with a University to put a value on Allotments. Councils often undervalue or ignore the benefits. The outcome of the research stated that the financial benefits to the Council of Allotments outstrips any expenditure that the Council spends on them several times over. In terms of a healthier population needing less care and support both mentally, physically and medically. Allotment holders have less draw on the public purse they exercise and eat healthily. At this present time the rents taken cover all expenses including staffing costs so Allotments do not cost the Council anything but save the Council a fortune!	To enable the Council to properly understand the very real importance of Allotments and other growing areas. I sometime feel that they pay" lip service" to us.
Agree			<p>JUST LIKE the climate crisis, global feeding presents us with a challenge which every nation needs to play its part in solving.</p> <p>Recent global events have highlighted the importance of food production in the UK and the West Midlands. If we don't place importance on the production of food at home, then we import more food from the rest of the world. This would worsen the global situation.</p> <p>Therefore, this element of the strategy should also look at how producers and the supply chain can work together to secure food supplies for the people of Birmingham and across the West Midlands more widely.</p> <p>The report should also acknowledge that like many others, British farmers are facing dramatic cost increases, exacerbated by the war in Ukraine, which threatens our ability to produce food. West Midlands farmers are all affected by the increasing costs of fertiliser, fuel,</p>		Agree				



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Agree					Agree			
Agree					Agree			
Strongly agree	It is really important to listen to people involved. Really listen not just go through the process to action various targets. Please let this be a real consultation with real benefits and outcomes and not another talking shop.		BCC Allotment Department- this is one officer who works part time. Also the Birmingham and District Allotment Confederation. We are a voluntary body that supports the Council in the management of the 115 Allotments sites across the city and represents the 7000 plot holders.	The Council should see Allotments as a priority in this strategy. In the whole document I have only noticed them being mention once. We are passionate about growing, enthusiastic about sharing our skills.	Strongly agree	Looks brilliant, but incredibly hard to achieve. You will deserve great praise if at the end of this all is achieved.		
Agree					Agree			



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
71	Strongly agree			Strongly agree			Agree		
72	Strongly agree	I completely agree with the statement. I think the delivery of the vision is the complicated part how to balance the need for affordable food and nutritious food to consumers.		Agree	All important principles, especially 'equalise' which is around clear objective measureable benefits. I would also highlight within collaboration the consumer engagement with food as this will further promote positive externalities.		Strongly agree		
73	Strongly agree	People have the right to live without food insecurity especially in a first world nation like Britain. Therefore by developing this sustainable food chain, will be setting an example for many around.		Strongly agree			Strongly agree		
74	Strongly agree			Don't know	seems vague		Strongly agree		
75	Strongly agree			Agree	Birmingham has approximately 7000 opportunities for people to be involved in producing their own food. Yet it ignores and underfunds this sector.		Strongly agree	All fine words but where is the support for individuals who would like to grow organic food with no air miles. Poor people are excluded by some of the most expensive allotments in the country.	
76	Strongly agree	Let's make it happen!		Strongly agree			Strongly agree	Fantastic - this should be a UK wide objective with the investment, leadership & partners to deliver.	



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Agree	Learning is missing - learning is key to building more powerful communities and empowering citizens.		See above	Agree	We like this and the ambition of it. But is is achievable? Maybe the City could be broken down into North, South, East and West with a central hub.  The areas of the City are so different geographically and demographically.			Agree	
Strongly agree				Strongly agree				Strongly agree	
Strongly agree				Strongly agree				Strongly agree	
Strongly agree				Agree				Strongly agree	
Not Answered		I cannot identify a shift. Your allotment service is run by a part-time clerk and associations get little support.	Allotments should be promoted and valued.	Not Answered			Still no mention of community allotments and the role they have in education and sustainability.	Agree	
Strongly agree				Strongly agree	For all, everywhere, all the time - I agree. Suggest needs to be achieved at a commercial grade so it becomes self funding and not subsidy reliant.			Disagree	



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		Food skills and knowledge	Agree			Links with food producers on the boarders of Birmingham - north, south, east west What about allotments? What about increasing food production in deprived/disadvantaged areas	Choose one mini project at a time and roll it out City Wide- i.e growing in parks..	Don't know	Like the idea in essence
		No answer	Strongly agree				To promote agricultural training in lesser affluent city areas, there is limited opportunities. Vertical farms can bridge this gap as they can be located here.	Strongly agree	
		No answer	Strongly agree					Strongly agree	
		No answer	Strongly agree				free courses that are held outside normal work hours	Strongly agree	
		Food production	Agree				Let's get local! Fund associations that want to support this change.	Not Answered	
Overall good, but there may be too many to be effective. Suggest folding into the 3-5 most important with clear measures, with the remainder being sub-streams.		Food sourcing	Disagree		I'm on the fence on this one as I believe society at large are so used to being consumers only that it may be a struggle to scale this aim beyond a minority. However the economic and environmental conditions such as they are may inspire an effort similar to the nationwide domestic growing achieved throughout WW2.			Strongly agree	



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
	Procurement processes - organisations like us have clear rules around procurement and are a barrier when trying to purchase from small independent suppliers	Geography - think about how local is local? For example, as an organisation in South Birmingham I would buy from Worcestershire, not Staffs	Strongly agree	As a College we have excelled in this, we have transformed our menu's to mainly vegan and vegetarian, bringing our students with us. Nothing on the menu is fried. We have educated them about the benefits of eating this type of food and their positive impact on the environment.			We would be happy to lead on this and be used as a model for other Colleges/Secondary Schools to follow. We are finalists in the Campus Food and Drink Category of the Green Gown Awards.	Strongly agree	We are leaders in this area: Students/Staff pre order their food to avoid waste. Students and staff bring their own cups. Our food packaging is compostable and recyclable and we compost on site. Catering staff are trained on how to reduce food waste.
	All food produced locally should show the CO2 emissions versus what they were without the food strategy changes.		Strongly agree				Educational courses training people to cook properly and overall eat healthier.	Strongly agree	
		Incentivising people for growing more local produce. And keeping local produce sale at community levels rather than only at supermarkets	Not Answered					Strongly agree	
			Don't know					Agree	
	Support schools and adult education providers to work with local food producers to help citizens understand the food journey and be more aware of the farmers and producers in the Midlands.  ALLOTMENTS!!!!		Agree					Agree	Local compost systems
		Vertical farming is a perfect solution to achieve this - no seasons, multiple harvests and can be located close to end consumers eliminating almost all food miles.	Agree	We have sufficient food tonnage produced in the world, but poorly distributed and of the wrong quality and proportions - we are at the same time overfed and undernourished in rich countries and underfed and un-nourished in poor countries. We have the ability to do better and we must - 732 millions go to bed hungry every night already, never mind expected population growth throughout the 21st century.				Strongly agree	



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
	<p>We need to educate people more on food packaging, for example do they need to put fruit and veg in plastic bags at supermarkets? I wonder how many citizens in Birmingham know that you can take your spare egg boxes to some supermarkets and refill them.</p> <p>Compostable food packaging is not as good for the environment as the companies that make it say it is!</p>	Happy to take a lead on this.	Don't know	This workstream needs to explain how to educate people on what is a thriving local food economy. Engage with them. We do this with our students regularly in a variety of ways.		As above	Training the citizens, planting, growing, cooking, eating, understanding.	Disagree
	Promote Waste to energy generators so any waste is used to power local grids.		Strongly agree					Strongly agree
			Strongly agree					Strongly agree
		free food pantries at a local level could help minimise waste	Agree					Agree
			Agree			<p>Support innovation opportunities in the food sector.</p> <p>Utilise the tools for planning and licensing including the Healthy City Planning Toolkit, to maximise the potential to create healthy food retail environments.</p> <p>Where are the allotments?</p>		Not Answered
	<p>Inflation will also help consumers waste less - as is already being seen. Far more should be done with major grocers and food businesses to improve demand planning so more accurate volumes are produced in the first place and more of the waste supplies food banks. There's enough waste in the system to feed the poorest in society for free without the need for food banks - it could become and embedded commitment by retailers to supply food a day or two prior to becoming waste to be sent to/ collected by mean-tested members of the public.</p>		Agree					Agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved.	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
	We are a 'Meat to Wheat' College as we are a 'Green' College'. There is a big gap in this workstream; the impact of current food production and consumption on the environment. People need to be encouraged to eat less meat and dairy.  Sustainable food practices need to be promoted.	As above  People need to change their approach to food - ethics and morals		Agree	Students/staff pre order their food, so they make conscious decisions about what they eat			Advertising and promoting why people need to change their behaviour Green Week - cooking demos Ingredients on food
				Strongly agree				
				Strongly agree				
		home food preservation. i know people who are very unsure what they are 'allowed' to freeze which leads to waste		Don't know				
		Support citizens and communities to grow local, individually and collaboratively.  Really? What support are you offering to the poor and unemployed to grow food on vacant plots		Not Answered			Enable community led behaviour change programmes that use peer support and culturally competent approaches, and are embedded into communities, including those of identity and experience.  based at allotments?	
This one is perhaps more subjective but is very valuable to our society.				Disagree		Nudge theory may be flawed - see <a href="https://www.economist.com/science-and-technology/2022/07/27/evidence-for-behavioural-interventions-looks-increasingly-shaky">https://www.economist.com/science-and-technology/2022/07/27/evidence-for-behavioural-interventions-looks-increasingly-shaky</a> .		



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Don't know		I don't disagree with this work stream, but wonder where reducing reliance on food banks fits within the strategy.			Agree			We need to market the diversity of our food culture at a national and international level - we don't shout about it enough! It could be a real attraction for tourists.	
Strongly agree					Agree		To promote food security a few selected companies could be selected to build vertical farms. Innovative businesses can already lead the way on this. Too many cross sector collaborations will slow progress when solutions already exist.		
Strongly agree					Strongly agree				
Agree			free food should be available to anyone as needed on a casual non means tested basis. ideally hot meals also provided in a safe pleasant environment		Don't know				
Agree					Not Answered			Yes but where is the local initiative and how is that funded.	
Don't know		Not sure I fully understand how the aspirations would be delivered. Good to discuss.			Strongly agree	Agree and keen to determine if a new JFC vertical farm can contribute to Food City.			



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved.	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think it could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Agree			How will Children and Young People's Services be involved in implementing the strategy? Food is a key part of safeguarding our children and young people.		Agree			
Strongly agree					Disagree		1. Cost effective 2. Environmentally sustainable 3. Evidence based  These should be the top 3 and will ultimately benefit the citizens, inequality etc.	
Strongly agree					Strongly agree			
Don't know					Strongly agree			
Agree			We will continue to grow and develop the Creating a Healthy Food City Forum to ensure that we are able to establish a cross-matrix working approach to leveraging change in Birmingham's food system.  Have you read about the Health benefits of Allotments. If not read it and put away your prejudice of thinking they are places where old men get together to plant a few cabbages.	Have you read about the Health benefits of Allotments. If not read it and put away your prejudice of thinking they are places where old men get together to plant a few cabbages. The beneficial physical and mental health effects are well documented.	Not Answered			Still looking for recognition of allotments.
Don't know		Need to discuss to understand more clearly how the organizations work together and the roadmap/ program plan for the next say 5 years vs. measurable objectives.			Strongly agree			Good general objectives and good to understand the metrics used for each.



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
77	Agree	In order to achieve success it is important that we are guided by this vision statement.		Agree	It gives an idea of what we are working towards.		Agree	It is a plan that is intended to benefit everyone.	
78	Strongly agree	With the breadth of cultural diversity across the city, there needs to be multi agency commitment to ensuring equal accessibility of these factors in the long term. Good quality education is fundamental at every level of society and this is an area we are developing further with HAF families.		Strongly agree	Embedding a 'can-do' approach at all levels of society is fundamental in achieving success. Collaboration in the delivery of messaging and information sharing with partners across the city is a key part of our approach.		Agree	There needs to be real commitment from a multi agency approach to challenge existing conceptions and myths around nutrition and providing a healthy, balanced, sustainable and affordable diet for every family across the city, in particular alongside cultural beliefs.	
79	Agree	<p>We welcome the opportunity to contribute to this consultation into the Birmingham Food Strategy. Food banks in our network have been responding to unprecedented challenges over the past decades, yet we have seen resilience, generosity, and collaboration in the face of adversity.</p> <p>The Trussell Trust wants to see an end to the need for food banks in the UK. From our research, we know that people turn to the food banks in the Trussell Trust network because they do not have enough income to afford the essentials, including food.</p> <p>Whilst the volunteers and employees across the Trussell Trust network provide practical support to people who can't afford the things we all need in life; it is not right that people need to turn to food banks to get by.</p> <p>When we move to a society without the need for food banks, people will have the ability to afford to buy the</p>		Agree	<p>Food banks across the Trussell Trust network in Birmingham work to collaborate, empower, and equalise in their day-to-day practice.</p> <p>They work in collaboration with their partners to build better referral pathways, so that people across the city do not have to turn to a food bank as their first port of call, without any other form of advice or support. They empower people who have lived experience of using a food bank to use their voice to build a movement for change.</p> <p>Finally, they also understand what needs to be done at both the local and the national level to end the need for food banks.</p> <p>Empowering people with lived experience to help drive the strategy forward and ensuring it is rooted and relevant to their lives, should be the first step towards developing the action plan.</p>		Agree	<p>Having a 'regenerative' food system, to ensure our environment, communities, and economies thrive, is important. We would like to focus in on the ambition to regenerate our communities.</p> <p>Currently, too many people have to turn to food banks, and other forms of food aid, as their first port of call. Communities have always tried to help each other when there isn't enough money to put food on the table, but the huge number of people needing support right now is new.</p> <p>The ambitions of the Birmingham Food Strategy go hand in hand with the ambition to end the need for food banks. A system where people are one short-term shock away from facing the difficult decision to turn to a food bank for support can not be characterised as one where communities are empowered. It is right that people who are most in need are supported, but this should</p>	Therefore, we would recommend that the Strategy pays close attention to the need (root cause) for emergency food aid in Birmingham and takes concrete action to ensure that people do not have to turn to a food bank as their first port of call. This is compatible with the broader Food Strategy.



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Agree	It is important to have a healthy population.			Agree	By taking these measures this will ensure the success of the plan.			Agree	
Strongly agree	Empowerment by the Birmingham people is key, and their commitment to the aims of the strategy are key to being successful. I believe the work programme and initiatives need to be both 'bottom-up' and 'top-down' in order to be effective and importantly successful and sustainable long term.		Education and knowledge sharing will be fundamental across all levels of engagement, along with practical opportunities and examples.	Strongly agree	100% agree with the vision and commitment to achieving these goals for ALL sectors of society. It is imperative to promote consistent messaging of a small number of key concepts across the breadth of agencies and the community to effect these changes and have buy in from all sectors.			Strongly agree	<p>Making positive statements around food choices eg promote eating 'healthy fat' rather than labelling all foods high in fat as 'bad'. Encouraging a balanced approach to food choices and an increased knowledge base of basic nutrition and importantly energy balance from a weight management and healthy body perspective. Eg increasing portions of 5 a day will help you feel more energised; eating fibrous foods helps you stay 'regular'; and so on.</p> <p>Through the family engagement workshops remit of the HAF project we are committed to developing areas around food transformation, food behaviour change and food skills and knowledge and practically making a difference to communities across Birmingham.</p>
Agree	<p>It is right that there is an aim to build stronger and resilient communities, but it should not be right that those in need have to rely solely on their communities for support. The provision of emergency food aid should never be the first port of call, or as a substitute for not having a sufficient income to afford the essentials.</p> <p>We also know first-hand the role that food banks in our network play in supporting people when they are unable to afford the essentials. They are examples of communities stepping up to support those most in need, but they shouldn't be the first port of call when people face a crisis.</p> <p>When people find themselves up against difficult life events or financial hardship, it is their local place where they turn to for support. Without effective formal support at the local level, people on low incomes find their only option is to turn to the informal networks of</p>		<p>The role of the council:</p> <p>To build a resilient food system where people do not have to turn to a food bank as their first port of call requires action at all levels, from the third sector to national government. It also requires targeted action from local government at all levels, including Birmingham City Council.</p> <p>When people face a financial crisis, they deserve to have access to well-run, effective, accessible, and dignified local services. Local decision makers are much closer to the ground. They can easily identify communities in need of further support.</p> <p>Therefore, one of the aims the strategy should consider is the role of the council in building a local system which prevents people from having to turn to a food bank as their first port of call in a crisis.</p> <p>This should include identifying changes to support the council</p>	Not Answered				Agree	



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		No answer	Agree			<p>Locally grown food has little or no packaging, transport and litter associated. It is not "more expensive", when everything is taken into account. It is satisfying to grow. It will be essential to protect existing areas of land used for food growing in the city and allocate additional areas for this, especially where there are no allotment sites. BCC has the power as planning authority to ensure that growing food is included in its Birmingham Development Plan 2031.</p> <p>Food plants need pollination. Organise growing methods should be preferred and the city council set an example by phasing out chemicals damaging to bees and pollinators in its grounds management; see our Save Our Soils campaign.</p> <p>Food growing is a skill that people have to learn. Community gardens and allotments should be supported to teach people, for example pairing every school with an allotment site. Or growing area in school grounds.</p>		Agree	Matching locally available food with demand could be a very cost effective and rapid way to make a difference, i.e. an information platform
		Food skills and knowledge	Agree					Agree	
		No answer	Not Answered					Not Answered	



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
		BFOE strongly supports all of the suggested initiatives. There should be food exchange which may mean information systems, where is food and who needs it?. Existing farmers markets need to be publicised and celebrated.	Not Answered					Don't know	
			Strongly agree	<p>It is fantastic that calorie information is now available in a lot of food outlets. There is an opportunity to challenge organisations and providers in the calories within meals served. For example in a standard outlet a main meal is often around 1000kcal - a very large % of daily intake and with the commonality of eating out across society this is a huge factor to be considered.</p> <p>There needs to be increased education across all parts of society to support and help individuals make decisions that directly impact themselves, their families and the communities.</p> <p>Within the city council, challenging the number of fast food, high in saturated fat outlets within a radius needs to be considered, plus a sustainable and more economical way of local communities accessing good quality food at affordable prices.</p>			An agreed consistent message to the community that all agencies buy into for what it looks like in 10 years time.	Agree	
			Not Answered					Not Answered	



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
	<p>The Food hierarchy links to the Waste Hierarchy, with burning as the worst option. Birmingham is the waste collection and disposal authority. It is wrong to collect, then burn food waste in the Tysley incinerator, owned by BCC, which we want to see phased out. About 130,000 tonnes per year of compostable material, mostly food waste, is burned there from the household and business collections. This cuts the cycle of fertility, by not returning nutrients to the soil. Healthy people need healthy soil requiring return of nutrients in waste so it is a public health issue. Composting is the vital link between eating and growing. Soon it will be illegal to sell peat from peatbogs, so there will be strong demand for made composts. The Environment Act requires that there shall be separate food waste collection from all households and appropriate utilisation of it. This collection and processing should link to food growing. To feed people, you must</p>		Not Answered					Strongly agree
			Strongly agree	<p>This is a key part of achieving outcomes. For example the budget for school meals is relatively very low to ensure high quality produce can be sourced and offered to children every day.</p>		<p>Is there an opportunity for more collaboration with colleges and university food and nutrition courses on offer in the city to enable students to do work experience or placement years within local industry which will help support local businesses to source staff, as well as adding value to skill sets of those working in Birmingham.</p>		Strongly agree
			Not Answered					Agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
			<p>Although 'children' are mentioned, more emphasis in all sections should be on 'schools'; also on adult education and community groups. Leisure centres etc could be used as the sites where equipment is available and foods, nutrition, cooking skills can be shared. There would be a benefit to people's health and to their environmental impact from eating less meat and substituting plant based meals. People can be familiarised with meat free meals by initiatives such as Meat Free Monday.</p>	Not Answered				
<p>This is a key part of StreetGames and HAF delivery over the next 3 years and we are already developing ways to approach and challenge this through the programme delivery.</p> <p>A key fundamental concept is to establish positive relationships with food from birth and to educate families to reinforce positive messages. eg reduce the association of rewards with food, especially high sugar/saturated fat items</p> <p>We are already putting together a programme of workshops to deliver to local communities for providers to run sessions with children and also directly with families in community, welcoming facilities.</p>				Strongly agree	<p>As mentioned this is fundamental to change and is part of the work I am doing and putting together to share knowledge and information with communities through the HAF project in the coming years. The principles shared from research and evidence based projects need to be replicated by agencies across the city to enable the concepts to become embedded.</p>		<p>innovative ways to engage communities and families and young people which a wide variety of options</p>	
		<p>Skill and knowledge building is of course important and welcomed, however we must be careful to frame conversations correctly. The rhetoric attached to these agendas often place too much emphasis on the individual, and not the systemic barriers that frame and dictate behaviour. This particularly the case with regard to issues relating to limited resource i.e. no amount of smart cooking can help if you cannot afford to turn the oven on.</p>		Not Answered				



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Strongly agree			<p>You haven't mentioned the Climate Emergency! This must be mentioned as a major aspect in terms of increasing food insecurity. Also climate change will impinge on traditional growing methods - from farms to allotments. Food banks should be the main focus of ALL food donations obtained from ALL sources (you list elsewhere). Information on these and all initiatives should be made prominent.</p>		Not Answered				
Agree					Agree	<p>We are keen to proactively support and work with all partners to progress this aspect of the strategy in a practical delivery model.</p>			
Agree			<p>Food insecurity is a symptom or a wider problem and that is the fact that too many people have not got a sufficient income to be able to afford the essentials. The Trussell Trust is clear from our research that this is also a key driver of the need for food banks nationally and locally.</p> <p>Predominantly, as is recognised by the Strategy, this is because of the national social security system. People do not receive a sufficient income to afford the essentials, and there are specific features of it which can make people's situations worse, such as the five week wait for Universal Credit Payments, the use of benefit sanctions, and long waiting times for Personal Independence Payments.</p> <p>Additionally, being on a low income puts people on an unstable foundation – when people face a difficult life event, or an unexpected bill, it's their local community they turn to first.</p>	<p>We would recommend that this workstream also has a specific focus on the role the council can play in co-ordinating and integrating existing local support, so that no one is left without help when they face a crisis. This should focus on how existing local support, such as the Local Welfare Provision, Council Tax Support, and help with arrears and debt, can be better targeted and communicated to communities in greater need.</p> <p>Having a local system where people do not have to turn to emergency food aid as a first port of call when they face a short-term shock will help move towards a resilient and compassionate food system in Birmingham.</p> <p>A clear acknowledgement of where, and how, this strategy interacts and intersect with other strategies and workstreams would be hugely beneficial. Increasing food security and resilience is about much more</p>	Not Answered				



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved.	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Not Answered					Not Answered			
Agree	An ongoing commitment to consultation and communication with the public to ensure the direction of travel is appropriate, beneficial and effecting desired change would be useful.				Agree			
Not Answered				Again, a clear acknowledgement of where, and how, this strategy interacts and intersect with other strategies and workstreams would be hugely beneficial.	Don't know	It is to be commended that the Food Action Decision-Making and Prioritisation Tool has a it's first three actions to prioritise as Citizen-first, celebrating diversity, and addressing poverty and inequalities.		<p>We would stress that any citizen-first action should take the lived experience of people who have had to attended food banks, or experienced poverty, at its heart, ensuring that they their views are taken into account when co-producing an action plan.</p> <p>Furthermore, on the "address poverty and inequalities" action, we would prefer the emphasis to be shifted away from access to food, and towards ensuring that people have an income which enables them to afford food in the first place. Any proposed action should consider whether it helps people afford the essentials and move towards building a stable foundation.</p> <p>The aspiration should be to reduce the need for emergency food aid provision, and clearly acknowledge this as a 'last resort' action.</p>



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
80	Agree	It is an ambitious and positive vision. However, the idea of "creating" implies a process of construction that forgets the most difficult part of systems design, how to maintain a system operating effective and efficiently over time.		Agree	Collaborate adds variety in resources and abilities. This tends to help maintaining systems operating adequately.  The idea of empowering seems to forget who will be empowered. This is dangerously vague, as it doesn't indicate who (people) will have how much power.  To equalise implies that some people are very well positioned within the food system, and others don't. This might be the case in economic terms, but this doesn't necessarily match with the quality of food accessed.  For instance, cooking skills are important too.		Agree	The difficulty lies on who has the power to implement and maintain this operating. Some of these come from the central government at number 10.	
81	Agree	It would be good to replace "food choices" with "food options". Choices puts the onus on the individual, options put the onus on the system. This language shift is an important aspect of getting the right framing on food environments.		Agree	It seems a little strange to have principles for developing the strategy when the strategy has been developed. It might be better to make it clear that the principles are for the action plan development only.		Strongly agree	I agree with the ambition but in its current form it seems extremely aspirational. This might be a useful way of helping people to understand the scale of ambition but it's not very helpful for knowing if the strategy has been successful.	
82	Strongly agree			Agree	These principles are a good start and it would be great if they could be considered as part of a whole systems approach that considers the broader determinants of unhealthy diets (e.g. poverty, housing, employment). So the partnerships to be formed can think about how food fits into the system in the broadest sense.		Agree	There is an emphasis throughout the strategy on local being better. This is true but important to recognise that WHAT you eat is far more impactful on the environment. This means that we need to diversify what we grow so that we are less vulnerable to food crises. Meat (beef) is the major contributor to greenhouse gas emissions, if we can implement strategies that promote less beef in the diet then that will lead to more effective outcomes than focuses purely on the 'local'. We need to work with beef farmers to explore alternative diets to lower GHG emissions see <a href="https://research.wur.nl/en/publications/literature-review-of-beef-production-systems-in-europe">https://research.wur.nl/en/publications/literature-review-of-beef-production-systems-in-europe</a>  We appreciate that this is not an action plan but it remains unclear on how these ambitions will be achieved. The obesity plan has been widely criticised for relying on voluntary measures - we need to ensure that there are incentives for people and businesses to get on	



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Agree	Evidence-based methods imply the use of top-down externally design solutions. This might help to characterise issues concerning Bham Food Systems, but it doesn't solve other behavioural issues, such as: cultural/personal preferences. Externally imposed solutions, no matter how good they are, will always find resistance to change.			Agree	What does not seem is who will run this Big Bold City approach. Which is the role that citizens will play?		Citizen science approach might be considered.	Agree	
Agree		I think the 4th aim, last para fails to recognise that the commercial incentives within the system need to shift in order for food environments to improve. You can only get so far through nudging. Unhealthy calories are 3 times cheaper than healthy calories and selling junk food is the easiest way to make money. This is at the heart of the problem and this is something which it is very hard to deal with at the local level.  As with the comments on the ambition, these aims feel very aspirational. Achieving these aims in a city as large as Birmingham will be impossible in 8 years. While ambition is good, the process will rapidly lose momentum if there are not the resources and investment needed which is commensurate with achieving the aims. I think it is also wise to be realistic about how big the challenges are and how long it takes to make changes on the scale needed.		Agree	Again, this is a very comprehensive approach but would it be wiser to focus on a few settings and do them well e.g. are libraries as important as nurseries?			Disagree	
Agree	Overall the strategy shows evidence of positive steps towards improving population eating habits however it is vital that there is a commitment to monitoring and measuring impact - as it stands, little of the strategy is measurable or enforceable. It all sounds good but it is the 'how' that is the important step.  It is also broad ranging, with multiple objectives and while this is a good thing, this runs the risk of resources being diluted - might it be better to do one or two things really well - at least in the first few stages and then broaden it out to other areas/sectors?			Agree	We agree with this approach as it cannot be just the City Council's responsibility to bring about change. What about having a food taskforce similar to the Child Obesity Taskforce in London chaired by the Mayor. This could have a really positive impact if they were to explore the determinants of unhealthy eating and have power/authority to make meaningful actions/recommendations.			Agree	Linked to our earlier comment - are each of these work streams equally weighted? We would recommend consideration if there are workstreams which should be prioritised given the specific challenges that Birmingham faces and the limited resources available. The metrics to track progress should also consider likely timescales to impact.



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
	What about refocusing education towards problems around food systems? Students must prepare for exams and final assignments, so why not to use "food systems" as the central topic? This might increase citizens' awareness.	Food behaviour change	Agree					Agree	
I think 9 is too many and you're not making any real strategic choices. What will you not do in the next 8 years? How will you prioritise resources? What is a first order action and what can follow?  Or perhaps these choices will be made within the workstream development?  The workstreams seem to be a mixture of outcomes (such as number 3) and actions (e.g. numbers 1&2). Number 1 do you mean preserve food? is that the right term? Number 3 is too broad and unspecific. What about Transforming the food offer in Birmingham based businesses and public settings to make them support healthy eating? Number 7 seems broad and very far reaching. Whose behaviours are we talking about?		Food production	Strongly agree			I really like how this one is worded but I think we also need to be realistic that food produced in the city is only ever going to be a tiny proportion of what its citizens eat. I would like to see this workstream have a more specific focus on fruit and veg and improving access to local fruit and veg - as perishable products which require carbon intensive transport and packaging. Plus we are eating far too little fruit and veg and by offering tasty local options you might increase opportunities for consumption.	In addition to producing more within the city, you need to think about how this produce can get to market and what mechanisms you will use to achieve this - from online buying platforms to box schemes to street markets.	Strongly agree	
		No answer	Agree	We recommend consideration of the economies of scale with local growing projects – how realistic is it that growing food in a public space will produce the quantities required to feed a local community? Is this the most cost-effective use of limited resources (time, effort)? Would be interested in the evidence review of how effective these interventions are in relation to other uses of time/resource?				Agree	Agree but see earlier comment about what you eat as well as where you source.



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
			Strongly disagree		Just encourage industry to create more affordable nutrient dense health won't work. A stronger position must be taken on this. Implement a legal framework with strong sanctions to stop the excessive use of colour additives, fat, salt, sugar, etc.			Agree	
		I think you should consider building on the Bath and North East Somerset Council experience of developing a dynamic purchasing system. They introduced a web platform that allowed 60 schools serving 30,000 meals per week to buy from more than 20 local SME food producers and suppliers. The council evaluation found that the carbon emissions of their supply chain had been reduced and costs had fallen by 6%. This will require investment.	Disagree		As noted above, I think this workstream as presented is not based on a clear analysis of the reasons why our food system is so dominated by junk food. Breaking the commercial incentives for junk food can probably only be achieved by national policy action and so this workstream needs very clear thinking on what can be achieved at the city level. I think it would make more sense to focus this workstream on working with Birmingham based businesses and in public settings in using a range of strategies to help these companies move towards a better health profile of their food sales, whether its through healthy catering commitment, implementation of school food standards, creating incentives and support packages for small retail settings (convenience stores etc - building on the work of the Good Food Retail project: <a href="https://www.sustainweb.org/gffi/goodfoodretail/">https://www.sustainweb.org/gffi/goodfoodretail/</a> . It could also include implementing some food			Agree	
			Agree	Would be keen to consider how this will fit within our current economic climate. See: <a href="https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(22)01348-4/fulltext">https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(22)01348-4/fulltext</a>				Agree	



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
			Agree					Strongly agree
The problem described above focuses only on household waste but there are big opportunities to create secondary markets with waste from the food industry supply chain as you allude to in the actions.			Strongly agree					Agree
			Agree	We think we could champion higher standards e.g. celebrate high standards in our public sector settings. I think it is important to encourage businesses to price food that is accessible to everyone. How do we create a market whereby smaller food businesses can compete - celebrate and encourage social enterprise and ethical trading. See as a good example: <a href="http://www.clintonhealth.org/pdf%20files/ClintonCountyFoodActionPlan.pdf">http://www.clintonhealth.org/pdf%20files/ClintonCountyFoodActionPlan.pdf</a>				Agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
		Not very clear how this will be implemented. Even if this document is at a strategic level, more detail is expected.		Agree			Citizens' science must be included in this package.	
I don't think this should be a priority workstream as I don't think it is as important as many of the others.				Not Answered	I would join this with workstream 6.	As stated earlier, I think we need to be clearer about what and whose behaviours we're focusing on.		
				Agree	We think this will have to be carefully managed in light of current economic conditions that many people are facing. See <a href="https://agrifoodecon.springeropen.com/articles/10.1186/s40100-022-00230-x">https://agrifoodecon.springeropen.com/articles/10.1186/s40100-022-00230-x</a> for a recent review of potential policy actions for food behaviour change.			



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Agree			Knowledge & skills may have a relevant impact on this.		Don't know			How can individuals actively participate in this initiative and become partners in the innovation/research? How can individuals organise in groups? It is not very clear if citizens may be part of this initiative.	The level of citizens engagement in collective actions is very low. Activities aimed at increasing their engagement are key for success.
Strongly agree		I think this point is worded wrongly: Identify what drives unaffordable food across the city, and develop evidence-based solutions to bring about change that will create more affordable food businesses, and increase healthy affordable options on offer to citizens.  The problem isn't the absolute price of food. The problem is the relative price of healthy and unhealthy food which can only really be tackled by fiscal intervention; and the problem of purchasing power which results from low income.	In the last section, the best way to tackle food insecurity in Birmingham is for there to be a less punitive benefit system. I would suggest that the work which Birmingham does at the national level is focused on this, rather than on supply chain resilience.	I would include in this the harnessing of food surplus to create secondary markets of low cost fruit and veg for low income communities and link to the waste objective.	Agree	This workstream seems to be primarily about learning rather than innovation. I would suggest that this doesn't warrant being a standalone workstream, but rather learning should be built into the whole strategy - thinking about how we draw ideas in from elsewhere.			We could start by creating a national network for ideas to be shared between major UK cities. We could also think about some kind of newsletter for the movement which brings in the best ideas from elsewhere as well as facilitating study tours to other places etc
Agree					Agree	Completely agree with this but it might be worth considering what type of partnership model you want to pursue as there is not right or wrong approach but some models might be more appropriate: <a href="https://www.sciencedirect.com/science/article/pii/S0308521X22001081">https://www.sciencedirect.com/science/article/pii/S0308521X22001081</a>			



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved.	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Disagree		The narrative doesn't support the claim of "Citizen Focused and Citizen Led". Citizens are limited to feed with answers on what an external authority considers relevant. This is a top-down approach that will limit the impact of this initiative. Some ephemeral success might be achieved, but no behavioural changes can be expected with this approach.	I have the impression it should be the other way around. Who could a citizen (or group) contact to find support in her(their) food initiative?	Well celebrated small success projects will trigger further participation. A bottom-up strategy would work better.	Disagree		I'm surprised that learning and improving at almost at the end. If the expectation is to produce behavioural changes, it must move way above. Probably, first. The problem is that this initiative is built around a top-down approach that claims looking at benefitting individuals with centralised decision-making. This will not cover the needs of all the citizens involved.	Change the strategy to a bottom-up approach.
Don't know	On Page 7 you talk about a city wide partnership. I'm not really sure if this is referring to the Forum or something else. A partnership would typically be co-chaired by the local authority and civil society and create a broader space for people to get involved. We would urge a little more consideration goes into the governance arrangements for the implementation of the next phase.			This would be useful to read: <a href="https://pes-food.org/_img/upload/files/Cities_full.pdf">https://pes-food.org/_img/upload/files/Cities_full.pdf</a>	Don't know	Given there are so many considerations to factor in I'm not clear on how this will help with prioritisation.		
Strongly agree					Agree	Agree but note that not all 'interventions' will move all of these in a positive direction e.g. might have to trade off cost effectiveness to achieve equity.		



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
83	Agree	I would like to see the word ethical in there too if I am honest :-)		Strongly agree	Three very well chosen principles, especially empower, which will be key moving forwards		Strongly agree	Environment and communities are key, then the economy will follow	



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Strongly agree	Very good to see the words ethical in here a lot, and i hope we will be evaluating that consistently as the strategy unfolds.			Strongly agree	There is a lot we can link together here, and will take a lot of dedicated resource and management to do this, but if done effectively, it will be very powerful and impactful.			Strongly agree	Definitely all the right areas to focus on here, linking them all back to the everyday resident of Birmingham will be key



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production: radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing: radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
	I don't think missed, but I think that how each of these work streams links back to the residents of Birmingham will be key. How it is communicated, involving the media to make everyone aware and get them involved as much as possible... Empowerment	Food Skills and knowledge	Strongly agree	This will be key, more community growing spaces all across the city will be so beneficial. Also fruit orchards if possible... and fruit trees around the city where people can just go and get fruit to eat like humans have always done.		More fruit trees, open orchards	Community growing, incentives to join these	Strongly agree	Definitely something that can be improved on



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
	Increasing availability of local food. Markets open at hours where all people can get food from here.	Incentivise the purchasing of local food, media campaigns	Strongly agree	Look forward to seeing what unfolds here		The Plant Based Treaty is something we should look at. Many other cities around the UK and world have signed this, to help improve the nutrition of their residents	reduce cost of fresh fruit/veg	Agree	Got the basics listed out there well :-)



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
	Composting, incentivising this would be good.	Volunteer schemes in place to help surplus food organisations, and linking more food producers up with FareShare so they can send their surplus food there for it to be redistributed	Agree	Getting more people involved in food production can only help :-)		No tthat i can think of	Education, skills improvement	Agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - 7.Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
Good start, focusing on fresh produce and eating as many plants as possible will be key.		Eating as many plants as possible	Shop and cook smart. The most basic foods are normally the healthiest and most of the time are the cheapest too	Agree	A good start, cna go into more detail about the specific behaviours		Plant Based Treaty is definitely something that should be looked at with this work stream	Involving the media



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Agree	Hopefully the first steps in Birmingham becoming a self sufficient city		Self sufficiency should be front and centre	community growing, driven by individuals and leaders everywhere	Agree	This all sounds great, innovation will be key to making sure Birmingham is resilient and leading the way on this.		Plant Based Treaty again applies to this	Ensuring sustainability, innovation and ethics are all the top priorities



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved.	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Agree	Partners may need some incentives to ensure they dedicate the time and resources required to keep driving this forwards		TAWS, FareShare, Your Local Pantry, Rackets Cubed,	Getting everyone using the same platform will be key	Agree	Looks good :-)		The diversity of those involved is most important



	To what extent do you agree or disagree with the vision statement? - Vision statement- radio button	To what extent do you agree or disagree with the vision statement? - If you agree with the vision statement, use the box below for comments you wish to make	To what extent do you agree or disagree with the vision statement? - If you disagree with the vision statement, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with these principles? - Principles- radio button	To what extent do you agree or disagree with these principles? - If you agree with the principles, use the box below for comments you wish to make	To what extent do you agree or disagree with these principles? - If you disagree with the principles, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with this ambition? - Ambition- radio button	To what extent do you agree or disagree with this ambition? - If you agree with the ambition, use the box below for comments you wish to make	To what extent do you agree or disagree with this ambition? - If you disagree with the ambition, tell us why and explain how you think this could be improved
84	Strongly agree	I would go further and suggest that food growing should ideally be part of a regenerative system, not only a sustainable one.		Agree			Strongly agree		
85	Agree	1. It is arguably unclear what 'bold' means in this context. 2. Although sustainability is mentioned in relation to the food system, perhaps the vision should also refer to achieving a healthier/more sustainable planet?		Agree	The principles are important for all sorts of reasons, although it is unclear (from evidence) whether they will help to achieve the vision, aims etc.		Agree	Surely an ambition in relation to environment, communities and economy should also be to reduce the adverse impacts of the commercial food system - for example, the dominance of unhealthy food offerings and unhealthy food marketing that shapes people's food choices. 'Big food' (the multinational food corporations that drive unhealthy consumption) is somewhat of an elephant in the room throughout the strategy and its influence arguably needs to be acknowledged and tackled head-on.	
86	Strongly agree	We welcome the opportunity to contribute to Birmingham City Council's food strategy, and we strongly agree with the vision statement.		Strongly agree			Strongly agree		
87	Strongly agree	Of particular importance following experience of Covid and interruption to the global supply chain		Strongly agree	In our experience working in a partnership and collaboration is significantly more effective than companies working individually.		Strongly agree	This ambitious plan has the potential to showcase Birmingham as a great place to live and for companies to invest.	



To what extent do you agree or disagree with the aims? - Aims- radio button	To what extent do you agree or disagree with the aims? - If you agree with the aims, use the box below for comments you wish to make	To what extent do you agree or disagree with the aims? - If you disagree with the aims, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the aims? - Are there any key aims that we have missed or changes that should be made?	To what extent do you agree or disagree with the Big Bold City approach? - Big Bold City Approach- radio button	To what extent do you agree or disagree with the Big Bold City approach? - If you agree with the Big Bold City approach, use the box below for comments you wish to make	To what extent do you agree or disagree with the Big Bold City approach? - If you disagree with the Big Bold City approach, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Big Bold City approach? - Are there any key settings that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Framework for Action- radio button	To what extent do you agree or disagree with the overall Framework for Action? - If you agree with the Framework for Action, use the box below for comments you wish to make
Strongly agree				Strongly agree				Strongly agree	It would be great if composting could be specifically mentioned as part of point 4 - composted food waste should be a key part of making local food production regenerative, improving soil and increasing the nutrient availability in local soils.
Agree			See comments above about "Big food" - also absent here. Surely a key aim needs to be to break the junk food cycle, which is referred to later in the strategy, as set out in the National Food Strategy Plan.	Agree				Agree	
Agree	<p>We agree with Bite back's response: We agree with these aims, however, they will not be achieved if the Council continues to allow the advertisement of food and drink products high in fat, sugar and/or salt (HFSS) on any advertising sites it has control over, or makes revenue from.</p> <p>Advertising works and it impacts young people's health. Food and drink companies spend millions of pounds a year on advertising their products. A report published by Cancer Research UK in 2018 found that young people seeing just one additional junk food advert per week would lead to an estimated increase in intake of ~350 calories per week.(1) Another study found that the higher the percentage of advertisements for food and drink in a certain area, the greater the odds of its residents having obesity. (2) It is clear that adverts for unhealthy food lead to higher levels of consumption of unhealthy food.</p>			Agree	<p>We agree with a settings-based approach as a way to ensure that actions are appropriate and targeted. We would direct you to the Sugar Smart campaign which has developed resources specific to many of these settings for improving the healthiness of the food offer. (3) Such broad ambition must be matched with appropriate resource to effectively engage with these different settings. If resources are limited, then those delivering this strategy need to be clear on whether to target specific settings which would have the most impact, and where the Council is best placed to have an impact. A public campaign to change attitudes to the food bought may fall flat, where it may look to prioritise the levers it has to hand such as planning, licensing, business rates, procurement and advertising. On this final point, we would agree with Bite back's response that highlights the high street environment and the role of advertising in different settings:</p>		Agree	<p>The breadth of the Framework is good and mirrors that used by local areas across the country, which has informed the Sustainable Food Places framework of six key issues or aims. We would direct those looking to implement the work in Birmingham to the resources linked to these aims, drawn from across the UK, which may aid Birmingham in the delivery of its strategy.(15) We believe that a couple of alterations to the nine workstreams may help with the implementation of the overall vision and aims. Firstly, workstream two needs to recognise the lack of infrastructure in place and what is needed to increase local supply. Across the UK producers are struggling to get their products sold into shorter and direct supply chains because of a lack of processing, wholesale and supply, abattoirs, and alternative retail options. Increasing sourcing also needs to come with increasing demand for this produce. We detail below the specific actions that we believe would be required,</p>	
Strongly agree	<p>There is nothing more difficult than achieving a change in the ingrained habits and culture of a community. The Food Revolution rightly recognises the importance of balancing the importance of achieving an immediate impact whilst working towards a fundamental change in habits and attitudes.</p>			Strongly agree	<p>The Bold City approach correctly recognises that to achieve a revolution in attitudes then active engagement with the citizens of Birmingham is essential to ensuring the proposed actions are accepted and acted on.</p>			Strongly agree	<p>It is important that the workstreams are coordinated to achieve the most successful outcome.</p>



To what extent do you agree or disagree with the overall Framework for Action? - If you disagree with the Framework for Action, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the overall Framework for Action? - Are there any key aspects that we have missed or changes that should be made?	To what extent do you agree or disagree with the overall Framework for Action? - Which of the nine workstreams do you think is the most important to improve the food system in Birmingham?	To what extent do you agree or disagree with the Food Production workstream? - 1. Food Production radio button	To what extent do you agree or disagree with the Food Production workstream? - If you agree with the Food Production workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Production workstream? - If you disagree with the Food Production workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Production workstream? - Are there any key aspects of Food Production that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Production workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Sourcing workstream? - 2. Food Sourcing radio button	To what extent do you agree or disagree with the Food Sourcing workstream? - If you agree with the Food Sourcing workstream, use the box below for comments you wish to make
		No answer	Strongly agree				Supporting new producers, for example to be able to rent or purchase land at affordable prices.	Strongly agree	I strongly agree with this. We know a local farmer who tells us of neighbours where there are regularly gluts due to Supermarkets not taking food that is not the 'correct' size etc. There is huge scope for people from the city to link with these farms to make good use of this food that would otherwise go to waste, and so that farmers are still paid for their crops.
	The strategy might be more coherent if there were more explicit links between the vision, ambitions, actions (p15) and this framework - presently it is difficult to work out which actions address which aims etc. A table or diagram setting out exactly which actions will address each ambition and aim would make the strategy more coherent and evaluable.	Food transformation	Agree			This is important, but since over 80% of the population acquire all of their food from chain stores, intervening in this system and its supply chains represents the greatest chance to influence food production. Food production within the city is a good thing, but likely to have a relatively marginal impact.	This requires assessment of existing evidence and scoping of current innovation elsewhere.	Agree	
		No answer	Agree	We agree with the actions mentioned. We would suggest including fringe farming alongside urban farming as it offers similar opportunities for scaling up production, whilst allowing community involvement and a stepping stone towards larger enterprising and commercial ventures. Sustain has produced many resources supporting fringe farming ventures around the UK.(16) We would also question whether linking small scale urban growing to public sector procurement is a viable exercise due to the mismatch in scales and expectations. Urban and peri-urban growing can provide many useful services, as already documented above and through the work of Growing Health,(17) Capital Growth(18) and Good to Grow.(19) and growing in public sector settings can also be valuable for education, health and community cohesion, but is unlikely to provide the consistency and volumes required by most public sector settings, with the exception of some smaller schools and nurseries				Agree	We agree with the actions highlighted above. Evidence that we have pulled together with RSPB and other organisations shows that these actions can help keep money in the local economy, and if done well create benefits to society, nature and the environment.(20) It is worth the Strategy noting that to maximise these benefits, a preference should be given to agroecological producers e.g. certified sustainable, such as organic or those part of the Nature Friendly Farmers Network. Whilst short supply chains and direct sales can be a useful proxy for supporting smaller scale producers, which are more likely to be associated with certain environmental benefits, it is not infallible.  To achieve the overarching aims we would also suggest a more explicit mention is needed of supporting local food infrastructure. Across most of the UK, the lack of this infrastructure is a major cause in the decline, or barrier to growth in this
		No answer	Not Answered	Recent events have shown us that local and better self sufficient sourcing is no longer an option but an essential strategy.				Strongly agree	Engagement with schools and adult education is essential to encourage the need to cook meals from fresh produce.



To what extent do you agree or disagree with the Food Sourcing workstream? - If you disagree with the Food Sourcing workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Sourcing workstream? - Are there any key aspects of Food Sourcing that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Sourcing workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Transformation workstream? - 3. Food Transformation- radio button	To what extent do you agree or disagree with the Food Transformation workstream? - If you agree with the Food Transformation workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Transformation workstream? - If you disagree with the Food Transformation workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Transformation workstream? - Are there any key aspects of Food Transformation that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Transformation workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - 4. Food Waste and Recycling	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you agree with the Food Waste and Recycling workstream, use the box below for comments you wish to make
	Supporting young people (and anyone, actually) to go into agriculture through training and support in renting/buying land.		Strongly agree	I absolutely agree. I used to work within the NHS dietetic department and saw first hand the huge challenge of helping people to eat food that was better for them. Many times it simply comes down to economics, both at a family level where people could not afford better ingredients, and at school/community level, where more money needs to be pumped in to teach young people how to cook and eat well. There were many programmes that were excellent, for example teaching parents how to cook, but due to limited funding these only had limited impact.			Perhaps there could be a city-wide ban on advertising these foods that are known to be addictive (highly/ultra processed foods)?	Strongly agree	
	A key challenge is that improving human and planetary health will require various trade-offs, some of which will be food-specific. Local sourcing, while a good general principle, might not be the most important issue in all cases. For example, reducing meat consumption is likely to have an immensely greater impact on the planet and health than local sourcing of beef and lamb.	This requires assessment of existing evidence and scoping of current innovation elsewhere.	Agree			While we need healthier and more sustainable processed foods, there is an inherent challenge in that evidence suggests that highly processed foods are bad for health, whatever their composition. We need to see an overall reduction in processed food consumption and a move towards more whole foods - this is missing from the strategy as an overall aim.	This requires assessment of existing evidence and scoping of current innovation elsewhere.	Agree	
			Agree	we would strongly urge those drafting the strategy to look at those other levers it has to help shift the food environment which works in tandem with the healthiness of the products available. There is much evidence that policy levers to make unhealthy food less affordable, attractive and available help to tip the scales and encourage businesses to reformulate their products or shift their emphasis onto healthier products in their range. The Sugary Drinks Industry Levy is one of the best examples of this which saw over half of manufacturers reformulate their drinks, with an 11% reduction of sugar levels across the market.(25) Local levers can play a role to encourage this shift to healthier products, notably by restricting unhealthy food advertising, which both takes the spotlight off the most unhealthy products, but shifts it onto those healthier products supporting the market for the Food Transformation that Birmingham wants to see. Maintaining				Agree	
			Strongly agree	Encourage citizens to use their buying power to deliver change,				Strongly agree	The reduction of the levels of Food Waste and increasing volumes of Recycling is best achieved by collaboration throughout the supply chain



To what extent do you agree or disagree with the Food Waste and Recycling workstream? - If you disagree with the Food Waste and Recycling workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - Are there any key aspects of Food Waste and Recycling that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Waste and Recycling workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - 5. Food Economy and Employment- radio button	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you agree with the Food Economy and Employment workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Economy and Employment workstream? - If you disagree with the Food Economy and Employment workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Economy and Employment workstream? - Are there any key aspects of Food Economy and Employment that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Economy and Employment workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - 6. Food Skills and Knowledge- radio button
	Composting needs to be mentioned specifically. Food waste needs to be recycled locally, within communities (not be Veolia) to be used in regenerative food production. We are scrabbling around for small scraps of funding to help us to work in this area and set up pilot schemes, and have contacted the council several times, but have had no response. If we are not working locally in communities then large contractors can take this resource, that belongs to communities, and use it for their own profit. This is unacceptable and short sighted.	Work with key organisations across the city to create community composting sites, with support and guidance where required. We are currently supporting TAWS, Incredible Surplus, St Pauls Community Trust and local allotment sites to increase their composting capacity, and are keen to help with wider projects to activate more composting.	Strongly agree	I strongly agree with the statements here.			Perhaps there could be ways of supporting local businesses who have good practice (for example Loaf in Stinchley, that is a co-op) to share with others how they got started etc. But done in a way that if people are not in the local 'clique' (for want of a better word) that they can find out about these businesses who use ethical and sustainable models. I am thinking of something like the FUSE programme run by the Institute of Social Enterprise, which trains people up who would like to set up social enterprises. They link people up with mentors and training, and something like this would be great for people who are looking to get into the food sector.	Strongly agree
	Actions will need to focus on structural, population level solutions, since individual level behavioural solutions are likely to be less effective or equitable.	This requires assessment of existing evidence and scoping of current innovation elsewhere.	Agree				This requires assessment of existing evidence and scoping of current innovation elsewhere.	Agree
			Agree	we support the creation of actions listed above. Local Authorities taking a concerted and holistic approach to supporting a good food economy is not yet well documented, and this is an area where Birmingham could become real leaders. Sustain has produced a record of some of the nascent efforts by London boroughs on this,(28) and is working with other cities across the UK to better understand what an impactful set of measures might look like.(29) We would welcome Birmingham's involvement in this.  We would highlight a point made earlier, that alongside planning and licensing, the Council should look to other levers it can use to achieve this vision, notably adopting a Healthier Food Advertising policy.  (28) <a href="https://www.sustainweb.org/publications/good-food-economy/">https://www.sustainweb.org/publications/good-food-economy/</a> (29) <a href="https://www.sustainablefoodplaces.org/">https://www.sustainablefoodplaces.org/</a>				Agree
			Strongly agree	We have the opportunity to create the brand "Birmingham the City of Food"  If achieved a wide range of employment opportunities will appear.				Strongly agree



To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you agree with the Food Skills and Knowledge workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - If you disagree with the Food Skills and Knowledge workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - Are there any key aspects of Food Skills and Knowledge that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Skills and Knowledge workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Food Behaviour Change- radio button	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you agree with the Food Behaviour Change workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Behaviour Change workstream? - If you disagree with the Food Behaviour Change workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Behaviour Change workstream? - Are there any key aspects of Food Behaviour Change that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Behaviour Change workstream? - What do you think are the key actions we will need to undertake for this workstream?
			More easily accessible pockets of funding for local organisations, allotments etc, to make an impact in their communities via education, training, cooking projects etc	Strongly agree	Often projects are funded without any reference to behavioural change, meaning that money is wasted due to trying to work in 'common sensical' ways rather than with evidence-based behavioural change methods. To make the most impact it is crucial that we do not use a scatter gun approach, but have an informed approach.			We need to have behavioural change embedded in our thinking in projects and when funding is given.
		The focus seems to be primarily on citizens and there is a risk of adopting victim blaming and individualistic behaviour change approaches that may be marginally effective and widen inequalities. Thinking more upstream suggests that a greater focus is needed on upskilling food professionals in food skills to better support human and planetary health.	This requires assessment of existing evidence and scoping of current innovation elsewhere.	Don't know			While some approaches (e.g. choice architecture approaches) may help to make the healthy and sustainable choices the easy choices, there is a risk that emphasis on individual behaviour change will divert attention away from what is needed to achieve system change. Obviously we want to change people's eating behaviours, but structural, population level interventions are going to be far more effective, efficient and equitable.	This requires assessment of existing evidence and scoping of current innovation elsewhere.
				Agree				
We should encourage schools and further education to include these skills as a core part of their curriculum.				Strongly agree	This is an opportunity for Birmingham Universities to gain recognition for their capability in big data analysis and behaviour change insight insight.			



To what extent do you agree or disagree with the Food Security & Resilience workstream? - Food Security and Resilience	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you agree with the Food Security & Resilience workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Security & Resilience workstream? - If you disagree with the Food Security & Resilience workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Security & Resilience workstream? - Are there any key aspects of Food Security & Resilience that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Security & Resilience workstream? - What do you think are the key actions we will need to undertake for this workstream?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Food Innovation, Partnerships and Research- Radio Buttons	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you agree with the Food Innovation, Partnerships and Research workstream, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - If you disagree with the Food Innovation, Partnerships and Research workstream, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - Are there any key aspects of Food Innovation, Partnerships and Research that we have missed or changes that should be made?	To what extent do you agree or disagree with the Food Innovation, Partnerships and Research workstream? - What do you think are the key actions we will need to undertake for this workstream?
Strongly agree					Strongly agree	I thoroughly agree.			
Strongly agree			It is right that there is a focus on reducing poverty, since this is the key driver of food poverty. It would be good to identify more ways to deal with the wide social inequalities in the city, since this is the root of the problem. Other approaches are time-limited mitigations.	This requires assessment of existing evidence and scoping of current innovation elsewhere.	Agree			It will be vital to ensure a strong focus on scientific rigour. This will demand regular recourse to the emerging evidence for interventions, as well as existing and emerging theory on system change and food system interventions. There is a danger that enthusiasm and a desire to innovate will mean that approaches adopted may be too loosely based on the best evidence and theory - this would be a mistake, since many interventions are likely to have wide-ranging and long term effects, and ineffective interventions may delay progress, widen inequalities and waste valuable resources.	This requires assessment of existing evidence and scoping of current innovation elsewhere.
Agree					Agree				
Strongly agree	The current economic traumas underline the importance of this work				Strongly agree	We have all the resources in place to drive economic growth through partnership and collaboration			



To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Food System Partners and Other Priorities and Strategies- radio button	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you agree with our approach to involving food system partners and aligning to other strategies and priorities, use the box below for comments you wish to make	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - If you disagree with our approach to involving food system partners and aligning to other strategies and priorities, tell us why and explain how you think it could be improved.	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any organisations, networks, groups or people we should be communicating with and involving when creating the Food System Strategy Action Plan?	To what extent do you agree or disagree with our approach to involving food system partners and aligning to other strategies and priorities? - Are there any key priorities, strategies or best-practice guidance documents that we should align with when creating the Food System Strategy Action Plan that we may have missed?	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Food Action Decision-Making and Prioritisation tool- radio button	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you agree with the Food Action Decision-Making and Prioritisation tool, use the box below for comments you wish to make	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - If you disagree with the Food Action Decision-Making and Prioritisation tool, tell us why and explain how you think this could be improved	To what extent do you agree or disagree with the Food Action Decision-Making and Prioritisation tool? - Are there any key priorities that we have missed or changes that should be made?
Strongly agree					Agree			
Agree			Developing strong partnerships with government departments, especially DEFRA and DHSC could enable Birmingham to move further and faster as a national exemplar.	Keep the international scientific and policy literature under constant review - this is a rapidly emerging area.	Agree			It would be worth prioritising this list. For example, no point if there is no evidence for effectiveness - this should be a top priority
Agree					Don't know	<p>We would be very interested in seeing how this tool works in practice and if it is effective, it would be something of interest to other cities and food partnerships in the Sustainable Food Places network. Sitting alongside this tool, we invite Birmingham to consider benchmarking its commitments and progress alongside those of other local authorities. Sustain is looking to adapt its Good Food for London report which does just this, with interest from other parts of the UK who see it as a useful framework for assessing progress and learning from other Councils.(30)</p> <p>(30)  <a href="https://www.sustainweb.org/good-food-for-all-londoners/">https://www.sustainweb.org/good-food-for-all-londoners/</a></p>		
Strongly agree	It is important not only to involve food system partners but to demonstrate to them their contribution is valued and we should demonstrate an active response to their input				Strongly agree	Given recent economic and health threats it is also important to recognise how events can threaten the best plans. Therefore, consideration should also be given to planning for resilience and flexibility within the strategies.		



## Environment and Sustainability Assessment

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

Theme	Example
Natural Resources - Impact on natural resources including water, soil, air.	<p>Does the decision increase water use?</p> <p>Does the decision have an impact on air quality?</p> <p>Does the decision discourage the use of the most polluting vehicles (private and public) and promote sustainable modes of transport or working from home to reduce air pollution?</p> <p>Does the decision impact on soil?</p> <p>For example, development will typically use water for carrying out various operations and, once complete, water will be needed to service the development. Providing water to development and treating wastewater requires energy and contributes to climate change. Some of the activities including construction or disposal of waste may lead to soil pollution. The decisions may lead to more journeys thereby deteriorating air quality and thus contribution to climate change and greenhouse gases.</p>
Energy use and CO <sub>2</sub> emissions.	<p>Will the decision have an impact on energy use?</p> <p>Will the decision impact on carbon emissions?</p> <p>Most day-to-day activities use energy. The main environmental impact of producing and using energy such as electricity, gas, and fuel (unless it is from a renewable source) is the emission of carbon dioxide.</p>
Impact on local green and open spaces and biodiversity	<p>The proposal may lead to localised impacts on the local green and open spaces which may have an impact on local biodiversity, trees and other vegetation in the area.</p> <p>Will the proposal lead to loss (or creation) of green and blue infrastructure?</p> <p>For example, selling an open space may reduce access to open space within an area and lead to a loss of biodiversity. However, creating a new open space would have positive effects.</p>
Use of environmentally sustainable products, equipment and packaging'	<p>Will the decision present opportunities to incorporate the use of environmentally sustainable products (such as compostable bags, paper straws etc.), recycled materials (i.e. Forest Stewardship Council (FSC) Timber/wood), non-polluting vehicles, avoid the use of single use plastics and packaging.</p>
Minimising waste	<p>Will the decision minimise waste creation and the maximise recycling during the construction and operation of the development/programme/project?</p> <p>Will the decision provide opportunities to improve recycling?</p>



	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?



<b>Project Title:</b> <b>Birmingham Food System Strategy</b>				
<b>Department:</b> Public Health Division		<b>Team:</b> Food System Team		<b>Person Responsible for assessment:</b> Sarah Pullen
<b>Date of assessment:</b> 17.01.23		<b>Is it a new or existing proposal?:</b> New		
<b>Brief description of the proposal:</b> We are seeking final endorsement and ratification of the Birmingham Food System Strategy. The Creating a Healthy Food City forum has created the Birmingham Food System Strategy: “A Bolder, Healthier and More Sustainable Birmingham”. This is the first food system strategy for Birmingham. The strategy has been developed by the Food System Team in the Public Health Division, with input from stakeholder groups, and best practice from national and international organisations (e.g. the Milan Urban Food Policy Pact). The strategy sets out Birmingham’s ambitions for the next 8 years (2022-2030). The vision of the strategy is to: Create a fair, sustainable and prosperous food system and economy, where food options are nutritious, affordable and desirable so everyone can thrive. The Birmingham Food System Strategy has already established our city as best in practice internationally, by receiving a Gourmand Award, with our strategy being showcased at the International Food Research Day at Umea Food Symposium, Sweden.				
<b>Potential impacts of the policy/development decision/procedure/ on:</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	<b>No Specific Impact</b>	<b>What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?</b>
Natural Resources- Impact on natural resources including water, soil, air	X			See Key Features of the Birmingham Food Revolution (Page 6 and Page 7) We have reviewed, utilised, and embedded the key learning from WWF Basket, Sustainable Food Procurement WHO, Climate Change for Food Projects White Paper, Urban and Periurban Agriculture Sourcebook, Sustain Food for the Planet, WWF UK Roadmap to reducing Waste, and more (See references within Birmingham Food System Strategy Page 69 to 71). We have also addressed this in the Food Sourcing Workstream (Page 47). These strategic approaches aim to reduce the impact of the food system on natural resources.
Energy use and CO <sub>2</sub> emissions	X			See Key Features of the Birmingham Food Revolution (Page 6 and Page 7). We are striving for a city where seasonal and local produce is in high demand, and the carbon footprint and negative environmental impact from food miles, processing, plastics and unsustainable packaging is minimised. Aspirations and strategic approaches to achieve this are embedded into the Food Sourcing (Page 47) and Food Waste and Recycling (Page 51) Workstreams
Impact on local green and open spaces and biodiversity	X			We have embedded aspirations to positively impact on local green and open spaces and biodiversity within the Food Production Workstream (Page 45). We are striving to increase access to commercial, community and domestic growing opportunities across the city, and to remove barriers to growing projects. This could include



				within parks, shared spaces, allotments and disused land. How we produce food has an impact on the nutritional content of what we eat, the environment around us, and the price we pay for food. Growing food brings people together, helps people understand where their food comes from, reduces isolation, and supports lifelong physical and mental health and wellbeing (Genter et al, 2015).
Use of sustainable products and equipment	X			See Key Features of the Birmingham Food Revolution (Page 6 and Page 7) We are striving for a city where a nutritious, ethical, and sustainable food offer is an economically sustainable choice for individuals and businesses because these food options are accessible, available, and affordable. It is easy for locally sourced nutritious food and drink to enter the food system and our supply chains are transparent and traceable. This empowers decisions and means we are accountable for our choices. Environments and the food offer are arranged so these foods are the easiest and most convenient choice, as well as being tasty and desirable. Ongoing innovation and investment bring solutions to overcome barriers in our food system, including through technology. These aspirations are embedded into the Food Transformation (Page 49) and Food Research, Innovation and Data (Page 41) Workstreams.
Minimising waste	X			Food waste and unsustainable food packaging have a big impact on our city and our planet and create a huge financial and environmental burden across the food system. We feed over 1.1 million people every day in Birmingham, so we need to address the negative impact our city has on the food system and influence supply chain processes (ONS, 2021). Food waste and recycling is part of SDG 12.3, which focuses on reducing food waste and losses in production and supply chains (United Nations, 2023b). Ambitions and strategic approaches to minimise waste are embedded in the Food Waste and Recycling Workstream (page 51).
Council plan priority: a city that takes a leading role in tackling climate change	X			The Birmingham Food System Strategy is the first UK system wide food strategy, and is leading the way in system thinking on a urban city scale. Climate change, sustainability, and regeneration have been embedded into all elements of the strategy. The strategy has also incorporated the Glasgow Food and Climate Declaration, the UN Sustainability Development Goals, The Milan Urban Food Policy Pact, WHO, WWF, Sustain, and other guides/policies/pacts to steer our approach and ensure that we are seen as the leader in bringing all these major approaches together in one city. (See What's happening internationally page 28 to 31). Locally, a key part of our approach is increasing partnership working between teams within Birmingham City Council that can address food system challenges, which includes climate change. This includes the Food System Team, Route to Net Zero team and Procurement team within BCC working together to improve supply



				chains and food procurement to address climate change.
Overall conclusion on the environmental and sustainability impacts of the proposal	<p>The Birmingham Food System Strategy is a strategic steering tool to inform, guide, and influence our city's food system towards a more sustainable, and ultimately a regenerative urban food system.</p> <p>Our ambition is for a city where our response to the climate emergency is visible through our collective urgent action to mitigate the impact our urban food system has on the environment. Seasonal and local produce is in high demand, and the carbon footprint and negative environmental impact from food miles, processing, plastics and unsustainable packaging is minimised. The food and drink we source do not damage the environment, including air, water and land and we use methods that preserve biodiversity and soil quality. We work to minimise the use of antibiotics and hormones in food production. We work across the system to reduce food loss and waste, and to repurpose and redistribute surplus food efficiently. There is a strong culture of reduce, reuse, repurpose, recycle, and regenerative farming and food production practices are supported. The Birmingham Food System Strategy sets out the strategic approach that will help us achieve this ambition.</p>			

If you require assistance in completing this assessment, then please contact: [ESAGuidance@birmingham.gov.uk](mailto:ESAGuidance@birmingham.gov.uk)







# Birmingham City Council

## Report to Cabinet

25<sup>th</sup> April 2023



**Subject:** Edgbaston Cricket Ground Development  
**Report of:** Strategic Director Place, Prosperity & Sustainability  
**Relevant Cabinet Member:** Councillor Ian Ward, Leader  
 Councillor Yvonne Mosquito, Finance and Resources

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

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

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Edgbaston		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011284/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential: None		

### 1 Executive Summary

- 1.1 Edgbaston Cricket Ground is the home of Warwickshire County Cricket Club, its T20 team Birmingham Bears and Birmingham Phoenix in The Hundred



competition. It has hosted top class international cricket matches since 1902 as well as being the home of T20 Finals Day.

- 1.2 In 2019, events at Edgbaston Cricket Ground generated an economic impact of £68m from over 400,000 visitors, the highest economic impact of any sporting venue in the City. In 2023, the stadium will host both men's and women's Ashes matches for the first time together with several other major cricket days and hundreds of non-matchday events, all of which will draw substantial numbers of visitors to the city and will be reported in the national and international media.
- 1.3 The Cricket Club has a Masterplan for Edgbaston with Phase 3 for the on-going development of the stadium including the rebuilding of the oldest 2 stands (the Raglan and Priory Stands) and the addition of new facilities (including a hotel) and amenities.
- 1.4 The Cricket Club already has an existing loan from the Council for earlier development at the Cricket Ground (Phase 1 of the Masterplan) and the Cricket Club has now approached the Council for an additional loan facility of up to £32m to part fund the stadium elements of Phase 3 of the Masterplan. It is considered that this proposal should be subject to a Green Book Appraisal prior to the Council entering any agreement with the Cricket Club.

## **2 Recommendations**

That Cabinet:

- 2.1 Notes the contents of this report and the update on the proposed development of Edgbaston Cricket Ground.
- 2.2 Notes the proposal for a further loan or investment facility of up to £32m (at current prices), subject to the completion of a satisfactory Green Book Appraisal, the granting of planning approval and agreement of satisfactory terms, including the provision of suitable security, with the Cricket Club.
- 2.3 Authorises the Strategic Director of Place, Prosperity and Sustainability to appoint advisors to prepare the Green Book Appraisal to include specialist advice to assess the pricing point at commercial rate and funding strategy.
- 2.4 Notes that in the event of the completion of a satisfactory Green Book Appraisal and other assurances a further report will be made to Cabinet
- 2.5 Authorises the City Solicitor to negotiate, execute, seal and complete all necessary documentation to give effect to the above recommendations.

## **3 Background**

- 3.1 Edgbaston Cricket Ground is now considered to be the best cricket venue outside of London, however other cities are attempting to narrow the gap as the major events landscape continues to evolve and become more competitive. Therefore,



further development is essential to grow the economic impact and sporting reputation of the City and strengthen the financial base of the Cricket Club.

- 3.2 The Cricket Club has a Masterplan for the development of the stadium which has successfully maintained the position of the stadium and through increased visitors and spectators brought significant economic and social benefits for the city. Building on this success the Cricket Club now wishes to bring forward the third phase of the Masterplan.
- 3.3 Phase 1 of the Masterplan replaced the Pavillion, Ryder, Deakins and Ansell Stands with a new Pavillion, member's area, executive club and boxes, event and conferring facilities together with a large exhibition centre and state of the art media facilities. Completed in 2011, this increased the capacity of the Stadium to 25,000. Phase 1 was facilitated, in part, by a loan of £20m from the City Council.
- 3.4 Phase 2 incorporates 375 new build to rent apartments on the junction of Edgbaston Road and Pershore Road and the creation of a new piazza between the apartments and the stadium with the potential to host a wide range of external events, including cultural festivals, outdoor cinemas, markets and fun fairs. Phase 2 is on site at the current time and is on time and on budget for completion in October 2023.
- 3.5 Phase 3 of the Masterplan seeks to build upon this success and incorporates two main elements:
- A community scheme combining new community and cultural facilities to address health and wellbeing challenges; new learning and training hubs to boost employment and skills; and enhanced public realm and accessibility via new walking and cycling routes to address inactivity and connectivity to existing green space which will capitalise upon the rich heritage and largely untapped amenity value of the Stadium. This proposal (together with a connected proposal to bring the former Quinton Police Station into community use) was the subject of an unsuccessful bid (£20m) to government under Tranche 2 of the Levelling Up Fund (LUF). The Cricket Club and the City Council are still working together to progress this element and alternative funding arrangements are being explored. For example work on the new learning and development centre for catering and hospitality staff is starting in late summer 2023, discussions are on-going with two digital companies regarding the proposed digital training centre and discussions are on-going with the Police Authority and Preet Gill MP regarding Quinton Police Station.
  - Further development of the Stadium (c.£42m), including rebuilding the oldest 2 stands (Raglan and Priory) to enhance the Club's reputation as an elite cricket venue, and developing the surrounding space for greater public use on non-match days through the addition of new facilities, including a hotel, and amenities. It is this scheme which is the subject of this report.
- 3.6 The main elements of the scheme are:



- Replacement stands including 3,500 general admission seats (an increase of c.300 general admission seats on the current capacity), with new toilets and matchday food and drink provision.
- A new integrated hotel including 145 rooms spread over 4 floors, including 18 convertible rooms with balconies on level 2; 54 pitch facing rooms with balconies on levels 3 & 4; 65 piazza facing standard rooms on levels 1, 2, 3 & 4; 8 piazza facing accessible rooms; a 220 cover roof top bar, terrace and restaurant which can be used on matchdays and non-matchdays; small gym for hotel residents; new ground floor reception area with a branded coffee shop.
- A new video screen / scoreboard in between the West Stand and the new stand.

3.7 The latest estimated project cost is £42m in today's prices (£46m including an inflation allowance). The Cricket Club has approached the City Council for a further loan of up to £32m (at current prices) to fund the Stadium based elements of Phase 3 outlined above (the scheme). This is to be the subject of a Green Book Appraisal in accordance with Treasury guidelines. The Green Book provides a clear framework for considering spending proposals and a structured process for appraising, developing and planning to deliver best public value. All of this is captured through a well-prepared business case which will provide the grounds for a robust and evidence based decisions on the loan request. It is intended that the City Council will appoint financial advisors to undertake this work.

3.8 Although the details of the loan are still to be worked up, the basic proposal is that the freehold of the hotel would be held by the Cricket Club, with a long leasehold interest in the hotel given to the City Council as security for the new funding. The Cricket Club would then enter into an occupational lease agreement with its catering joint venture, Edgbaston Experience Ltd (EEL – a hospitality and catering joint venture established by the Cricket Club and the Compass Group). Profits from the hotel would crystallise in EEL, with EEL paying rent to the Cricket Club to service the debt repayments to the Council. This proposed structure will be subject to further review, due diligence and negotiation between the Cricket Club and the Council.

3.9 Edgbaston Cricket Ground is one of the City's main sporting venues and has a truly international profile drawing visitors from across the world. As such there is a positive case to support the further development of the stadium, subject to the completion of an appropriate Green Book Appraisal and other assurances.

- The Masterplan seeks to develop the Cricket Ground as a truly mixed use destination, with cricket and the community at its core, that is a focus for activity on both match and non-match days. The objective is that the Stadium continues as a venue for elite sport, conferencing and events with community assets that help improve health and social care, education, employment and social cohesion in the local area.



- The Cricket Ground generated an economic impact of £68m in 2019 from over 400,000 visitors, the highest economic impact of any sporting venue in the City. Going forward this will only increase with this Summer's Ashes series, the success of the Hundred competition, the 2026 ICC Women's T20 World Cup and the 2030 ICC Men's T20 World Cup.
- The development of the ground has and will continue to create job and training opportunities for local people, not only during construction but at the hotel and other facilities that will be developed. The City Council will work with the Cricket Club to put in place programmes that target these opportunities at the local community.
- The continued development of a modern stadium which is connected into the surrounding communities and will have place making at its heart. The new piazza, as part of Phase 2, is capable of hosting a wide range of community events including markets and cultural events such as Eid and Diwali celebrations.
- The Cricket Club's ambition is for Edgbaston to be the most sustainable cricket stadium in the UK. As part of this it is intended that new dedicated walking and cycling routes will link the Cricket Ground to the surrounding communities of Balsall Heath, Sparkbrook, Highgate and Edgbaston as well as the MAC and Cannon Hill Park to the south.
- The Cricket Club, through the Edgbaston Foundation, runs a range of community programmes and initiatives with the ambition to proactively engage generations across our diverse communities whilst ensuring that Edgbaston is accessible to all. Projects focus on well-being and enjoyment, creating connections and cricket inspired learning.

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

- 4.1 Do Nothing option. The Council could choose to not provide the loan to the Cricket Club who would then have to seek funding from alternative sources. If this option was selected either the proposed development might not happen or at best would be delayed or scaled back which would reduce the benefits for the city and the local community. If the project is delayed then some of the partners such as the proposed hotel operator may choose to locate elsewhere. Overall if this option is chosen, the Cricket Club could find its ability to compete for Test matches and other events adversely affected.
- 4.2 Reduced Loan Option. The Council could choose to provide a smaller loan. However, this would still result in the Cricket Club having to seek alternative funding elsewhere with the potential negative impacts outlined in the option above.
- 4.3 Preferred option – The preferred option is to provide the loan subject to the completion of an Appropriate Green Book Assessment and other satisfactory agreements with the Cricket Club (which will be reported to Cabinet for decision).



This would yield all of the benefits outlined above and secure the Stadium's position as one of the best cricket grounds in the country. This option would also be consistent with and support the previous loan to the Cricket Club which has both secured the development of the ground to date and has successfully operated to the satisfaction of both parties.

## **5 Consultation**

- 5.1 Since the start of the project to redevelop Edgbaston Stadium in 2010, the Cricket Club has been in regular dialogue with its surrounding communities and key local stakeholders, including the City Council's ward and cabinet members. This engagement is underpinned by two formal stakeholder groups, which the Club set up to ensure its day-to-day, matchday, and long-term activities are in step with local, city-wide and visitor needs. In 2018, a formal review group was established which sees Birmingham City Council's Leader, the stadium's surrounding ward councillors and senior officers come together quarterly with WCCC's Chair and Chief Executive. The group discusses all matters relevant to both the Club and the city including matters such as matchday arrangements and benefits, economic value to the city and the Stadium and Community Masterplan
- 5.2 Since 2010, quarterly and special meetings have been held with a Community Liaison Group. Again this has included initial discussion on the Stadium and Community Masterplan and the proposals for the redevelopment of the Raglan and Priory Stands.
- 5.3 The latest version of the Edgbaston Stadium and Community Masterplan was launched in the Summer of 2022. Over 2,500 letters were sent to households around the stadium inviting them to a drop-in event to gain feedback on the aspects of the Masterplan they were most interested in. Improved connectivity between the communities and amenities north and south of the stadium was welcomed, as well as new training facilities and essential service provision for the community to use and benefit from all year round.
- 5.4 As the proposals develop the Cricket Club will undertake further engagement and consultation with the local community prior to the submission of a planning application. Formal public consultation will also be undertaken by the City Council upon the submission of the planning application.
- 5.5 Councillor Ian Ward has been consulted on the contents of this report and supports the recommendations. The Cricket Club has also engaged with Councillor Deirdre Alden (Edgbaston) and Councillor Shehla Moledina (Balsall Heath West) regarding the proposals.
- 5.6 The LUF bid, although unsuccessful, did receive a wide range of support including from Preet Gill MP and Andy Street, West Midlands Mayor.
- 5.7 The Environment and Sustainability Assessment (ESA) Team have been consulted and have determined that an ESA is not required. This is because the relevant topics for consideration will be covered under the energy statement and



sustainable construction statement which will be submitted as part of any future planning application for the development.

## **6 Risk Management**

- 6.1 Risks will be identified, evaluated and managed in line with the City Council's Risk Management Methodology 2017. The initial risks and opportunities are shown in the Risk Register at Appendix 2.
- 6.2 The agreement of a future loan facility will be subject to the completion of a satisfactory Green Book Appraisal, the granting of planning approval and agreement of satisfactory terms, including the provision of suitable security, with the Cricket Club. It is currently proposed that the Cricket Club will grant the Council a leasehold of the hotel as security against the loan.
- 6.3 The Cricket Club already has a loan from the Council for the phased development of the Cricket Ground which requires them to make regular repayments to the Council. This process has operated effectively for a number of years and the new loan will be operated and monitored in the same way.

## **7 Compliance Issues:**

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

- 7.1.1 **The Corporate Plan 2022 – 2026 (To Support, To Serve, To Level Up)** has tackling inequalities at its heart and is underpinned by the vision to make Birmingham a city where all citizens share in the creation and benefits of sustainable economic growth and live longer, healthier and happier lives. The future development of the cricket ground and the economic benefits that will accrue from this (including additional visitors to the city) will accord with the priorities for a Prosperous Birmingham (through a focus on inclusive economic growth, tackling unemployment and attracting inward investment) and an Inclusive Birmingham (tackling poverty and inequality).
- 7.1.2 **The Birmingham Development Plan (2017)** recognises that Birmingham is a centre for culture, sports, leisure and shopping and that it benefits from world class venues for everything from arts to conferencing. Edgbaston Cricket Ground is identified as one such attraction and it is noted that Birmingham's sports teams and facilities regularly put it in the national and international spotlight. Policy TP25, Tourism and Cultural Facilities, notes that Birmingham ranks highly as a venue for international and national sporting competitions and there is potential for further facilities to be developed. The Policy states that proposals which reinforce and Promote Birmingham's role as a centre for tourism, culture and events and as a key destination for business tourism will be supported.
- 7.13 **The Balsall Heath Neighbourhood Plan (2015).** Edgbaston Stadium is adjacent to the Balsall Heath Neighbourhood Development Plan area. The plan clearly identifies a requirement for improved social infrastructure, including health and



well-being facilities, and improved job and training opportunities. This project will contribute to the delivery of a number of the plan's policies, but most directly to BH1 – A Sustainable Community, BH5 – Community Infrastructure and Shopping and Local Centres and BH7 – Marking Significant Places and Spaces.

- 7.1.3 **Prosperity and Opportunity for All: Birmingham City Council's Levelling Up Strategy** sets out the vision of levelling up for the city rooted in the belief that we must encourage growth and stimulate investment in the city, whilst at the same time making Birmingham a fairer and more equal place. Levelling up must mean that our citizens share in the economic benefits of Birmingham's development and live longer, healthier, and happier lives.
- 7.1.4 **Everyone's Battle, Everyone's Business: Birmingham's Equality Action Plan 2022/2023.** The proposal accords with the objectives of Everyone's Battle, Everyone's Business to make long term council-wide improvement to embed equity in a wide range of policy and practice. This includes Place Matters, one of five key principles, which focuses on place approaches that improve access to opportunities for local communities.
- 7.1.5 **Route to Zero.** The Cricket Club's ambition is to be the most sustainable cricket stadium in the UK and the men's England vs New Zealand t20 cricket match in September will be a net zero match (the first in the world). The Club already operates several sustainability projects and systems to support this ambition, helping the environment, reducing energy use and waste and supporting the local community. The Masterplan will deepen this ambition as sustainability will be a core part of the development design as will employing people from the local community. In particular, the successful delivery of the Masterplan will help to create a mixed-use destination with cricket and community at its core. This will further improve the case for creating better public transport links and reduce the need for local people to travel around the City to access local amenities.

## **7.2 Legal Implications**

- 7.2.1 Section 1 of the Localism Act 2011 contains the Council's general power of competence, which is circumscribed only to the extent of any applicable pre-commencement restrictions and any specific post-commencement statutory restriction of that power, and Section 111 of the Local Government Act 1972 contains the Council's subsidiary powers to do anything, including the borrowing and lending of money, which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions.
- 7.2.2 The Local Government Act 2003 contains the Council's powers of investment for any purpose relevant to any of its statutory function subject to regard to guidance issued or specified under that Act.

## **7.3 Financial Implications**

- 7.3.1 The request to the Council is for funding of up to £32m subject to commercial terms, structure and interest rates. A similar funding deal at Leeds City Council regarding Headingley Cricket Ground used an Income Strip arrangement where



Leeds City Council underwrote investment from a third party. The Council commissioned a headline report into such an arrangement with Warwickshire and concluded that the risk on such a deal was similar to the risk on a direct funding agreement yet the margin through acting directly was higher provided the council has the headroom to act.

7.3.2 The funding arrangement will be subject to Green Book Appraisal in accordance with Treasury guidelines demonstrating the positive regeneration and place making benefits arising from the investment (potential benefits are set out in section 3.9). Officers will work with financial advisors to structure the optimal deal, this may be loan, equity investment or a blend of the two. The rates for the deal will be commercial rates, in line with State Subsidy regulations. The deal will be funded from PWLB borrowing, all costs met by the Club and any margin placed into a provision over the term of the loan/investment. Should the deal consider an equity element then the shares will be held as a revenue/dividend earning investment asset by the Council with exit reviews as appropriate. The results of the Green Book Appraisal will be reported to Cabinet for a final decision on the loan.

7.3.3 Warwickshire Cricket Club currently have an outstanding loan with the council. In 2010 the council lent £20.7m to the club over a 30 year term as part of the Phase 1 major redevelopment bringing the ground up to Grade A/Major Match status. The club has maintained all capital and interest payments on that loan to date.

#### **7.4 Procurement Implications**

7.4.1 The procurement of financial consultants to prepare the Green Book Appraisal will be in accordance with public sector procurement legislation and guidance, in particular the Public Contracts Regulations 2015.

#### **7.5 Human Resources Implications**

7.5.1 The majority of the work will be undertaken by existing Council officers who monitor and receive payments under the current loan arrangements.

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

7.6.1 The on-going development of the Edgbaston Cricket Ground will have a positive impact on the quality of life of the area's diverse community. The Equality Analysis at Appendix 1 concluded that the report recommendations do not have an adverse impact on the groups and characteristics protected under the Equality Act 2010.

### **8 Appendices**

#### **8.1**

- Appendix 1 - Equality Assessment
- Appendix 2 - Risk Assessment



## **9 Background Documents**

- Report to Cabinet of 6th April 2009; Loan to Warwickshire County Cricket Club
- Report to Cabinet of 15th July 2013; Warwickshire County Cricket Club – Review of the Council’s Commercial Relationship.
- Edgbaston Stadium and Community Masterplan 2022
- Report to Cabinet of 28<sup>th</sup> June 2022; Levelling Up Fund - Tranche 2 Bids
- The Corporate Plan 2022 – 2026 (To Support, To Serve, To Level Up)
- The Birmingham Development Plan (2017)
- The Balsall Heath Neighbourhood Plan (2015)
- Prosperity and Opportunity for All: Birmingham City Council’s Levelling Up Strategy
- Everyone’s Battle, Everyone’s Business: Birmingham’s Equality Action Plan 2022/2023



Title of proposed EIA	Edgbaston Cricket Ground
Reference No	EQUA1115
EA is in support of	New Function
Review Frequency	No preference
Date of first review	09/04/2023
Directorate	Inclusive Growth
Division	Planning, Transport & Sustainability
Service Area	Planning & Development
Responsible Officer(s)	<input type="checkbox"/> Doug Lee
Quality Control Officer(s)	<input type="checkbox"/> Janet L Hinks
Accountable Officer(s)	<input type="checkbox"/> Ian MacLeod
Purpose of proposal	Approval for undertaking a Green Book Appraisal and other work to consider a potential loan to Warwickshire County Cricket Club.
Data sources	relevant reports/strategies; relevant research
Please include any other sources of data	None at this stage. Authority is sought to undertake a Green Book Appraisal
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Wider Community
Age details:	The report updates Cabinet on proposed development at Edgbaston Cricket Ground. In particular it seeks approval to undertake a Green Book Appraisal and other work regarding a potential loan to the Cricket Club for Phase 3 of the stadium development (including the redevelopment of the Raglan and Priory Stands and the development of a hotel). It is considered at this early stage that if the loan and the proposed development proceeds then it will have a



broadly positive impact - not least through the creation of jobs and skills opportunities at both the construction and operational stage. The Green Book Appraisal will provide further information on the proposal enabling the Council to come to a robust and evidenced view on whether to proceed. If the decision is taken to proceed with the loan then the development at the Cricket Ground will be subject to planning permission which will require formal public consultation.

Protected characteristic: Disability

Disability details:

Wider Community

As above. If the further development of the Cricket Ground proceeds it will require both planning permission and building regulations.

Protected characteristic: Sex

Gender details:

Wider Community

As above.

Protected characteristics: Gender Reassignment

Gender reassignment details:

Wider Community

As above

Protected characteristics: Marriage and Civil Partnership

Marriage and civil partnership details:

Wider Community; Not Applicable

Protected characteristics: Pregnancy and Maternity

Pregnancy and maternity details:

Not Applicable

Protected characteristics: Race

Race details:

Wider Community

As above. The Cricket Club is committed to diversity and inclusivity as set out in its Equality, Diversity and Inclusion Action Plans such as Edgbaston for Everyone and its Inclusion Advisory Board. The Cricket Club, through the Edgbaston Cricket Foundation, also runs a range of community



	programmes and initiatives with the ambition to proactively engage generations across our diverse communities whilst ensuring that Edgbaston is accessible to all.
Protected characteristics: Religion or Beliefs	Wider Community
Religion or beliefs details:	See above
Protected characteristics: Sexual Orientation	Wider Community
Sexual orientation details:	See above
Socio-economic impacts	It is considered at this early stage that if the loan and the further development of the ground proceeds then it will have a broadly positive impact - not least through the creation of jobs and skills opportunities at both the construction and operational stage. The Green Book Appraisal will provide further information on the proposal enabling the Council to come to a robust and evidenced view on whether to proceed - this will include its socio-economic impacts.
Please indicate any actions arising from completing this screening exercise.	None at this stage - the screening exercise will be repeated following completion of the Green Book Appraisal.
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	No additional data has been collected at this stage.
Consultation analysis	The Cricket Club has set up two formal stakeholder groups (with the Council and the wider community) and in the Summer of 2022 launched the latest version of the Edgbaston Stadium and Community Masterplan. As the proposals develop further public consultation will be undertaken including as part of future planning applications.



Adverse impact on any people with protected characteristics.

None at this stage

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 report updates Cabinet on proposed development at Edgbaston Cricket Ground. In particular it seeks approval to undertake a Green Book Appraisal and other work regarding a potential loan to the Cricket Club for Phase 3 of the stadium development (including the redevelopment of the Raglan and Priory Stands and the development of a hotel). It is considered at this early stage that if the loan and the ground development proceeds then it will have a broadly positive impact - not least through the creation of jobs and skills opportunities at both the construction and operational stage. The Green Book Appraisal will provide further information on the proposal enabling the Council to come to a robust and evidenced view on whether to proceed. If the decision is taken to proceed with the loan then the development at the Cricket Ground will be subject to planning permission which will require formal public consultation.

QUALITY CONTROL SECTION

Submit to the Quality Control Officer for reviewing?

No



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

Please print and save a PDF copy for your records

Content Type: Item

Version: 36.0

Created at 09/04/2023 07:47 AM by  Doug Lee

Last modified at 14/04/2023 09:53 AM by Workflow on behalf of  Ian MacLeod

Proceed to Accountable Officer 13 04 2023

Proceed for final approval

Yes

Yes

Close







## Appendix 2

### Edgbaston Cricket Ground – Risk Register

Risk / opportunity information				Counter Measures			
ECG1		<b>Construction Costs</b> Increase in construction costs and cost inflation generally.	High/ High	The Cricket Club will be responsible for the delivery of Phase 3 of the Masterplan and has successfully delivered Phases 1 and 2 of the Masterplan. There are and will continue to be regular meetings with the Cricket Club at a senior officer and member level.	High / Significant	Any cost inflation issues will be monitored as part of the on-going engagement with the Cricket Club. The Green Book Appraisal will cover the question of cost inflation and any recommendations and / or mitigation actions will be included within the Risk Register going forward.	Significant / Medium
ECG2		<b>Planning Permission</b> Issues or delays in the Cricket Club securing planning permission for Phase 3.	Significant / Significant	The Cricket Club has regular meetings with the City Council regarding their proposals. The latest iteration of the Edgbaston Stadium and Community masterplan was launched by the Cricket Club in the Summer of 2022.	Medium / Medium	There will be on-going engagement with officers in Planning, Transport & Sustainability as the designs for the new stand and hotel are worked up. This will include a formal pre-application process. The potential loan will be subject to the Cricket Club obtaining planning permission for the new stand and hotel.	Low / Medium



<b>ECG3</b>		<b>Security of Loan</b> The security for the loan and the Cricket Club's ability to meet repayments going forward.	<b>Significant / Significant</b>	The Cricket Club already has a loan with the Council which has operated successfully with the Club maintaining all capital and interest payments on that loan. At the current time the Club proposes that a long leasehold in the proposed hotel could be passed to the Council as security for the new loan.	<b>Medium / Medium</b>	The purpose of preparing the Green Book Appraisal is to provide a robust and evidenced evaluation of the proposal and the potential loan. This would include assessing the pricing point at commercial rate and the funding strategy. The loan will be subject to the completion of a satisfactory Green Book Appraisal as well as the agreement of other satisfactory terms and assurances.	<b>Low / Low</b>
<b>ECG4</b>		<b>Edgbaston as a Venue.</b> The Cricket Club's on-going ability to secure international matches and major events.	<b>Medium / Significant</b>	Edgbaston Cricket Ground is the home of Warwickshire County Cricket Club, its T20 team Birmingham Bears and Birmingham Phoenix in The Hundred competition. It has hosted top class international cricket matches since 1902 as well as being the home of T20 Finals Day.	<b>Medium/ Medium</b>	Edgbaston Cricket Ground is now considered to be the best cricket venue outside of London and will host both men's and women's Ashes matches this summer. Phase 3 of the Masterplan will enable the Cricket Ground to maintain this position and remain an attractive venue for international matches and events going forward.	<b>Low / Low</b>
<b>ECG5</b>		<b>Commercial Market</b> The on-going demand for commercial elements of the proposal including the hotel.	<b>Medium / Significant</b>	The Cricket Club has successfully progressed Phases 1 and 2 of the Masterplan. In terms of Phase 3 the commercial & financial case has been modelled by hotel specialists within the Cricket Club's project team. The Cricket Club has also signed a Letter of Intent with a hotel operator who are now a member of their project team.	<b>Medium/ Significant</b>	Again this will be considered as part of the preparation of the Green Book Appraisal.	<b>Medium/ Medium</b>



ECG6		<b>Securing Regeneration</b> Ensuring that the place making and regeneration benefits are secured for the local community and the city as a whole.	<b>Medium / Significant</b>	The Cricket Club is committed to developing the Cricket Ground as a mixed use destination with cricket and community at its core. The Club has and will continue to consult on its masterplan and two regular stakeholder groups have been established (one with senior members and officers from the Council as well as a regular Community Liaison Group).	<b>Medium / Medium</b>	Council officers will continue to work with the Cricket Club to ensure that the regeneration benefits are maximised. This will be particularly important in terms of the jobs and training opportunities generated by Phase 3 in terms of both operational and construction jobs. The Cricket Club is committed to proactive and on-going engagement with the Council on this shared agenda.	<b>Low / Low</b>
------	--	---	-----------------------------	--	------------------------	--	------------------







# Birmingham City Council

## Report to Cabinet

25<sup>th</sup> April 2023



**Subject:** Typhoo Building Redevelopment Full Business Case

**Report of:** Strategic Director of Place, Prosperity and Sustainability

**Relevant Cabinet Member:** Councillor Ian Ward, Leader of the Council  
Councillor Yvonne Mosquito – Cabinet Member for Finance and Resources`

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

**Report author:** James Betjemann, Head of Enterprise Zone and Curzon Development, Telephone No: 0121 303 4174  
Email Address: james.betjemann@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Bordesley & Highgate		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 010855/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### 1 Executive Summary

- 1.1 With the arrival of HS2, Digbeth is a key growth area for the city with multiple sites for development and investment that will drive economic growth and job creation. The redevelopment of the derelict former Typhoo building is a key site and its redevelopment will attract key employers and investment into the area.
- 1.2 Stoford Digbeth Ltd (SDL) are working to bring forward plans to redevelop the derelict Typhoo building and deliver a new broadcasting centre for BBC which totals 84,000 sq.ft (net internal area) plus additional retail space of circa 2,780 sq.ft. Completion of the scheme is scheduled for 2025.



## 2 Recommendations

- 2.1 Notes the Full Business Case for the derelict former Typhoo Building (attached at Appendix 1) at a total cost of £69.3m, approved by the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) Board on 23<sup>rd</sup> March 2023.
- 2.2 In its role as Accountable Body for the Enterprise Zone (EZ), approves Prudential Borrowing of £14.729m to fund the provision of grants to SDL (£14.3m) and the Council (£0.429m) to facilitate the delivery of the former Typhoo Building redevelopment.
- 2.3 Approves EZ capital grant funding of up to £0.429m to fund City Council project related costs.
- 2.4 Approves EZ grant of up to £14.300m to be awarded to SDL to provide funding for the project viability gap for the redevelopment of the Typhoo Factory as identified in the Full Business Case (FBC) subject to subsidy control compliance, restriction on title, planning consent and application of the Council's Social Value and Living Wage Policies.
- 2.5 Authorises the City Solicitor & Monitoring Officer to negotiate, execute, seal and complete all necessary documents in connection with the above recommendations.

## 3 Background

- 3.1 In February 2014, the City Council launched the Curzon Masterplan which set its vision for driving growth and regeneration within Digbeth and help maximise the benefits of HS2. Covering 141 hectares, the Masterplan identifies a number of significant investment opportunities which have the potential to deliver large amounts of jobs and deliver commercial floorspace.
- 3.2 In 2019 the Enterprise Zone Investment plan (EZIP 2019) set out a £1.023bn programme of infrastructure investment up to 2045/46. EZIP 2019 was approved by Cabinet on 30th July 2019. The plan set out the intentions to accelerate development across the EZ, to unlock the major growth opportunities by removing barriers to development, creating a supportive environment for investment, job creation and growing the city and regional economy.
- 3.3 ONS data shows there is multiple deprivation in the Digbeth area. Derelict buildings attract crime and anti-social behaviour. This has an effect on the nearby premises and reduce values below what these premises could achieve in a well-functioning market. This project would address market failures by creating a vibrant cluster of modern occupiers and vastly improved public realm.
- 3.4 The redevelopment of Typhoo Factory by SDL will cost £69.3m, with an EZ gap funding ask of £14.3m with the remainder of circa £55m being funded by privately raised capital. The ratio of private to public funding is approximately 4/1.
- 3.5 SDL are seeking a secured grant of £14.3m of EZ funding to resolve the viability gap associated with converting the locally listed former Typhoo building (derelict



for 30+ years) into an 84,000 sq.ft of modern studio and office space for the BBC and 2,780 sq. ft of retail space.

- 3.6 To cover all BCC project related costs including but not limited to; legal advice, cost consultancy, etc., the City Council has applied a flat rate of 3% of the EZ grant up to £0.429m.
- 3.7 The overarching rationale for the project is to improve economic opportunities, enhance productivity, and to attract high wage jobs to Digbeth.
- 3.8 The BBC's lease at Mailbox expires in 2026. The BBC commenced a site search for a new broadcasting centre on 15 November 2021 and the Typhoo building was selected as their preferred location based on the proposed emphasis on sustainability, low carbon footprint during construction, future flexibility and build design. The BBC have committed to signing a 25-year lease providing the high quality fit out is achieved and public realm is delivered.
- 3.9 SDL have undertaken an open procurement process under their organisation's governance to confirm a main contractor for the work. This two-stage process is underway with a preferred contractor identified. Further discussions and negotiations are ongoing, and SDL are confident of being able to secure a preferred contractor and have agreements in place by May 2023, which aligns with the funding agreements and statutory consents needed to progress the project.
- 3.10 Following the submission of a Green Book Compliant Full Business Case on the 24th February 2023 and the independent appraisal of the FBC carried out by Aecom, the GBSLEP Board approved the Typhoo Factory redevelopment EZ grant of £14.3m and BCC Client Role costs of £0.429m at its meeting on 23rd March 2023.
- 3.11 The City Council on behalf of the EZ will require SDL to complete a funding agreement in order to provide a maximum of £14.3m of EZ grant funding. In the event of any overall future funding pressures, measures will be put in place to ensure the City Council is protected from any overspend. This will include placing conditions in the funding agreement with SDL that the grant from the EZ is capped and that no further funding will be provided by the Council to complete the project. SDL have confirmed their match funding and will bear the cost of any overruns.
- 3.12 Following a competitive process match funding has been agreed with a preferred forward funder. Heads of terms were agreed on 20th March 2023, and will be concluded in an agreed legal form. The EZ funding will be secured as a restriction on title on the property.
- 3.13 A full planning application was received in November 2022 and received planning permission on the 16<sup>th</sup> March for site clearance, partial demolition of, change of use and refurbishment of, and extensions to, the former Typhoo Tea Factory. The application confirms commercial use (Class E) including broadcasting, production, offices and associated staff facilities (including a roof extension) and food and beverage units (Class E and / or Sui Generis (drinking establishments), alongside new public realm and landscaping, access, parking and associated



works. As part of the formal planning process consultation was undertaken on the Typhoo Factory redevelopment.

**3.14** The proposed development will contribute to the economy of Birmingham by:

- 3.14.1 Creating opportunities for highly skilled jobs and improving the quality of the built environment.
- 3.14.2 Increase business and workforce productivity and competitiveness' by creating 470 new net additional employment opportunities.
- 3.14.3 Result in a net-additional approx. £3.9m p.a. GVA and the additional retail space of circa 2,780 sqft to support the development of a thriving local economy in relation to the plan's focus on 'Place'.
- 3.14.4 By bringing in the BBC as an anchor tenant, the scheme will attract like-minded businesses into the area, thus, creating agglomeration effects facilitating knowledge spill overs which in turn will support existing businesses' growth and productivity.
- 3.14.5 The scheme will align with the set objective to 'increase private sector investment' as it enables mix-use development-led regeneration opportunities that enhance and harness the potential of local cultural and creative assets in relation to the plan's focus on 'Place'.
- 3.14.6 The scheme will act as a catalyst for the development of a further 800,000 sqft of mixed-used space on land owned by Benacre adjoining the subject site. Thus, the redevelopment of the former Typhoo Building will help to bring in private investment worth £320m.
- 3.14.7 Thanks to the new local employment and training opportunities created by the BBC, the scheme would help increase the skill level in the area. The BBC's supply chain effects will also mean an increase in demand for creative services the area further helping to boost this already existing and diverse industry in Digbeth and, thus support inclusive growth.
- 3.14.8 The scheme will also support clean growth in the city centre thanks to making use of embedded carbon, being in close proximity to public transport infrastructure, and incentivising active modes of transport such as cycling.

**3.15** Timescales

Key milestones for the Typhoo Redevelopment are summarised below:

Task	Start Date	Completion Date
RIBA Stage 3 (Spatial Coordination)	August 2022	December 2022
Site Survey	November 2022	March 2023
Planning Application	November 2022	16 <sup>th</sup> March 2023
Tender to Award	November 2022	June 2023
RIBA Stage 4 (Technical Design)	January 2023	May 2023



Mobilisation	April 2023	May 2023
Demolition works	May 2023	November 2023
RIBA Stage 5 (Construction)	May 2023	May 2024
Typhoo Shell and Core	November 2023	April 2025
BBC Cat A Fit Out (foundational elements of interior space's design)	May 2024	April 2025
BBC Technology Install (by BBC direct)	February 2025	February 2026

#### 4 Options Considered and Recommended Proposal

- 4.1 Option 1 Business as Usual (Do Nothing / No Grant) – under this option, it is assumed that there would be no redevelopment of the Typhoo building in the short or medium term. The building has been derelict for over 30 years. During that time there has been very little interest in occupying the building and conditions have worsened. Now the level of investment required to bring the building back into productive use would be prohibitive for any market driven development scheme. Values for standard offices, or even residential conversion would not bridge the gap to redevelopment. This option is not considered appropriate and has been discounted from further analysis.
- 4.2 Option 2 Do Minimum / Less Grant – a lower specification redevelopment proposal would come forward. This would not include CAT A fit out; no studio space; basic (or even industrial style stripped back) office fit out; no BREEAM ratings sought; and no environmental improvements or net zero standard included. The resultant product brought to the market would therefore likely achieve lower base rents for the scheme. This option is not considered achievable. The building is a heritage asset, that has been derelict for 30 years, with complex structural challenges and asbestos to deal with. It requires careful restoration and redevelopment as well as structural changes to bring it up to even the most basic of building standards for occupation in terms of access.
- 4.3 Option 3 Preferred Option – Redevelopment and high quality fit out to accommodate the BBC. Bringing the iconic Typhoo building back to life is identified as a priority in the Enterprise Zone Investment Plan (EZIP). There are very limited options for the redevelopment of the building as it is locally listed. The BBC have already agreed with SDL that a Cat A fit out will be delivered as part of the overall works.
- 4.4 Option 4 Do Maximum / More Grant – Higher density development and bring forward the wider regeneration Masterplan. This vision includes the redevelopment of adjacent sites to deliver a mixed-use community including residential development, as well as large scale public realm improvements. This has been included in the outline planning permission applied for. This option would see the 'Do Maximum' brought forward at the same time as the Typhoo scheme, but also to increase density of development to maximise growth. Whilst the delivery of the



entire masterplan is certainly a core priority for SDL and partners, to bring this wider development forward at this stage would create a number of challenges including.

- 4.4.1 There currently being no market for residential development of this scale or type in Digbeth,
  - 4.4.2 As such the values associated with delivery of homes at this stage would not support the costs to develop such schemes,
  - 4.4.3 Issues with bringing forward such large-scale regeneration at the same time in terms of workforce resource, site management, disturbance, access which would increase risk of cost overruns,
  - 4.4.4 Increasing densities could negatively affect the urban design quality of the area and set a negative precedence for further development proposals in the area.
- 4.5 Based on the above analysis it is not felt that there are suitable alternative options at this stage due to the uniqueness of the site, and the conditions for the redevelopment scheme. As such option 3 is preferred and a detailed cost benefit analysis has been undertaken.
- 4.6 The methodology used is consistent with the HM Treasury's Green Book (April 2018) and Ministry of Housing, Communities and Local Government (MHCLG) Appraisal Guide (December 2016) which sets out that projects should be appraised on the basis of a benefit cost ratio (BCR) reflecting the private benefit associated with the change in land use (land value uplift) and the external benefits (and costs) of the scheme, compared to the net public sector cost. The preferred option delivers a BCR of 2.85, which represents 'High' Value for Money according to the Department for Transport's Value for Money Framework. The BCR consists of Net Present Value (NPV) benefits of £40.7m and NPV costs of £14.3m reflecting the delivery funding contribution from the Enterprise Zone.

## 5 Consultation

- 5.1 Members of the GBSLEP support the recommendations of this report and provided approval of the FBC at the GBSLEP Board on the 23<sup>rd</sup> March 2023.
- 5.2 Consultation on the Typhoo Factory redevelopment has been undertaken through the formal planning process.

## 6 Risk Management

- 6.1 An extensive risk register is included within the attached FBC (see Appendix 1) which highlights the scheme's strategic risks.
- 6.2 The top three risks and mitigations are set out in Table 1 below.

**Table 1**

Risk	Mitigation
------	------------



Secure Planning permission	A full planning application was received in November 2022. Planning permission was approved on 16 <sup>th</sup> March 2023 however this is subject to conditions which need to be discharged.
Construction costs increase	The Stage 1 Tender process has been completed and a preferred contractor has been identified. Best possible expertise has been brought on board to manage any costs increases in most time efficient way. A contingency of 5% has been applied to the construction costs estimate to act as a buffer to any cost increases. Conditions will be placed on the funding agreement with SDL that the grant from the EZ is capped and that no further funding will be provided by the Council to complete the project. To note: SDL have confirmed their match funding and will bear the cost of any overruns.
Securing funding	As interest rates continue to rise globally, the investment market continues to soften. Currently, with public sector funding as outlined in this bid, this project is viable, but if interest rates increase this may not be the case. The viability analysis carried out by Stoford and Savills includes allowances for inflation rates going up. Thus, there is a buffer which should shield the project's viability.

## 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 City Council's key priorities as set out in the City Council Corporate Plan 2022 – 2026:

- *Support inclusive economic growth*
- *Tackle unemployment*
- *Attract inward investment in infrastructure*
- *Tackle poverty and inequality*
- *Promote and champion diversity, civic pride and culture*
- *Support and enable all children and young people to thrive*
- *Make the city safer*
- *Improve street cleanliness*
- *Improve air quality*
- *Continue on the Route to Net Zero*



- 7.1.2 **Birmingham Development Plan (BDP) 2031** – The project will help to deliver the following objectives:
- *To protect and enhance the city's heritage assets and historic environment.*
  - *To provide high quality connections throughout the city and with other places including encouraging the increased use of public transport, walking and cycling.*
  - *To create a more sustainable city that minimises its carbon footprint and waste and promotes brownfield regeneration while allowing the city to grow.*
  - *To encourage better health and well-being through the provision of new and existing recreation, sport and leisure facilities linked to good quality public open space.*
- 7.1.3 **Big City Plan (BCP) (2011)** – The project will help to deliver upon the aspirations set out within the BCP by creating sustainable connections to key growth areas in the city core and encouraging further investment and subsequent footfall to new and existing sites within the vicinity of Curzon Street Station.
- 7.1.4 **Route to Zero Commitment** - The scheme 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 the City Council to be net zero-carbon by 2030.
- 7.1.5 **Birmingham Business Charter for Social Responsibility (BBC4SR)** - The funding agreement will require SDL to be certified to the Birmingham Business Charter for Social Responsibility and to produce an Action Plan with commitments proportionate to the value of the grant. The requirement to pay the Real Living Wage in accordance with the Council's policy will also be a requirement of the funding conditions. The Council will also ensure that all main and sub-contracted organisations involved in the re-development of the site maximise the employment outcomes for local people.
- 7.1.6 **Environment and Sustainability**
- An environment and sustainability assessment (Appendix 4) has been completed and approved by the ESA team. The report's overall conclusion is that the Typhoo Factory redevelopment links well to the goal stated in the BCC Route to Zero Action Plan to promote sustainable construction. The redeveloped former Typhoo Building comes with strong sustainability credentials, such as an EPC 'A' rating and a BREEAM 'outstanding' rating

## 7.2 Legal Implications

- 7.2.1 The Local Government Finance Act 2012 supports the development of Enterprise Zones by enabling Local Authorities to borrow for capital



schemes against projected growth in business rates income. The Act allows the City Council to retain 100% of business rates income from within the Enterprise Zone.

- 7.2.2 Section 1 Localism Act 2010 confers a general power of competence on the Council which permits the grant funding proposed in this report.
- 7.2.3 Section 12 of the Subsidy Control Act 2022 requires the Council to consider the Principles in the Act before deciding to give a subsidy, and not to give the subsidy unless it is of the view that the subsidy is consistent with the Principles. Attached to this report is an assessment of the subsidy (Appendix 5), being considered against the principles (Appendix 5.1). If the Council is minded to approve the grant, then it must consider the assessment carefully and only decide to approve the grant if it considers that the subsidy involved is consistent with the Principles. In particular, it must conclude that the benefits of the subsidy outweigh any negative effects.
- 7.2.4 As well as complying with the requirements of the Act the Council, in taking its view as to whether the subsidy is consistent with the Act must comply with its public law duties. So the decision, for example, must be within the Council's powers and must not be irrational, biased or otherwise unlawful on any other general public law ground. The Council must be particularly careful to ensure that its decision is not so unreasonable that no reasonable authority would take the same view.
- 7.2.5 The Council's external legal advisers consider (based on the information that they have seen) that a decision to award a subsidy, on the basis that this would be consistent with the Principles, would be a reasonable decision.
- 7.2.6 Due to the amount of the proposed grant subsidy, it must be referred to the Subsidy Advice Unit (SAU). The SAU has 30 working days to provide its report once the referral has been accepted and what it does is provide an evaluation of the Council's assessment, which may also include recommendations on how the design and assessment of the subsidy can be improved. The Council could incorporate the SAU's recommendations (if any) and award the subsidy. Under the Subsidy Control Act 2022's (the Act) transparency requirements, details of the subsidy must be registered on a central subsidy database within 3 months of the decision to award the subsidy. There is a one month window for interested parties to request information about the subsidy. If there are no requests within that period there can be no challenge. If information is requested within that period, then the challenge period is one month from the date the information is provided.

## **7.3 Financial Implications**

### **Capital Costs**



7.3.1 The FBC estimates a total cost of £69.3m. The GBSLEP Board have approved a EZ capital grant of £14.729m to fund the redevelopment of Typhoo Factory (£14.300m) and BCC Client Role costs (£0.429m). In its Accountable Body role, the City Council requires approval for prudential borrowing of £14.729m.

7.3.2 The table below summarises the capital costs.

<b>Capital Costs - Typhoo Factory Redevelopment</b>	<b>£'m 2023/24</b>	<b>£'m 2024/25</b>	<b>£'m 2025/26</b>	<b>Total £'m</b>
Enterprise Zone Grant - SDL	5.788	8.244	0.268	14.300
Private Sector Funding	22.265	31.712	1.023	55.000
Total Build Costs	28.053	39.956	1.291	69.300
BCC Client Role Costs 3% of Grant	0.174	0.247	0.008	0.429
<b>Total Capital Expenditure</b>	<b>28.227</b>	<b>40.203</b>	<b>1.299</b>	<b>69.729</b>

## Revenue Costs

7.3.3 In its Accountable Body role, the City Council will undertake additional prudential borrowing of £14.729m to support the delivery of the redevelopment of Typhoo building generated through the uplift in business rates within the EZ.

7.3.4 There are financial risks associated with the Accountable Body role, the main one being failure of the EZ to deliver sufficient business rates uplift to cover the level of borrowing and up-front revenue expenditure incurred by the City Council. These risks have and will continue to be managed primarily through detailed financial modelling and by receiving, for independent examination/approval, detailed individual business cases for project expenditure

7.3.5 Based on the latest forecast, incorporating assumed interest rates as at December 2022 from Treasury Management, the revenue cost of borrowing the £14.729m over the life of the EZ programme is expected to be £25.4m.

7.3.6 The scheme will generate additional Business Rates income by enabling

key commercialisation investments. The Business Rates Income Growth is estimated to be a net-additional £1.5m per annum from 2026 onwards. Based on the expected delivery year of 2025 and the remaining 21 years of BBC's lease to 2046, this equates to £31.5m of additional Business Rates Income. In addition, it will improve the values of development located



around and in proximity to the scheme whilst also increasing the occupancy rates of these developments.

7.3.7 Based on the costs included at 7.3.5 and estimated income at 7.3.6, the scheme anticipates an overall net Business Rates additionality of circa £6.1m over the life of the EZ programme (£31.5m of additional income less £25.4m of borrowing costs).

7.3.8 Within the EZ all business rates are collected by the City Council and any net uplift is allocated to the EZ for a period to 31<sup>st</sup> March 2046. The EZ decide how and where these funds are deployed, making the investment decisions in line with the EZ Investment Plan, subject to the City Council in its Accountable Body role ensuring compliance with the financial governance principles.

#### **7.4 Procurement Implications**

7.4.1 There are no procurement implications with the recommendations of this report.

#### **7.5 Human Resources Implications**

7.5.1 All activity identified within this report will be managed by existing Council employees. The scheme's Project Management sits within the EZ delivery team and is resourced through the project.

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

7.6.1 Due regard and consideration have been given to this EIA for the report recommendations. In overall terms the redevelopment of the Typhoo Factory redevelopment has been assessed as leading to a positive effect on the equality through the provision of new and better paid jobs, apprenticeships, increased GVA, improvements to the perceptions of the place resulting in reduced crime and positive impact on people's quality of life and health.

### **8 Appendices**

Appendix 1 – Typhoo Factory Redevelopment Full Business Case

Appendix 2 – EZ Offer Letter

Appendix 3 – Equality Impact Assessment EQUA1078

Appendix 4 – Environment and Sustainability Assessment

Appendix 5 – Subsidy Control Principles Assessment

Appendix 5.1 - The Subsidy Control Principles



**9. Background Documents**

9.1 EZ Investment Plan 2019



# Birmingham City Council

## Report to Cabinet

25<sup>th</sup> April 2023



**Subject:** Typhoo Building Redevelopment Full Business Case

**Report of:** Strategic Director of Place, Prosperity and Sustainability

**Relevant Cabinet Member:** Councillor Ian Ward, Leader of the Council  
Councillor Yvonne Mosquito – Cabinet Member for Finance and Resources`

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

**Report author:** James Betjemann, Head of Enterprise Zone and Curzon Development, Telephone No: 0121 303 4174  
Email Address: james.betjemann@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Bordesley & Highgate		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 010855/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### 1 Executive Summary

- 1.1 With the arrival of HS2, Digbeth is a key growth area for the city with multiple sites for development and investment that will drive economic growth and job creation. The redevelopment of the derelict former Typhoo building is a key site and its redevelopment will attract key employers and investment into the area.
- 1.2 Stoford Digbeth Ltd (SDL) are working to bring forward plans to redevelop the derelict Typhoo building and deliver a new broadcasting centre for BBC which totals 84,000 sq.ft (net internal area) plus additional retail space of circa 2,780 sq.ft. Completion of the scheme is scheduled for 2025.



## 2 Recommendations

- 2.1 Notes the Full Business Case for the derelict former Typhoo Building (attached at Appendix 1) at a total cost of £69.3m, approved by the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) Board on 23<sup>rd</sup> March 2023.
- 2.2 In its role as Accountable Body for the Enterprise Zone (EZ), approves Prudential Borrowing of £14.729m to fund the provision of grants to SDL (£14.3m) and the Council (£0.429m) to facilitate the delivery of the former Typhoo Building redevelopment.
- 2.3 Approves EZ capital grant funding of up to £0.429m to fund City Council project related costs.
- 2.4 Approves EZ grant of up to £14.300m to be awarded to SDL to provide funding for the project viability gap for the redevelopment of the Typhoo Factory as identified in the Full Business Case (FBC) subject to subsidy control compliance, restriction on title, planning consent and application of the Council's Social Value and Living Wage Policies.
- 2.5 Authorises the City Solicitor & Monitoring Officer to negotiate, execute, seal and complete all necessary documents in connection with the above recommendations.

## 3 Background

- 3.1 In February 2014, the City Council launched the Curzon Masterplan which set its vision for driving growth and regeneration within Digbeth and help maximise the benefits of HS2. Covering 141 hectares, the Masterplan identifies a number of significant investment opportunities which have the potential to deliver large amounts of jobs and deliver commercial floorspace.
- 3.2 In 2019 the Enterprise Zone Investment plan (EZIP 2019) set out a £1.023bn programme of infrastructure investment up to 2045/46. EZIP 2019 was approved by Cabinet on 30th July 2019. The plan set out the intentions to accelerate development across the EZ, to unlock the major growth opportunities by removing barriers to development, creating a supportive environment for investment, job creation and growing the city and regional economy.
- 3.3 ONS data shows there is multiple deprivation in the Digbeth area. Derelict buildings attract crime and anti-social behaviour. This has an effect on the nearby premises and reduce values below what these premises could achieve in a well-functioning market. This project would address market failures by creating a vibrant cluster of modern occupiers and vastly improved public realm.
- 3.4 The redevelopment of Typhoo Factory by SDL will cost £69.3m, with an EZ gap funding ask of £14.3m with the remainder of circa £55m being funded by privately raised capital. The ratio of private to public funding is approximately 4/1.
- 3.5 SDL are seeking a secured grant of £14.3m of EZ funding to resolve the viability gap associated with converting the locally listed former Typhoo building (derelict



for 30+ years) into an 84,000 sq.ft of modern studio and office space for the BBC and 2,780 sq. ft of retail space.

- 3.6 To cover all BCC project related costs including but not limited to; legal advice, cost consultancy, etc., the City Council has applied a flat rate of 3% of the EZ grant up to £0.429m.
- 3.7 The overarching rationale for the project is to improve economic opportunities, enhance productivity, and to attract high wage jobs to Digbeth.
- 3.8 The BBC's lease at Mailbox expires in 2026. The BBC commenced a site search for a new broadcasting centre on 15 November 2021 and the Typhoo building was selected as their preferred location based on the proposed emphasis on sustainability, low carbon footprint during construction, future flexibility and build design. The BBC have committed to signing a 25-year lease providing the high quality fit out is achieved and public realm is delivered.
- 3.9 SDL have undertaken an open procurement process under their organisation's governance to confirm a main contractor for the work. This two-stage process is underway with a preferred contractor identified. Further discussions and negotiations are ongoing, and SDL are confident of being able to secure a preferred contractor and have agreements in place by May 2023, which aligns with the funding agreements and statutory consents needed to progress the project.
- 3.10 Following the submission of a Green Book Compliant Full Business Case on the 24th February 2023 and the independent appraisal of the FBC carried out by Aecom, the GBSLEP Board approved the Typhoo Factory redevelopment EZ grant of £14.3m and BCC Client Role costs of £0.429m at its meeting on 23rd March 2023.
- 3.11 The City Council on behalf of the EZ will require SDL to complete a funding agreement in order to provide a maximum of £14.3m of EZ grant funding. In the event of any overall future funding pressures, measures will be put in place to ensure the City Council is protected from any overspend. This will include placing conditions in the funding agreement with SDL that the grant from the EZ is capped and that no further funding will be provided by the Council to complete the project. SDL have confirmed their match funding and will bear the cost of any overruns.
- 3.12 Following a competitive process match funding has been agreed with a preferred forward funder. Heads of terms were agreed on 20th March 2023, and will be concluded in an agreed legal form. The EZ funding will be secured as a restriction on title on the property.
- 3.13 A full planning application was received in November 2022 and received planning permission on the 16<sup>th</sup> March for site clearance, partial demolition of, change of use and refurbishment of, and extensions to, the former Typhoo Tea Factory. The application confirms commercial use (Class E) including broadcasting, production, offices and associated staff facilities (including a roof extension) and food and beverage units (Class E and / or Sui Generis (drinking establishments), alongside new public realm and landscaping, access, parking and associated



works. As part of the formal planning process consultation was undertaken on the Typhoo Factory redevelopment.

3.14 The proposed development will contribute to the economy of Birmingham by:

- 3.14.1 Creating opportunities for highly skilled jobs and improving the quality of the built environment.
- 3.14.2 Increase business and workforce productivity and competitiveness' by creating 470 new net additional employment opportunities.
- 3.14.3 Result in a net-additional approx. £3.9m p.a. GVA and the additional retail space of circa 2,780 sqft to support the development of a thriving local economy in relation to the plan's focus on 'Place'.
- 3.14.4 By bringing in the BBC as an anchor tenant, the scheme will attract like-minded businesses into the area, thus, creating agglomeration effects facilitating knowledge spill overs which in turn will support existing businesses' growth and productivity.
- 3.14.5 The scheme will align with the set objective to 'increase private sector investment' as it enables mix-use development-led regeneration opportunities that enhance and harness the potential of local cultural and creative assets in relation to the plan's focus on 'Place'.
- 3.14.6 The scheme will act as a catalyst for the development of a further 800,000 sqft of mixed-used space on land owned by Benacre adjoining the subject site. Thus, the redevelopment of the former Typhoo Building will help to bring in private investment worth £320m.
- 3.14.7 Thanks to the new local employment and training opportunities created by the BBC, the scheme would help increase the skill level in the area. The BBC's supply chain effects will also mean an increase in demand for creative services the area further helping to boost this already existing and diverse industry in Digbeth and, thus support inclusive growth.
- 3.14.8 The scheme will also support clean growth in the city centre thanks to making use of embedded carbon, being in close proximity to public transport infrastructure, and incentivising active modes of transport such as cycling.

3.15 Timescales

Key milestones for the Typhoo Redevelopment are summarised below:

Task	Start Date	Completion Date
RIBA Stage 3 (Spatial Coordination)	August 2022	December 2022
Site Survey	November 2022	March 2023
Planning Application	November 2022	16 <sup>th</sup> March 2023
Tender to Award	November 2022	June 2023
RIBA Stage 4 (Technical Design)	January 2023	May 2023



Mobilisation	April 2023	May 2023
Demolition works	May 2023	November 2023
RIBA Stage 5 (Construction)	May 2023	May 2024
Typhoo Shell and Core	November 2023	April 2025
BBC Cat A Fit Out (foundational elements of interior space's design)	May 2024	April 2025
BBC Technology Install (by BBC direct)	February 2025	February 2026

#### 4 Options Considered and Recommended Proposal

- 4.1 Option 1 Business as Usual (Do Nothing / No Grant) – under this option, it is assumed that there would be no redevelopment of the Typhoo building in the short or medium term. The building has been derelict for over 30 years. During that time there has been very little interest in occupying the building and conditions have worsened. Now the level of investment required to bring the building back into productive use would be prohibitive for any market driven development scheme. Values for standard offices, or even residential conversion would not bridge the gap to redevelopment. This option is not considered appropriate and has been discounted from further analysis.
- 4.2 Option 2 Do Minimum / Less Grant – a lower specification redevelopment proposal would come forward. This would not include CAT A fit out; no studio space; basic (or even industrial style stripped back) office fit out; no BREEAM ratings sought; and no environmental improvements or net zero standard included. The resultant product brought to the market would therefore likely achieve lower base rents for the scheme. This option is not considered achievable. The building is a heritage asset, that has been derelict for 30 years, with complex structural challenges and asbestos to deal with. It requires careful restoration and redevelopment as well as structural changes to bring it up to even the most basic of building standards for occupation in terms of access.
- 4.3 Option 3 Preferred Option – Redevelopment and high quality fit out to accommodate the BBC. Bringing the iconic Typhoo building back to life is identified as a priority in the Enterprise Zone Investment Plan (EZIP). There are very limited options for the redevelopment of the building as it is locally listed. The BBC have already agreed with SDL that a Cat A fit out will be delivered as part of the overall works.
- 4.4 Option 4 Do Maximum / More Grant – Higher density development and bring forward the wider regeneration Masterplan. This vision includes the redevelopment of adjacent sites to deliver a mixed-use community including residential development, as well as large scale public realm improvements. This has been included in the outline planning permission applied for. This option would see the 'Do Maximum' brought forward at the same time as the Typhoo scheme, but also to increase density of development to maximise growth. Whilst the delivery of the



entire masterplan is certainly a core priority for SDL and partners, to bring this wider development forward at this stage would create a number of challenges including.

- 4.4.1 There currently being no market for residential development of this scale or type in Digbeth,
  - 4.4.2 As such the values associated with delivery of homes at this stage would not support the costs to develop such schemes,
  - 4.4.3 Issues with bringing forward such large-scale regeneration at the same time in terms of workforce resource, site management, disturbance, access which would increase risk of cost overruns,
  - 4.4.4 Increasing densities could negatively affect the urban design quality of the area and set a negative precedence for further development proposals in the area.
- 4.5 Based on the above analysis it is not felt that there are suitable alternative options at this stage due to the uniqueness of the site, and the conditions for the redevelopment scheme. As such option 3 is preferred and a detailed cost benefit analysis has been undertaken.
- 4.6 The methodology used is consistent with the HM Treasury's Green Book (April 2018) and Ministry of Housing, Communities and Local Government (MHCLG) Appraisal Guide (December 2016) which sets out that projects should be appraised on the basis of a benefit cost ratio (BCR) reflecting the private benefit associated with the change in land use (land value uplift) and the external benefits (and costs) of the scheme, compared to the net public sector cost. The preferred option delivers a BCR of 2.85, which represents 'High' Value for Money according to the Department for Transport's Value for Money Framework. The BCR consists of Net Present Value (NPV) benefits of £40.7m and NPV costs of £14.3m reflecting the delivery funding contribution from the Enterprise Zone.

## 5 Consultation

- 5.1 Members of the GBSLEP support the recommendations of this report and provided approval of the FBC at the GBSLEP Board on the 23<sup>rd</sup> March 2023.
- 5.2 Consultation on the Typhoo Factory redevelopment has been undertaken through the formal planning process.

## 6 Risk Management

- 6.1 An extensive risk register is included within the attached FBC (see Appendix 1) which highlights the scheme's strategic risks.
- 6.2 The top three risks and mitigations are set out in Table 1 below.

**Table 1**

Risk	Mitigation
------	------------



Secure Planning permission	A full planning application was received in November 2022. Planning permission was approved on 16 <sup>th</sup> March 2023 however this is subject to conditions which need to be discharged.
Construction costs increase	The Stage 1 Tender process has been completed and a preferred contractor has been identified. Best possible expertise has been brought on board to manage any costs increases in most time efficient way. A contingency of 5% has been applied to the construction costs estimate to act as a buffer to any cost increases. Conditions will be placed on the funding agreement with SDL that the grant from the EZ is capped and that no further funding will be provided by the Council to complete the project. To note: SDL have confirmed their match funding and will bear the cost of any overruns.
Securing funding	As interest rates continue to rise globally, the investment market continues to soften. Currently, with public sector funding as outlined in this bid, this project is viable, but if interest rates increase this may not be the case. The viability analysis carried out by Stoford and Savills includes allowances for inflation rates going up. Thus, there is a buffer which should shield the project's viability.

## 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 City Council's key priorities as set out in the City Council Corporate Plan 2022 – 2026:

- *Support inclusive economic growth*
- *Tackle unemployment*
- *Attract inward investment in infrastructure*
- *Tackle poverty and inequality*
- *Promote and champion diversity, civic pride and culture*
- *Support and enable all children and young people to thrive*
- *Make the city safer*
- *Improve street cleanliness*
- *Improve air quality*
- *Continue on the Route to Net Zero*



- 7.1.2 **Birmingham Development Plan (BDP) 2031** – The project will help to deliver the following objectives:
- *To protect and enhance the city's heritage assets and historic environment.*
  - *To provide high quality connections throughout the city and with other places including encouraging the increased use of public transport, walking and cycling.*
  - *To create a more sustainable city that minimises its carbon footprint and waste and promotes brownfield regeneration while allowing the city to grow.*
  - *To encourage better health and well-being through the provision of new and existing recreation, sport and leisure facilities linked to good quality public open space.*
- 7.1.3 **Big City Plan (BCP) (2011)** – The project will help to deliver upon the aspirations set out within the BCP by creating sustainable connections to key growth areas in the city core and encouraging further investment and subsequent footfall to new and existing sites within the vicinity of Curzon Street Station.
- 7.1.4 **Route to Zero Commitment** - The scheme 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 the City Council to be net zero-carbon by 2030.
- 7.1.5 **Birmingham Business Charter for Social Responsibility (BBC4SR)** - The funding agreement will require SDL to be certified to the Birmingham Business Charter for Social Responsibility and to produce an Action Plan with commitments proportionate to the value of the grant. The requirement to pay the Real Living Wage in accordance with the Council's policy will also be a requirement of the funding conditions. The Council will also ensure that all main and sub-contracted organisations involved in the re-development of the site maximise the employment outcomes for local people.
- 7.1.6 **Environment and Sustainability**
- An environment and sustainability assessment (Appendix 4) has been completed and approved by the ESA team. The report's overall conclusion is that the Typhoo Factory redevelopment links well to the goal stated in the BCC Route to Zero Action Plan to promote sustainable construction. The redeveloped former Typhoo Building comes with strong sustainability credentials, such as an EPC 'A' rating and a BREEAM 'outstanding' rating

## 7.2 Legal Implications

- 7.2.1 The Local Government Finance Act 2012 supports the development of Enterprise Zones by enabling Local Authorities to borrow for capital



schemes against projected growth in business rates income. The Act allows the City Council to retain 100% of business rates income from within the Enterprise Zone.

- 7.2.2 Section 1 Localism Act 2010 confers a general power of competence on the Council which permits the grant funding proposed in this report.
- 7.2.3 Section 12 of the Subsidy Control Act 2022 requires the Council to consider the Principles in the Act before deciding to give a subsidy, and not to give the subsidy unless it is of the view that the subsidy is consistent with the Principles. Attached to this report is an assessment of the subsidy (Appendix 5), being considered against the principles (Appendix 5.1). If the Council is minded to approve the grant, then it must consider the assessment carefully and only decide to approve the grant if it considers that the subsidy involved is consistent with the Principles. In particular, it must conclude that the benefits of the subsidy outweigh any negative effects.
- 7.2.4 As well as complying with the requirements of the Act the Council, in taking its view as to whether the subsidy is consistent with the Act must comply with its public law duties. So the decision, for example, must be within the Council's powers and must not be irrational, biased or otherwise unlawful on any other general public law ground. The Council must be particularly careful to ensure that its decision is not so unreasonable that no reasonable authority would take the same view.
- 7.2.5 The Council's external legal advisers consider (based on the information that they have seen) that a decision to award a subsidy, on the basis that this would be consistent with the Principles, would be a reasonable decision.
- 7.2.6 Due to the amount of the proposed grant subsidy, it must be referred to the Subsidy Advice Unit (SAU). The SAU has 30 working days to provide its report once the referral has been accepted and what it does is provide an evaluation of the Council's assessment, which may also include recommendations on how the design and assessment of the subsidy can be improved. The Council could incorporate the SAU's recommendations (if any) and award the subsidy. Under the Subsidy Control Act 2022's (the Act) transparency requirements, details of the subsidy must be registered on a central subsidy database within 3 months of the decision to award the subsidy. There is a one month window for interested parties to request information about the subsidy. If there are no requests within that period there can be no challenge. If information is requested within that period, then the challenge period is one month from the date the information is provided.

## **7.3 Financial Implications**

### **Capital Costs**



7.3.1 The FBC estimates a total cost of £69.3m. The GBSLEP Board have approved a EZ capital grant of £14.729m to fund the redevelopment of Typhoo Factory (£14.300m) and BCC Client Role costs (£0.429m). In its Accountable Body role, the City Council requires approval for prudential borrowing of £14.729m.

7.3.2 The table below summarises the capital costs.

<b>Capital Costs - Typhoo Factory Redevelopment</b>	<b>£'m 2023/24</b>	<b>£'m 2024/25</b>	<b>£'m 2025/26</b>	<b>Total £'m</b>
Enterprise Zone Grant - SDL	5.788	8.244	0.268	14.300
Private Sector Funding	22.265	31.712	1.023	55.000
Total Build Costs	28.053	39.956	1.291	69.300
BCC Client Role Costs 3% of Grant	0.174	0.247	0.008	0.429
<b>Total Capital Expenditure</b>	<b>28.227</b>	<b>40.203</b>	<b>1.299</b>	<b>69.729</b>

### Revenue Costs

7.3.3 In its Accountable Body role, the City Council will undertake additional prudential borrowing of £14.729m to support the delivery of the redevelopment of Typhoo building generated through the uplift in business rates within the EZ.

7.3.4 There are financial risks associated with the Accountable Body role, the main one being failure of the EZ to deliver sufficient business rates uplift to cover the level of borrowing and up-front revenue expenditure incurred by the City Council. These risks have and will continue to be managed primarily through detailed financial modelling and by receiving, for independent examination/approval, detailed individual business cases for project expenditure

7.3.5 Based on the latest forecast, incorporating assumed interest rates as at December 2022 from Treasury Management, the revenue cost of borrowing the £14.729m over the life of the EZ programme is expected to be £25.4m.

7.3.6 The scheme will generate additional Business Rates income by enabling key commercialisation investments. The Business Rates Income Growth is estimated to be a net-additional £1.5m per annum from 2026 onwards. Based on the expected delivery year of 2025 and the remaining 21 years of BBC's lease to 2046, this equates to £31.5m of additional Business Rates Income. In addition, it will improve the values of development located around and in proximity to the scheme whilst also increasing the occupancy rates of these developments.



7.3.7 Based on the costs included at 7.3.5 and estimated income at 7.3.6, the scheme anticipates an overall net Business Rates additionality of circa £6.1m over the life of the EZ programme (£31.5m of additional income less £25.4m of borrowing costs).

7.3.8 Within the EZ all business rates are collected by the City Council and any net uplift is allocated to the EZ for a period to 31<sup>st</sup> March 2046. The EZ decide how and where these funds are deployed, making the investment decisions in line with the EZ Investment Plan, subject to the City Council in its Accountable Body role ensuring compliance with the financial governance principles.

## **7.4 Procurement Implications**

7.4.1 There are no procurement implications with the recommendations of this report.

## **7.5 Human Resources Implications**

7.5.1 All activity identified within this report will be managed by existing Council employees. The scheme's Project Management sits within the EZ delivery team and is resourced through the project.

## **7.6 Public Sector Equality Duty**

7.6.1 Due regard and consideration have been given to this EIA for the report recommendations. In overall terms the redevelopment of the Typhoo Factory redevelopment has been assessed as leading to a positive effect on the equality through the provision of new and better paid jobs, apprenticeships, increased GVA, improvements to the perceptions of the place resulting in reduced crime and positive impact on people's quality of life and health.

## **8 Appendices**

Appendix 1 – Typhoo Factory Redevelopment Full Business Case

Appendix 2 – EZ Offer Letter

Appendix 3 – Equality Impact Assessment EQUA1078

Appendix 4 – Environment and Sustainability Assessment

Appendix 5 – Subsidy Control Principles Assessment

Appendix 5.1 - The Subsidy Control Principles

## **9. Background Documents**

9.1 EZ Investment Plan 2019









Henriette Breukelaar  
Chief Executive  
Greater Birmingham & Solihull LEP  
10 Woodcock Street  
Birmingham B7 4BL

Email: [hello@birmingham.gov.uk](mailto:hello@birmingham.gov.uk)  
Tel: 07551 558953

Gerard Ludlow  
Director  
Stoford Properties Ltd  
26-28 Ludgate Hill  
Birmingham  
B3 1DX

[g.ludlow@stofords.com](mailto:g.ludlow@stofords.com) (sent via email only)

29 March 2023

Dear Gerard

### **Enterprise Zone Project Delivery Funding – Former Typhoo Tea Factory Redevelopment (FBC)**

Following the findings of the Independent Technical Evaluation (ITE) and approval by the GBSLEP Programme Delivery Board on 23 March 2023, this letter confirms that your request for Enterprise Zone funding has received approval. This approval is based on the evidence provided in the Full Business Case submitted on 24 February 2023. This letter is to confirm that approval.

As part of the approval, the Former Typhoo Redevelopment project has been allocated a maximum funding contribution of up to **£14,300,000** (fourteen million and three hundred thousand pounds) of Enterprise Zone (EZ) funding towards a total project cost of £69,300,000. The funding will be paid as capital grant in accordance with the GBSLEP Assurance Framework process. Stoford Digbeth Ltd as the grant recipient, is solely responsible for meeting any expenditure over this maximum amount.

This capital grant funding is subject to the satisfactory approval of the project by the GBSLEP Supervisory Board which is anticipated within two weeks of this letter, and satisfactorily providing any additional or outstanding information highlighted in the ITE.

The award of £14,300,000 will be provided under the terms and conditions detailed in the Grant Agreement, sent under separate cover. Acceptance by Stoford Digbeth Ltd of the award is acceptance of those terms and conditions.

### **Outputs and Outcomes**

The grant agreement will also highlight the outputs and outcomes proposed in your approved Full Business Case and the monitoring and evaluation period proposed. These can be summarised as:

Output Description	Quantity	By When
New office space (Grade A, BREEAM 'Outstanding', EPC A)	7,804sqm (GIA)	30 April 2025
New retail space (Grade A, BREEAM 'Outstanding', EPC A)	258sqm (GIA)	30 April 2025
Construction jobs taken up by local workers	28	30 April 2025
Construction jobs taken up by workers from the region	69	30 April 2025
Construction Apprenticeships (young people in the local area)	5	30 April 2025

Table 1: Former Typhoo Redevelopment Project Outputs



Outcome Description	Quantity	By when
Direct Land Value Uplift	£633,389	30 April 2036
Wider Land Value Uplift (regeneration impact)	£36,979,517	30 April 2036
Labour supply impacts (people (re-) entering the labour market)	£2,625,232	30 April 2036
Reduction in crime	Reduce incidents of crime by 10% (Impact value £1,045,804)	30 April 2036
Improve Amenity benefits	£683,925 (Impact value)	30 April 2036

Table 2: Former Typhoo Redevelopment Project Outcomes

## Key Milestones

Key milestones from within the Full Business Case will be agreed within the grant agreement and any variance from these key milestones should be discussed with GBSLEP and may be subject to a change control process.

Milestones	Completion Date
Detailed Planning Application submitted	21 November 2022
RIBA Stage 3 (Spatial Coordination)	31 December 2022
Site Surveys complete	31 March 2023
Detailed Planning Consent	16 March 2023
RIBA Stage 4 (Technical Design)	31 May 2023
Contractor Appointment	31 May 2023
Mobilisation	31 May 2023
Demolition works commence	31 May 2023
Main construction works commence	31 May 2023
Demolition works complete	30 November 2023
Main construction works complete	31 May 2024
Typhoo Shell and Core complete	30 April 2025
BBC Cat A Fit Out	30 April 2025
BBC Technology Install (by BBC direct)	28 February 2026

Table 3: Former Typhoo Redevelopment Project Milestones

## Funding profile

The agreed maximum funding allocation and claims profile for the delivery of the project is detailed below. All funding is allocated to 2023/24 financial years onwards and is considered fixed by the GBSLEP. Therefore, any potential variance from this profile should be discussed with GBSLEP and will be subject to a change control process.



	2023/24	2024/25	2025/26	Total
	£'000	£'000	£'000	£'000
Enterprise Zone Capital Grant	5,788	8,244	268	14,300
Capital (Private Sector)	22,265	31,712	1,023	55,000
Total Project Costs	28,053	39,956	1,291	69,300
BCC Client Role Costs (3% of grant)	174	247	8	429
Total Capital Cost	28,227	40,203	1,299	69,729

Table 4: Former Typhoo Redevelopment Project Financial Profile

## Conditions

This grant award is subject to you satisfying the conditions as set out in the independent technical evaluation referred to above and will be included in the Conditions Precedent of the Grant Agreement to ensure compliance prior to any expenditure being funded by the EZ programme. This letter confirms this requirement.

## Subsidy Control

In putting forward this grant offer, GBSLEP and BCC have assessed and determined that this is a subsidy, which is above the level which is required to be published on the Subsidy Control Database in accordance with the Subsidy Control Act 2020 and is also a Subsidy of Particular Interest, which means that it must be referred to the Subsidy Advice Unit. A material part of this assessment, the referral to the Subsidy Advice Unit and the publication of the details on the Subsidy Control Database is based upon information which you have provided to us. If it is subsequently determined that this assessment is incorrect due to inaccurate information which has been provided, then this may give rise to an element, or all of the grant being withdrawn or being recovered from you. In the event of publication, this will be a matter of public record and the decision can be the subject of challenge by 3<sup>rd</sup> parties and review by the Competition and Markets Authority.

## Publicity requirements

As part of the funding conditions, you will be required to acknowledge GBSLEP and Enterprise Zone funding within all publicity materials. Please can you confirm your communications lead by 14 April 2023, so that we can provide a full briefing on these marketing and publicity requirements.

## Monitoring and reporting

From acceptance of this offer, you will be required to continue to report on progress through regular Project Management Reports. Kerry Billington, Consultant Programme Manager, will act as the principal point of contact for the project.

Yours sincerely



Henriette Breukelaar  
Chief Executive

cc. James Betjemann, Birmingham City Council







Title of proposed EIA	Typhoo Factory Redevelopment
Reference No	EQUA1078
EA is in support of	New Function
Review Frequency	Two Years
Date of first review	31/12/2025
Directorate	Inclusive Growth
Division	Planning and Development
Service Area	Enterprise Zone
Responsible Officer(s)	<input type="checkbox"/> Jane Smith
Quality Control Officer(s)	<input type="checkbox"/> Richard Woodland
Accountable Officer(s)	<input type="checkbox"/> James Betjemann
Purpose of proposal	By redeveloping the Typhoo Factory to bring an iconic listed building back into use, will support regeneration and development potential in Digbeth.
Data sources	Consultation Results
Please include any other sources of data	Consultation on the Typhoo Factory redevelopment has been undertaken through the formal planning process as part of the application process.
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

The scheme will positively:

Improve employment opportunities, creating an additional 470 jobs and result in a increased economic activity of approx. £27m p.a. GVA.

Lead to more and better paid employment opportunities in Digbeth and, thus may alleviate negative factors such as financial problems.

Bring the iconic former Typhoo building back to life which will transform the perceptions of place resulting a sense of pride of place. Moreover, reduced crime could have a significant impact on peoples quality of life and health.

Please indicate any actions arising from completing this screening exercise.

In light of the above, it is not considered that a full equality assessment is required at this stage, however in order to ensure that equalities considerations are fully addressed this position will be monitored and should any equalities impacts be identified, the EA will be revisited and a full assessment carried out.

Please indicate whether a full impact assessment is recommended

NO

What data has been collected to facilitate the assessment of this policy/proposal?

ONS data on income, health and multiple deprivation shows that Digbeth is a deprived area which has seen limited investment in recent decades and that Digbeth is a hotspot for crime and has the second highest number of crime incidents in Greater Birmingham. In a 0.25 miles radius around the site, 576 crimes were recorded in the 12 months to November 2022.



According to ONS data, the median equivalised income in Digbeth is at approx. £20,600 nearly 30% lower than the equivalent at the national level, which is approx. £28,000. The project will address this inequality by bringing approx. 470 high wage jobs to the area and by supporting further jobs in the BBC's supply chain as well as the emerging creative industry cluster in the area.

More in-depth analysis finds that both in terms of child poverty and poverty amongst the elderly in specific, this part of Digbeth is in the first decile, meaning it is one of the areas with the most deprived areas in the country.

#### Consultation analysis

Consultation on the Typhoo Factory redevelopment has been undertaken through the formal planning process. Findings were reviewed and there wasn't anything that indicated there would be any issues regarding equality matters / protected groups through the proposed development.

Adverse impact on any people with protected characteristics.

No

Could the policy/proposal be modified to reduce or eliminate any adverse impact? Not applicable

How will the effect(s) of this policy/proposal on equality be monitored?

The project will comply with this duty as it will provide employment opportunities for Digbeth's diverse local population. The BBC's 2021-23 Diversity and Inclusion Plan has already started to create a more diverse leadership team, has boosted career opportunities for people from all backgrounds, over-hauled the recruitment processes and increased accessibility for disabled staff. At the heart of the plan is a significant boost in the number of apprenticeship places offered, providing more opportunities for talented individuals from all backgrounds to join the



Corporation. Thus, the plan will help ensure the BBC's workforce in Digbeth reflects the community it serves locally. Stoford have a track record of successfully encouraging contractors to engage on community outreach including partnerships with different youth clubs in local, diverse locations, to encourage Black, Asian and Minority Ethnic and other minority workers into the industry. This has included creating apprenticeship schemes to provide these young people with the opportunity to train in construction. **Monitoring** will be captured in line with an agreed Social Value action plan. Employment condition will form part of the planning approval. In addition the EZ funding will monitor outputs and outcomes in line with its grant agreement with Stoford Digbeth Limited.

What data is required in the future?

All outputs and outcomes that form part of the Planning Approval, Employment conditions, Grant Agreement and Social Value Action Plan are required to confirm compliance.

Are there any adverse impacts on any particular group(s)

No

If yes, please explain your reasons for going ahead.

Not applicable

Initial equality impact assessment of your proposal

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

In overall terms, the redevelopment of Typhoo Factory redevelopment has been assessed as leading to a positive effect on the equality through the provision of new and better paid jobs, apprenticeships, increased GVA, improves perceptions of the place resulting in reduced crime and positive impact of peoples quality of life and health.

## QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

No



Proceed for final approval

Yes

Approve

07/03/2023

Yes

Last modified at 07/03/2023 06:54 PM by Workflow on behalf of  James Betjemann

Close







## Environment and Sustainability Assessment

<b>Project Title: Typhoo Factory Redevelopment</b>		
<b>Department: Place Prosperity and Sustainability</b>	<b>Team: EZ &amp; Curzon Delivery</b>	<b>Person Responsible for assessment: James Betjemann</b>
<b>Date of assessment: 15 February 2023</b>	<b>Is it a new or existing proposal? New</b>	
<p><b>Brief description of the proposal:</b></p> <p>With the BBC's lease at Mailbox expiring in 2026, they commenced a site search for a new broadcasting centre on 15 November 2021 and the Typhoo building was selected as their preferred location based on the proposal emphasis on sustainability, low carbon footprint during construction, future flexibility and build design. A commercial deal has now been struck to secure the BBC providing the high quality fit out is achieved and public realm is delivered.</p> <p>More specifically, the initiative makes Net Zero a priority. Because the scheme is an existing building, embedded carbon is saved in the construction process when compared to demolishing and rebuilding other existing, comparable sites. This links well to the goal stated in the <i>BCC Route to Zero Action Plan</i> to promote sustainable construction. The redeveloped former Typhoo Building comes with strong sustainability credentials, such as an EPC 'A' rating, a BREEAM 'outstanding' rating. The building (Shell and Core) is also 'Net Zero Carbon' (NZC) in construction and operation. As an all-electric building, using Air Source Heat Pumps, LED lighting, comprehensive controls and a wide range of internal environmental conditions, the building is enabled to achieve Net Zero Carbon in Operation as the grid decarbonizes. In addition, an area of PV on the roof will be provided to provide an element of the operational energy required. A brown roof will encourage biodiversity. Overall, the scheme will set a new standard in terms of development quality, fit out and design that will act as a president for future development in the area. Thus, the scheme sets a new standard in quality of development, fit out and environmentally friendly design in the area.</p> <p>There are wider sustainability benefits in addition to the building itself. The Masterplan area will build on current brownfield land, thus, taking pressure off developments on greenfield land. The wider scheme will also promote Digbeth as an area that is an inherently sustainable location for development as it features many previously developed sites which are not at their respective maximum lifespan in terms of productive uses. By promoting the area and acting as a catalyst, the scheme will help to ensure that existing developed sites will be used better and see their productive uses optimised. This will reduce the need for carbon intensive new builds elsewhere.</p>		



The new development is well aligned with Birmingham's Transport Plan, which aims at '*reducing transport's damaging impact on the environment, supporting Birmingham's commitment to becoming a carbon neutral city by 2030*'. The new development will provide cycling facilities for storage of 120 bicycles and, thus, will promote the use of active modes of transport. Moreover, the development will be adjacent to the new Digbeth Metrolink station and in walking distance from the new HS2 Curzon Station incentivising the use of public transport and discouraging the use of cars.

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	√			<p>The wider sustainability benefits include building on current brownfield land, thus taking pressure off developments on greenfield land.</p> <p>The new development is well aligned with Birmingham's Transport Plan, which aims at '<i>reducing transport's damaging impact on the environment, supporting Birmingham's commitment to becoming a carbon neutral city by 2030</i>'. The new development will provide cycling facilities for storage of 120 bicycles and, thus, will promote the use of active modes of transport. Moreover, the development will be adjacent to the new Digbeth Metrolink station and in walking distance from the new HS2 Curzon Station incentivising the use of public transport and discouraging the use of cars.</p>
Energy use and CO <sub>2</sub> emissions	√			<p>The building will be designed to be net zero in operation and to BREEAM Excellent standards, with a range of technologies including local energy generation which will enable ongoing operation to respond to climate change challenges in the future.</p> <p>In addition, an area of PV on the roof will be provided to provide an element of the operational energy required.</p>
Impact on local green and open spaces and biodiversity	√			The building will include a brown roof to encourage



				biodiversity. The roof is focused on biodiversity to compensate for the loss of brownfield habitat caused by construction.
Use of sustainable products and equipment	√			The scheme is aligned with the goal to foster 'Environmental technologies'. This is supported by enabling the wider mix-used regeneration of the former industrial area to include land remediation, re-use of materials, deliver a BREEAM 'outstanding' rated building.
Minimising waste	√			The building (Shell and Core) is 'Net Zero Carbon' (NZC) in construction. As an all-electric building, using Air Source Heat Pumps, LED lighting, comprehensive controls and a wide range of internal environmental conditions, the building is enabled to achieve Net Zero Carbon in Operation as the grid decarbonizes. In addition, an area of PV on the roof will be provided to provide an element of the operational energy required. A brown roof will encourage biodiversity.
Council plan priority: a city that takes a leading role in tackling climate change	√			Since the redeveloped former Typhoo building will be net zero during operation, the scheme will lead to savings of 589,008 kg CO2 per year. The UK ETS Authority of the UK Emissions Trading Scheme (UK ETS) prices carbon at £69.15 per ton (as per 19 December 2022). This results in a total savings of £40,730 per year.
Overall conclusion on the environmental and sustainability impacts of the proposal	The Typhoo Factory redevelopment links well to the goal stated in the <i>BCC Route to Zero Action Plan</i> to promote sustainable construction. The redeveloped former Typhoo Building comes with strong sustainability credentials, such as an EPC 'A' rating, a BREEAM 'outstanding' rating.			

If you require assistance in completing this assessment, then please contact: [ESAGuidance@birmingham.gov.uk](mailto:ESAGuidance@birmingham.gov.uk)







## Subsidy Control Principles Assessment Template

Section 12 of the Subsidy Control Act 2022 requires public authorities to consider the subsidy control principles and be of the view that their subsidy or scheme is consistent with those principles before giving an individual subsidy or making a subsidy scheme. This template outlines the main components of the assessment framework which helps to ensure that a subsidy is consistent with these principles. Public authorities should also refer to the full requirements set out in the Act as explained in the Statutory Guidance.<sup>1</sup>

It is recommended that public authorities use this template to assist with documenting their evidence, analysis and conclusions for their principles assessment for most subsidies and subsidy schemes.<sup>2</sup> The depth of the assessment of compliance with the principles for a subsidy or subsidy scheme should be commensurate with the size and the potential distortive impact of the subsidy, or subsidies given under the scheme. This template may be used as the starting point for documenting the principles assessment for Subsidies or Schemes of Interest (SSoIs) or Subsidies or Schemes of Particular Interest (SSoPIs). However, a more extensive assessment on the potential distortive impacts will need to be undertaken for these types of subsidies and schemes.<sup>3</sup>

Public authorities should state what evidence has been used for each component of the assessment. This may involve cross-referencing to specific sections of the associated business case or other internal or external documents. Additionally, it is recommended that public authorities explain their approach to:

- how contradictory or inconsistent evidence was weighed in coming to conclusions under each element of the assessment; and
- any decisions made in relation to the proportionality of not collecting evidence or undertaking analysis as suggested in the Subsidy Control Statutory Guidance.

---

<sup>1</sup> [www.gov.uk/government/collections/subsidy-control-regime](https://www.gov.uk/government/collections/subsidy-control-regime)

<sup>2</sup> A scheme's consistency with the subsidy control principles is generally assessed in the same manner as for individual subsidies. The assessment should focus on the subsidies that could reasonably be given under the terms of that new scheme that have the highest risk of not complying with the principles.

<sup>3</sup> As set out in Chapter 3 ('subsidy design and assessment') of the statutory guidance, public authorities are advised to follow the same four-step assessment framework for these categories of subsidy and to refer to Annex 2 of the Statutory Guidance as well the Subsidy Advice Unit guidance.



Assessment Framework Component	Recommended Evidence
<p><b>Policy objective</b> (Subsidy Control Principle A)</p> <p><b>Step 1</b></p>	<ul style="list-style-type: none"> <li>• <i>Provide details of specific policy objective</i></li> </ul> <p>Property values in Digbeth are low leading to viability challenges for developments. More specifically, Savills' market analysis has shown that values for office space and retail space are approx. 35% and 46% respectively lower in Digbeth than in adjacent areas in Birmingham despite of Digbeth's excellent access to city centre amenities, as well as to local, regional, and national public transport links. Even though an occupier (<b>BBC</b>) has been attracted who is willing to pay rents well above (approx. factor 2) the current Digbeth market rates, a viability gap remains.</p> <p><b>The Enterprise Zone</b></p> <p>The GBSLEP first listed Birmingham City Centre as an Enterprise Zone (<b>EZ</b>) in 2011. The GBSLEP recognises that the area required support to unlock key development sites such as the £500m Paradise scheme and has supported infrastructure and public realm improvements including the Metro Extension and the redesign of Centenary Square. The EZ was then extended to cover the Curzon Masterplan area – including Digbeth – recognising that there is potential on the back of HS2 to deliver 77,000 jobs, 2,000,000 sqm of employment space, 4,000 new homes, and unlock over £1.7 billion of private sector investment.</p> <p>Digbeth has so far seen investment of £16m in Public Realm improvements on Digbeth High Street with GBSLEP's aim to reinvigorate the area into a business and creative district. Thus, the scheme would complement this Public Realm project as the first large scale transformational regeneration project in Digbeth supported by the EZ, given that the EZ was established to provide a mechanism to forward fund this type of regeneration work.</p> <p>The tea factory in Digbeth sits at the heart of the EZ, in a strategically important location south of the Curzon Street HS2 station which is currently under construction. The Enterprise Zone Investment Plan (EZIP) identifies £67m of wider intervention funding needed in Digbeth, making specific reference to Typhoo Wharf as a key public realm asset to invest in (see EZIP, p.16).</p> <p>More broadly, the GBSLEP aims to:</p> <ul style="list-style-type: none"> <li>• Create 250,000 private sector jobs by 2030</li> <li>• Increase GVA by £29bn by 2030</li> <li>• Have the lowest unemployment amongst the LEP Core Cities by 2030</li> <li>• Increase productivity rates to the National Average by 2030</li> </ul> <p><b>The WMCA Strategic Economic Plan</b></p> <p>In addition, the WMCA Strategic Economic Plan sets the following targets:</p> <ul style="list-style-type: none"> <li>• Increase jobs from 1.9m to 2.4 million;</li> <li>• Use 1600ha of brownfield land for first class employment land of national significance;</li> <li>• Productivity will be 5% higher than the national average.</li> </ul> <p>Other goals (and how they will be met) are set out in the section below.</p>



Assessment Framework Component	Recommended Evidence
	<p><b>West Midlands Local Industrial Strategy/ Birmingham City Council's "Our Future City Plan"</b></p> <p>The West Midlands Local Industrial Strategy quotes evidence that Birmingham and Solihull alone have the potential to add nearly 4,000 new creative enterprises and 30,000 new related jobs with the opportunity to scale this across the West Midlands.</p> <p>The West Midlands Local Industrial Strategy aims to add to job growth, make the West Midlands a more innovative, productive and competitive business environment that in turn creates and attracts better paid and highly skilled jobs.</p> <p>Birmingham City Council's "Our Future City Plan" has similar objectives.</p> <p><b>West Midlands Growth Company</b></p> <p>The WMGC has a £24m programme aiming to create a long-term legacy by boosting perceptions of Birmingham, the West Midlands and the UK as world-class destinations for trade, investment and tourism.</p> <p><b>Birmingham's Transport Plan</b></p> <p>This aims at "reducing transport's damaging impact on the environment, supporting Birmingham's commitment to becoming a carbon neutral city by 2030".</p> <p><b>The Ten Point Plan for a Green Industrial Revolution and Midlands Engine – Ten Point Plan for Green Growth plan</b></p> <p>This aims to increase the share of journeys by public transport, cycling and walking and provide more green buildings.</p> <p><b>Build Back Better Policy</b></p> <p>At a national level, the UK's Build Back Better Policy's overarching goal is transformational, aiming to tackle long term problems and deliver growth that creates high quality jobs across the UK.</p> <p>The initiative's vision is for every region and nation to have at least one internationally competitive city, driving the prosperity of the surrounding region and propelling forward the national economy.</p> <p>More specifically, the initiative makes Net Zero a priority.</p> <p><b>Levelling Up agenda</b></p> <p>In addition, Levelling Up is core to central government policy. A core element is the theory that productivity is highly correlated to a wide range of social and economic outcomes, including life satisfaction, crime, health and wellbeing. Improving productivity can have an impact across a range of community indicators.</p>



Assessment Framework Component	Recommended Evidence
	<p>Additionally, at the heart of Levelling Up is the theory that skills and talent of our communities and people is evenly spread across the country, but opportunity is not.</p> <ul style="list-style-type: none"> <li> <i>Establish the existence and significance of the market failure and/or the inequality the subsidy seeks to address</i> </li> </ul> <p>The market failure is negative externalities. Derelict buildings are a blight and attract crime and other anti-social behaviour. Savills' analysis finds that incidents of crime would be reduced by 10% p.a. (approx. 360 incidents) in the area around the Tea Factory if the scheme would go ahead. Savills' detailed market analysis of this former industrial area finds that negative externalities have an effect on the nearby premises and reduce values below what these premises could achieve in a well-functioning market (i.e. occupiers suffer from effects outside of their control) and – most importantly – below the level that would make development commercially viable.</p> <p>The market failure is also evidenced by the fact there has been very limited investment over the last decades. Our analysis finds that most buildings were constructed pre 1945, and the last substantial refurbishment took place in 2013. There is high vacancy of buildings and land, low quality of stock, and multiple surface level car parks (see appendix 14). This is despite the area being located adjacent to the HS2 Curzon Street station, which is currently under construction. The building itself has been vacant for 30 years during which time the market has failed to find a productive use for the property despite its strategic and central location.</p> <ul style="list-style-type: none"> <li> <i>Identify how the subsidy will remedy the market failure (i.e. provide a more efficient outcome) and/or address the equity objective (reduce an inequality)</i> </li> </ul> <p>The project would resolve this market failure by closing the viability gap for the redevelopment of the tea factory building, and creating one of the most advanced office and production space in the region for a nationally significant occupier, the BBC. This will create regeneration benefits, acting as a catalyst for the development of a vibrant cluster of digital, tech, and media occupiers and by ameliorating negative externalities thanks to bringing an iconic building back to life. It would deliver 84,000 sqft of high quality office space and 2,700 sqft of retail space.</p> <p>The high rents the BBC have agreed to pay, and the quality of the proposed scheme will help to raise values in the area up to the levels the market requires to make developments viable, thus, resolving the market failure and leading to a more efficient outcome that enables the factors of production (i.e. capital and labour) to move more efficiently within Greater Birmingham. This would also reduce inequalities as it would create economic opportunities in a deprived part of Birmingham, where the median equivalised income is approx. 33% lower than at the England level.</p> <p><b>The WMCA Strategic Economic Plan</b></p> <p>The scheme is particularly well aligned with the WMCA strategic objectives in addition to those set out above as it will create ■ additional employment opportunities. By bringing in the BBC as an anchor tenant, the scheme will likely</p>



Assessment Framework Component	Recommended Evidence
	<p>attract like-minded businesses into the area and create agglomeration effects, which in turn will support existing businesses' growth and productivity rates.</p> <p>The scheme is particularly well aligned with the goal to use brownfield land for development, as it brings a derelict site back to life and then unlocks further brownfield land for development. It is also aligned with the WMCA goal to foster environmental technologies, supported by the wider mixed use regeneration of the former industrial area to include land remediation, re-use of materials and delivery of a BREEAM "outstanding" rated building.</p> <p>In terms of other goals under the Plan:</p> <p>The scheme plans also aim to further develop the area's vibrant and flourishing 'creative and digital' sector. This is supported by delivering a BBC broadcasting centre as an anchor tenant and high-quality office space that supports the further growth of Digbeth's emerging creative and digital cluster enabling a wider contribution to other sectors by creating additional employment opportunities and business innovation.</p> <p>The goal to harness 'HS2 growth' is supported by delivering the scheme within Digbeth in walking distance to the Curzon Street HS2 station harnessing the potential delivered by improved connectivity and wider station development.</p> <p>The goal to 'exploit economic geography' is supported by investing in the EZ, which has been designated as an area in need of investment and one which will help to achieve the overall economic growth needed for the region. The scheme will deliver retail floorspace and high-quality open space. This will encourage a thriving local economy propelled by an influx of a high skilled employment, visitors and residents.</p> <p><b>West Midlands Local Industrial Strategy/ Birmingham City Council's "Our Future City Plan"</b></p> <p>The scheme will support creative job growth by bringing in the BBC as an anchor tenant. The scheme is well aligned with these strategies and plans as the BBC as an anchor tenant will likely attract like-minded businesses into the area, thus, creating agglomeration effects facilitating knowledge spill overs which in turn will support existing businesses' growth and productivity rates.</p> <p><b>West Midlands Growth Company</b></p> <p>Its objectives are well aligned with the scheme, which aims to improve peoples' perception of Digbeth, putting it on the map as a creative and digital industries cluster centred around the iconic former tea factory helping to enlighten a much wider structural change in Digbeth by being the cornerstone of a significant regeneration project.</p> <p><b>Birmingham's Transport Plan</b></p> <p>The scheme is well aligned with Birmingham's Transport Plan, which aims at "reducing transport's damaging impact on the environment, supporting Birmingham's commitment to becoming a carbon neutral city by 2030". Cycling storage facilities promote active modes of transport, the development is adjacent to the new Digbeth Metrolink station and in walking distance from the new HS2</p>



Assessment Framework Component	Recommended Evidence
	<p>Curzon station, incentivising the use of public transport and discouraging the use of cars.</p> <p><b>The Ten Point Plan for a Green Industrial Revolution and Midlands Engine – Ten Point Plan for Green Growth plan</b></p> <p>The scheme also supports the objectives of the Ten Point Plan for a Green Industrial Revolution and Midlands Engine – Ten Point Plan for Green Growth plan both in terms of “greener” transport and buildings. See else where in this section for the outcomes.</p> <p><b>Build Back Better</b></p> <p>The scheme will support job growth, attract better and higher paid and more highly skilled jobs and kick start the transformational regeneration of Digbeth, as part of the wider master plan.</p> <p>In addition, the initiative makes Net Zero a priority because the scheme is an existing building and so embedded carbon is saved in the construction process when compared to demolishing and rebuilding existing comparable sites. This also links well to the goals stated in the Council’s BCC Route to Zero Action Plan.</p> <p>The redeveloped former tea factory comes with strong sustainability credentials, such as an EPC ‘A’ rating, a BREEAM ‘Outstanding’ rating. The building (Shell and Core) is also ‘Net Zero Carbon’ (NZC) in construction. As an all-electric building, using Air Source Heat Pumps, LED lighting, comprehensive controls and a wide range of internal environmental conditions, the building is enabled to achieve Net Zero Carbon in Operation as the grid decarbonizes. In addition, an area of PV on the roof will be provided to provide an element of the operational energy required. A brown roof will encourage biodiversity. Overall, the scheme will set a new standard in terms of development quality, fit out and design that will act as a precedent for future development in the area. The scheme sets a new standard in quality of development, fit out and environmentally friendly design in the area.</p> <p>There are wider sustainability benefits in addition to the building itself. The Masterplan area will build on current brownfield land, taking pressure off developments on greenfield land. The wider scheme will also promote Digbeth as an area that is an inherently sustainable location for development as it features many previously developed sites which are not at their respective maximum lifespan in terms of productive uses. By promoting the area and acting as a catalyst, the scheme will help to ensure that existing developed sites will be used better and see their productive uses optimised. This will reduce the need for carbon intensive new builds elsewhere.</p> <p><b>Levelling up</b></p> <p>The proposed scheme aligns extremely well with the Levelling Up policy.</p> <p>Firstly, it aims to deliver high value, productive job opportunities, in high growth and value added digital and media sectors, in one of the underperforming areas Birmingham. It also has the potential to deliver productivity and therefore wider</p>



Assessment Framework Component	Recommended Evidence
	<p>economic and social value benefits to a deprived and left behind community, while also supporting other major Government investment initiatives aiming to Level Up the country such as HS2.</p> <p>The scheme aims to invest in a heavily deprived area, which has seen limited growth and investment, and so aims to unlock the potential of the community by delivering opportunities for jobs, skills and economic growth.</p> <p>The scheme will act as a catalyst for the development of the whole Masterplan area and will reduce income inequality further by making high quality developments viable, which are likely to attract high value added businesses.</p> <p>The scheme and the developments it will unlock will also contribute to improving social value due to decreased anti-social behaviour.</p> <p>In addition, opportunities for young people in the area are limited. During construction, the scheme will create a number of apprenticeships - the exact number will be confirmed. During operation, the BBC are likely to support apprenticeships on an ongoing basis as they have already started to do at the Cardiff and Salford offices.</p> <ul style="list-style-type: none"> <li>• <i>State the desired outcome(s)</i> <ul style="list-style-type: none"> <li>• ■ more office and retail jobs for locals during operation (this takes into account that a) the BBC are vacating the Mailbox, i.e. jobs are being 'taken away' there; b) multiplier effects due to supply chain impacts; c) leakage of jobs to people outside of Greater Birmingham who commute to the tea factory)</li> <li>• More high value economic activity leading to an increase in GVA of £27m.</li> <li>• Training opportunities</li> <li>• Promote active and sustainable travel thanks to 120 cycle spots and access to nearby local, regional, and national public transport</li> <li>• Transform perceptions of place</li> <li>• ■ p.a. of additional Business Rates</li> <li>• Reduce crime levels</li> </ul> </li> </ul> <p>These outcomes are complementary to the outcomes set out in the sub-section above and will be measured as welfare benefits using the following indicators:</p> <p>Land Value Uplift, (LVU) is the Governments preferred metric for monetising social benefits as it reflects the change in the productive use of the land, and the price people are willing to pay to access the benefits. There are two elements to LVU, the direct impact on a specific site, moving it from low productive to high productive use; and the wider impact a scheme can have on LVU of adjacent sites or neighbourhoods. In regeneration schemes, the wider LVU impacts of the scheme on surrounding residential, commercial and retail prices can be more significant than site specific impacts. This is set out in more detail in section 2.3 of the FBC template.</p> <ul style="list-style-type: none"> <li>• Direct LVU, estimated to be approx. £0.6m</li> <li>• Wider LVU, estimated to be approx. £37.0m</li> <li>• Labour supply impacts, estimated to be approx. £2.6m</li> </ul>



Assessment Framework Component	Recommended Evidence
	<ul style="list-style-type: none"> <li>• Crime reduction impacts, estimated to be approx. £1.0m</li> <li>• Amenity benefits, estimated to be approx. £0.7m</li> </ul> <p>A comprehensive description of these benefits can be found in the FBC template in section 2.3.</p> <p>Savills have also monetized the environmental benefits in terms of carbon savings. The redeveloped former tea factory comes with strong sustainability credentials, such as an EPC 'A' rating, a BREEAM 'Outstanding' rating. An assessment of project's whole life carbon impact has found that the scheme will lead to savings of 589,008 kg CO2 per year. This equates to total savings worth £40,730 per year. This savings has not been included in the BCR, since the BBC would likely move to another high quality, energy efficient building elsewhere if the former tea factory was not redeveloped.</p> <p>The calculations are set out in detail in section 2.3.5 of the FBC template.</p> <p>The Council considers that the provision of the subsidy is consistent with Principles A.</p>
<b>Appropriateness</b> (Subsidy Control Principle E)	<ul style="list-style-type: none"> <li>• <i>Justify why a subsidy is the most appropriate instrument for addressing the identified policy objective and why other instruments have been set aside such as regulation, direct provision of the good or service by the authority, or loans or equity investment on commercial terms</i></li> </ul> <p>A subsidy in form of a grant used to close the scheme's viability gap (see more detail below) is the most effective and cost efficient means to ensure delivery of the scheme in time for the BBC to move in before their current lease deal at the Mailbox expires. It is also the most efficient and effective means to bring the iconic building back to life.</p> <p>Neither a loan or equity investment could close the viability gap that currently prevents the developer to deliver the scheme. A loan would not close the viability gap, because loan repayments – even if at 0% interest rates – would add to future expenses, thus, lower the value to the funding partner leading to a lower valuation of the scheme. As such, a loan would push the viability gap out into the future but not resolve it and would fail to address the basic issue that development costs outweigh future revenues..</p> <p>Similarly, an equity investment would lead to (some of) the future revenue generated by the scheme being redirected to the equity investor and away from the funding partner. Again, this would reduce the funding partner's valuation of the scheme and, thus, not resolve the viability gap.</p> <p>SDL undertook detailed market engagement with private sector funds to finance the project. Having approached [REDACTED] parties at the outset, (Sept 2022) [REDACTED] and now has in place a preferred funding strategy and agreement. This robust market engagement helps to demonstrate that the private sector funding available is at the maximum feasible level.</p>



Assessment Framework Component	Recommended Evidence
	<p>Direct provision of the scheme by the authority would require the Council to act as a developer and would require CPO as the Council is not in control of the asset. Moreover, it is unlikely that the Council would have the resources and experience required to deliver the scheme.</p> <ul style="list-style-type: none"> <li>The developer's profit will not be inflated by the subsidy. This has been demonstrated conducting detailed financial appraisal with and without the subsidy. The subsidy merely enables the developer to deliver a redevelopment. The profit levels assumed in the development appraisal are no greater than market level in this sector and in fact lower than DLUHC guidance suggests ( [REDACTED] ). Because the future occupier and lease costs have already been agreed, there is a degree of certainty regarding the developer's profit. Moreover, the developer bears the risk of construction cost increases, which further demonstrates that the assumed profit is not above market rates. A clawback clause is being agreed between the grant funding authority and the developer ensuring that any savings thanks to cost efficiencies will be equally shared between the grant funding authority on the one hand and the developer, the land owner and the BBC on the other hand. Additionally, the scheme currently delivers an [REDACTED] profit on cost and the developer will incrementally return [REDACTED] of the grant to the grant funding authority if the scheme achieves above a [REDACTED] profit on cost.</li> </ul> <p>In the absence of the subsidy, the developer would not deliver the scheme and utilise their resources to deliver schemes elsewhere with similar profit margins. Indeed, the building has been unoccupied for 30 years and no other developer has sort to develop it – and would not do so on the basis of the above, without a subsidy.</p> <p>As set out above, the Council considers that a subsidy is the most appropriate instrument to address the policy objective, but it also ensures that the development is brought forward at this time when the site is within an enterprise zone and the arrangements around this have been agreed. Thus the provision of a subsidy (enabling the development to go forward) will mean that [REDACTED] per year in Business Rates will be generated. This reinforces the Council's view that a subsidy is the most appropriate instrument.</p> <p>The Council considers that the provision of the subsidy is consistent with Principle E.</p>
<p><b>Step 2</b></p> <p><b>Baseline no-subsidy scenario</b> (Subsidy Control Principles C &amp; D)</p>	<ul style="list-style-type: none"> <li><i>Set out the future scenario – over both the short and the long-term – In the absence of the subsidy</i></li> </ul> <p>The building has been vacant for more than 30 years and no other developer has sought to develop it. During that time there has been very little interest in occupying the building and conditions have worsened. Now the level of investment required to bring the building back into productive use would be prohibitive for any market driven development scheme. Values for standard offices, or even residential conversion would not bridge the gap to redevelopment. Thus, it is unlikely that there will be a developer willing to take on the risk in the absence of public funding support. This is further elaborated on in the FBC template (see section 2.2.1)</p>



Assessment Framework Component	Recommended Evidence
	<p>In the absence of the subsidy, the redevelopment could not be delivered and the building would remain derelict in (at least) the short-medium term. The BBC, who is a suitable occupier for the building as it is willing to pay above Digbeth market rents (the BBC has agreed to pay [REDACTED] per sq.ft compared to the current average of £17.80 per sq.ft for office space in Digbeth), would move elsewhere within Birmingham, potentially to an area where there is no or little market failure and so the opportunity for such a lessee in an area where there is significant market failure would be lost.</p> <p>Without the BBC as a government backed occupier willing to pay above market rates, the viability gap increases, thus, more public funding support would be required. In the long term, the developer would have to find another occupier willing to pay well above Digbeth market rates to get to redevelopment to the same viability gap and the same level of public funding required. This seems unlikely to happen in the foreseeable future. Thus, the building would become increasingly derelict and, thus, more expensive to redevelop in the future, so the viability gap would be likely to increase leading to the building potentially remaining vacant in the long term.</p> <p>If the subsidy is not provided and the BBC is not attracted as an anchor tenant occupying this iconic building, the Masterplan for the area would not be delivered, there would be very limited regeneration, less new job opportunities for local residents and no Land Value Uplifts.</p> <p>The Council considers that the provision of the subsidy is consistent with Principles C &amp; D.</p>
<b>Additionality Assessment</b> (Subsidy Control Principles C & D)	<ul style="list-style-type: none"> <li><i>Relative to the baseline/no subsidy scenario, provide details of how the subsidy will lead to a change in the economic behaviour of the beneficiary (and therefore brings about something that would not have occurred without the subsidy) which assists with achieving the policy objective</i></li> </ul> <p>The beneficiary is the developer who would not deliver the project if not provided with public funding support. The provision of the subsidy will result in the scheme being implemented and the outcomes set out above.</p> <p>Although not an economic beneficiary of the subsidy, the subsidy will result in the BBC moving to the area and thus resolve the market failure and unlock the delivery of the masterplan.</p> <p>The Council will receive increased levels of Business Rates, which will be reinvested to support further growth across Birmingham.</p> <ul style="list-style-type: none"> <li><i>Please provide appropriate justification if the subsidy will compensate for the costs the beneficiary would have likely funded in the absence of any subsidy such as business as usual costs.</i></li> </ul> <p>The beneficiary (developer) would not deliver the redevelopment in the absence of funding and thus would not fund the costs in question.</p> <ul style="list-style-type: none"> <li><i>For schemes, please provide details of how it has been designed to exclude any groups of beneficiaries where it can be reasonably determined in advance that there is unlikely to be additional benefits that wouldn't have otherwise happened in the absence of the subsidy. Please provide</i></li> </ul>



Assessment Framework Component	Recommended Evidence
	<p><i>appropriate justification where it has not been possible/reasonable to identify and exclude these groups.</i></p> <p>N/A</p> <p>The Council considers that the provision of the subsidy is consistent with Principles C&amp;D</p>
<p><b>Proportionality and Minimising Distortion</b> (Subsidy Control Principle B &amp; F)</p> <p>Step 3</p>	<ul style="list-style-type: none"> <li>• <i>Demonstrate how the subsidy is proportionate and has been designed to minimise any negative effects on competition and investment within the UK whilst still allowing it to meet the policy objective. This should include details how you have considered the following subsidy characteristics (where relevant):</i> <ul style="list-style-type: none"> <li>○ <i>The nature of the instrument</i></li> <li>○ <i>The breadth of beneficiaries and the selection process</i></li> <li>○ <i>The size of the subsidy</i></li> <li>○ <i>The timespan over which the subsidy is given</i></li> <li>○ <i>The nature of the costs being covered</i></li> <li>○ <i>The performance criteria</i></li> <li>○ <i>Ringfencing</i></li> <li>○ <i>Monitoring and evaluation</i></li> </ul> </li> </ul> <p><u>The nature of the instrument: Grant funding to resolve a viability gap</u></p> <p>Savills have carried out detailed financial appraisal showing that there is funding gap of £14.3m preventing the redevelopment of the site without public intervention.</p> <p>This estimate is derived from assessing a) the commercial GDV (i.e. calculated based on the income the developers will receive taking into account an agreed rent free period of three years) which is [REDACTED] and b) total development costs of [REDACTED]. This is based on a) the rent payments [REDACTED] per sqft) the BBC have agreed to pay and b) the Stage 1 tendering process carried out by SDL, which takes into account the buildings structural challenges, asbestos and other pollutants, the site being a listed heritage asset, high fit out costs reflecting the BBC's requirements, the highest BREAM and EPC ratings, and the site being Net Zero during construction. Thus, the estimated funding gap is robust and public support will be limited to the amount. Further detail is provided in Appendix 14 to the FBC.</p> <p>The detailed viability analysis ensures that the estimated funding gap and resulting public funding support minimised distortion in the market as it enables the developer to redevelop the site without profits in excess of what market rates suggest ([REDACTED]). Moreover, there is currently a market failure, which means that there is neither any commercial impetus to develop the site in any event nor is there any commercial incentive to deliver the masterplan. Thus, the funding support is used to address a market</p>



Assessment Framework Component	Recommended Evidence
	<p>failure, which will enable the market to function and will provide a level playing competition in the area in the long term.</p> <p><u>The breadth of beneficiaries and the selection process</u></p> <p>The beneficiary is the developer (Stoford) who is enabled by the subsidy to use its productive assets. In addition, the future occupier (BBC) is enabled to move into its preferred new building. The BBC conducted a competitive site selection process during which it received 19 bids from developers offering premises (all Birmingham based). The developer and the tea factory were chosen as the preferred developers and premises. The grant application was only submitted to GBSLEP when the BBC had already selected the Tea Factory and agreed a lease deal with the developer. Thus, from GBSLEP's perspective, there was (in effect) a pre-selection process by the BBC.</p> <p>The Council is providing the subsidy in the context of the occupier being the BBC. The BBC will be paying above Digbeth market rates to the developer (which assists in closing the viability gap). The land owner is receiving no more than market value for the land, thus, there is no distortion .</p> <p><u>The size of the subsidy</u></p> <p>The subsidy is limited to the size of the currently estimated viability gap. The subsidy is limited to the viability gap so that minimises distortion as much as possible. A clawback clause is being agreed between the developer and the Council to ensure that cost efficiencies will be proportionately captured by both the beneficiary and the Council.</p> <p>The ratio between private and public funding is approx. 4/1, thus, £1 of public funding support is crowding in £4 in private capital. Moreover, the scheme will unlock the delivery of the masterplan, which is anticipated to attract £320 million in private capital.</p> <p><u>The timespan over which the subsidy is given</u></p> <p>The developer prefers to receive the subsidy for to contribute to construction costs of the early stages of the redevelopment, i.e. to be paid in full in Financial Year 2023/2024. Savills' analysis of the funding profile has concluded that full payment of the funding support in FY 2023/24 would <u>not</u> result in the Council's payments being in arrears of construction expenditure. The maximum possible timespan is FY 2023/24 – 24/25. Because the payment is made earlier, this reduces (to a small degree) the viability gap.</p> <p><u>The nature of the costs being covered</u></p> <p>[REDACTED]. This would not include CAT A fit out; no studio space; basic (or even industrial style stripped back) office fit out; no BREEAM ratings sought; and no environmental improvements or net zero standard included. The resultant product brought to the market would therefore likely achieve lower base rents for the scheme.</p>



Assessment Framework Component	Recommended Evidence
	<p>It is considered that this option would not be achievable. The building is a heritage asset, that has been derelict for 30 years, with complex structural challenges and asbestos. It requires careful restoration and redevelopment as well as structural changes to bring it up to even the most basic of building standards for occupation. In addition, the surrounding area requires public realm works. The costs to deliver such works, even to a lower specification would remain significant.</p> <p>At the same time, values in the area are lower compared to the regional average. In the current market, with a shift to more flexible working and 'flight to quality' taking place in the office market, it is expected that demand from occupiers would not support a low grade fit out in such an iconic building. As such the values achievable would not cover the costs needed.</p> <p>The building could be demolished and a new development delivered on the site. However, as the building is of local interest, and an important icon reflecting the history and importance of the Digbeth area, it is unlikely that this option would be supported by stakeholders or council planning policy.</p> <p>It is therefore considered that this option is not appropriate.</p> <p>Initial cost estimates for the scheme were provided by Arcadis to the developer and updated in 2023.</p> <p>Savills have reviewed the cost plan. Because the building has been derelict for a number of years and has some significant issues relating to its refurbishment Savills consider it is appropriate to apply the public spending to the entire building project on a proportional basis of construction spend rather than to individual cost elements. Every activity will have an element of public support attached to it. From the replacement of the weather damaged steel frame, façade refurbishment, window and roof replacement to the new PV panels on the roof.</p> <p>The developer has carried out a two stage competitive tender to select its contractor, thus ensuring that it is not paying greater than market for the works involved in the project. Furthermore:</p> <ul style="list-style-type: none"> <li>▪ <b>Type of contract</b> – JCT Design and Build contract 2016 edition with bespoke amendments. This is the standard UK contract for such works.</li> <li>▪ <b>Contract Management</b> – Throughout the project, SDL runs a live project risk and opportunities register. This is reviewed at two weekly meetings. The project is a key high profile project for SDL and the resource dedicated to the project reflects its importance. The project is being led by two Stoford board directors. Further details are provided in the Management case in the FBC.</li> <li>▪ <b>Value for Money</b> – SDL will monitor the performance of all the professional team and the building contractor throughout the project. SDL proactively work with the team to ensure that they do not slip behind the project requirements, however if any were to fail, be it through an irresolvable performance issue, or financial default SDL would act swiftly to bring in a replacement. Further details are provided in the Management Case in the FBC.</li> </ul> <p><u>The performance criteria</u></p>



Assessment Framework Component	Recommended Evidence
	<p>They key criterion is the delivery of the project to scope and timeline. A clawback clause will be negotiated between the developer and the Council separately.</p> <p>More specific milestones are detailed in the FBC template in sections 5.1.2 and 5.5.</p> <p><u>Ringfencing</u></p> <p>The subsidy is ringfenced in so far as it is will be used for this specific scheme and is paid against eligible costs and thus will not cross subsidise the developer's other commercial activities.</p> <p>As noted above, the developer has undertaken competitive tendering process for all of their contractors and consultants to ensure that they are paying market rates and that the subsidy paid is not used to distort competition amongst contracts and consultants</p> <p><u>Monitoring and evaluation</u></p> <p>The developer will provide invoices for the amounts the subsidy will be spent on and provide monthly updates on the total amount spent to date. This will be furthered laid out once the stage 2 tender has been completed and construction cost estimates for each cost item have been firmed up.</p> <p>The Council considers that the provision of the subsidy is consistent with Principles B &amp; F.</p>
<p><b>Step 4</b></p> <p><b>Balancing Exercise</b> (Subsidy Control Principle G)</p>	<ul style="list-style-type: none"> <li><i>Set out details of the expected benefits of the subsidy (as they relate to the specified public policy objective) and its anticipated negative effects, including in particular any negative effects on competition and investment within the UK, and international trade and investment. This should also include any geographical and distributional impacts. Justify why the negative effects are outweighed.</i></li> </ul> <p>Savills' detailed property analysis finds that the scheme is likely to uplift property values in the surrounding area as it will unlock further developments and make conversion from industrial use to office and retail use viable, thus, crowding in further investment. However, this does not amount to a subsidy to these surrounding landowners.</p> <p>The scheme's Green Book compliant welfare benefits estimated in the FBC (and set out more fully in section 2.3.1 of the FBC) for the purpose of providing a robust Value for Money assessment are as follows:</p> <ul style="list-style-type: none"> <li>• Direct LVU, estimated to be approx. £-0.6m</li> <li>• Wider LVU, estimated to be approx. £37.0m</li> <li>• Labour supply impacts, estimated to be approx. £2.6m</li> <li>• Crime reduction impacts, estimated to be approx. £1.0m</li> <li>• Amenity benefits, estimated to be approx. £0.7m</li> </ul> <p>Moreover, the scheme will unlock the delivery of the masterplan, which will lead to further job opportunities for local residents.</p>



Assessment Framework Component	Recommended Evidence
	<p>The required £14.3m worth of public funding for the scheme will generate over £40m of benefits, resulting in a Benefit-Cost-Ratio of 2.85, which represents 'High' Value for Money according to the DfT's Value for Money Framework. Further details are set out in section 2.4.2 of the FBC template.</p> <p>The land receipt paid to the current land owner, Benacre, is in line with current land values in the area, thus, there is no subsidy to the landowner and no impact on competition.</p> <p>Because investment is currently prevented by depressed values due to market failure, it is not considered that the investment the scheme is likely to incentivise in reflects a market distortion but rather a market correction enabling Digbeth to benefit from the nationally significant HS2 project. This will enable Digbeth to further develop a cluster of digital and tech businesses, that could not be achieved around the BBC's current location at the Mailbox due to site constraints. As such, competition will be increased further creating a virtuous cycle in the area.</p> <p>Thus, the subsidy addresses a market failure and does not distort competition.</p> <p>Negative effects might occur on an individual level, for example, in cases where occupiers of small industrial units will be priced out of the market as use class changes to office use. However, due to the substantial voids (&gt;10% of the total industrial floorspace), it is considered that there is enough slack in the property market to act as a buffer protecting such occupiers from being priced out. Moreover, the positive impact on Digbeth and wider Birmingham from crowded in investment and regeneration in general far outweigh adverse impacts on such individual cases.</p> <p>Because the BBC is not relocating from outside Birmingham, there is no displacement of investment elsewhere. Moreover, the BBC is a publicly owned broadcaster largely funded by the public rather than private income streams, and any indirect effect on competition within its market is likely to be minimal (if any), not least because the BBC itself is not receiving a subsidy and will be paying a higher than market rent for the building.</p> <p>The positive outcomes resulting from the subsidy are set out in full above in this analysis. In summary, the subsidy will address local market failure (as outlined above and in more detail in the FBC template in section B.4) and will unlock the delivery of the masterplan. The regeneration impacts kick-started by the tea factory redevelopment thus contribute to the overarching aims of local (e.g. EZIP), regional (e.g. WMCA Strategic Economic Plan), and national (e.g. Levelling Up Agenda) policy goals. This is outlined in more detail above and in the FBC template in section 1.1.</p> <p>Thus, any effect on competition or investment within the UK and any potential negative effects at the local level are minimal and more than offset by the benefits of the subsidy as set out above.</p> <p>The Council considers that the provision of the subsidy is consistent with Principle G and that the expected benefits of the subsidy outweigh any negative effects.</p>







## THE SUBSIDY CONTROL PRINCIPLES

*Common interest*

- A Subsidies should pursue a specific policy objective in order to—
- (a) remedy an identified market failure, or
  - (b) address an equity rationale (such as social difficulties or distributional concerns).

*Proportionate and necessary*

- B Subsidies should be proportionate to their specific policy objective and limited to what is necessary to achieve it.

*Design to change economic behaviour of beneficiary*

- C (1) Subsidies should be designed to bring about a change of economic behaviour of the beneficiary.
- (2) That change, in relation to a subsidy, should be—
- (a) conducive to achieving its specific policy objective, and
  - (b) something that would not happen without the subsidy.

*Costs that would be funded anyway*

- D Subsidies should not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy.

*Least distortive means of achieving policy objective*

- E Subsidies should be an appropriate policy instrument for achieving their specific policy objective and that objective cannot be achieved through other, less distortive, means.

*Competition and investment within the United Kingdom*

- F Subsidies should be designed to achieve their specific policy objective while minimising any negative effects on competition or investment within the United Kingdom.

*Beneficial effects to outweigh negative effects*

- G Subsidies' beneficial effects (in terms of achieving their specific policy objective) should outweigh any negative effects, including in particular negative effects on—
- (a) competition or investment within the United Kingdom;
  - (b) international trade or investment.







# Birmingham City Council

## Report to Cabinet

25 April 2023



**Subject:** Contract Award for the Operation and Maintenance of Tyseley ERF, Waste Transfer Stations and Household Waste Recycling Centres

**Report of:** Mark Wiltshire – Interim Strategic Director, City Operations

**Relevant Cabinet Member:** Councillor Majid Mahmood, Cabinet Member for Environment  
Councillor Yvonne Mosquito, Cabinet Member for Finance and Resources

**Relevant O &S Chair(s):** Councillor Chaman Lal, Chair of Sustainability and Transport  
Councillor Akhlaq Ahmed, Resources

**Report author:** Meena Chuhan, Interim Procurement Manager,  
[meena.chuhan@birmingham.gov.uk](mailto:meena.chuhan@birmingham.gov.uk)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 010906 / 2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential : Exempt information Schedule 12A to the Local Government Act 1972 (as amended). Paragraph 3. Information relating to the financial or business affairs of any particular person (including the council)		

### 1 Executive Summary

- 1.1 To approve the award of a contract following the Competitive Dialogue (CD) procurement process for the operation and maintenance of Tyseley ERF (Energy Recovery Facility), HWRCs (Household Waste Recycling Centre) and WTS (Waste Transfer Stations) at Tyseley, Kings Norton and Perry Barr, including the re-development of the Kings Norton (Lifford Lane) waste management facility in accordance with the delegations approved by Cabinet in the strategy report in support



of the Waste Strategy Framework 2017 – 2040 (Forward plan Number: 004374/2017) dated 13 February 2018.

- 1.2 The Climate Emergency is integral to the wider waste strategy which prioritises waste reduction and recycling in line with the waste hierarchy. This ten-year (10) 'transitional' contract will support the generation of the post 2034 solution by preventing Birmingham resident's non-recyclable waste being sent to landfill during this transitional period.
- 1.3 The flexibility of the way residual waste is managed within this contract will enable the Council to respond to the emerging requirements of Central Government's Resources and Waste Strategy and the Environment Act; the details of the guidance are still being determined by DEFRA. This will enable the Council to move materials up the waste hierarchy which may feed into developing recycling schemes.
- 1.4 The Tyseley ERF generates power from non-recyclable waste, that generated 184,157 MWh of electricity in 2021 this helped power approximately 63,000 Birmingham households, equivalent to 15% of the homes in Birmingham.
- 1.5 Nationally, the move away from landfill to energy recovery resulted in a 63% reduction in the waste sector's carbon emissions since 1990, on average every tonne of waste treated at Tyseley ERF saves 0.2 tonnes of carbon dioxide compared with landfill.
- 1.6 In this transitional contract, the use of a local solution for treating our municipal residual waste (i.e. at the Tyseley ERF) avoids the impact of hauling the municipal residual waste over longer distances, which adds additional carbon impact and other emissions to our waste management process. It is only by taking control of our carbon emissions that we will fully understand the impact which will help us to make change during the 10 year period as viable solutions for the Tyseley ERF arise.
- 1.7 This transitional contract has been procured for a minimum term of ten-years to focus on the post 2034 solution procurement strategy, to consider tried and tested innovative technologies when they become available in the market. A brief outline of the future 'Birmingham Total Waste Strategy' can be found under Appendix 2.

## **2 Recommendations**

That Cabinet is invited to:

- 2.1 Note that this report relates solely to the award of a contract for the operation and maintenance of Tyseley ERF (Energy Recovery Facility), HWRCs (Household Waste Recycling Centre) and WTS (Waste Transfer Stations) at Tyseley, Kings Norton and Perry Barr, including the re-development of the Kings Norton (Lifford Lane) waste management;
- 2.2 Authorise the Strategic Director of City Operations in consultation with Cabinet Member for Environment, the Strategic Director of Council Management, the Interim Director of Finance and the City Solicitor to enter into a ten-year (10) Agreement with Veolia for the Transitional Contract for the Operation, Maintenance and Renewal of the Tyseley ERF, Waste Transfer Stations and Household Waste Recycling Centres commencing 17 January 2024 subject to the satisfactory conclusion of the Preferred Bidder stage.
- 2.3 Note that if the Council has to take-up contractual variations in relation to the option to extend for periods of up to a maximum of five (5) years for the Operation, Maintenance and Renewal of the Tyseley ERF, Waste Transfer Stations and Household Waste Recycling Centres this would be subject Cabinet authorisation based on budget



availability, satisfactory performance, and timing of the Post 2034 Waste Disposal contract award/commencement.

- 2.4 Authorises capital expenditure for the redevelopment of the Kings Norton Facility.
- 2.5 Authorise the City Solicitor and Monitoring Officer (or their delegate) to execute, seal and complete all necessary documentation to give effect to the above recommendations.

### **3 Background**

- 3.1 Residual waste was historically treated through landfill but in order to reduce greenhouse gas emissions, the Council built an ERF at Tyseley which has been in operation since 1997. Presently, the ERF processes c374,000 tonnes per annum of Municipal Waste which is collected by the Council from homes in the City and commercial properties.
- 3.2 The Council has always been progressive in its approach to planning for the future. The original development of the Tyseley ERF was made during the 1990s and has provided a stable and reliable waste treatment solution for the city. The Tyseley ERF was one of the first of its type to be developed in the UK and since then other local authorities have developed similar facilities. The ERF is currently the only proven, sustainable and cost-effective solution for treating the (8,800 tonnes) of Municipal Waste collected in Birmingham each week.
- 3.3 The Council first awarded the waste disposal contract to Veolia for Waste Disposal Services and the construction of a new incinerator plant on 09 July 1993 for the duration of twenty-five (25) years, which commenced 17 January 1994, and expired on 16 January 2019.
- 3.4 On 11 December 2018, Cabinet approved a five (5) year Interim Agreement extension with Veolia. That commenced 17 January 2019 and expires on 16 January 2024.
- 3.5 Under the five (5) year Interim Agreement Veolia continued to provide the existing services with the addition of essential refurbishment works of the ERF plant at Tyseley. The rationale for the Interim Agreement was:
  - Ensure continuity of services through plant availability.
  - Ensure asset condition was fit for purpose for the re-procurement strategy developed during 2017 and agreed by Cabinet on 13 February 2018 titled: Operation, Maintenance and Renewal of the Tyseley ERF, Waste Transfer Stations and Household Waste Recycling Centres (transitional contract); and
  - Avoid the Council's exposure to additional landfill tax.
- 3.6 Market Engagement carried out in October 2017 in relation to this transitional contract raised the issue that the level of maintenance and operational risk required would require a minimum term of ten years with an option to extend up to a further five years, that would take the potential total term of fifteen years.
- 3.7 To facilitate the Council's future plans there was a requirement to establish this transitional, ten year (minimum) contract for the operation, renewal, and maintenance of the Council's waste management infrastructure (including the Tyseley Energy Recovery Facility, Waste Transfer Stations, and Household Waste Recycling Centres) and other waste management services. The scope of the Transitional Contract includes:
  - Works and services at the Tyseley ERF site for the treatment of the Council's residual waste;



- Works and services at Household Waste Recycling Centres Facilities at Kings Norton, Tyseley, Sutton Coldfield, Tameside Drive and Perry Barr.
  - Works and services at the Waste Transfer Stations at Kings Norton, Tyseley and Perry Barr;
  - Works and services at the Tyseley Clinical Waste Incinerator (CWI), clinical WTS or a clinical waste service;
  - Transport and/or haulage services of waste and materials including provision of transportation vehicles and mobile plant;
  - Provision of waste, recycling, re-use, composting, treatment, processing and disposal services at other sites or facilities.
  - Works and services for the development of waste, recycling or energy infrastructure at other sites and/or facilities, including materials recycling facility, composting facilities, anaerobic digestion, biological treatment processes, mechanical biological treatment, thermal treatment facilities.
  - Net zero carbon works or services including energy management, services and generation including electricity import/export, private wire, district heating, electric vehicle charging and infrastructure, Solar Photovoltaic (PV) and heating, energy storage, Combined Heat and Power (CHP) infrastructure, use of biofuels.
  - Management of residues, materials, products, reagents, chemicals, spares, consumables, auxiliary fuels and commercial waste.
- 3.8 Due to the transitional nature of the 10 year contract, the cost of implementation and the present condition of the technologies in the waste market, initiatives such as CHP, carbon capture, electric Heavy Goods Vehicles (HGV) will be reviewed as part of the post 2034 strategy.
- 3.9 In relation to the Kings Norton works as listed under 3.7, although the cost and scope of works have been dialogued, this is subject to obtaining planning permission for the works to proceed. A contingency HWRC will be provided during the programme of works.
- 3.10 In accordance with the Public Contracts Regulations 2015 and the Public Procurement (Amendments, Repeals and Revocations) Regulations 2016 and delegations approved by Cabinet on 13 February 2018, the Council adopted the Competitive Dialogue (CD) procedure (section 3, regulation 30), which has allowed the Council to dialogue and define the solution throughout the various stages.

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

- 4.1 An options appraisal was conducted and reviewed in 2016, the position of that appraisal remains correct as detailed in Appendix 3.
- 4.2 Options Considered:
- Do nothing / no solution;
  - Not continuing with the procurement;
  - Re-engage with market at merger announcement; and
  - Consider awarding Single Contractor Negotiation (SCN).
- 4.3 Recommended Proposal: The options considered would not allow any flexibility for this highly complex and risky project or the ability to dialogue a solution and give innovation. The options would not allow the Council to value engineer a solution or dialogue innovation, Net Zero Carbon options etc.

Therefore, the recommendation from the Waste Disposal Sponsorship Board was to follow the Competitive Dialogue procurement process.



## 5 Consultation

Governance for the Waste Disposal programme was set out in the 13 February 2018 Cabinet Report titled *Procurement Strategy in Support of the Waste Strategy Framework 2017 – 2040*. In accordance with the governance of the Cabinet report the following boards were formed:

### 5.1 Internal

The **Waste Disposal Programme Board** consists of key members and officers from City Operations, Procurement, Finance and Legal Services to deliver the strategy for waste disposal and associated workstreams who have been involved in the preparation of this report.

The **Waste Disposal Sponsoring Board** consists of Cabinet Member for Environment, Cabinet Member for Finance and Resources, Senior Responsible Officer (City Operations), Strategic Director of City Operations, Director of Street Scene, Chief Finance Officer, City Solicitor and Monitoring Officer, Head of Category (Place) with Programme Board members by invitation who provide political and strategic leadership accountability, direction and oversight to:

- Inform Cabinet on direction change and implementation of the programme and work streams
- Ratify decisions, direction and change identified by the Programme board
- Implementation of the Waste Disposal Improvement Plan
- The procurement of the suite of new waste treatment and disposal contracts.

The **Cross Party Group** were engaged during the early stages of the procurement process on the Council's contract specification.

### 5.2 External

Specialist Engineering and technical support has been provided by Fichtner Consulting Engineers Limited and Legal advice and support from Bevan Brittan LLP.

## 6 Compliance Issues:

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

6.1.1 'Everyone's Battle and Everyone's Business' As part of the qualitative social value submission, Bidders were asked to respond to :

- Commitment to the health and wellbeing of employees through the adoption of policies such as the Workplace Wellbeing Charter;
- The promotion of diversity and inclusiveness;
- Whistleblowing policies and safeguarding against harassment and intimidation; and
- Recruitment, Selection, and retention policies.

6.1.2 The bid will improve the customer experience at the five HWRCs through better traffic management, clearer signage and communications and recycling or diverting from landfill up to 70% of material arriving at the HWRCs.

6.1.3 The recommended decisions contribute to the Council Plan objectives / outcomes:

- Create opportunities for local people to develop skills and make the best of economic growth;



- Strive to maximise the investment in the city and engage local employer to create quality jobs and opportunities for citizens, especially for those in the most deprived circumstances;
- to work with our residents and businesses to improve the cleanliness of our city; and
- to improve the environment and tackle air pollution.

6.1.4 Following Council's declaration of a Climate Change Emergency in June 2019 the procurement exercise was reviewed and believed to be in line with the commitment for the City to be net zero carbon by 2030, or as soon after as a just transition permits. The Council also has a statutory responsibility to the citizens of Birmingham to collect and dispose of their waste and ensure safety of public health within Birmingham. The award of this procurement is for a transitional recycling and resource management contract. The Transitional Contract with Veolia will assist the delivery of the Council's aspiration to be net zero carbon by seeking to move waste up the waste hierarchy – in other words, the reduction of waste and increasing reuse, recycling, and composting.

The Transitional Contract has been deliberately structured on a ten-year basis to allow the waste, resource, and energy market to evolve and create reliable technologies. This also allows the Council a 10 year period in which new technologies can be developed and tried and tested to deliver the long-term solution to its waste and recycling needs, post 2034. These options are already starting to be explored to ensure that Birmingham has a suitable long term solution to meet both its statutory obligations, our climate commitments, and the needs of Birmingham citizens.

In this transitional contract, the use of a local solution for treating our municipal residual waste (i.e. at the Tyseley ERF) avoids the impact of hauling the municipal residual waste over longer distances, which adds additional carbon impact and other emissions to our waste management process. The release of carbon through the process of disposal is the same as whether we dispose of it at the Tyseley ERF or whether it is transported to another facility in the UK. Through continuing to use the Tyseley ERF we have control and visibility over the impact of our waste arisings, with the additional benefit of electricity income. It is only by taking control of our carbon emissions that we will fully understand the impact which will help us to make change during the 10 year period as viable solutions for the Tyseley ERF arise.

#### 6.1.5 Birmingham Business Charter for Social Responsibility (BBC4SR)

Veolia is an accredited signatory to the BBC4SR and has produced an action plan with commitments proportionate to the value of this contract against the following themes;

- Local Employment;
- Buy Local;
- Partners in Communities;
- Good Employer;
- Green and Sustainable; and
- Ethical Procurement

The commitments will be managed and monitored during the contract period. The current arrangement for engagement with schools including Veolia's virtual programme, school visits to the Tyseley education centre and promotion of re-use and recycling during school visits will continue into the new transitional contract.



- 6.1.6 Delivery of the BBC4SR Action Plan will be monitored throughout the contract period by the Street Scene, Contracts Manager.

## 6.2 Legal Implications

- 6.2.1 The Council has a statutory duty to act as both a Waste Collection Authority and Waste Disposal Authority under the Environmental Protection Act 1990.

Under S.111 of the Local Government Act 1972, the Council is entitled to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The Council has a best value duty under the Local Government Act 1999 to improve the efficiency, economy, and effectiveness of the services it delivers.

## 6.3 Financial Implications

- 6.3.1 The report seeks approval to enter into a ten year transitional waste disposal contract with Veolia including approval of capital expenditure to fund the redevelopment of the Kings Norton facility.
- 6.3.2 The transitional contract provides the option for a 5 year extension after the initial ten year term. This would be subject to a further Cabinet decision including relevant financial implications.
- 6.3.3 The cost of the ten year transitional contract is affordable within the current Financial Plan 2023-2027 and funded within the existing Waste Disposal budget including additional allocations as per the Medium Term Financial Plan (MTFP) from 2024/25, which was approved by City Council in February 2023. Cost forecasts have been provided by Veolia through their detailed Financial Model as part of the procurement process.
- 6.3.4 The transitional contract includes assumptions on the level of electricity generated and the associated market price. Assumptions are consistent with external advice received in June 2021 and are well below current market prices. There is a risk of electricity price fluctuations over the contract term, however using prudent assumptions within the Financial Model reduces this risk.
- 6.3.5 The transitional contract requires capital investment for the redevelopment of the Council's Kings Norton facility in the years 2024/25 to 2026/27. Milestone payments to Veolia will be funded by prudential borrowing with repayments over 30 years. The Kings Norton business case forms part of the Exempt Report (Appendix D) with the revenue cost of borrowing funded through an additional budget allocation from 2027/28 as per the Financial Plan 2023-2027.
- 6.3.6 Further financial details are contained within the Exempt Report, Appendix 1.

## 6.4 Procurement Implications

- 6.4.1 The report details the procurement approach carried out in compliance with the agreed Procurement Strategy in accordance with the delegations approved by Cabinet on 13 February 2018 and the Public Contracts Regulations 2015 (regulation 30).
- 6.4.2 To conclude the process the City Council will be engaging in Post Tender discussions to clarify, specify, optimise, and refine without changing essential



aspects of the tender prior to the Preferred Bidder stage, to contract signing and mobilisation.

## 6.5 Human Resources Implications

6.5.1 The contract will be managed by Street Scene Contract Management.

6.5.2 There are no TUPE implications.

## 6.6 Public Sector Equality Duty

6.6.1 The Procurement Strategy for Waste Management Services in Support of the Waste Strategy Framework 2017 – 2040 included an Equality Act 2010 and was agreed by Cabinet in February 2018 which operates city-wide.

6.6.2 Birmingham City Council Equality Analysis conducted, reference EA002528

## 7 Appendices

7.1 Appendix 1 – Exempt Report (Separate document)

7.2 Appendix 2 - Birmingham Total Waste Strategy

7.3 Appendix 3 – Options Appraisal

7.4 Appendix 4 – Environment and Sustainability Assessment

## 8 Background Documents

8.1 13 February 2018 Public Cabinet report, Procurement Strategy for Waste Management Services in Support of the Waste Strategy Framework 2017 – 2040

8.2 11 December 2018 Cabinet report, Waste Disposal Contract Interim Arrangement Agreement











## Appendix 2

### Birmingham Total Waste Strategy

Ricardo Energy and Environment (Ricardo) has been contracted by Birmingham City Council (BCC) to provide technical support for the Birmingham Total Waste Strategy. The Strategy will set out how all waste will be managed over the next 30 years, providing a framework that can interface with other plans and the foundations of a system-based approach to deliver effective waste management, decarbonisation, and a circular economy.

#### Work Completed to Date

1. Project kick off
2. Request for information and baseline model development
3. Review of the Birmingham Development Plan (BDP) and waste evidence base
4. Initial workshop to bring together key stakeholders to seek alignment on the common purpose and aspirations and understand the boundaries of the total waste strategy

As part of this technical support Ricardo has produced a waste baseline analysis, the purpose of which is to estimate the total waste produced by and handled within Birmingham, as well as to determine the total current capacity of all waste facilities within BCC's area.

An initial workshop was carried out on 9<sup>th</sup> November 2022, in attendance were BCC Officers from R20, Waste Management, Planning and Procurement. The main objectives of the workshop were:

- To agree a vision, objectives and scope for the strategy, and
- To agree what the process of making that strategy will be and who will be involved.

#### Proposed Timetable of Deliverables

Task Description	Current Proposed Timeline
Waste Flow Model	31 March 2023
Stakeholder Plan	31 March 2023
Position Paper	28 April 2023
Draft Strategic Framework	12 May 2023
Total Waste Strategy	28 July 2023





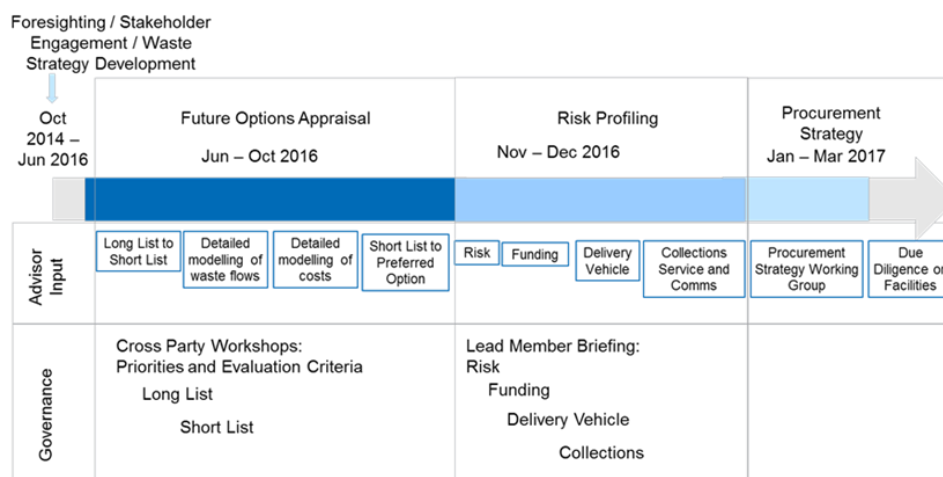


## APPENDIX 3

### Options Appraisal

An Options Appraisal referenced in the diagram below was undertaken in 2016, a shortlist of waste disposal and collection options was prepared and agreed with Councillor Trickett, Councillor Majid Mahmood, Sukvinder Kalsi (representing Finance on behalf of the Council), Robert Barker (representing Legal Services on behalf of the Authority) and Jacqui Kennedy (Corporate Director for the Council).

The diagram below summarises the key activities undertaken to date by the Project Team at the time:



The benefits and challenges of the Self Operate Model vs the PPP Model were discussed at the Infrastructure and Disposal Service Delivery Options workshop conducted on 30 November 2016.

A preference for a contract with the Private sector to refurbish / build and operated the ERF. The detailed risk allocation of the contract was to be developed through further workshops.

The delivery model was revisited specifically to consider the risks and opportunities of:

- Continuing with an open procurement with the private sector (as above)
- Entering a Joint Venture (JV) with Coventry and Solihull to self-operate
- Establishing a Wholly Owned Company to self-operate

Delivery Model – key factors for consideration

- Construction / refurb
  - Operating cost and performance
  - Energy volume and price
  - Third party waste
  - Financing
  - Management capacity
  - Ability to recruit / retain key staff
  - Potential exposure to other plant / liability (Coventry specific)
- } certainty of cash flows

The outcome of the Options Appraisal identified and approved a preferred option for waste disposal services through PPP style contract(s) which include:

- Run the Tyseley Energy Recovery Facility (ERF) for a further 15 years from January 2019 to 2034;



- Run three Transfer Stations including planned refurbishment within the 15 years from January 2019 to 2034;
- Run five Household Waste Recycling Centres and investigate opportunities to involve Small and Medium Enterprises (SME's) and potentially the Third Sector;
- Investigate the feasibility of a BCC owned Mixed Recycling Facility (MRF); and
- Continue with an offtake contract for garden waste processing and other ancillary services.

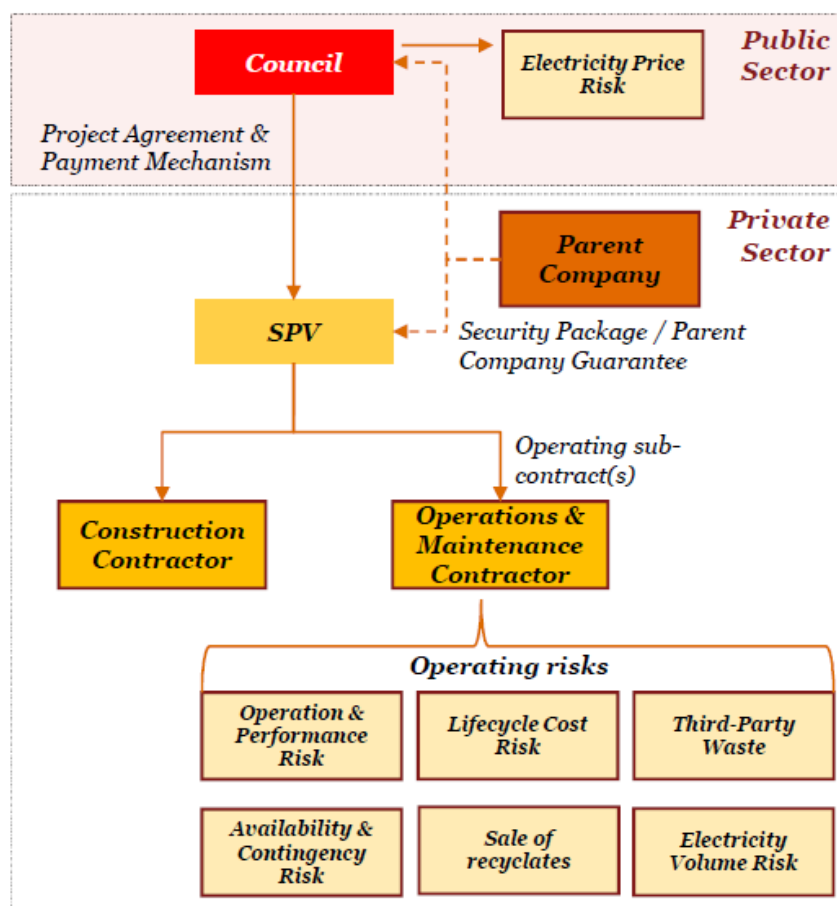
Twelve service delivery options were discussed:

<b>Service Delivery Options</b>	
<b>Options Provided by BCC – Introduction to Commissioning</b>	
Option 1	Decommissioning the Service: The cessation of the service, in whole or in part.
Option 2	Continue to provide the service in-house.
Option 3	The setting up of a new Council function or unit to deliver a particular service.
Option 4	Supplementary contracts/term contract framework agreements.
Option 5	Commission the market to deliver service outcomes.
Option 6	Transfer some or all of an asset to the community, trust, charity, service user group or other body (including Social Enterprises).
Option 7	Market Shaping to establish quality and adequacy of supply to meet a range of needs from individuals' purchasers.
Option 8	The re-negotiation of existing arrangements with current providers.
Option 9	The transfer of a function to another provider (9i – Wholly Owned Company) (9ii – Emergent Organisations)
Option 10	The creation of a public-private partnership, through a strategic contract or joint venture company.
Option 11	Use of existing third-party Contracts.
Option 12	The joint commissioning or delivery of the service outcomes – Collaboration (including Shared Services).
Option 13	Use a mixture of making and buying.

The twelve options were discussed and reduced to five viable options (3, 9, 10, 12 and 13), from which option 10 was agreed upon as the most viable option via a Private Public Partnership (PPP) contract with the private sector to deliver services, as this could take a variety of forms with differing risk allocation.



## Structure of a PPP contract with Private Sector



A number of packaging options were discussed as illustrated below, the outcome of those discussions was a preference for option 2, with some further debate required on whether the Household Waste Recycling Centres (HWRCs) that share site entrances and weighbridges with Waste Transfer Stations (WTSs) should be let separately or together.

## Packaging Options

We discussed a number of illustrative packaging options at Friday's workshop:

1	ERF, Transfer Stations, HWRC, MRF, Green Waste, Other (clinical)									Current model- Limited opportunity to improve value	X							
2	ERF, Transfer Stations (incl. fleet)		HWRC* & Associated Items		MRF		Green Waste		Wet Waste		Other (clinical)		Optimises interfaces and operating model, presents greatest potential (See over)	✓				
3	ERF, Transfer Stations		HWRC* & Associated Items		MRF		Fleet		Green Waste		Wet Waste		Other (clinical)		Similar to option 2, however identified that fleet integral to an efficient operating model	X		
4	ERF	Transfer Stations	HWRC*		HWRC Associated Items		MRF		Fleet		Green Waste		Wet Waste		Other (clinical)		Further separation of ERF and TS is unlikely to improve value, link key to managing flows	X
5	All Items Procured Separately											Creates a lot more interfaces and contracts to managed.		X				
ERF	Transfer Stations	HWRC		MRF		Green		Wet Waste		Other (including HWRC associated items)					Management		Clinical	
X	Other options													Unlikely that separating by function would create any additional value		X		
Geographic		Technical i.e. plant / mechanical etc			Haulage / Fleet		Recycling		Domestic		Trade		Clinical				Green	







### Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/ decision/development proposal is likely to have on the environment. This assessment must be completed for CLT and Cabinet reports where appropriate. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete.

To complete the assessment, you should consider whether the proposal will have a positive or a negative impact on each of the key themes by placing a (✓) for positive, (x) for negative and (?) for unclear impact, and (N/A) for non-applicable impact. Further guidance on the completion of the template is available on page 3 below.

<b>Project Title:</b>	P0599: Tyseley Energy Recovery Facility, Waste Transfer Stations & Household Waste Recycling Centres – Operate, Maintain & Renewal			
<b>Directorate:</b> City Operations	<b>Team:</b> Street Scene	<b>Person Responsible for assessment:</b> Darren Share		
<b>Date of assessment:</b> 31/01/2023	<b>Is it a new or existing proposal?</b> New Contract Award			
<b>Brief description of the proposal:</b> To approve the award of a contract following the Competitive Dialogue (CD) procurement process for the operation and maintenance of Tyseley ERF (Energy Recovery Facility), HWRCs (Household Waste Recycling Centre) and WTS (Waste Transfer Stations) at Tyseley, Kings Norton and Perry Barr, including the re-development of the Kings Norton (Lifford Lane) waste management facility in accordance with the delegations approved by Cabinet in the strategy report in support of the Waste Strategy Framework 2017 – 2040 (Forward plan Number: 004374/2017) dated 13 February 2018.				
<b>Potential impacts of the policy/development/ decision on:</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	<b>No Specific Impact</b>	<b>What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?</b>
Natural Resources - including water, soil, air		✓		There are both positive and negatives as a result of the award of this contract, however the cumulative impact is negative. Part of the award of this report is for the operation and maintenance of the Tyseley Energy Recovery Facility (ERF) which is used to process residual waste collected in Birmingham through incineration. Several major studies have been completed which have been analysed and summarised in a wide ranging study issued by Public Health England (PHE) on the health impacts of modern municipal



				<p>waste incinerators. PHE has concluded from the studies that “modern, well run and regulated municipal waste incinerators are not a significant risk to public health. While it is not possible to rule out adverse health effects from these incinerators completely, any potential effect for people living close by is likely to be very small.” Tyseley ERF is a well-run incinerator and is operated in compliance with the latest regulations for modern incinerators. <a href="https://www.gov.uk/government/publications/municipal-waste-incinerators-emissions-impact-on-health/phe-statement-on-modern-municipal-waste-incinerators-mwi-study">https://www.gov.uk/government/publications/municipal-waste-incinerators-emissions-impact-on-health/phe-statement-on-modern-municipal-waste-incinerators-mwi-study</a></p> <p>The redevelopment and modernisation of our Waste Transfer Stations at Kings Norton and Tyseley ensures for better facilities for the management of waste during the transfer process to reduce noise and air pollution and any potential for ground contamination.</p> <p>The Contract has a strong emphasis on ensuring that extremely minimal levels of waste is sent to landfill, which has impacts on water, soil and air quality, and provides management of the ERF facility for those wastes (Persistent Organic Pollutants) for which government guidance is that they can only be dealt with through the process of incineration.</p>
Energy use and CO <sub>2</sub> emissions		✓		<p>There are both positive and negatives as a result of the award of this contract, however the cumulative impact is negative. The CO<sub>2</sub> emissions from the operation of the Facility are reported in the National Atmospheric Emissions Inventory, which reports that in 2020 Tyseley ERF emitted 42,270 tonnes carbon dioxide (reported as carbon), which is 155,000 tonnes of carbon dioxide, from the combustion of the non-biogenic fraction of the waste processed at the</p>



				<p>facility. Approximately 50% of the carbon dioxide emitted from waste combustion is from biogenic sources which is short cycle and therefore has no net global warming impact.</p> <p>The award of this contract will ensure that plant at Tyseley will continue to be updated to ensure that it complies with emissions limits and the wider requirements of its Environmental Permit through to the end of its service, whilst ensuring the residual waste which BCC has a statutory obligation to collect is dealt with responsibly and efficiently. It is important to recognise that the Tyseley Energy Recovery Facility (ERF) displaces the Greenhouse Gas (GHG) emissions from the landfill that would otherwise be needed to dispose of the waste. The electricity generated by the ERF also displaces the electricity and associated carbon emissions that would otherwise be generated by fossil fuel power stations. Our Technical Consultants have undertaken a number of quantitative assessments, in line with government guidance, which show that when a municipal waste incinerator is compared with the alternative of disposal of the waste in a typical large modern landfill site, there is a net reduction in carbon emissions. The waste processed by Tyseley ERF is the residual waste left after recycling has taken place, for which the only alternative would be disposal in landfill.</p> <p>Nationally, the move away from landfill to energy recovery resulted in a 63% reduction in the waste sector's carbon emissions since 1990, since on average every tonne of waste treated at Tyseley energy recovery facility saves 0.2 tonnes of carbon dioxide compared with landfill.</p> <p>The Tyseley Energy Recovery Facility has R1 status Permit, meaning it is classified as an efficient recovery option by the Environment Agency. The Tyseley ERF generates power</p>
--	--	--	--	---



				from non-recyclable waste, that generated 184,157 MWh of electricity in 2021 this helped power approximately 63,000 households, equivalent to 15% of the homes in Birmingham. Each tonne of residual waste converted to electricity in the ERF generates ~490 KWh of electricity exported which is enough to meet the electrical requirements of an average household for 2 months. Birmingham City Council is working with its citizens to improve recycling rates, but there are some parts of the waste stream that cannot currently be recycled at this time, including certain types of plastic. The waste processed at Tyseley is waste presented by residents as residual waste, which is the waste that remains after all current recycling activities have taken place.
Quality of environment	✓			This contract award ensures that BCC meets its statutory obligations for duty of care to Birmingham citizens by providing a proven and reliable method for the disposal of its waste, to prevent any build-up of waste which could be harmful to public health
Impact on local green and open spaces and biodiversity	✓			The redevelopment of Kings Norton facility includes a biodiversity area which will give improved biodiversity to the local area. The Tyseley site improvements includes the creation of a biodiversity corridor which will link areas of biodiversity in Birmingham.
Use of sustainable products and equipment	✓			The approach to the redevelopment at Kings Norton follows that outlined in BCC's Guidance Note 'Sustainable Construction and Low and Zero Carbon Energy Generation', and reports on how the proposed redevelopment meets the standard of sustainable design and construction throughout all stages of the development including both construction and long term management.



				<p>The development has been designed with a focus on how it will:</p> <ul style="list-style-type: none"> <li>• adapt to climate change through implementation of a Sustainable Urban Drainage System (SuDS), reduces overheating, conserves water and reduces flood risk;</li> <li>• procure materials which promote sustainability, including by use of low impact, sustainably sourced, reused and recycled materials;</li> <li>• minimise waste and maximise recycling during construction and operation;</li> <li>• be flexible and adaptable to future occupier needs;</li> <li>• incorporate measures to enhance biodiversity value;</li> <li>• reduce carbon dioxide emissions through the energy efficient design of the site; and</li> <li>• further reduce carbon dioxide emissions through the use of on-site renewable energy technologies where feasible.</li> </ul> <p>Further details of this are included in the planning application.</p>
Minimising waste	✓			<p>The bid will improve the customer experience at the Council's five Household Recycling Centres (HWRCs) through better traffic management, clearer signage and communications and recycling or diverting from landfill up to 70% of material arriving at the HWRCs. Improvements to</p>



				<p>the dated site at Kings Norton will also ensure greater waste separation, further helping to drive waste up the hierarchy.</p> <p>The bid offers education opportunities which can be delivered to Birmingham citizens to improve their knowledge of waste and recycling to enable them to make better decisions in the personal management of their waste at home.</p> <p>Part of the focus for this this contract award is also to allow for the movement of Birmingham citizen's household waste up the waste hierarchy. The proposals as part of the contract includes:</p> <ul style="list-style-type: none"> <li>• Three additional reuse shops at the HWRCs and an innovation hub for both community and industry to develop and share skills around repair, reuse and sustainable living.</li> <li>• An electric narrowboat recycling centre proposed to run between Kings Norton and Tyseley.</li> <li>• Improvements to the Castle Bromwich recycling site which allows the ERF by-products to be recycled and used in road construction.</li> <li>• Provision of infrastructure at the Waste Transfer Stations to allow future food waste collections.</li> </ul>
Council plan priority: a city that takes a leading role in tackling climate change		✓		<p>As stated above, it is important to recognise that processing the residual waste at Tyseley ERF generates less GHG emissions than would be emitted if the waste were disposed of via landfill. This means that the operation of the ERF is a net benefit for climate change when compared to landfill. The waste processed by Tyseley ERF is the residual waste</p>



				<p>left after recycling has taken place, for which the only proven alternative would be disposal in landfill.</p> <p>Climate change has been at the forefront of this procurement and a number of carbon reduction measures will be implemented as part of the contract, where there is technology at a suitable level of development ready to deploy. These include solar PV panels, heat pumps in offices, electric vehicle charging, and recycling improvements.</p> <p>A strategy for a long-term solution for the city is being developed, and it is at this point where we anticipate being able to explore emerging technologies (not yet sufficiently tried and tested) to realise our ambitions for a cleaner environment. However, the complexity and importance of a secure path for the disposal of the large quantities of waste that Birmingham generates as a city needs to be considered. It is also important from a climate change perspective to ensure that the solution provides a robust and reliable diversion from landfill to prevent the associated GHG emissions associated with landfill. Any new technology deployed as an alternative to ERF that then fails or even just underperforms, could result in significant quantities of waste to landfill, with the consequent climate change and cost impacts.</p> <p>The importance of the BCC's ambitions and the options available has been a part of discussions throughout the various phases of dialogue, taking place between late 2020 and continuing until August 2022. As part of their submission, bidders were required to propose carbon reduction measures. It is recognised that this is a transitional contract procured for a minimum term of ten-years to focus on the post 2034 solution procurement</p>
--	--	--	--	---



				<p>strategy, to consider tried and tested innovative technologies when they become available in the market. Continued use of the existing ERF avoids the construction emissions of building a completely new facility whilst, the current facility is still viable.</p> <p>Birmingham is owning the responsibility for any impact caused in the process of dealing with residual waste produced in the city, rather than it being exported elsewhere. Through this approach BCC is able to have more influence as newer, reliable, and affordable technologies become available. This also means that contract keeps the miles hauled for Birmingham's waste to a maximum of 8 miles, which reduces unnecessary emissions from haulage to an alternative facility or landfill site.</p>
Overall conclusion on the environmental and sustainability impacts of the proposal	<p>Whilst we appreciate that some elements of this contract may delay Birmingham's aspirations for 2030, but this allows for the opportunity for Birmingham to find the solutions to meet these targets in 2034. This contract has been secured with the lowest term possible within the industry to allow for emerging technologies to mature during the term to place Birmingham in the most beneficial position once these technologies are proven and reliable.</p> <p>Over the short term, this contract is the most sustainable and has the least environmental impact of all the options we have considered. This is because we are using existing facilities, which avoid the significant carbon footprint of the development of a major new facility.</p> <p>This contract is supporting the energy security of Birmingham by generating power from non-recyclable waste, that generated 184,157 MWh of electricity in 2021. This helped power approximately 63,000 households, equivalent to 15% of the homes in Birmingham</p> <p>There are also a number of opportunities being provided as part of this new contract, as demonstrated above, which will make improvements for Birmingham's residents and their environment.</p>			



# Birmingham City Council

## Report to Cabinet



25<sup>th</sup> April 2023

**Subject:** **ARDEN CROSS LIMITED BUSINESS PLAN & BUDGET FINANCIAL YEAR 2023/2024**

**Report of:** Strategic Director – Place, Prosperity & Sustainability

**Relevant Cabinet Member:** Councillor Ian Ward, Leader of the Council  
Councillor Yvonne Mosquito, Finance and Resources

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

**Report author:** Ashley Skinner, Investment & Valuation, Tel 0121 464 2117  
Email Address: ashley.skinner@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Outside of City Boundary (Solihull Metropolitan Borough Council)		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011075/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Exempt Appendices 3, 4 and 5 Information relating to the financial or business affairs of any particular person (including the council)		
Schedule 12A Local Government Act 1972		

### 1 Executive Summary

- 1.1 This report seeks approval to update Cabinet on progress to date and to approve the Arden Cross Ltd (ACL) Budget and Business Plan for the Financial Year 2023/2024.



## **2 Recommendations**

- 2.1 Notes ACL's revenue budget for 2023/24 and approves Birmingham City Council's (BCC's) contribution as per the terms of the ACL Shareholders Agreement; approved on the 28th October 2020.
- 2.2 Authorises the City Solicitor (or their delegate) to negotiate, execute and complete all relevant documentation required to give effect to the above recommendation.

## **3 Background**

- 3.1 Arden Cross is a strategic development site extending to 140 hectares, located on the east side of Birmingham, adjacent to the NEC, Birmingham International Airport and Birmingham International train station. The site in its entirety is located within Solihull Metropolitan Borough Council (SMBC).
- 3.2 The site is the location of the HS2 Interchange Station now under construction which once built will provide fast connections to the major UK cities.
- 3.3 The Arden Cross site is principally owned by three landowners, BCC, Packington Estate and Coleshill Estate who have pooled their land interests to enable the delivery of a comprehensive mixed-use development and have entered into an Option Agreement with ACL which entitles ACL to draw down these land interests for the purposes of such development.
- 3.4 ACL is a Special Purpose Vehicle (SPV) that the landowners have created to ensure the development comes to fruition. ACL is financed by the landowning shareholders through a SPV Shareholders Agreement. ACL provide forecast operational budgets that are supported by a business plan each year.
- 3.5 The Council has two officers who are directors of ACL; the Director of Planning, Transport & Sustainability and Assistant Director of Investment and Valuation. In the report to the Leader of the Council dated 20th October 2020 "Land at Bickenhill Lane, Arden Cross.... Shareholders Agreement", it was recommended that a City Council Arden Cross/HS2 officer and member project board be established to provide separate unconflicted Council oversight of its interests at Arden Cross and approve ACL's requests for shareholder contributions.
- 3.6 ACL commissioned the production of an evidence-based masterplan ([www.ardencross.com](http://www.ardencross.com)) aligned with Her Majesty's Government compliant HS2 scheme. The masterplan and business case articulate that the site can deliver an exciting mix of over 6 million sq ft of commercial space, 3000+ new homes with unrivalled public realm to include a new 12 hectare country park at its heart.
- 3.7 Once fully developed the site has the capacity to accommodate at least 27,000 jobs that will deliver an additional £1.4bn Gross Value Added to the local economy per annum. The gross development value of the development exceeds £3bn.



- 3.8 The masterplan and business case have the support of local and regional Government and is being mobilised with the necessary departments of central Government who have offered support for the proposals. In the March 2021 Budget, HM Treasury made provision of a financial support package by way of a £50m grant to fund the first phase of Multi Storey Car Park (MSCP).
- 3.9 The landowning parties entered into a land agreement with the Secretary of State for Transport in 2016, that amongst other things enabled the landowners to utilise the infrastructure being delivered by HS2 to access their development land, provide for easements across the HS2 permanent infrastructure and ensure that land 'temporarily required' during the construction of the railway is returned to the relevant landowners for development. This will be the topic of a further report to Cabinet.
- 3.10 The Business Plan and Budget is detailed at Exempt Appendix 4 and provides confidential financial information.
- 3.11 The strategic approach to the utilisation and disposal of the City Council's property assets was outlined in a report of the Director, Inclusive Growth entitled "Property Strategy 2018/19-2023/24 (the Property Strategy) approved by Cabinet in November 2018.
- 3.12 The development of this site will contribute to the creation of jobs within the plan area with employment and skills programmes put in place to connect these opportunities to the local communities. The arrival of HS2 and extension of the Midland Metro from the City Centre to Birmingham Airport and the proposed HS2 Interchange Station will improve connectivity within the wider City region.

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

- 4.1 ACL and its property advisors have considered a number of options for the development of the site as set out in earlier reports.
- 4.2 Ongoing work is outlined in more detail in Exempt Appendix 3.
- 4.3 The delivery of the subject site will promote investment into the city region economy.

#### **5 Consultation**

- 5.1 As the proposals for development of the site are progressed further public consultation will take place including all future planning applications relating to the site.
- 5.2 No external consultation has taken place regarding the contents of this report, beyond the informal discussions with ACL.



## **6 Risk Management**

- 6.1 Risks will be identified, evaluated and managed by ACL and HS2 in line with the Project Board's Risk Management Methodology. The initial risks and opportunities are shown in the Risk Register at Exempt Appendix 5.

## **7 Compliance Issues:**

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

The decisions recommended in this report will facilitate the development of the Site which contributes to:

- 7.1.1 The Property Strategy which is aligned with the strategic outcomes outlined in the Council's Corporate Delivery Plan 2022-2026 prioritises jobs and skills for Birmingham to be a great city to succeed in and to be renowned as an enterprising, innovative and green city. The scheme will support inclusive sustainable growth in the number of jobs, invest in infrastructure to develop a modern, sustainable transport system; invest in growth sectors; and provide training for residents so that they can take advantage of sustainable employment. The scheme will deliver on actions within the Delivery Plan to concentrate on significant areas of opportunity, by facilitating jobs and training opportunities using the City Council's property assets to accelerate regeneration and investment and by facilitating the expansion of the Metro.
- 7.1.2 As the largest local authority in the country with the biggest property portfolio, the Council has the opportunity to utilise its property and land assets in a strategic way to deliver its priorities.
- 7.1.3 The Property Strategy takes a medium to long-term strategic approach to how the City Council utilises its commercial property assets and will ensure a balanced delivery of maximised commercial and social returns. Re-aligning the Council's land and property will provide a catalyst for development and underpin the social fabric of communities across the city region.
- 7.1.4 The Birmingham Connect Mobility Action Plan sets out a vision to create a transport system which puts the user first and delivers the connectivity that people and business require. The aim is to improve people's daily lives by making travel more accessible, more reliable, safer and healthier, and using investment in transport as a catalyst to improve the fabric of the city.
- 7.1.5 The development of the Site for employment uses is a key part of the Regional Growth Strategy and will be complemented by skills and training



programmes to connect the local community to the job opportunities created.

#### 7.1.6 Net Zero Carbon Measures –

The preparation of the master plan was both supported and informed by Environment and Sustainability Appraisals. In terms of ongoing work, the ACL team is working with key stakeholders to ensure the site fulfils overarching objectives in terms of ‘pollution free’ transport modes, e.g. an Automated People Mover; car free gateways; and green and blue infrastructure design. ACL is also working with UGC and other UK Central Hub stakeholders to identify the means to optimise use of renewable energy sources wherever possible.

## 7.2 Legal Implications

7.2.1 The power to dispose of land is contained in Section 123 of the Local Government Act 1972.

7.2.2 Section 1 of the Localism Act 2011 contains the Council’s general power of competence, which is circumscribed only to the extent of any applicable pre-commencement restrictions and any specific post-commencement statutory restriction of the power, and Section 4 of that Act contains the Council’s power to exercise this general power of competence for commercial purposes through a company. Section 111 of the Local Government Act 1972 contains the Council’s ancillary financial and expenditure powers in relation to the discharge of its functions including the disposal and acquisition of property.

7.2.3 The information in Exempt Appendices 3, 4 and 5 is commercially sensitive with regard to the project’s delivery. Exempt information is set out in Schedule 12A of the Local Government Act 1972 (as amended) and paragraph 3 of schedule 12A includes information relating to the financial or business affairs of any particular person (including the council). It is in the public interest to treat the information in Exempt Appendices 3, 4 and 5 as exempt information as they contain commercially sensitive information of a financial or business nature, which if disclosed to the public could be prejudicial to a named, individual or company.

## 7.3 Financial Implications

7.3.1 Exempt Appendix 4 contains details of ACL’s revenue budget for 2023/24 for which the Council makes an annual contribution. This is treated as a revenue loan and will be repaid by the development partner or as part of the shareholder (landowner) returns from future development returns as per the legal agreement with ACL. This could be in the form of capital receipts, rents or dividends negotiated by ACL.



## **7.4 Procurement Implications**

7.4.1 A draft Social Value plan has been produced for the project, which will be developed further with all stakeholders. The ACL business case prepared in 2021 identified that Arden Cross has the ability to deliver up to 27,000 jobs, 16,000 of which will be new.

7.4.2 The Arden Cross Community and Social Value Strategy identifies the intent for the provision of employment for the local workforce and to ensure jobs are accessible. This strategy was shared with all potential Partners and it has been confirmed to SMBC that Social Value will be a key consideration.

## **7.5 Human Resources Implications**

7.5.1 The Council is using existing staff from the Investment and Valuation Service and Planning and Development Service of the Place, Prosperity and Sustainability Directorate to progress this project.

## **7.6 Public Sector Equality Duty**

7.6.1 The programme has been undertaken in accordance with the Property Strategy. The Property Strategy is a policy document setting out the strategy principles associated with property assets and at this stage there are no specific implications.

7.6.2 The Equality Analysis EQUA1068 is attached at Appendix 2, which concluded that the scheme will help create a framework that will positively impact on the quality of life of the area's diverse community. A further Equality Analysis will not be required at this stage, as the report recommendations do not have an adverse impact on the groups and characteristics protected under the Equality Act 2010.

## **8 Appendices**

8.1 List of Appendices accompanying this report:

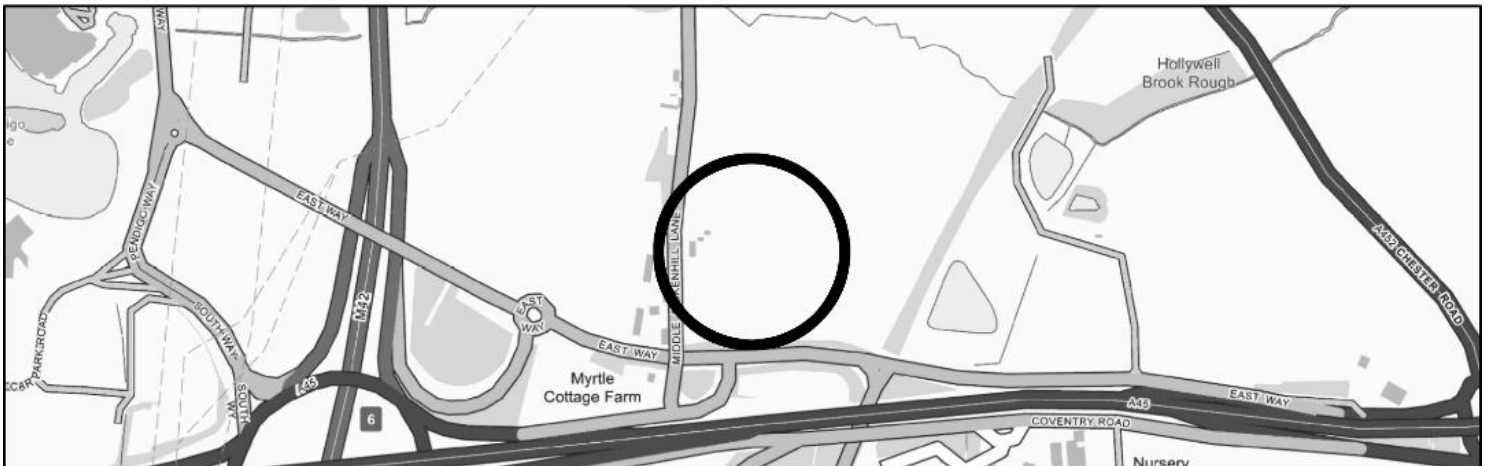
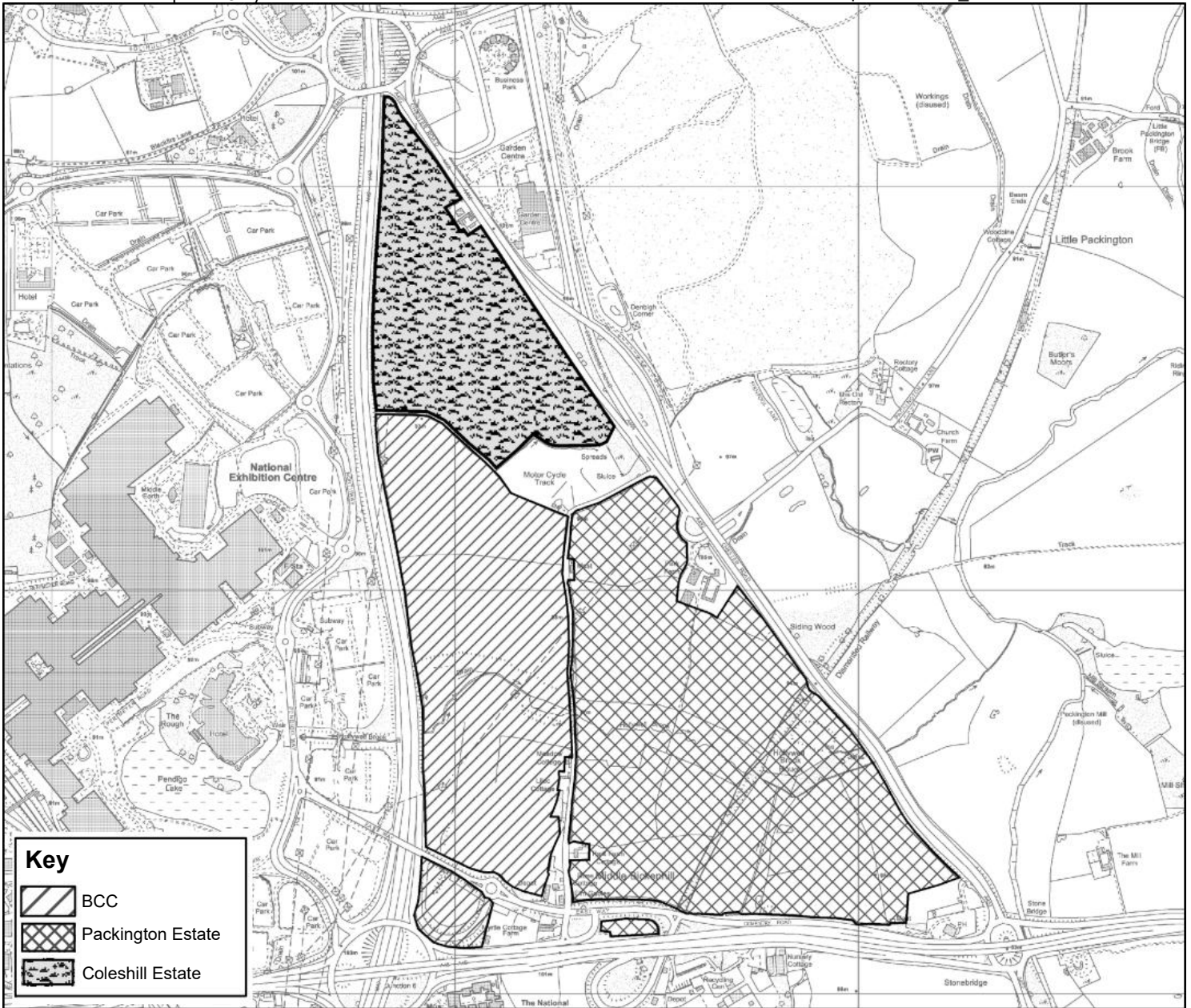
1. Appendix 1 Site plan
2. Appendix 2 Equality Impact Assessment EQUA1068
3. Exempt Appendix 3
4. Exempt Appendix 4 ACL Revenue Budget 2023/24
5. Exempt Appendix 5 Risk Register

## **9 Background Documents**

9.1 Land at Bickenhill Lane, Arden Cross adjacent to the proposed HS2 Interchange Station, Solihull, Landowner Options Agreement and Revised Shareholders Agreement; Leader report 28<sup>th</sup> October 2020

Arden Cross Interchange Triangle Contractual Agreements to Enable Development; Cabinet report 18<sup>th</sup> May 2021





© Crown Copyright and database right 2022. Ordnance Survey 100021326.  
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.



Kathryn James  
Assistant Director Property  
Place, Prosperity & Sustainability Directorate  
10 Woodcock Street  
Birmingham, B7 4BG

THE NEC  
BIRMINGHAM



Scale (Main Map)

1:15,000

Drawn

Bharat Patel

Date

29/09/2022







Title of proposed EIA	Arden Cross Limited Business Plan & Budget Financial Year 23 / 24
Reference No	EQUA1068
EA is in support of	Amended Function
Review Frequency	Annually
Date of first review	08/02/2024
Directorate	Inclusive Growth
Division	Property Services
Service Area	Investment Property Management
Responsible Officer(s)	<input type="checkbox"/> Felicia Saunders
Quality Control Officer(s)	<input type="checkbox"/> Eden Ottley
Accountable Officer(s)	<input type="checkbox"/> Eden Ottley
Purpose of proposal	To seek approval to update Cabinet on progress to date and to approve the Arden Cross Ltd (ACL) Budget and Business Plan for the Financial Year 23/24
Data sources	Consultation Results; relevant reports/strategies; 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:	This is an update to the original EQUA129 which advised there were no negative impacts on the grounds of age. The Arden Cross transaction is progressing the details of which are set out in the ACL Business Plan 2023-24. There are still no negative impacts on the grounds of age due to the fact the transaction is ongoing and not complete. Any changes to the original plan which have an impact on the age protected characteristic will be addressed on completion.
Protected characteristic: Disability	Service Users / Stakeholders; Employees; Wider Community
Disability details:	At this stage, there are no known negative impacts on the grounds of disability as this transaction is



With regard to this asset any individual with a known disability will be supported to ensure all appropriate actions are taken to enable them to undertake their duties safely and securely.

Service Users / Stakeholders;  
Employees; Wider Community

This transaction is being progressed with the three shareholders, BCC, Packington Estate and Coleshill Estate who have pooled their land interests to enable the delivery of a comprehensive mixed-use development.

The transaction will not be conducted on the basis of gender and will be undertaken by the most appropriate individuals based on experience, capacity and time.

Service Users / Stakeholders;  
Employees; Wider Community

This transaction is being progressed with the three landowners, BCC, Packington Estate and Coleshill Estate who have pooled their land interests to enable the delivery of a comprehensive mixed-use development.

The transaction will not be conducted on the basis of gender reassignment and will be undertaken by the most appropriate shareholders based on experience, capacity, time and stakeholders.



<p>Marriage and civil partnership details:</p>	<p>Employees; Wider Community</p> <p>There are no known conditions for which this transaction will be conducted with shareholders where the marital status is a factor.</p> <p>The marital status of stakeholders and shareholders involved in this development and update, will not be a criteria consideration.</p> <p>Therefore there are no known negative impacts or implications for this characteristic.</p>
<p>Protected characteristics: Pregnancy and Maternity</p> <p>Pregnancy and maternity details:</p>	<p>Service Users / Stakeholders; Employees; Wider Community</p> <p>Where individuals involved in this transaction are pregnant or have maternity considerations these will be addressed with the respective person to ensure appropriate action is taken and support is place.</p> <p>Therefore there are no negative impacts or implications for this characteristic at this stage.</p>
<p>Protected characteristics: Race</p> <p>Race details:</p>	<p>Service Users / Stakeholders; Employees; Wider Community</p> <p>This transaction has been undertaken with shareholders and stakeholders and not on the basis of race.</p> <p>Engagement is undertaken by the most appropriate individuals based on experience, capacity, vested interests and time. Therefore, there are no negative impacts in relation to this protected characteristic.</p>
<p>Protected characteristics: Religion or Beliefs</p> <p>Religion or beliefs details:</p>	<p>Service Users / Stakeholders; Employees; Wider Community</p> <p>This transaction has been undertaken with shareholders and stakeholders and not on the basis of religion.</p> <p>Engagement is undertaken by the</p>



most appropriate individuals based on experience, capacity, vested interests and time.

Where there are requirements for shareholders or stakeholders religion, to be considered this will be addressed accordingly.

Therefore, there are no negative impacts in relation to this protected characteristic.

### Protected characteristics: Sexual Orientation

Service Users / Stakeholders;  
Employees; Wider Community

Sexual orientation details:

This transaction is being progressed with the three shareholders, BCC, Packington Estate and Coleshill Estate who have pooled their land interests to enable the delivery of a comprehensive mixed-use development.

The transaction will not be conducted on the basis of sexual orientation and will be undertaken by the most appropriate individuals based on experience, capacity and time.

### Socio-economic impacts

Please indicate any actions arising from completing this screening exercise.

Please indicate whether a full impact assessment is recommended

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? Page 649 of 790



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

To authorise the Arden Cross Ltd (ACL) Budget and Business Plan for the Financial Year 23/24.

Arden Cross is a strategic development site extending to 140 hectares, located on the east side of Birmingham, adjacent to the NEC, Birmingham International Airport and Birmingham International train station.

The site in its entirety is located within Solihull Metropolitan Borough Council (SMBC).

The site is the location of the HS2 Interchange Station now under construction which once built will provide fast connections to major UK cities.

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

As the proposals for development of the site are progressed further public consultation will take place including all future planning applications relating to the site.

No external consultation has taken place regarding the contents of this report, beyond the informal discussions with ACL.

The master plan has the support of local and regional Government and is being mobilised with the necessary departments of central Government who have offered support for the proposals.



The landowners entered into a land agreement with the Secretary of State for Transport in 2016, that enables the landowners to utilise the infrastructure being delivered by HS2 to access their development land, provide for easements across the HS2 permanent infrastructure and ensure that land required during the construction of the railway is returned to the relevant landowners for development.

Having reviewed all protected characteristics, it has been determined there are no issues which impact negatively on any shareholders, stakeholders or members of the community and therefore a full equality assessment is not required

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?	Yes
Quality Control Officer comments	
Decision by Quality Control Officer	Proceed for final approval
Submit draft to Accountable Officer?	Yes
Decision by Accountable Officer	Approve
Date approved / rejected by the Accountable Officer	09/02/2023
Reasons for approval or rejection	
Please print and save a PDF copy for your records	Yes

Content Type: Item  
Version: 48.0  
Created at 08/02/2023 10:48 AM by ☐ Felicia Saunders  
Last modified at 09/02/2023 11:20 AM by Workflow on behalf of ☐ Eden Ottley

Close



# Birmingham City Council

## Report to Cabinet

25<sup>th</sup> April 2023



**Subject:** Highbury Estate – Heritage Lottery Fund Bid Support and Estate Management

**Report of:** Strategic Director Council Management

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

**Relevant O & S Chair(s):** Councillor Akhlaq Ahmed - Resources

**Report author:** Alison Jarrett, Director Group & Capital Finance

Email Address: [Alison.jarrett@birmingham.gov.uk](mailto:Alison.jarrett@birmingham.gov.uk)

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Moseley and Kings Heath		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011084/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### 1 Executive Summary

- 1.1 On 18 September 2018, and on 13 October 2020, Cabinet approved capital funding of £2.0m as match-funding and an underwrite of a £1m fundraising target in support of the grant funding bids by Chamberlain Highbury Trust (CHT) towards the full refurbishment of Highbury. This funding was “subject to the production of a satisfactory business case by the Corporate Director; Finance and Governance [now Strategic Director Council Management] which reduces and eventually eliminates the ongoing revenue cost to the Council”.



- 1.2 The full application to National Lottery Heritage Fund (NLHF) is due by 17 August 2023 with a mid-term review on 18 May 2023 – by then, the Council and CHT must demonstrate that the conditions of NLHF have been met, this will include sufficient total funding sources identified.
- 1.3 CHT has appointed a Project Manager, Focus Consultants who in turn have engaged, on behalf of CHT, the necessary section specialists for the project. A recent end of Royal Institute of British Architects (RIBA) Stage 2, Concept Design meeting was held by CHT on 23 March 2023, presenting work to date on architectural and landscape design and business planning. Project costs were updated, scope discussed in detail and the need for additional funding to complete the project confirmed. The NLHF has been approached to increase the grant award. BCC in turn, are requested to maintain the match level for the project as a proportion of total costs and therefore to increase both the grant and the fundraising underwrite.
- 1.4 The Council as existing Trustee requires approvals to further continue the preparation and development work for the main project.

## **2 Recommendations**

Cabinet is requested to:

- 2.1 Authorise the provision of an additional £1.500m grant funding funded from corporate resources as match to support an increased bid of £4.632m by CHT jointly with BCC to the National Lottery Heritage Fund (NLHF). This increases the total grant from the City Council to £3.500m, including £0.150m for the development phase.
- 2.2 Authorise the underwrite of a further £1.000m of fundraising by the CHT, taking the total underwrite to £2.000m in support of the NLHF bid for grant funding for the refurbishment of Highbury Hall.
- 2.3 Authorise the Strategic Director Place, Prosperity and Sustainability (PPS) to submit a grant application to NLHF jointly with CHT for full delivery grant of £4.632m
- 2.4 Authorise the Strategic Director PPS to accept the NLHF grant and to place orders and disbursements as appropriate to complete the Highbury project, noting the inclusion of a procurement of capital works contractors for both the mansion and landscape up to a total value of £9.600m, subject to successful Delivery Phase fundings from NLHF.
- 2.5 Approve the release of funding for development stage fees up to and including RIBA Stage 3.



- 2.6 Authorise the Director Council Management to update the Memorandum of Understanding (MoU) between the Council and CHT as required prior to the full application to NLHF in August and as required during the project delivery.
- 2.7 Authorise the novation of the CHT appointed professional team (Architectural Design Team, Interpretation Planner and Designer, Quantity Surveyor, Project Manager, Business Planner, Evaluation Consultant) from CHT to the Council, PPS Directorate, subject to successful Delivery Phase funding from NLHF.
- 2.8 Notes that the balance of the £2.000m sum approved in September 2018 as match funding towards the Highbury Hall restoration and refurbishment works is still subject to the submission of a satisfactory business case to be approved by the Director Council Management which reduces and eventually eliminates the ongoing revenue cost to the Council. This sustainable business proposition will also form part of the final NLHF submission by CHT.
- 2.9 Notes that there remains approval to drawdown of up to £0.150m for the development phase from the £2.000m capital funding allocated by Cabinet on 18 September 2018, subject to successful NHLF funding approval, noting that, should the project not proceed to delivery stage then this capital sum becomes repayable to the council. To date £0.070m of the £0.150m has been drawn down.
- 2.10 Authorises the City Solicitor to negotiate, execute and complete all relevant documentation to give effect to the above recommendations.

### **3 Background**

- 3.1 The Highbury Estate comprises approximately 13.03 hectares (32.2 acres) of park land including 'Highbury' and Chamberlain House and three lodges. The estate was gifted by the trustees of the Right Honourable Joseph Chamberlain on 31st March 1932 and is held in trust as Registered Charity no 1039194 since 1994.
- 3.2 Highbury is a Grade II\* Listed building. Birmingham City Council is the sole corporate trustee and ultimately responsible for the building and other assets on the Highbury Estate. The City Council's Trusts & Charities Committee (T & CC) which manages trust properties including the Highbury Trust is an internal arrangement and T&CC has only minor delegations with all major decisions including disposals being the responsibility of Full Council sitting as 'Council as Trustee'. For many years the building has been operated as a wedding/conference centre by Civic Catering. Civic Catering comply on behalf of the Highbury Trust with the current requirement set by the Charity Commission for a minimum of 12 days free public access to the building.



- 3.3 The Charity Commission in 2010 challenged the then governance arrangements arguing that the building was being operated for the benefit of the City Council and required stronger separation for its Trust purposes. To effect this T&CC have developed and help put in place the Chamberlain Highbury Trust (CHT) with a Board of Trustees to operate and manage the premises and in particular bring forward proposals for a much needed full refurbishment of the premises. This framework has been ratified in reports to Council as Trustee. As managing trustees, CHT will also be granted a long lease to occupy the premises and are in the process with the council of finalising this agreement.
- 3.4 In recent years the income from Civic Catering and other events and activities has been insufficient to cover costs of maintenance meaning that the building continues to deteriorate and the building was placed on the Historic England 'At Risk Register' in January 2018.
- 3.5 To address the increasing risk to this Listed building and to safeguard its historic interiors pending the start of the full refurbishment, the council has carried out essential early works to the roof, rainwater goods and addressed asbestos issues in the building.
- 3.6 In October 2020, the date of the previous Cabinet report, the estimated total cost of the refurbishment was £8.000m. Since then more detailed design and estimation work has been carried out and the project is now at RIBA Stage 2 with a more detailed costing estimate at £11.070m (excl VAT). This cost estimate assumes all VAT can be recovered. This position is currently being reviewed taking account of the final structure of the transaction.

CHT has been successful in its bid for a Development Phase grant to the NLHF in September 2021. This provides 59% of the costs of the development of the project up to the end of RIBA 3 Coordinated Design stage, totalling £0.619m. This point is expected to be reached in August 2023 when CHT and the City Council will submit a joint application for a Delivery Phase grant of £4.632m to complete the project (total current cost estimate of £11.070m as noted above). The joint application cannot be submitted after August 2023. This is a fixed deadline.

- 3.7 To date in the Development Phase the following tasks have been completed:
- Appointment of the professional team (Project Manager, Quantity Surveyor, Architectural Design Team, Interpretation Planner and Designer, Business Planner incl. Catering Consultant, Evaluation Consultant and Fundraising Consultant) by CHT.
  - Completion of RIBA 2 Concept Design with associated Cost Plan
  - Carried out a value engineering exercise to reduce the estimated costs from £12.100m to £11.070m



- Development of draft Business Plan for Highbury once the capital works are completed
- Development of a programme of activities to widen access to the site that has clear links to fulfilling the City Council's priorities such as supporting the Council's Everyone's Battle, Everyone's Business Equalities Action Plan
- On going consultation with audiences and the fulfilling of CHT obligations to the Highbury Trust to open the mansion to the public through 20 Open Days a year.
- Development of the fundraising strategy and submission of applications for funding
- Estate review and Charities Commission liaison on sale of surplus properties

### 3.8 Information on increased project costs

In the Cabinet Report of October 2020, the expected project costs were reported to be £8m. By the time the Development Phase application was submitted in October 2021 these were expected to be £7.66m (excl VAT). Since then, the costs have increased to £12.1m (excl VAT). The additional costs since Development Phase application (i.e. an increase of £4.44m) are due to the following key factors:

Item	Cost increase	Notes
Inflation	£1.600m	This has been adjusted to cover the updated programme and as inflation has risen significantly higher in recent years than was expected when the original costs were prepared in 2018.
Design Development Costs	£1.200m	Items that were not fully understood or considered prior to round one submission e.g. internal & external courtyard, learning areas, function spaces, some circulation spaces, staff and volunteers room, general drainage
Preliminaries	£0.390m	These are on a percentage so increased in line with other costs
Professional Fees	£0.430m	These are on a percentage so increased in line with other costs
Contingency	£0.820m	Additional 10% contingency has been added to reflect RIBA 2 & further design development is expected

3.9 Work has since been carried out to reduce the scope of the project yet not impact on the Business Plan for Highbury, the overall project objectives or the ability to secure NLHF funding. Removing these items has reduced the



project costs down to £11.070m. The results of this exercise were approved by the CHT Board on 23 March 2023. This means that the project is now £3.410m over estimated budget set at the Development Phase application.

- 3.10 CHT has always been mindful of scoping the project properly such that the ongoing maintenance and operational liability does not pass back to the City Council over the longer term and consequently no further capital reductions are considered feasible without longer term business sustainability impact.
- 3.11 As part of the funding package, CHT will also consider the target for fundraising, both in terms of amount and achievability. An appointment has been made to drive this work through over the life of the project however again, in order to be able to provide certainty to the NLHF, the council is asked to increase its underwrite in this regard. A programme of milestones and monitoring will be put in place as the council and CHT work together over the delivery and a view on the likelihood of the use of the underwrite as a top up to the fundraising will be reported through the capital monitoring process.

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

- 4.1 Remove areas of the project to reduce it back down to within the original funding envelope of £8.600m e.g. the offices and landscaping works. These are considered income generating elements of the project which, if removed, would adversely affect the sustainable business plan and require future continued council investment. Removal of more community focused elements such as the landscaping is likely to impact the success of the NLHF Delivery Phase funding as community engagement is a key criteria for them. This scope reduction was rejected by CHT Board, NLHF have advised against it and it is not recommended
- 4.2 Accept the additional costs (£3.410m) and maintain the scope of the project Ask NLHF to increase their funding to the overall project costs by £1.360m (from £3.270m to £4.630m) and increase CHT's fundraising target by £2.050m (from £1.590m to £3.640m). The fundraising consultant has carried out a review of sources of funding and the likely value. This increase in target is not considered deliverable. NLHF are unlikely to accept this option as a reliable source of funding unless underwritten by the Council. Underwriting of projects across the country is often an expectation placed on grant applicants by NLHF. CHT will increase its fundraising target but at the same time this then requires an increase in the amount of Council underwrite in order to satisfy NLHF conditions. An increase in fundraising without underwrite would not be acceptable to NLHF and is not recommended.



- 4.3 Not to increase the grant or the underwriting of fundraising. This will result in NLHF also withdrawing from an increase in funding and will either have the same outcome as 4.1 above with NLHF and also CHT likely to withdraw from Highbury. In such an event, the Council as sole Trustee would be required to undertake and fund the works directly. The proposed scheme may have to be altered but the full cost of the refurbishment would fall entirely on the Council and there would still be a requirement to secure a similar managing trustee to fill the CHT role to address the governance issues previously raised by the Charities Commission.
- 4.4 Accept the additional costs (£3.410m) and maintain the scope of the project and ask NLHF to increase their funding, to the overall project costs by £1.360m and match this with an increase the city council's contribution of £1.500m bringing to the total grant funding from the council to £3.500m (of which £0.150m is committed to the development phase costs, and to increase the amount of fundraising underwrite by an additional £1.000m (providing £0.450m headroom if additional fundraising required).
- 4.5 The recommended option is to provide an additional £1.500m grant funding, increase the underwrite of fundraising by a further £1.000m and confirm the council's strong support to a successful NHLF bid.

## **5 Consultation**

- 5.1 The Chairman of Trusts and Charities Committee has been briefed on the proposals promoted by CHT and the works proposed to be undertaken if the bid is successful. Ward Members have not been formally consulted on this proposal but will be included in consultation on any reports progressing from Trusts & Charities Committee to meetings of 'Council as trustee'. Highbury Estate is held in trust and two of the Trustees (Councillor Brigid Jones, Deputy Leader, Bournbrook and Selly Park Ward and Councillor Phil Davis, Billesley Ward) are elected Members.
- 5.2 The Trustees of CHT have made representations for assistance from the City Council and are fully engaged in this proposal. No additional external consultation is envisaged though CHT have fully undertaken considerable public consultation on the refurbishment scheme and the proposals for the future management of Highbury.
- 5.3 The proposal has progressed through and been approved for submission to Cabinet by the Capital Board at its meeting on 9 March 2023.



## **6 Risk Management**

- 6.1 The benefits to the Council include reduced financial risk in relation to the maintenance and repairs of the property held in Trust. As Trustee, the Council will be required to improve and maintain the condition of the building. The City will benefit from a financially sustainable completed scheme and the building will continue to be available as an historic asset for public enjoyment.
- 6.2 Council officers are working alongside CHT in the delivery programme and will act as accountable body to the programme. Regular meetings with CHT and the Project Manager take place. Updates and risks arising from the programme will be reported through Capital Board. A full risk register is maintained by the Project Managers, key risks include inflationary rises and the historic nature of the building fabric once work is underway.

## **7 Compliance Issues**

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

- 7.1.1 The Highbury Estate is held in trust, owned and managed by Birmingham City Council and Highbury Estate is a Registered Charity no 1039194. The City Council has made use of Highbury since the original gifting in 1932. The duty to maintain the asset has rested with the Council as Sole Trustee ever since. The City Council has addressed the concerns raised by the Charity Commission on governance and under investment and has promoted the formation of Chamberlain Highbury Trust to be the managing trustees for the Highbury Estate.
- 7.1.2 Chamberlain Highbury Trust is Registered Charity no. 1169845. The granting of a long lease of 125 years to CHT, allowing the subletting of the premises, has been approved at Council as trustee on 13th March 2018 replacing the earlier approval of a 35 year lease. It was agreed that a grant of a long lease would demonstrate the intended longevity of the CHT in taking forward the management of the Highbury Estate, improve their standing with the funding bodies and better support the proposed NHLF bid. It will also improve the standard of accommodation (and therefore rental levels) for any sublettings that may take place after the refurbishment. The rent is to remain a peppercorn rent only. CHT will be responsible for all revenue costs for the premises from the start of the lease which will follow the completion of works. BCC's funding as current Trustee will be withdrawn in line with the sustainable business plan to be agreed with the Strategic Director Council Management.
- 7.1.3 Contributing to the refurbishment of Highbury will safeguard the premises and support the City Council's Birmingham Heritage Strategy 2016 -2019 and the Birmingham Cultural Strategy 2016 – 2019.



## **7.2 Legal Implications**

- 7.2.1 The power to acquire, dispose and manage assets in land and property is contained in sections 120 and 123 of the Local Government Act 1972.
- 7.2.2 Section 111 of the Local Government Act 1972 allows the Council to do anything (whether or not involving the borrowing, expenditure or lending of money or the acquisition or disposal of any of its property) which is calculated to facilitate or is conducive or incidental to the discharge of its functions.
- 7.2.3 The General Power of Competence under the Localism Act 2011, sections 1 to 8 also gives local authorities, “the power to do anything that individuals generally may do” as long as it acts lawfully.

## **7.3 Financial Implications**

- 7.3.1 The £1.500m increase in grant from the City Council for the delivery phase to a total grant of £3.350m together with additional grant bids, volunteer time and secured funding will provide the 60% required match for the NLHF bid and will be funded from Corporate Capital resources, interest also funded corporately. This is in addition to £0.150m for the development phase granted in 2018 as part of the £2.000m approval.

The £1.000m increase in the provision to a total of £2.000m to underwrite the fundraising will, if called upon, be funded from Corporate Capital Resources. The term of requirement is expected to be over a 4 year period which is the fundraising term for the project and will be drawn down as required by the capital works and repaid from donations and grant aid received as a result of the fundraising. Should these activities fall short of the CHT target then the capital fund will be required.

- 7.3.2 The duty to maintain the Highbury Estate rests with the City Council as Sole Trustee, but by providing this match funding commitment to CHT, the Council is demonstrating its commitment to the future sustainability of Highbury. On the final confirmation of award from NLHF CHT will enter into the long lease and management and repair responsibilities will pass to them from the council. In consultation with CHT, the Director Council Management will produce a business plan which demonstrates how the revenue cost to the Council can be reduced and removed completely following a successful grant application.
- 7.3.3 At today's interest rates £3.5m would cost £0.240m per annum over a 20-yr annuity. Current maintenance costs vary year to year but are increasing,



during 2022/23 the boiler system ceased to function, roofing repairs and urgent maintenance were required.

- 7.3.4 The City Council will enter into arrangements with CHT to act as accountable body and defray the full project cost on their behalf, which will include £3.350m of capital expenditure funded by the City Council together the receipt of funds from NLHF, any funds already held by CHT or the Council against the Highbury Trust (eg receipts from estate sales) and amounts achieved through fundraising (or as underwrite to this).

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

- 7.4.1 There are no procurement implications with the recommendations of this report. The project has already appointed the necessary professional services such as architect, surveyors, project managers, etc. The next significant phase around procurement will be for the procurement of main contractor to undertake the construction phase of the works, the route to market around appointment is yet to be determined and will be included in a future Planned Procurement Activity report to Cabinet. The requirements of the Birmingham Business Charter for Social Responsibility will form part of the contracts and expenditure within this project as appropriate. All council contracting will be carried out in line with the Council's Constitution and Procurement and Contract Governance Rules.
- 7.4.2 It is expected that Acivico will provide a supervisory role to ensure that value for money is obtained in all procurements.

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

- 7.5.1 N/A

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

- 7.6.1 The principal benefit of supporting the essential works through the match funding requirements will be to ensure the premises remain open to the public in the long term. A copy of the Equality Act 2010 – Public Sector Duty statement was appended to the Cabinet report of 18 September 2018 in relation to the exact same project and NHLF bid and refurbishment works at Highbury Hall. An initial screening was undertaken which indicated that a full Equalities Assessment was not required as the proposals provide improved facilities for everyone and all opportunities for promoting equality have been taken. (Reference ID EQUA69).



9        **Appendices**  
none

10       **Background Documents**

- 10.1     Cabinet report of 18 September 2018 - Highbury Estate - Matchfunding For Heritage Lottery Fund Bid For The Refurbishment Of Highbury - Ref: 005278/2018
- 10.2     Cabinet report of 13 October 2020 - Highbury Estate – Heritage Lottery Fund Bid Support and Accountable Body Request







# Birmingham City Council

## Report to Cabinet

25 April 2023



**Subject:** Development of Housing at Dawberry Fields Road

**Report of:** Paul Kitson, Strategic Director, Place, Prosperity & Sustainability Directorate

**Relevant Cabinet Member:** Cllr Ian Ward, Leader  
Cllr Sharon Thompson, Housing and Homelessness  
Cllr Yvonne Mosquito, Finance and Resources

**Relevant O &S Chair(s):** Cllr Sir Albert Bore, Co-Ordinating  
Cllr Mohammed Idrees, Housing and Neighbourhoods  
Cllr Akhlaq Ahmed, Resources

**Report author:** Shahid Iqbal, Principal Housing Development Officer,  
Place, Prosperity & Sustainability Directorate  
Telephone No: 0121 303 6474  
Email: [shahid.s.iqbal@birmingham.gov.uk](mailto:shahid.s.iqbal@birmingham.gov.uk)

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Brandwood & King's Heath		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 009213/2021		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

### 1 Executive Summary

- 1.1 The report seeks to obtain approval for the Full Business Case (FBC) and the procurement strategy of a pilot scheme for the construction of 55 new homes to Passivhaus energy efficiency standards for social rent at Dawberry Fields Road (the Scheme).



## **2 Recommendations**

- 2.1 Approves the FBC attached to this report as Appendix A for the Scheme and delegates any changes to the FBC for the Scheme financial expenditure of up to 20% to the Strategic Director, Place, Prosperity & Sustainability.
- 2.2 Approves the procurement strategy and commencement of the procurement activity for the housing development and associated works for the Scheme using the Homes England Dynamic Purchasing System (DPS) Framework Agreement.
- 2.3 Delegates the approval of the contract award for the Scheme to the Strategic Director of Place, Prosperity and Sustainability in conjunction with the Assistant Director of Procurement (or their delegate), the Strategic Director of Council Management (or their delegate) and the City Solicitor and Monitoring Officer (or their delegate) subject to the costs being within the FBC approval in accordance with paragraph 2.1.
- 2.4 Authorises the Strategic Director Place, Prosperity & Sustainability to seek consent from the Secretary of State under Section 174 of Localism Act 2011, to exclude the new council properties developed through the Scheme from the Right to Buy pooling requirements, and to ensure that any capital receipts generated from any future sale of homes under the Right to Buy are retained by the Council for reinvestment in future housing delivery.
- 2.5 Authorises the Assistant Director, Transport and Connectivity to grant technical approval of the Scheme highways proposals and progress the preferred option to detailed design which will be the responsibility of the appointed contractor.
- 2.6 Authorises the Director of Planning, Transport & Sustainability to submit and process all necessary highway closures and notices required to facilitate the Scheme highlighted in the FBC and to enter into any appropriate agreements for the creation, improvement and alterations to highway access to the sites.
- 2.7 Delegates to the Strategic Director Place, Prosperity & Sustainability the power to amend or vary the development boundaries by up to 10% for the Scheme.
- 2.8 Delegates authority to the Strategic Director Place, Prosperity & Sustainability to submit funding applications to Homes England (HE), West Midlands Combined Authority (WMCA), the Department for Levelling Up, Housing and Communities (DLUHC), European Regional Fund or any other funding agency and accept successful applications to facilitate the Scheme development where required.
- 2.9 Authorises the City Solicitor and Monitoring Officer (or their delegate) to take all steps necessary for the preparation of any documents, to negotiate, execute and complete all necessary documentation to give effect to the above recommendations.



### **3 Background**

- 3.1 The proposed housing development at Dawberry Fields Road is located in the south of the city and the development is split into two sites (see appendix B, site layout plan).
- 3.2 Both sites were appropriated via Cabinet into the Housing Revenue Account (HRA) for housing development purposes; the northern site in March 2021 and the southern site in March 2017. The sites are cleared, and the northern site is approximately 0.95 Hectares / 2.35 Acres, and the southern site is approximately 0.33 Hectares / 0.81 Acres.
- 3.3 The wider area (including the 2 sites) forms part of a proposed SINC (Site of Interest for Nature Conservation) after the discovery of protected species. There are areas of woodland, a water course that runs between the 2 sites, a pond, significant level issues, and a larger public open space to the west of the 2 sites that includes a sports pitch.
- 3.4 Due to the challenging nature of the site, a great deal of partnership working was undertaken from the outset to ensure that the challenges can be overcome, and the scheme layout, design and all associated policy requirements could be achieved. The proposed scheme has been shaped, influenced, and supported by a number of key stakeholders which includes, planning, future parks, urban design, landscape practice group, principal ecologist / arboriculturist, local flood authority, highways, and city housing.
- 3.5 The Dawberry Fields Road development was identified as the Council's first scheme to be built to the Passivhaus energy efficiency standard and referenced within the Action Plan of the Route to Zero (R20) report to Cabinet in January 2021.
- 3.6 Passivhaus was developed in Germany in the 1990s. It is a quality assured standard and methodology for low energy construction which can help create buildings which use approximately 75% less energy than standard practice for UK newbuild. Using this methodology for these new homes will be of significant benefit to tenants to help alleviate fuel poverty and could be used for other sites across Birmingham in the future, subject to viability.
- 3.7 The scheme will be developed using sustainable technologies including, mechanical ventilation heat recovery (MVHR), air source heat pumps, photovoltaic panels, electric vehicle charging points.
- 3.8 Key benefits of Passivhaus for Tenants:
  - Low energy costs: addressing fuel poverty, providing opportunity for better quality of life for residents.
  - Healthy environment: a consistent supply of fresh oxygen filled pre-warmed air, combined with no fabric cold spots removes potential for condensation and mould growth. The MVHR can also filter pollen and pollution providing a much better air quality compared to natural ventilation.



- Consistent temperatures: minimal heating requirements mean that temperatures can be maintained at a comfortable level and careful sizing and orientations of windows means overheating is more easily managed.

### 3.9 Key benefits of Passivhaus for Landlords:

- Quality assurance: The construction of Passivhaus homes requires the materials used and the way they are constructed to be evidenced alongside having continuous insulation and very good airtightness that is tested. Homes will be built as intended. In addition, the careful balance of insulation, avoiding thermal bridges and MVHR eliminates risk of mould growth.
- Lower rent arrears: Lower energy bills means that residents are more able to afford rent.
- Longer tenancies and shorter void periods: Resulting in reduced administration and legal costs, and more appealing properties when they do become available.
- Zero carbon ready homes: Homes built to old, or 2021 Building Control standards will need additional thermal and servicing upgrades to meet zero carbon homes standards. Even homes built to Future Homes Standard will likely need upgrades beyond just adding renewables to be true zero carbon.

### 3.10 There are also significant benefits to support tenants with the on-going cost of living crisis. The below table shows the potential energy cost comparisons of a notional 3bed semi-detached home:

	<b>Future Homes Standard (From 2025)</b>	<b>Passivhaus</b>	<b>Anticipated energy cost savings</b>
	Electric / Heat Pump	Electric / Heat Pump	Electric / Heat Pump
Anticipated Annual Energy Costs	£1,911	£1,136	£775 p/a
Anticipated Monthly Energy Costs	£159	£95	£64 p/m

(Includes all power, lighting, heating, hot water. Rates based on Ofgem data for Oct 2022 price cap)

### 3.11 Based on the above table, the overall saving for a notional 3bed property over a 30 year period (based on the October 2022 price cap and not including inflation) is an estimated £23,250.

### 3.12 The development site comprises of the following:

House Type (Site A)	No of units for this house type	Gross Internal Area (GIA) per unit
---------------------	---------------------------------	------------------------------------



2 Bed 4 Person House	9	80.8 SQM
3 Bed 5 Person House	10	93.8 SQM
4 Bed 7 Person House	10	123 SQM
<b>Total (Site A)</b>	<b>29</b>	
House Type (Site B)	No of units for this house type	Gross Internal Area (GIA) per unit
2 Bed 3 Person Flat	6	63.1 SQM
2 Bed 4 Person Flat	20	72.1 SQM
<b>Total (Site B)</b>	<b>26</b>	
<b>Total Units</b>	<b>55</b>	

3.13 The Dawberry Fields Road development will be a fully accredited Passivhaus scheme on completion and provisions will be put in place to monitor the energy usage for a period of 12 months following occupation of the properties.

3.14 A pre-planning application for the scheme has been submitted and the reference number is 2022/05934/PA.

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

4.1 To develop the Scheme as outlined in this report through Birmingham Municipal Housing Trust (BMHT) with resources for the development being made available through the Housing Revenue Account (HRA) business plan. This is the recommended proposal.

4.2 To do nothing – this is not an option as the scheme will contribute to the Council's policy for Route to Zero, to increase the supply of new homes for the city and also the BMHT 10-year delivery plan.

#### **5 Consultation**

5.1 Please see Appendix C, Consultation Plan.

#### **6 Risk Management**

6.1 Please see Appendix D, Risk Register.

#### **7 Compliance Issues**

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

7.1.1 The Scheme supports the Council's Route to Zero Strategy approved by Cabinet in January 2021. The strategy commits to reducing the city's carbon emissions and limit the climate crisis.

7.1.2 The Scheme is in accordance with the objectives of the housing revenue account (HRA) Business Plan 2023+.



7.1.3 The Scheme will make a direct contribution and is consistent with The Council's Corporate Plan 2022 to 2026 main priorities (as updated in Dec 2022) priorities and outcomes as outlined below:

- A Bold Prosperous Birmingham; the Council is committed to the development of enough high-quality new homes to meet the needs of a growing city, and the proposals within this report to accelerate housing growth in the city by providing new homes for rent and will help ease pressure on the housing register.
- A Bold Green Birmingham; the new homes will be built to a high standard of energy efficiency by using the latest technologies and use a range of measures to improve the environment and tackle air pollution by using cleaner technologies and building energy efficient homes.
- A Bold Inclusive Birmingham; the new social housing will be available to any applicant on the housing register.
- A Bold Healthy Birmingham; the links between health and housing are well recognised. New thermally efficient, economical to run new homes which are designed to high standards of quality and internal space standards will provide social rented housing for residents and offer a higher quality of life, leading to better health outcomes.
- A Bold Safe Birmingham; new homes will be developed which will provide a safe, warm, sustainable, and connected neighbourhood in which all communities can thrive.

#### **7.1.4 Birmingham Business Charter for Social Responsibility (BBC4SR)**

Compliance with the BBC4SR is a mandatory requirement that will form part of the conditions of this contract. The successful tenderer will submit an action plan which will be implemented and monitored during the contract period.

7.1.4.1 The social value outcomes for the local area that tenderers will be required to address will include:

##### **Local Employment**

- Employment and employability opportunities for the target groups particularly young people.
- To provide a donation of £500 for every property built to support the Building Birmingham Scholarship to assist young professionals within the construction industry.
- A strong local employment offer with the focus on the hardest to reach groups particularly focused on the residents in Brandwood & Kings Heath and the surrounding area.



- **Buy Local**

- Spend to be, as practically as possible, with local, small and medium enterprises as well as social enterprises within a 30mile radius of the scheme.
- In recognition of the Council's policy to support sheltered workshops and its commitment to promote such firms who employ People with Disabilities, the tender will include a requirement for tenderers to seek a quotation from Shelforce to ensure they have the opportunity to price for this 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.
- Working with schools to focus on increasing attainment and employment options for those students facing disadvantage.
- A robust understanding and methodology for community engagement.

**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**

7.2.1 As the Housing Authority, the relevant legal powers relating to the discharge of the Council's statutory function to provide its housing need are contained in Section 9 of the Housing Act 1985.

7.2.2 Section 1 of the Localism Act 2011 contains the Council's general power of competence; Section 111 of the Local Government Act contains the Council's subsidiary financial powers in relation to the discharge of its functions.

7.2.3 The Council carries out transportation, highways and infrastructure work under the relevant primary legislation including the Town and Country Planning Act 1990, Highways Act 1980, Road Traffic Regulation Act 1984, Traffic Management Act 2004, Transport Act 2000, and other related regulations, instructions, directives, and general guidance, and the Highways Act 1980 contains the highway closures and diversions.

7.2.4 BMHT will enter into a memorandum of understanding with the Local Highway Authority to facilitate the improvement of new and existing areas of highway maintainable at public expense, that will be affected by the development proposals.

## **7.3 Financial Implications**

7.3.1 The total estimated cost of the proposed scheme is £14.853m. This figure includes planning obligations which account for approximately £596,500 of the estimated scheme cost. The scheme will be funded from HRA revenue contributions, and 1-4-1 Right to Buy receipts. The cost of development is included in the HRA Business Plan 2023+.

7.3.2 The average cost per unit for this Passivhaus scheme is £270,100. The average cost per unit for a traditional build is £255,145. The average cost difference per unit to build between Passivhaus vs traditional is £14,955.

7.3.3 The financial viability of the scheme in the attached FBC (Appendix A) shows a deficit of £0.88m over a thirty years' period, however, the scheme would break even in year thirty two.

7.3.4 It is pertinent to highlight that a Passivhaus scheme will always be more costly to build than a traditional scheme due to the significant additional build specification. Also, there is a need to factor in the benefits to both the tenant and landlord, and the contribution that this scheme will make to the



challenges of route to zero and the on-going cost of living crisis as demonstrated at 3.7-3.9 above.

7.3.5 The financial viability of the Scheme proposal is based on the Government's social housing rent policy that rents will increase annually by the Consumer Price Index (CPI) + 1 % over a 5-year period from 2020/2021.

7.3.6 The future running costs of the properties and areas of public realm retained will be met from ongoing rental income.

7.3.7 The new Council rented homes will be subject to the Right to Buy cost floor regulations, which mean that for the first 15 years following the completion of the new homes, any tenant purchasing their Council property through the Right to Buy will be obliged to pay the Council the full construction cost of the property, irrespective of any discount to which they may be entitled under the Right to Buy legislation.

7.3.8 The construction of the new Council homes should not be liable to VAT; however, VAT may be payable on other project costs. The letting of HRA homes is non-business; as are sales of such homes under Right to Buy. The Council can reclaim VAT incurred on the development and management of HRA homes, including sales under Right to Buy. Therefore, VAT should not be a cost to the project. VAT implications are detailed in the Full Business Case in Appendix A.

## **7.4 Procurement Implications**

7.4.1 It is recommended that a further competition exercise is carried out in accordance with the protocol of the Homes England Dynamic Purchasing System (DPS) framework agreement to appoint the preferred contractor.

7.4.2 The DPS framework agreement is specifically designed for the development of housing with a suitable breadth of suppliers with pre-agreed terms and conditions that is considered to deliver better value for money than an open tender or any other framework agreement and has been used successfully for the delivery of several similar BMHT housing development schemes.

7.4.3 The evaluation criterion to be used is 40% quality, 20% social value and 40% price.

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

7.5.1 The scheme will be staffed by the Housing Development team (Place, Prosperity & Sustainability Directorate) with support from the scheme's Employers Agent, Arcadis (UK) Ltd.

## **7.6 Public Sector Equality Duty**

7.6.1 An initial Equality assessment, Ref: EQUA959 is attached as Appendix E. A full Equality Assessment has not been undertaken as it is considered that the proposals of this report do not have any adverse impact on the characteristics and groups protected under the Equality Act 2010.



## **8 Appendices**

- 8.1 Appendix A – Full Business Case
- 8.2 Appendix B – Site Layout Plan
- 8.3 Appendix C – Consultation Plan
- 8.4 Appendix D – Risk Register
- 8.5 Appendix E – Equality Impact Assessment
- 8.6 Appendix F – Environment and Sustainability Assessment

## **9 Background Documents**

- 9.1 Route to Zero (R20) report to Cabinet, January 2021.



Appendix B – Site Layout Plan – Northern Site





## Appendix B – Site Layout Plan – Southern Site





## Appendix C – Consultation Plan

Site	Ward	Stakeholder	Activity & Response
Dawberry Fields Road	Brandwood & King's Heath	Cllr David Barker	<p>E-mail 22 Feb 2023 to Ward Cllrs sharing the scheme details / layout.</p> <p>Thanks for this. I'm really glad to see progress here. I know Cllr Trickett will have a lot to say, but for now I would first flag it looks like one block of flats has 3 bike storages, which is great, but the other block needs a couple next to it – perhaps we could move one? You could have one just south of it by the patch of grass.</p> <p>The other thing is, we will need double yellow lines between Dawberry Fields Road and Harton Way all the way on both sides – and around and corners coming off them.</p> <p>E-mail response 23 Feb 2023:</p> <p>Thank-you for your below comments.</p> <p>In terms of the bike stores, they intend to serve both blocks and have been located at the northern block because this gives the best location from a secured by design perspective, they are close to the block and well overlooked and are only likely to see anyone that should be using them being there. Also, anyone who is cycling is most likely deemed to be able to make the relatively short walk to the southern block. If I am correct in thinking where you have suggested to move one of the 3 bike stores, that small patch shown as a grassed area is within the route protection area the large Tree and due to the level issues would require digging into the ground enough to cause damage to the roots which we want to avoid so unfortunately that location is not suitable. You will have noticed that there are visitors spaces for bikes on the southern block and it is likely that anyone</p>



		<p>Cllr Lisa Trickett</p>	<p>using a bike in the southern block will probably use that space anyway.</p> <p>In terms of the double yellow lines for the site, I have contacted colleagues in Highways / Transportation and will get back to you when they have responded.</p> <p>E-mail 24 Feb 2023:</p> <p>Shahid, we need to have a proper discussion on this and an opportunity to engage with residents ahead of this proposal going forward. Any road going onto the green space would be objected to and any loss of green space will need to be compensated. Active travel needs to be a key component of this development. We also raised previously that a 100per cent social rent would change the nature of the area considerably and we would need to be looking at some form of local letting alongside assurances on the management of the site and impact on local amenity. In particular we asked that this site would be developed out as a step to the development of a net zero neighbourhood not a development with a bit of net zero thrown in. I also questioned whether this site was best suited to Passivhaus given the required layout. I also want to understand how this development links to the proposed COVID memorial park and the Future Parks programme, given again past concerns expressed. I could find time for a teams call Tuesday at 12.30 if that also worked for you and David.</p> <p>E-mail response 01 March 2023:</p> <p>The road through the both sites is a requirement as it will serve not only the residents, but also provide access for refuse collection, and also emergency services. Loss of POS compensation is a planning policy requirement and is accounted for in the scheme costs.</p> <p>You will note that we have included bike stores to encourage the use of cycling and the adjacent open space will remain accessible from the new development.</p> <p>We have looked into multiple options including for sale units within the site. However, this proved to be financially unviable. I have checked on GIS mapping</p>
--	--	---------------------------	--



			<p>and the surrounding area still contains a fair amount of Council and Housing Association stock, and this new scheme to be built to Passivhaus energy efficiency standards will be first of its kind in Birmingham within your ward and will complement the surrounding built stock in showing the progression, improvement and advancement of social housing provision whilst meeting government set standards. I have previously provided a response to you from the local lettings teams.</p> <p>In addition, to the housing scheme, the adjacent open space will also benefit from the scheme as we intend to use it to support the sustainable urban drainage system with features such as the creation of a swale and pond. This will not only help to prevent flooding but will help to create a natural wetland that would help sustain the various species on the site and enhance bio-diversity and ecology which is also a planning obligation.</p> <p>We have worked hard to ensure that the design, layout, and all policy requirements are adhered to and believe the scheme is reflective of this. You will hopefully be aware that the scheme was specifically included in the approved Route to Zero report to Cabinet in Jan 2021 as one of the 'Action Plan' for new build housing.</p> <p>Colleagues in the Future Parks team were involved with this scheme from the early stages and were quite influential in its design and layout. I am aware that there are due to be 10 Constituency led Covid Memorial parks across the City (including Selly Oak/ Dawberry Fields) but I have not seen any specific proposals for this site.</p> <p>This scheme will contribute not only to housing needs for the city, but also support the current cost of living crisis by providing housing that will have considerably less energy bills as well as contribute to the climate change.</p> <p>I trust that this provides some clarity on your questions / comments. Thank-you.</p> <p>E-mail 25 March 2023: Shahid</p>
--	--	--	---



			<p>In your layout and proposal you have failed to address the concerns I raised early last year and again have failed to understand the issues I again raised with you.</p> <p>As it stands I would not be able to support this development and would question its efficacy in terms of planning policy, value for money and our net zero pathway. You have failed to appreciate the impact that this development will have on the existing community or appreciate the relationship of the development to the much used and appreciated green space. If you were to take lessons from Passivhaus pilots elsewhere or listen to local authorities that have engaged residents and tenants on this design type ( I would very much recommend engaging with Swansea Council) you would understand that the need to keep windows sealed is a major deterrent to residents and whilst they may be appropriate in areas where there is high air pollution so providing a liveable safe space – opening up onto a park where every human instinct is to open a window is inappropriate. The layout of the Passivhaus design is also unsuited to an area where you should be seeking to bound a park not encroach on much needed green space. You could secure many more units and a net zero development with a different design and housing offer. The problem is this proposal does not take us on the pathway to net zero or contribute to the sustainability of the neighbourhood or help secure the wellbeing of the community I am elected to serve, I fear you are seeking to deliver a project not shape a better place.</p> <p>100% social housing is not regarded as good practice and the development of mixed communities is at the core of planning guidance. I had suggested to you that we could overcome this if we looked at an alternative management model where there could be intensive localised housing management - such as within some form of cooperative development or partnership with BVT. I also said given the concerns of residents who have been displaced by clearance from Druids Heath an adjacent neighbourhood we could better build the sustainability of the</p>
--	--	--	---



			<p>tenancies and reduce demands on local services in the neighbourhood if we looked at a local lettings policy – again you said this was not current policy again ignoring my point that we have an ability to create and change policy given we are the strategic housing authority!</p> <p>I can welcome the SUD proposals and potential pool but again how this relates to the challenges currently presenting with the stream and landscape is not clear – compensating the loss of green space in a business plan is not the same as ensuring that an area already deprived of access to green space is able to continue to benefit from the green space. The fact no one has sought to clarify the relationship to the COVID memorial park development speaks volumes. I have also previously referenced the challenge of taking the community with us on this development – they would love to see the allotments reinstated and enhancement of the green space – as would the adjacent school. We are saying we are moving to Net Zero and a City of Nature but are now looking to develop out a space that contributes significantly to the biodiversity of the neighbourhood.</p> <p>Your desire for roads is referenced in relation to bin trucks but again there are opportunities to build into such developments waste disposal and recycling arrangements -that do not require trucks driving through an area. These are not untested, nor is the limiting of car ownership developments such as Bioregional's development BEDZED have been around now for some two decades and are still providing much needed social housing within a one planet living model. I am deeply concerned that this development fails meet the needs climate or the community I am elected to serve. In not looking at the wider principles of sustainable development you put at risk the deliverability of this scheme and inevitably place myself and the community into a position of opposing the development scoring politically a massive own goal.</p> <p>Ian, it would be helpful for us to talk these issues through and revert back to officers</p>
--	--	--	--



			<p>prior to any report going on the Cabinet system.</p> <p>KR</p> <p>Lisa</p> <p>E-mail response:</p> <p>The design and layout was very challenging and we from the outset we worked with a range of key colleagues including, City Housing, Planning, Urban Design, Landscape Practice Group, the Council Ecologist, Highways, Local Flood Authority, and Future Parks to receive advice and guidance to ensure that we are able to put together a scheme that provides the best fit for this difficult site. The layout is designed in a way to maximise solar gain as advised by the scheme architects and it is pertinent to highlight that the properties will be of a higher specification than the proposed 2025 New Homes Standard. To clarify your comment about the windows – they can be opened, however, the principal with these properties is to ensure that they are as airtight as possible to minimise heat loss and the technologies provide a constant flow of recycled air which is of a great benefit to health.</p> <p>As previously advised, we did look into a mixed scheme and looked into a sales element for the site, however, this was not financially viable. As this is a pilot scheme, we believe that it is better for it to be managed by the Council so that we can monitor and evaluate the scheme and also identify lessons learned which would help provide information for any future schemes of this nature. In terms of a local lettings policy, I have previously contacted the lettings team and provided you with their response. You may wish to take this matter up with them.</p> <p>The ecology / bio-diversity proposals have been worked up with the Council's ecologist and there will be an increase in bio-diversity as a result of this development. We also engaged with the local flood authority to ensure that the development drainage strategy mitigates against future flood risk. The loss of POS contribution is a planning policy requirement and where that contribution is</p>
--	--	--	--



			<p>spent is not something that housing is involved in, you might want to liaise with colleagues that are responsible for parks / open spaces. In terms of the allotments, I have clarified previously that the Allotments were removed some 15 or more years ago due to the lack of usage and that decision was taken by the relevant part of the council and my understanding is that the removal of the allotments would have gone through a formal process to get Secretary of State approval. Any new allotments would need to be implemented by the team that deals with allotments for the Council.</p> <p>You will recall that this was discussed during the meeting with Director of Planning (Ian MacLeod) last year and he also confirmed the requirements of the Parking SPD, but we have reduced the parking provision for the apartments to around 80% as a result. We believe that the scheme will be a significant benefit to the local area and is a key contribution towards Route to Zero.</p>
--	--	--	--



## Appendix D, Risk Register

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1.	Supply of labour and materials	Continual monitoring of the latest situation. Review contract terms and conditions to ensure relevance. Seek to transfer risk of cost increase to third parties e.g. contractor.	Medium	Significant	<b>Material</b>	Regularly review the situation.
2.	Tender pricing comes in above the pre-tender estimate.	The Employers Agent to provide a timely pre-tender estimate that reflects current market conditions prior to issuing tender documentation.	Low	Medium	<b>Material</b>	There is a 20% tolerance in the FBC if the scheme cost is above the pre-tender estimate. However, in the unlikely event that the tolerance is exceeded then the specification will be reviewed to achieve any required savings.
3.	Costs increase during construction period due to worldwide market conditions.	Ensure robust contract management process are in place.  Review and challenge all proposed cost increases.	Medium	Medium	<b>Material</b>	Costs continually reviewed in conjunction with project team.
4.	Difficulty in attracting bidders for this scheme.	Development and Procurement colleagues will conduct a soft market testing event with suppliers from the Homes England Framework and	Medium	Significant	<b>Material</b>	Feedback provided will be used to inform the tender packs.



		also invite other suppliers to join the framework to be invited to tender.				
5.	Planning / Highways Approval Delays.	Development and Planning Teams work more closely together on scheme design and objectives.	Low	Medium	Tolerable	Review on a monthly basis and escalate earlier if necessary.
6.	Educating tenants and Asset management colleagues, providing Information and knowledge of technology usage in Passivhaus to limit Maintenance call-out.	Development team and Build partner will work together to provide a handover pack (Home User Guide) which will include a manual of how to operate devices. During handover a demonstration will be shown to tenants by the contractor. A YouTube video will be produced demonstrating how to use/ maintain various pieces of equipment within the house. A Post Occupancy Evaluation (POE) will be conducted after 12 months on energy saving and ease of tech usage.	Low	Medium	Tolerable	Project manager will liaise with stakeholders especially housing officers in operational methods, and regularly review.



## Appendix E – Equality Impact Assessment

Title of proposed EIA	BMHT Dawberry Fields Road Passivhaus Development
Reference No	EQUA959
EA is in support of	New Function
Review Frequency	No preference
Date of first review	30/11/2022
Directorate	Inclusive Growth
Division	Housing Development Team
Service Area	
Responsible Officer(s)	<u>Shahid S Iqbal</u>
Quality Control Officer(s)	<u>Richard Woodland</u>
Accountable Officer(s)	<u>Colette McCann</u>
Purpose of proposal	To review the EIA for the proposed housing development at Dawberry Fields Road, Brandwood & King's Heath Ward
Data sources	Other (please specify)
Please include any other sources of data	The site is the final phase of the Allen's Croft initiative.
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	The proposed development will provide employment, apprenticeship, training, opportunities as part of the build contract in line with the requirements of Birmingham Charter for Social Responsibility (BCC4SR).
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?	
Consultation analysis	N/A
Adverse impact on any people with protected characteristics.	No
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?	On completion of the housing development, the properties will be let in compliance of the Council's lettings policies to ensure equality.
What data is required in the future?	Equality data is collated on the Northgate system for lettings.
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	The report to Cabinet is initially to approve a procurement strategy and full business case for the proposed housing development at Dawberry Fields Road, Brandwood & Kings Heath Ward. However, the proposal will benefit all members of the local community by:



The housing development will provide 55 new high-quality homes for social rent in an area where there is significant demand for affordable housing. The housing will be available to all residents of Birmingham that qualify.

The proposed development will bring an under-utilised parcel of land into use for housing development and thus improve the local environment and support the local economy.

The housetypes are a mix of 2-bedroom flats 2, 3, and 4 bedroom houses. There is a significant need for larger housing across the City and this development will make a great contribution to that need to support larger families and reduce overcrowding.

This is the first Passivhaus scheme for Birmingham and the design of Passivhaus properties includes:

- Homes that are super insulated.
- Stringent levels of airtightness, no air leakages.
- Building the properties with the orientation that provides the best position to receive heat from the sun and shade in the summer as well.
- Windows that do not allow heat to escape.
- Having fresh air ventilation systems such as mechanical ventilation with heat recovery.
- Passivhaus design relies on a simple 'tea cosy' effect maximising the use of super insulation and stringent airtightness and paying meticulous attention to the removal of thermal bridges.
- By combining this with passive solar gain and mechanical ventilation and heat recovery systems, Passivhaus design can create healthy and comfortable buildings that require minimal heating.
- This scheme will be monitored and evaluated to learn lessons for future BMHT schemes.

This will make a significant impact on reducing fuel poverty. Also, the properties will be built to lifetime homes standard and secured by design standard.

The successful contractor will be a signatory of the BCC4SR and will be obliged to provide employment, training, and apprenticeship opportunities as part of the contract. In addition, a £500 contribution for each property built is required towards the Building



Birmingham Scholarship (BBS) programme to support young people from disadvantaged neighbourhoods into higher education.

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

The proposals of this report do not have any adverse impact on the characteristics and groups protected under the Equality Act 2010.

The proposal will help, create employment, training, and apprenticeship opportunities; boost the local economy; provide a wide range of housing options including for larger families; contribute towards reducing the Council's housing register; help reduce fuel poverty; bring an under-utilised site into use that will improve the local environment.

#### QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing? Yes

Quality Control Officer comments

Decision by Quality Control Officer

Submit draft to Accountable Officer? No

Decision by Accountable Officer

Date approved / rejected by the Accountable Officer

Reasons for approval or rejection

Please print and save a PDF copy for your records Yes



# Appendix F – Environmental & Sustainability Assessment

<b>Project Title:</b>	<b>Dawberry Fields Road – Passivhaus Development</b>			
<b>Department: Place, Prosperity &amp; Sustainability</b>	<b>Team: Housing Development Team</b>		<b>Person Responsible for assessment: Shahid Iqbal</b>	
<b>Date of assessment: 06 October 2022</b>		<b>Is it a new or existing proposal? New</b>		
<b>Brief description of the proposal: 55 new homes for social rent; 29 houses and 26 apartments</b>				
<b>Potential impacts of the policy/development decision/procedure/ on:</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	<b>No Specific Impact</b>	<b>What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?</b>
Natural Resources- Impact on natural resources including water, soil, air	✓			Development to have a range of measures to ease the run-off from the site to reduce potential flooding including swales and ponds and other potential works to the existing water course as discussed with the LLFA. The adjacent side of the site will be improved to provide an easy access to the adjoining open space which will encourage the use of cycling and walking.
Energy use and CO <sub>2</sub> emissions	✓			The Passivhaus model will ensure that these properties are vastly more energy efficient than traditional build properties. The properties will benefit from a range of modern technologies such as Mechanical Heat Recovery, Air Source Heat Pumps, Photovoltaic Panels and there will be no gas in the properties. All properties will use electricity. Emissions from the properties will be negligible. All properties will benefit from triple glazed windows to reduce heat-loss. In addition, all houses will have their own electric vehicle charging points and the flats will have shared use. In addition, all properties will have electric charging points for bicycles.



Quality of environment	✓			The design of the scheme will provide a quality aesthetic which is sympathetic to the surrounding locality with the formation of a new community, having the benefit of open space, adjacent to the site. The improvements to the adjacent public open space will significantly improve the quality of the environment. All properties will be subject to detailed landscaping proposals.
Impact on local green and open spaces and biodiversity	✓			Site currently is unkept and closed off and is rarely used by the local community. There is an adjacent large public open space, and this scheme will be designed in a way to provide residents suitable access. Using targeted planting schedules which incorporates wildflowers, shrubs, etc. will harness and improve biodiversity. The adjacent site will benefit significantly from the proposed drainage solution with the creation of a large swale to support drainage off the development site and create a greatly improved natural wetland that will increase bio-diversity.
Use of sustainable products and equipment	✓			<p>All materials that are used with the development are to be sourced where possible with the use of local suppliers (within a 30 miles radius) and is part of the social value agenda. In addition to the measures detailed above, the following are also included within the scheme:</p> <ul style="list-style-type: none"> <li>• Timber frame construction</li> <li>• Non permeable parking</li> <li>• Rain gardens</li> <li>• Recycling bins to be supplied to the kitchen base unit</li> </ul>
Minimising waste	✓			<p>The contractor will be using segregated waste and disposal bins on site with all waste transfer notes kept on site and available for inspection.</p> <p>Re-cycling of materials will be maximised with waste to landfill kept to an absolute minimum, with KPI's reported monthly.</p>



				Contract requires a 95% waste reduction by re-cycling during the construction process, with waste wood and materials re-used locally. Contractor will be ISO 14001 accredited for the protection of the environment and operate with an environmental policy statement. Large construction plant(s) will not be idling when not in use.
Council plan priority: a city that takes a leading role in tackling climate change	✓			The site is a key output of the Route to Zero Action Plan that was approved at Cabinet in January 2020.
Overall conclusion on the environmental and sustainability impacts of the proposal	The proposal provides much needed housing for the local community and will create the Council's first Passivhaus development which includes a range of modern technologies and will make a significant contribution towards Route to Zero. The wider environment will benefit from the use of wildflowers, shrubs, planting, and the creation of a swale to deal with attenuation which will harness and improve biodiversity and will help local communities to thrive.			



FULL BUSINESS CASE (FBC)			
<b>A. GENERAL INFORMATION</b>			
<b>A1. General</b>			
<b>Project Title</b> <i>(as per Voyager)</i>	Development of Housing at Dawberry Fields Road		
<b>Voyager code</b>	LV0019-26		
<b>Portfolio /Committee</b>	Housing and Homelessness	<b>Directorate</b>	Place, Prosperity & Sustainability
<b>Approved by Project Sponsor</b>	Paul Kitson	<b>Approved by Finance Business Partner</b>	Carl Tomlinson
<b>A2. Outline Business Case approval <i>(Date and approving body)</i></b>			
The Outline Business Case for the scheme was included in the options appraisal appendix of the Birmingham Municipal Housing Trust (BMHT) Delivery Plan 2019-2029 report to Cabinet on 14 May 2019.			
<b>A3. Project Description</b>			
<p>The Full Business Case is seeking approval to commence the construction of 55 new homes for social rent at Dawberry Fields Road, Brandwood &amp; King's Heath Ward. The development will be on two cleared sites that were appropriated into the HRA in March 2021 and March 2017 via a report to Cabinet.</p> <p>The scheme will be the Council's first development built to Passivhaus energy efficiency standards and the scheme will be monitored and evaluated to learn lessons for future Passivhaus schemes. The scheme will also be a fully accredited Passivhaus development.</p> <p>Pre-tender estimates have been obtained for the construction of 55 new homes from the appointed Employers Agent, Arcadis (UK) Ltd.</p>			
<b>A4. Scope</b>			
<p>Birmingham City Council will be undertaking the following;</p> <ul style="list-style-type: none"> <li>• Design of housing development scheme</li> <li>• Work with stakeholders to develop new sustainable housing</li> <li>• Obtaining planning approval for the development of 55 new homes</li> <li>• Undertaking site investigations and surveys</li> <li>• The procurement process and contract award</li> <li>• Contract management of the build programme</li> </ul>			
<b>A5. Scope exclusions</b>			
<ul style="list-style-type: none"> <li>• Site assembly and clearance costs</li> <li>• Future management of social rent properties</li> <li>• Discharge of planning conditions</li> </ul>			
<b>B. STRATEGIC CASE</b>			
<i>This sets out the case for change and the project's fit to the Council Plan objectives</i>			
<b>B1. Project objectives and outcomes</b>			
<i>The case for change including the contribution to Council Plan objectives and outcomes</i>			
<p>The project contributes to the Council objectives, such as:</p> <ul style="list-style-type: none"> <li>• A Bold Prosperous Birmingham; the Council is committed to the development of enough high-quality new homes to meet the needs of a growing city, and the proposals within this report to</li> </ul>			



accelerate housing growth in the city by providing new homes for rent and will help ease pressure on the housing register.

- A Bold Green Birmingham; the new homes will be built to a high standard of energy efficiency by using the latest technologies and use a range of measures to improve the environment and tackle air pollution by using cleaner technologies and building energy efficient homes.
- A Bold Inclusive Birmingham; the new social housing will be available to any applicant on housing register.
- A Bold Healthy Birmingham; the links between health and housing are well recognised. New thermally efficient, economical to run new homes which are designed to high standards of quality and internal space standards will provide social rented housing for residents and offer a higher quality of life, leading to better health outcomes.
- A Bold Safe Birmingham; new homes will be developed which will provide a safe, warm, sustainable, and connected neighbourhood in which all communities can thrive.

## B2. Project Deliverables

*These are the outputs from the project e.g. a new building with xm2 of internal space, xm of new road, etc*

The scheme will deliver 55 new homes for social rent, consisting of the following:

House Type (Site A)	No of units for this house type	GIA per unit
2B4P House	9	80.8 SQM
3B5P House	10	93.8 SQM
4B7P House	10	123 SQM
House Type (Site B)	No of units for this house type	GIA per unit
2Bed 3person Flat	6	63.1 SQM
2Bed 4Person Flat	20	72.1 SQM
<b>Total number of dwellings</b>	<b>55</b>	

## B3. Project Benefits

*These are the social benefits and outcomes from the project, e.g. additional school places or economic benefits.*

Measure	Impact
<i>List at least one measure associated with <b>each</b> of the objectives and outcomes in B1 above</i>	<i>What the estimated impact of the project will be on the measure identified – please quantify where practicable (e.g. for economic and transportation benefits)</i>
Energy efficient homes	The new properties will be built to Passivhaus energy efficiency standards which will significantly contribute towards Route to Zero
Creation of 55 new homes	The scheme will contribute towards reducing the demands on the housing register.
Regenerating the area	The scheme will improve the local environment and benefit the local economy by providing employment / training / apprenticeship opportunities through the build contract
Building Birmingham Scholarship (BBS)	The scheme will contribute £27,500 to the BBS bursary scheme

*For major projects and programmes over £20m:*

N/A

## B4. Benefits Realisation Plan

*Set out here how you will ensure the planned benefits will be delivered*

The Council Houses will be delivered by the Council's well established and award-winning



**APPENDIX**

Birmingham Municipal Housing Trust (BMHT). The project will be managed by experienced project managers who will monitor expenditure and outturns via monthly site project meetings. Progress will be regularly reported to the BMHT Project Board as required.

**B5. Stakeholders**

Please see table G4 below

**C. ECONOMIC CASE AND OPTIONS APPRAISAL**

*This sets out the options that have been considered to determine the best value for money in achieving the Council's priorities*

**C1. Summary of options reviewed at Outline Business Case**

*(including reasons for the preferred option which has been developed to FBC)*

*If options have been further developed since the OBC, provide the updated Price quality matrix and recommended option with reasons.*

As per A2

**C2. Evaluation of key risks and issues**

*The full risks and issues register is included at the end of this FBC*

A risk register is in the covering Executive Report – Appendix D

**C3. Other impacts of the preferred option**

*Describe other significant impacts, both positive and negative*

N/A

**D. COMMERCIAL CASE**

*This considers whether realistic and commercial arrangements for the project can be made*

**D1. Partnership, Joint venture and accountable body working**

*Describe how the project will be controlled, managed and delivered if using these arrangements*

N/A

**D2. Procurement implications and Contract Strategy:**

*What is the proposed procurement contract strategy and route? Which Framework, or OJEU? This should generally discharge the requirement to approve a Contract Strategy (with a recommendation in the report).*

The procurement strategy for the Scheme is to carry out a further competition exercise in accordance with the protocol of the Homes England's Dynamic Purchasing System (DPS) Framework Agreement. The tender evaluation criteria to be used will be 40% price, 20% social value and 40% quality.

**D3. Staffing and TUPE implications:**

N/A

Key Inputs			
Construction		Running Costs, etc.	
Total Development costs	£14.84m	Weekly rent	2 bed £102.18, 3 bed £134.18, 4 bed £152.17
Total Sales Income	£0.00m	Rent loss - voids / arrears	2.0%
		Annual rent increase	7% 2023/24 then 3.0% ongoing
RTB activity assumed	None	Management Costs	£1,028



## APPENDIX

		Repairs Costs	£981
<b>Key Outputs</b>		Capital Works (5-yearly)	£5,357
(Surplus) / Deficit after 30 years	£0.88m	Annual Cost Increase	2.5% (CPI 2.0%)

HRA Extract	2021/22	2022/23	2023/24	2024/25	2025/26	Total Year 0 to Year 30
	Year 0	Year 1	Year 2	Year 3	Year 4	
	£m	£m	£m	£m	£m	£m
Rental Income	0.00	0.00	0.00	0.00	(0.15)	(15.17)
Voids and arrears	0.00	0.00	0.00	0.00	0.00	0.30
Repairs and Maintenance	0.00	0.00	0.00	0.00	0.03	2.17
Management Costs	0.00	0.00	0.00	0.00	0.03	2.28
Cash-backed Depreciation	0.00	0.00	0.00	0.00	0.06	2.29
<b>HRA Deficit / (Surplus) Contribution</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(0.03)</b>	<b>(8.13)</b>
Revenue contributions from wider HRA (to fund capital investment shown below)	(0.06)	(0.12)	(2.02)	(4.43)	(2.38)	(9.01)
Net HRA Impact	0.06	0.12	2.02	4.43	2.35	0.88
Capital Account	2021/22	2022/23	2023/24	2024/25	2025/26	Total Year 0 to Year 30
	Year 0	Year 1	Year 2	Year 3	Year 4	
	£m	£m	£m	£m	£m	£m
Pre Contract Costs	0.09	0.20	0.07	0.00	0.00	0.36
Build Costs (including Fees)	0.00	0.00	3.30	6.97	3.96	14.23
POS & Infrastructure Costs (including Commuted Sum)	0.00	0.00	0.00	0.25	0.00	0.25
<b>Total Development Costs</b>	<b>0.09</b>	<b>0.20</b>	<b>3.37</b>	<b>7.22</b>	<b>3.96</b>	<b>14.84</b>
Capital Investment / Renewals <sup>1</sup>	0.00	0.00	0.00	0.00	0.00	2.29
Other Capital Financing (RTB 1-4-1 Receipts)	(0.03)	(0.08)	(1.35)	(2.79)	(1.58)	(5.83)
Revenue Contributions from wider HRA	(0.06)	(0.12)	(2.02)	(4.43)	(2.38)	(9.01)
Receipts/Grant	0.00	0.00	0.00	0.00	0.00	0.00
Cyclical Maintenance Reserve Release	0.00	0.00	0.00	0.00	0.00	(2.29)
<b>Total Capital Income</b>	<b>(0.09)</b>	<b>(0.20)</b>	<b>(3.37)</b>	<b>(7.22)</b>	<b>(3.96)</b>	<b>(14.84)</b>
<b>Capital Account (Surplus) / Deficit</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Balance Sheet Extract	2021/22	2022/23	2023/24	2024/25	2025/26	2051/52
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 30



## APPENDIX

	£m	£m	£m	£m	£m	£m
Land & Buildings	0.00	0.00	0.00	0.00	13.98	26.57
Cyclical Investment Reserve	0.00	0.00	0.00	0.00	0.06	0.55
Capital Reserve	0.00	0.00	0.00	0.00	(14.04)	(27.12)
<b>Net</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Properties	2021/22	2022/23	2023/24	2024/25	2025/26	Total Year 0 to Year 30
	Year 0	Year 1	Year 2	Year 3	Year 4	
HRA Social Rent Properties	0	0	0	0	55	55
Sale Properties	0	0	0	0	0	0
<b>Total Properties</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55</b>	<b>55</b>

Formal approval to the ongoing capital investment / renewals programme (at a total value of £2.29 million over the coming 30 years) will be sought in due course as a part of the overall HRA capital programme as details of elemental investment needs emerge over time.

## E2. Evaluation and comment on financial implications:

The financial viability of the scheme shows a deficit of £0.88m over a thirty years' period, however, it is pertinent to highlight the scheme will break even in year 32. Also, a Passivhaus scheme will always be more costly to build than a traditional scheme due to the significant additional build specification. There is a need to factor in the benefits to both the tenant and landlord, and the contribution that this scheme will make to the challenges of route to zero and the on-going cost of living crisis. Cost per unit for Passivhaus is £271,872 between a traditional build at £256,918 per unit. Therefore, gross build cost perspective average between Passivhaus and Traditional is £14,954 per unit.

## E3. Approach to optimism bias and provision of contingency

There is a 20% tolerance in the FBC if the scheme cost is above the pre-tender estimate. However, in the unlikely event that the tolerance is exceeded then the specification will be reviewed to achieve any required savings.

## E4. Taxation

*Describe any tax implications and how they will be managed, including VAT*

The construction of new dwellings is zero rated for VAT purposes. Zero rating extends to services in the course of construction of new dwellings but does not include professional and supervisory services, except where those services are provided as part of a single "design and build" contract for the construction of new dwellings. Furthermore, zero rating does not extend to items that are not ordinarily incorporated in new dwellings such as domestic appliances, e.g., cookers, fridges, washing machines etc., or garden buildings, e.g., sheds. As such, BCC will incur VAT on the acquisition and installation of such items within HRA dwellings

The letting of HRA dwellings is a statutory function of BCC and thus non-business. As such, BCC can reclaim VAT incurred on its development, provision, and management of new HRA dwellings without any adverse VAT implications for BCC. However, the VAT treatment of such income and expenditure should be confirmed prior to commencement of the project.

For the homes for sale, the land transfer value is exempt from VAT and any VAT on the Council's



cost associated with and transfer is exempt input tax that counts towards the Council's 5% partial exemption limit.

## F. PROJECT MANAGEMENT CASE

*This considers how project delivery plans are robust and realistic*

### F1. Key Project Milestones

*The summary Project Plan and milestones is attached at G1 below*

### Planned Delivery Dates

Planning approval	May 2023
Commence Tender	May 2023
Contract Award Report	Oct 2023
Start on site	Jan 2024
Practical completion	Mar 2026
12 months Defects	Mar 2027

### F2. Achievability

*Describe how the project can be delivered given the organisational skills and capacity available*

Birmingham City Council is an award-winning developer of mixed-use residential developments through Birmingham Municipal Housing Trust (BMHT).

BMHT was set up by the Council in 2009 to build new council homes. Since 2009, BMHT has developed over 3500 new homes for rent and sale. BMHT has a proven track record on delivery and established itself as the biggest housing developer in Birmingham by completing 25% out of all the new homes built in the City since 2011.

### F3. Dependencies on other projects or activities

The key risk remains unforeseen consequences of the impact of inflation, the conflict in Ukraine, the availability and costs of human and raw material resources.

There is an interdependency of all the elements of this project to deliver a comprehensive and strategic approach, which includes, infrastructure works and highways, procurement of development partner, associated legal documents / agreements to be negotiated and signed, and completion of planning conditions.

### F4. Officer support

**Project Manager:** Shahid Iqbal

**Project Accountant:** Carl Tomlinson

**Project Sponsor:** Paul Kitson

### F5. Project Management

*Describe how the project will be managed, including the responsible Project Board and who its members are*

The project will be managed in house by Council officers from the Housing Development Team. Overall management / monitoring shall be via the Housing Project Board:

Paul Kitson – Strategic Director, Place, Prosperity & Sustainability Directorate

Colette McCann – Head of Housing Development

Carl Tomlinson – Interim Finance Business Partner – City Operations & City Housing

## G. SUPPORTING INFORMATION

*(Please adapt or replace the formats as appropriate to the project)*



**G1. PROJECT PLAN***Detailed Project Plan supporting the key milestones in section F1 above*

See F1 for project milestones.

**G2. SUMMARY OF RISKS AND ISSUES REGISTER***Risks should include Optimism Bias, and risks during the development to FBC**Grading of severity and likelihood: High – Significant – Medium - Low***The risk register is appended to the executive report for this project as Appendix D.**

Risk after mitigation:

Risk or issue	mitigation	Severity	Likelihood
1.			
2.			
3.			
4.			
5.			
6.			

**G3. EXTERNAL FUNDING AND OTHER FINANCIAL DETAILS***Description of external funding arrangements and conditions, and other financial details supporting the financial implications in section E1 above (if appropriate)*

N/A. However, applications for grant and/or other funding will be submitted when the appropriate opportunity arises.

**G4. STAKEHOLDER ANALYSIS**

Stakeholder	Role and significance	How stakeholder relationships will be managed
Ward members	Active lead ward representative, interest of constituents/ Council - High	In house through dialogue and engagement / consultation
Local community	Residents - High	On-going resident information
Planning Officer	Consultant/ advisory - High	Regular design team meetings to review progress
Contractor	Delivery/Operational -High	Monthly site meetings throughout the scheme
Architect	Consultant/advisory/Designer - High	Periodic meetings, formal professional relationship
Engineers	Consultant/Advisory -High	Periodic meetings, formal professional relationship

**Other Attachments***provide as appropriate*

• None

•

•

•







# Birmingham City Council

## Report to Cabinet

25<sup>th</sup> April 2023



**Subject:** Homelessness Prevention Grant Allocation 2023-25

**Report of:** Paul Langford - Acting Strategic Director, City Housing

**Relevant Cabinet Member:** Cllr Sharon Thompson, Housing & Homelessness  
Cllr Mosquito, Finance & Resources

**Relevant O & S Chair(s):** Cllr Idrees, Housing & Neighbourhoods  
Cllr Akhlaq Ahmed, Resources

**Report author:** Stephen Philpott, Director, Housing Solutions and Support  
Email: [stephen.philpott@birmingham.gov.uk](mailto:stephen.philpott@birmingham.gov.uk)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 010984/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

### 1 Executive Summary

- 1.1 On 23<sup>rd</sup> December 2022, the Department for Levelling Up, Housing & Communities (DLUHC) announced allocations of Homelessness Prevention Grant (HPG) for all Local Authorities, for the periods, 2023-24 and 2024-25.
- 1.2 The Birmingham allocation is £7,381,564 for 2023-24, and £7,475,942 for 2024-25, a total of £14,857,506 for the two-year period, this compares to an allocation of £7,307,394 received for 2022-23. Of this amount £4,674,635 is contained within the Council Financial Plan and addressed within the relevant Cabinet Paper, on that basis it is the element of the HPG that was previously known as New Burdens, that



is addressed within this Cabinet paper. This amount is £2,706,929 for 2023-24 and £2,801,307 for 2024-25, a total of £5,508,236.

- 1.3 This report seeks Cabinet approval to receive and spend this Grant allocation in line with the terms of the ring-fenced Grant.
- 1.4 Delegated authority is also sought for the Director, Housing Solutions and Support Service following consultation with the Cabinet Member for Housing & Homelessness to use any unallocated Grant during the 2 years or make further adjustments as necessary to ensure full utilisation of this grant.
- 1.5 Delegated authority is also sought to receive and expend in line with Grant conditions any further HPG allocations made within this 2-year period.

## **2 Recommendations**

### **2.1 That Cabinet:**

- 2.1.1 Authorises the acceptance of the relevant additional Homelessness Prevention Grant amounts for 2023-24 of £2,706,929 and 2024-25 of £2,801,307.
- 2.1.2 Authorises the expenditure programme set out in Appendix 1 which focuses upon homeless prevention activities.
- 2.1.3 Delegates authority to the Director, Housing Solutions and Support Service following consultation with the Cabinet Member for Housing & Homelessness, to use any unallocated Grant as permitted under any grant conditions to make further adjustments as necessary to ensure full utilisation of this grant.
- 2.1.4 Delegates authority to the Strategic Director for City Housing (or their delegate), following consultation with the Cabinet Member for Housing & Homelessness, to accept and expend grant funding in line with the Grant Conditions any further HPG allocations made within these 2 financial year periods.
- 2.1.5 Authorises the City Solicitor and Monitoring Officer (or their delegate) to negotiate and complete any agreements to give effect to the above decisions.

## **3 Background**

- 3.1 Annually Birmingham City Council receives government grant to prevent and relieve homelessness. This reflects the statutory duties upon the Local Authority, primarily set out in the Homelessness Reduction Act 2017. The Birmingham allocation is £7,381,564 for 2023-24, and £7,475,942 for 2024-25, a total of £14,857,506 for the two-year period, this compares to an allocation of £7,307,394 received for 2022-23.
- 3.2 Of this amount £4,674,635 is contained within the Council Financial Plan and addressed within the relevant Cabinet Paper, on that basis it is the element of the HPG that was previously known as New Burdens, is addressed within this Cabinet



paper. This amount is £2,706,929 for 2023-24 and £2,801,307 for 2024-25, a total of £5,508,236.

- 3.3 The funding is intended to meet new burdens incurred by Local Authorities as a result of the ongoing implementation of the Homelessness Reduction Act (HRA) 2017.
- 3.4 The key provisions of the HRA came into force between April 2018 and October 2018. The HRA places new duties and increased demand upon English local housing authorities (LHAs) and it represented the most significant change to homelessness legislation since the Housing (Homeless Persons) Act 1977. This grant has been provided to help LHAs meet these legal responsibilities introduced as part of the HRA.
- 3.5 The HRA provisions significantly extend the Council's legal obligations to prevent and relieve homelessness. The new duties require an extensive assessment of need and more intensive casework over an extended period. The increase in homeless prevention activities and retention of skilled staff and services is crucial for the Council to meet its expanded legal obligations and Council priorities.
- 3.6 In addition, this legislation applies to a much wider cohort of service users. Within this context, many households have complex needs, and specialist services are required for rough sleepers and domestic abuse victims, this is reflected in the indicative expenditure breakdown contained within appendix 1.
- 3.7 The HRA provides everyone who is homeless (or at risk of homelessness) with access to assistance, irrespective of their 'priority need' status. There is also a much greater emphasis on prevention work, which is now enshrined within a statutory framework.
- 3.8 It is proposed that this grant allocation for financial year of 2023-25 is utilised to focus upon prevention. This will help to support front-line homelessness pressures and provide capacity to increase the supply of, and access to, the various forms of accommodation, especially privately rented units.
- 3.9 In line with the commitment of the Local Authority to Early Intervention and Prevention, opportunity will be given within the period 2023-25 to review the effectiveness and value for money relating to the Grant. This will seek to ensure the best integration of homelessness prevention with Early Intervention and Prevention.
- 3.10 Pressures upon homelessness services within the city have increased. Average weekly presentations to Housing Solutions are in 2022, 29% higher than 2020 and 19% higher than 2021. There are currently (10th January 2023) 4455 households in temporary accommodation, of which 720 are in B&B/hotels and 504 households with dependents have been in B&B/hotel for more than 6 weeks. It is a business priority to reduce the number of households in B&B/hotel accommodation due to the impact upon households and the cost to the Local Authority. A B&B elimination plan focuses upon the prevention of homelessness, better temporary accommodation provision and greater move-on options.



- 3.11 Homelessness Prevention Grant is used to fund a wide range of interventions, including – prevention hubs, landlord incentives, mediation services, private sector leasing, contact centre provision and prevention of eviction interventions.
- 3.12 In winter 2021-22 and 2022-23 DLUHC announced with no prior notification additional top-ups to HPG, in 2021-22 to help ‘vulnerable renters’ (£1.5m) and in 2021-23 to tackle ‘winter pressures’ (£1.1m). In both cases retrospective Cabinet papers were presented seeking permission to receive and spend these additional sums in line with the Grant conditions. It is not known whether there will be any HPG awards during the 2023-25 period, should there be such awards, Cabinet approval is sought to receive and spend these sums in line with the Grant conditions.

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

4.1 Do nothing:

This option would risk the Council not meeting its statutory duties to those threatened with homelessness and those who are experiencing homelessness including those placed in Temporary Accommodation under the Homeless provisions of the Housing Act 1996 (as amended).

This option is not recommended

4.2 Accept Grant Allocation:

This is the sixth year of this grant allocation and is provided in recognition of the additional statutory homeless responsibility placed upon the Housing Solutions & Support Service.

This option is recommended.

#### **5 Consultation**

- 5.1 Consultation has been embedded in Birmingham’s Homeless Prevention Strategy 2017+ with the Homelessness Partnership Board. This focuses on preventing people from becoming homeless in the first place and supporting those who are homeless to build a more positive future. The plan for Homelessness Prevention Grant for 2023-25 was presented at Homelessness Partnership Board on 25<sup>th</sup> January 2023.

#### **6 Risk Management**

- 6.1 If the grant is not accepted and revenue expenditure approved, there is a risk the duty upon the Council will not be fully met due to the limited capacity of prevention resources. This will result in those who are homeless, or at risk of becoming homeless, not receiving an appropriate level of assistance. In addition, there is the risk that they may have to make a homeless approach with the following negative outcomes:
- increased temporary accommodation costs
  - increased rough sleeping in Birmingham



- reduced early intervention support to limit the impact of homelessness, help people to recover from homelessness, and prevent becoming trapped in a cycle of homelessness.
- Increased legal and Ombudsman challenges and costs

## **7 Compliance Issues:**

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

7.1.1 The proposal supports the delivery of the following Council Priorities as set out in the Corporate Plan 2022 – 2026; -.

- An Inclusive Birmingham: through a focus on tackling poverty and inequality, empowering citizens, promoting diversity and civic pride, and supporting and enabling all children and young people to thrive.
- A Safe Birmingham: through a focus on making the city safer, safeguarding vulnerable citizens, increasing affordable housing, and tackling homelessness.

7.1.2 In addition, the proposal is aligned to the 2017 Homelessness Prevention Strategy.

### **7.2 Legal Implications**

7.2.1 The Homelessness Reduction Act 2017 amends the Housing Act 1996 Part VII and places a duty on the Council to provide advisory services to persons in order to prevent homelessness.

### **7.3 Financial Implications**

7.3.1 Birmingham City Council receives government grant to prevent and relieve homelessness. Allocations have been confirmed as £7,381,564 for 2023-24, and £7,475,942 for 2024-25, a total of £14,857,506 for the two-year period.

7.3.2 Of this amount, £4,674,635 relates to flexible homeless support and forms part of the base budget for Housing as per the Council's Financial Plan. The remaining amount of £2,706,929 for 2023-24 and £2,801,307 for 2024-25 is what this report covers. The recommendations seek approval to accept this element of the grant and set out spend proposals in appendix 1. Spend proposals are specifically in relation to preventing and relieving homelessness as per grant conditions.

### **7.4 Procurement Implications**

7.4.1 There are no procurement implications with the recommendations in this report. Any procurement required as a result of the proposed spend will be subject to separate reports and will be compliant with the Council's Procurement and Contract Governance Rules.

### **7.5 Human Resources Implications**



7.5.1 Any recruitment processes will be undertaken in accordance with the Council's Recruitment and Selection policy. Any overtime or agency use will be undertaken in accordance with relevant policies and procedures.

## **7.6 Public Sector Equality Duty**

7.6.1 An initial assessment has been prepared. There is no adverse impact identified. The initial assessment document is appended to the Report duly signed and dated.

## **8 Environment Sustainability Assessment**

Initial assessment undertaken. Confirmed full assessment not required at this stage.

## **9 Background Documents**

Details of the Department of Levelling Up, Housing and Communities allocations of Homelessness Prevention Grant can be found at

<https://www.gov.uk/government/publications/homelessness-prevention-grant-2023-to-2025>

### **List of appendices accompanying this report:**

Appendix 1 – Table setting out the indicative categories of spend for 2023-24 and 2024-25

Appendix 2 – Equality Impact Assessment



## Appendix 1; Table setting out indicative spend of grant 2023-24 and 2024-25

<b>Budget required:</b>	<b>2023-24</b>	<b>2024-25</b>
Additional Visiting Officer Capacity – currently funding 1.5 additional officers	60,000	60,000
Family Mediation	10,000	10,000
Children's Trust Support (Barnardo's Officer + funds)	50,000	50,000
Sanctuary/Security/Access Measures	300,000	300,000
Early Intervention Fund (inc AFT)	1,035,929	1,113,307
Contact Centre, proportion for Housing Solutions and Support, calls, webchat and email	331,000	348,000
Advice Aid, Shelter web advice tool, on BCC website link	10,000	10,000
Domestic Abuse commissioned Hub	530,000	530,000
Housing Solution Officer/Partners Training	40,000	40,000
Rough Sleeper and Singles Hub, Statutory Homelessness Support, co-location	80,000	80,000
Court Officer, Statutory Homelessness Support	50,000	50,000
Offenders Hub, Statutory Homelessness Support	40,000	40,000
Court Support	50,000	50,000
Legal Officers x 2, GR5 for Housing Solutions	120,000	120,000
<b>Total</b>	<b>£2,706,929</b>	<b>£2,801,307</b>







Title of proposed EIA	Homelessness Prevention Grant 2023-25
Reference No	EQUA1059
EA is in support of	Amended Service
Review Frequency	No preference
Date of first review	01/04/2025
Directorate	City Housing
Division	Housing Solutions and Support Service
Service Area	Housing Solutions and Support Case Worker Service
Responsible Officer(s)	<input type="checkbox"/> Debbie Parkes
Quality Control Officer(s)	<input type="checkbox"/> Kieran Cronin
Accountable Officer(s)	<input type="checkbox"/> Stephen Philpott
Purpose of proposal	To obtain Cabinet approval to accept the allocation of Homelessness Prevention funding offered by the Department of Levelling Up, Housing and Communities for the financial years of 2023-2025
Data sources	relevant reports/strategies
Please include any other sources of data	Birmingham Housing Strategy 2022- 27 Levelling Up strategy Homelessness Reduction Act (2017) Rough Sleeping strategy Domestic Abuse Act (2021) Homelessness Prevention strategy 2017

ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS

Protected characteristic A...



Protected characteristic: Age

Age details:

Service Users / Stakeholders

No negative impact of this proposal has been identified

The Office for National Statistics (ONS) estimates that Birmingham's resident population was 1,140,500 in 2020

Birmingham has the greatest proportion of children (22.5%)

Between 2010 and 2020 Birmingham's population increased by around 79,500 (7.5%). Growth was strongest for the 20's age group

The acceptance of funding will strengthen the work we do with people who are homeless or threatened with homelessness. Young people are most disadvantaged by the housing market, are likely to have low income and can be regarded as high risk.

As Birmingham is a young city, this is a particular local challenge. There are 4,118 young people facing homelessness in Birmingham, most of whom have been made homeless from their family home (42%).

Protected characteristic: Disability

Disability details:

Service Users / Stakeholders

There is no negative impact of this proposal has been identified.

21% of people in Birmingham report a disability in 2019 an increase in 19% since 2008/9

19% of working adults report a disability

Of those who reported a disability, 27% reported a mental health impairment in 2018/19

This extra funding will ensure that these vulnerable households can be supported to stay in their homes rather



than face eviction.

Being homeless has a significant impact on health, and are more likely to have multiple and complex physical need.

Tackling and preventing homelessness will therefore contribute to health inequalities

Protected characteristic: Sex

Gender details:

Service Users / Stakeholders

There is no negative impact of this proposal identified.

Protected characteristics: Gender Reassignment

Gender reassignment details:

Service Users / Stakeholders

No negative impact of this proposal has been identified.

Aquarter of trans people have experienced homelessness in Britain - based on Stonewalls research

According to the Point-in-Time Count (PIT), The number of adult transgender individuals experiencing homelessness increased 88 percent since 2016 and the number experiencing unsheltered homelessness increased 113 percent during the same period.

Transgender individuals are disproportionately unsheltered. Sixty-three percent are living in such situations. For comparison, 49 percent of cisgender people experiencing homelessness are unsheltered.



Protected characteristics: Marriage and Civil Partnership

Not Applicable

Marriage and civil partnership details:

Protected characteristics: Pregnancy and Maternity

Service Users / Stakeholders

Pregnancy and maternity details:

No negative impact has been identified.

Pregnant women have priority need under the main homelessness duty. Acceptance of this funding will assist in supporting women at this more vulnerable stage of life.

In 2020 there were 14,991 live births in Birmingham.

Protected characteristics: Race

Service Users / Stakeholders

Race details:

Birmingham is more ethnically diverse than most British cities. Over one third of people in Birmingham are non-white, a larger proportion than any other major city in the UK

According to the 2011 census 57.9% of people in Birmingham are White. Asian and Asian British people make up the next largest group, with 26.6% of the population. They are followed by Black or Black British (9.0%), mixed (4.4%), and Other, including Arab (2.0%).

Ethnic minority households are around three times more likely to become statutorily homeless. As a result are more likely to be supported with this funding, therefore there is no negative impact of this proposal.

Protected characteristics: Religion or Beliefs

Not Applicable



Religion or beliefs details:

Protected characteristics: Sexual Orientation

Sexual orientation details:

Service Users / Stakeholders

There is strong epidemiological evidence that members of the lesbian, gay, bisexual and trans (LGBT) community face significant health inequalities throughout their lives. These include:

- Increased risk of suicide and self-harm

- Increased risk of developing depression and anxiety

- Increased rates of smoking

- Increased rates of teenage conception

- Increased rates of sexually transmitted diseases

- Risk of domestic violence and injury on a par with heterosexual females

- Less likely to report crimes due to possible negative reaction of services involved

- Increased rates of eating disorders and substance misuse

- Experiences of homophobia, aggression and violence.

- Increased isolation in older age and smaller support networks

- Increased difficulty during end of life and with bereavement

The evidence base suggests that inequalities are also experienced differently within the LGBT population. Bisexual and trans people experience poorer health outcomes than their lesbian and gay counterparts, and LGBT people who are from ethnic minorities or disabled also experience higher levels of inequalities. However, all four groups face significantly worse physical and mental health than their heterosexual and cis-gender counterparts.

There is also clear evidence that the inequalities are greater for people who are LGBT and are from ethnic communities or



have disabilities, for example rates of depression and anxiety among lesbian and bisexual women from ethnic communities is significantly higher than rates in the overall population of lesbian and bisexual women and higher than women in general, and that almost twice the proportion of disabled gay and bisexual men have thought about taking their own lives in the last year compared gay and bisexual men without a disability, this is also ten times the rate of similar thoughts in the general population of men.

As a result this funding will support to reduce homelessness in this group

#### Socio-economic impacts

Birmingham suffers from high levels of deprivation, with 43% of the population living in LSOAs in the 10% most deprived in England, and 51% of children (under 16s) living in the 10% most deprived areas. Using the rank of average scores measure Birmingham is ranked the 7th most deprived local authority in England.

Birmingham is the most deprived authority in the West Midlands

Homelessness is both causes and is caused by many aspects of poverty, including financial pressure and unemployment.

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?

Government Statistics

Census Data



	<p>-----</p> <p>The main finding is that those with protected characteristics are more likely to experience homelessness and therefore are more likely to be helped by this funding to prevent homelessness.</p>
Consultation analysis	None
Adverse impact on any people with protected characteristics.	None
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	Not applicable
How will the effect(s) of this policy/proposal on equality be monitored?	All individuals accessing this grant funding will have a full Housing Needs Assessment and date is recorded and monitored quarterly
What data is required in the future?	None
Are there any adverse impacts on any particular group(s)	No
If yes, please explain your reasons for going ahead.	None
Initial equality impact assessment of your proposal	
Consulted People or Groups	
Informed People or Groups	
Summary and evidence of findings from your EIA	This grant will provide an opportunity to intervene, prevent and tackle homelessness for the people in Birmingham by developing an effective tailored response to individual needs and protected characteristics

#### QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?



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

Please print and save a PDF copy for your records

Content Type: Item

Version: 43.0

Created at 27/01/2023 02:13 PM by ☐ Debbie Parkes

Last modified at 28/02/2023 10:15 AM by Workflow on behalf of ☐ Stephen Philpott

Reviewed and approved, typo corrected.

Proceed for final approval

Yes

Approve

28/02/2023

Yes

Close



# Birmingham City Council

## Report to Cabinet

25 April 2023



**Subject:** HAMILTON SCHOOL - APPROVAL FOR CAPITAL WORKS TO CREATE A TEMPORARY TWO-STOREY CLASSROOM BLOCK, PLAY AREA AND CAR PARKING TO INCREASE TO KS3 PROVISION

**Report of:** Sue Harrison - Director Children & Families

**Relevant Cabinet Member:** Cllr Karen McCarthy - Children, Young People & Families  
Cllr Yvonne Mosquito - Finance & Resources

**Relevant O &S Chair(s):** Cllr Kerry Jenkins - Education & Children's Social Care  
Cllr Akhlaq Ahmed - Resources

**Report author:** Zahid Mahmood  
Capital Programme Manager  
Education Infrastructure  
Email: [zahid.mahmood@birmingham.gov.uk](mailto:zahid.mahmood@birmingham.gov.uk)

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Holyhead		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011288/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		



## **1 Executive Summary**

- 1.1 To seek approval for the Full Business Case for the temporary two-storey temporary classroom block capital scheme at Hamilton School (part of Birmingham Special Schools' Co-Operative Trust) as described in **Appendix A**. The capital costs of the scheme will not exceed £2,704,224.

## **2 Recommendations**

That Cabinet:

- 2.1 Approves the Full Business Case (**Appendix A**) for the temporary two-storey modulars capital scheme at Hamilton School at a total project cost of up to £2,704,224 including Education Infrastructure Capitalisation of £78,764, Professional Fees of £142,531, Loose Furniture, Fixtures & Equipment of £38,250 and Client Contingency of £166,171.
- 2.2 Authorises the Director of Children & Families to place orders to the value of £142,531 to Acivico Ltd for technical professional services.
- 2.3 Authorises the Director of Council Management and the City Solicitor to negotiate, execute and complete all necessary documents to give effect to the above recommendations.
- 2.4 Authorises the relevant decision maker to approve any overspend in a revised Full Business Case in line with resource thresholds outlined in the constitution document.

## **3 Background**

- 3.1 The Local Authority has a statutory duty to ensure there are sufficient pupil places, secure diversity in the provision of schools and increase opportunities for parental choice through planning and securing additional provision (Section 14, Education Act 1996).
- 3.2 There are significant pressures in respect of the sufficiency of special school places within the city and there is an urgent need to develop a five-year plan that will underpin the commissioning of appropriate special school places for SEND pupils. Forecast for special school places has been completed and officers are working on the strategy to meet future needs which will be published in the very near future.
- 3.3 However, we know already that there is a significant need for more school places for children with Education, Health and Care Plans (EHCPs), in special school and resource base sectors, as well as in mainstream. As a result of annual commissioning conversations with special schools, we have increased places by over 650 (or 13%) over the last six years. We are currently working with nine of our special schools on urgent capital proposals to increase places further from September 2023. There is a particular pressure in respect of secondary transition. The size of the secondary transfer EHCP cohort for 2022 was 20% higher than 2020 and the 2023 cohort is already 12% higher. In addition, the percentage of



parental preference for specialist provision has been increasing year on year. For 2020 this amounted to 68% of the cohort and an immediate need was identified for a further 90 special school places for Year 7 alone.

- 3.4 More generally, there has been an increase in the number of EHCPs maintained for school aged pupils within the city – 823 in 2021, and over 1,000 in 2022. We are also seeing an increase in the numbers of requests for statutory assessments which could lead to the issuing of EHCPs. New requests are currently averaging 170 per month.
- 3.5 Hamilton School is one of 27 Special Schools and currently has up to 131 pupils on roll with an Education and Health Care Plan (EHCP) for Autism. This project is subject to school organisation proposals being approved which would increase the total number of pupil places offered up to a total of 179 by 2024. The additional capacity will also cater for pupils that are currently on roll within the school. Hamilton is a Foundation Special School within the Birmingham Special Schools' Co-Operative Trust, as such, The Governing Body was the decision maker for this temporary change of age range (the proposal) and, following consultation with stakeholders, on the 9th February 2023 decided unanimously to implement the change from September 2023.
- 3.6 Subject to all approvals including statutory, work at the school will begin in May 2023 and completed by August 2023.
- 3.7 The project is proposing to create a temporary two-storey classroom block hired for a two-year period with a play area and car parking provision with pupil drop off/pick up to provide an additional 24 Key Stage 3 SEND places for September 2023, with a further 24 places created for 2024.
- 3.8 A separate scheme will be progressed to provide a permanent solution for secondary provision to replace the temporary modular units at Hamilton School and this scheme will be presented to Cabinet in due course for approval.

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

- 4.1 The option of 'do nothing' would mean the Local Authority fails to meet its statutory obligation to ensure that there are sufficient SEND places.
- 4.2 The recommended option is to create temporary additional classrooms hired on a two-year period to increase the number of SEND places to enable the permanent solution to be worked up.

#### **5 Consultation**

- 5.1 The Governing Body at Hamilton School fully supports the proposed improvements to the school, and it is fully welcomed by the parent/carers community for children attending the school.
- 5.2 Staff (teaching and non-teaching), parents, Governors, Councillors, MP, Department for Education, schools adjudicator and BCC staff, diocese and NHS



have been consulted as a result of the proposed development and were supportive.

- 5.3 The Leader and local Ward Members for Holyhead have been consulted in relation to the proposals and are supportive of the proposals proceeding to an executive decision.

## **6 Risk Management**

- 6.1 Availability of materials and labour. With the impact of Brexit and the situation in Eastern Europe, there is a risk of shortage of materials and labour. As a result, cost increases from materials and delay to programme could occur. Project meetings are held to ensure that all parties are informed of progress and that any issues and concerns are picked up at the earliest opportunity and resolution is sought to ensure the project meets the required timescales.
- 6.2 Completing the project on time for the classroom block and car parking to be fully operational for the start of School term in September 2023. Any delay to the manufacture process of the modular units would impact installation timescales. Regular 2 – 4 weekly project meetings will be held to ensure that all parties are informed of progress and that any issues and concerns are picked up at the earliest opportunity and resolution is sought to ensure the project meets the required timescales, as a priority. Also, regular meetings between Education Infrastructure and Acivico Ltd will also be held to closely monitor financial budgets to ensure that costs do not exceed the approved budget.
- 6.3 Acivico Ltd has many years' experience at delivering modular building projects of this nature and will manage and co-ordinate the works with the principal contractor, overseen by the Local Authority.
- 6.4 A project risk register will be maintained and managed by Acivico Ltd. The risks will be observed and apportioned between the Council and Acivico Ltd.

## **7 Compliance Issues:**

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

- 7.1.1 These works are to ensure that all pupils at Hamilton School are provided with a safe and secure learning environment. The spending priorities proposed are in accordance with the Schools' Basic Need Programme 2022-23 approved by Cabinet on 26 April 2022, and the Council's Vision and Forward Plan priorities for Children, particularly 'A great place to grow up in by providing an environment where children have the best start in life and are able to realise their full potential through great education'.

### **7.2 Legal Implications**

- 7.2.1 The recommendations in this report facilitate the discharge of functions contained within section 14 of the Education Act 1996 whereby the local



authority has a duty to ensure that there are sufficient school places to provide all pupils the opportunity of appropriate education.

7.2.2 The Local Authority must also keep under review the educational provision, training provision and social care provision made in its area for children and young people who have special educational needs or a disability, under section 27 of the Children and Families Act 2014.

7.2.3 The arrangements set out in this report comply with the powers of general competence as set out in Section 1 of the Localism Act 2011 and they are within the boundaries and limits of the general power of competence set out in Section 2 and 4 of the Localism Act 2011.

### **7.3 Financial Implications**

7.3.1 The capital costs of the proposed works at Hamilton School are detailed in the attached FBC (**Appendix A**). The capital costs will not exceed £2,704,224 and will be funded from the High Needs Allocation. There is sufficient funding available to deliver the scheme.

7.3.2 Consequential revenue costs arising including additional staffing, utility and any on-going day to day repair and maintenance of the asset will be the responsibility of Hamilton School and will be funded via the school's budget.

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

7.4.1 There are no procurement implications with the recommendations in this report. Cabinet was advised of the procurement route to use the Crown Commercial Services Modular Buildings Framework Agreement in the Planned Procurement Activities Report dated 21 March 2023. The contract award will be approved under delegated authority in accordance with the Council's Procurement Contract and Governance Rules.

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

7.5.1 The project will be managed by Education Infrastructure staff.

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

7.6.1 A Full Equality Analysis EQUA650 was carried out in 2021 for Education Infrastructure's Schools' Capital Programme 2021-22. The outcomes from consultation demonstrate that proposed capital developments support positive outcomes for children, young people, their families, and carers. No negative impact on people with Protected Characteristics was identified. It was concluded that sufficiency of educational places and opportunities for all children and young people contributes to providing positive life chances and supports a positive approach to Safeguarding in Birmingham: actively reducing the number of children and young people out of school helps to mitigate risk to their safety and wellbeing. This scheme falls within the umbrella of the equality analysis EQUA650 and will support positive outcome.



## **7.7 Environmental and Sustainability Implications**

- 7.7.1 With the use of Modern Methods of Construction we are reducing the impact of the building works on the environment whilst providing the required pupil spaces. A completed Environment & Sustainability Assessment is attached as **Appendix B**.

## **8 List of Appendices**

- 8.1 **Appendix A** - Full Business Case
- 8.2 **Appendix B** – Environment & Sustainability Assessment

## **9 Background Documents**

- 9.1 Schools' Capital Programme –School Condition Allocation, Basic Need Allocation 2022-23+ Future Years Cabinet Report (Approved at Cabinet 26 April 2022).
- 9.2 Planned Procurement Activities Report dated 21 March 2023.



## APPENDIX A

FULL BUSINESS CASE (FBC)			
<b>A. GENERAL INFORMATION</b>			
<b>A1. General</b>			
<b>Project Title</b> <i>(as per Voyager)</i>	<b>HAMILTON SCHOOL - APPROVAL FOR CAPITAL WORKS TO CREATE A TEMPORARY TWO STOREY CLASSROOM BLOCK, EXTERNAL PLAY SPACE AND CAR PARKING TO PROVIDE KEY STAGE 3 SEND PUPIL PLACES</b>		
<b>Voyager code</b>	B1-AV06H-P101-EC0-LV002D-TZZZZ-JZZZ-JXXX LV002D-047		
<b>Portfolio /Committee</b>	Education and Skills	<b>Directorate</b>	Children & Families
<b>Approved by Project Sponsor</b>	Jaswinder Didially	<b>Approved by Finance Business Partner</b>	Clare Sandland
<b>A2. Outline Business Case approval <i>(Date and approving body)</i></b>			
Schools' Capital Programme – School Condition Allocation, Basic Need Allocation 2022-23+ Future Years Cabinet Report (Approved by Cabinet on 26 <sup>th</sup> April 2022)			
<b>A3. Project Description</b>			
The scheme is for the hire of a two-storey temporary classroom block for a two-year period to be created including additional external play space and car parking provision in order to accommodate 24 Key Stage 3 SEND places for September 2023, with a further 24 places provided for September 2024.			
<b>A4. Scope</b>			
This scheme involves works as described in the above project description			
<b>A5. Scope exclusions</b>			
No works outside this scope will be undertaken			
<b>B. STRATEGIC CASE</b>			
<i>This sets out the case for change and the project's fit to the Council Plan objectives</i>			
<b>B1. Project objectives and outcomes</b>			
<i>The case for change including the contribution to Council Plan objectives and outcomes</i>			
<ul style="list-style-type: none"> <li>▪ A Bold Prosperous Birmingham</li> <li>▪ A Bold Inclusive Birmingham</li> <li>▪ A Bold Safe Birmingham</li> <li>▪ A Bold Healthy Birmingham</li> <li>▪ A Bold Green Birmingham</li> <li>▪ Enjoy and achieve by attending school;</li> <li>▪ Schools Capital Programme</li> </ul>			
<b>B2. Project Deliverables</b>			
<i>These are the outputs from the project eg a new building with xm2 of internal space, xm of new road, etc</i>			



## APPENDIX A

Create additional pupil accommodation to allow the transfer to secondary provision, enabling the school to increase its Planned Admission Number (PAN) and accommodate a temporary increase in pupil numbers for the new secondary Key Stage 3 to meet high local demand.

### B3. Project Benefits

*These are the social benefits and outcomes from the project, eg additional school places or economic benefits.*

Measure	Impact
<i>List at least one measure associated with <b>each</b> of the objectives and outcomes in B1 above</i>	<i>What the estimated impact of the project will be on the measure identified – please quantify where practicable (eg for economic and transportation benefits)</i>
The students will be taught in modern fit for purpose accommodation allowing for the delivery of a quality education.	Providing appropriate accommodation addresses identified demand and fulfils the Authority's statutory obligations to provide sufficient pupil places
The project delivers new teaching spaces.	Raised standards, improved behaviour, staff well-being and reduced turnover, mobility, facilitation of the sharing of good practice.
Support and enrich community and family learning e.g. positive parenting programme, basic skills, opportunities to address worklessness.	Children and young people will have a safe, warm and dry environment before, during and after school hours.
Promoting designs which support Birmingham's Education Vision.	Creating teaching and learning environments that are suitable for delivering education.

### B4. Benefits Realisation Plan

*Set out here how you will ensure the planned benefits will be delivered*

Additional pupil numbers to be accepted by for Key Stage 3 by Hamilton School and commissioned numbers agreed accordingly through formal agreement with Local Authority.

### B5. Stakeholders

A stakeholder analysis is set out at G4 below.

## C. ECONOMIC CASE AND OPTIONS APPRAISAL

*This sets out the options that have been considered to determine the best value for money in achieving the Council's priorities*

### C1. Summary of options reviewed at Outline Business Case

*(including reasons for the preferred option which has been developed to FBC)*

*If options have been further developed since the OBC, provide the updated Price quality matrix and recommended option with reasons.*

- The option of doing nothing would mean the City Council failing to meet its statutory obligation to ensure that there are sufficient pupil places, promote diversity and increase parental choice through planning and securing additional provision.
- The recommended option is to expand provision by creating a temporary two storey classroom block with additional external play space and car parking facilities to provide additional SEND places for KS3 pupils.

### C2. Evaluation of key risks and issues

*The full risks and issues register is included at the end of this FBC*

- Working in a live school building and ensuring Health & Safety is maintained. Acivico has many years' experience at delivering modular building projects of this nature and will manage and co-ordinate the works with the principal contractor, overseen by the Local Authority.
- A project risk register will be maintained and managed by Acivico. The risks will be observed and apportioned between the Council and Acivico.



**C3. Other impacts of the preferred option**

*Describe other significant impacts, both positive and negative*

- Facilities will provide sufficient and appropriate accommodation that is fit-for-purpose and meets the education standards for 21st Century teaching provision.
- Sufficient accommodation will be available to enable Hamilton School to temporarily expand its offer to cover Key Stage 3 to alleviate some pressure on the city.

**D. COMMERCIAL CASE**

*This considers whether realistic and commercial arrangements for the project can be made*

**D1. Partnership, Joint venture and accountable body working**

*Describe how the project will be controlled, managed and delivered if using these arrangements*

Scheme will be delivered by Project Team as follows:

- Client for the Project is the Education Infrastructure Team, Birmingham City Council
- Project Manager, Design Services, Cost Management, contract Administration and Principal Designer services will be provided by Acivico.
- End User will be Hamilton School, Holyhead, Birmingham
- Project will be managed by personnel identified above and End User throughout the duration of the project development and delivery to ensure that project deliverables are achieved.
- Regular 2 – 4 weekly meetings held with Project Team including client and end user
- Programme monitored and developed to ensure that required timescales are achieved.
- Scheme costs assessed, developed and monitored

**D2. Procurement implications and Contract Strategy:**

*What is the proposed procurement contract strategy and route? Which Framework, or OJEU? This should generally discharge the requirement to approve a Contract Strategy (with a recommendation in the report).*

- The procurement route for this project will be a call off undertaken using the Crown Commercial Services Modular Building Services Framework Agreement in accordance with its protocol.

**D3. Staffing and TUPE implications:**

None



## APPENDIX A

	2022/23	2023/24	2024/25	2025/26	Totals
Construction costs, incl. Surveys, Investigations, Planning & Statutory Fees (Including Client Contingency)		1,850,493	309,900	221,386	2,381,779
Professional Fees	64,985	61,180	9,559	6,807	142,531
Loose Furniture, Fixtures & Equipment Allowance (Classrooms and Ancillary Areas)		38,250			38,250
ICT Allowance (Data cabling to be carried out by schools IT Provider)		62,900			62,900
EDI capitalisation	1,950	60,385	9,584	6,845	78,764
<b>TOTAL</b>	<b>66,935</b>	<b>2,073,208</b>	<b>329,043</b>	<b>235,039</b>	<b>2,704,224</b>

### E2. Evaluation and comment on financial implications:

The estimated project cost is £2,704,224.

The costs are being met from High Needs Allocation.

The Edsi Fees is 3% of the overall cost of the project.

### E3. Approach to optimism bias and provision of contingency

A contingency sum of up to £166,171 has been included in the overall project costs to cover any unforeseen circumstances during the construction period.

### E4. Taxation

*Describe any tax implications and how they will be managed, including VAT*

There are no anticipated adverse VAT implications for the City Council in this scheme as the maintenance of highways is a statutory function of the City Council such that any VAT paid to contractors is reclaimable.



<b>F. PROJECT MANAGEMENT CASE</b>	
<i>This considers how project delivery plans are robust and realistic</i>	
<b>F1. Key Project Milestones</b>	<b>Planned Delivery Dates</b>
<i>The summary Project Plan and milestones is attached at G1 below</i>	
Cabinet Approval	<b>April 2023</b>
Main Construction works	<b>May 2023 – August 2023</b>
Practical completion	<b>End August 2023</b>
<b>F2. Achievability</b>	
<i>Describe how the project can be delivered given the organisational skills and capacity available</i>	
<ul style="list-style-type: none"> <li>• Scope of work identified as in the project description.</li> <li>• Site investigation reports have been commissioned.</li> <li>• Project programme and costs have been developed.</li> <li>• Funding is in place subject to this approval, up to the estimated cost.</li> </ul>	
<b>F3. Dependencies on other projects or activities</b>	
<ul style="list-style-type: none"> <li>• Planning Permission has been submitted.</li> </ul>	
<b>F4. Officer support</b>	
<b>Project Manager:</b>	Zahid Mahmood 07860906126 Capital Programme Manager, Education Infrastructure <a href="mailto:zahid.mahmood@birmingham.gov.uk">zahid.mahmood@birmingham.gov.uk</a>
<b>Project Accountant:</b>	Jaspal Madahar 07766922478 Finance & Resources Manager <a href="mailto:jaspal.madahar@birmingham.gov.uk">jaspal.madahar@birmingham.gov.uk</a>
<b>Project Sponsor:</b>	Jaswinder Didially 07825 117334 Head of Education Infrastructure <a href="mailto:jaswinder.didially@birmingham.gov.uk">jaswinder.didially@birmingham.gov.uk</a>
<b>F5. Project Management</b>	
<i>Describe how the project will be managed, including the responsible Project Board and who its members are</i>	
As per D1	

<b>G. SUPPORTING INFORMATION</b>
<i>(Please adapt or replace the formats as appropriate to the project)</i>

<b>G1. PROJECT PLAN</b>
<i>Detailed Project Plan supporting the key milestones in section F1 above</i>
<ol style="list-style-type: none"> <li>1. Contractor allocation –</li> <li>2. Cabinet approval – 24/04/23</li> <li>3. Planning approval –</li> <li>4. Start on site – May/June 2023</li> <li>5. Completion – August 2023</li> <li>6. Hire Period – August 2023 to August 2025</li> <li>7. Removal and Reinstatement – August 2025</li> </ol>

<b>G2. SUMMARY OF RISKS AND ISSUES REGISTER</b>			
<i>Risks should include Optimism Bias, and risks during the development to FBC</i>			
<i>Grading of severity and likelihood: High – Significant – Medium – Low</i>			
		Risk after mitigation:	
Risk or issue	Mitigation	Severity	Likelihood
Stakeholders do not consider School Travel Plans and	Review school travel plans in partnership with transportation prior to local	Low	High



## APPENDIX A

transportation issues prior to consultation	consultation in order to mitigate possible objections.		
Stakeholders/ Trust do not engage in project and do not sign up to the solution	The Design Team will ensure regular meetings and consultation with stakeholders and Trust.	Low	Medium
New Free Schools and Academies opening across Birmingham	Liaise closely with Free School Providers and Academies when planning the provision of Additional Primary and Secondary SEND Places.	Medium	Medium
Building costs escalate	The Design Team will closely monitor the schedule of works and build costs. Cost schedules include contingency sums. Any increase in costs will need to be met through value re-engineering to ensure projected spend remains within overall allocation	Low	Medium
Building works fall behind	The Design Team will closely monitor schemes on site and liaise with Contractor Partners to identify action required.	High	Medium
BCC faced with increasing revenue costs	Consequential revenue costs arising including additional staffing, utility costs and any on-going day to day repair and maintenance of the asset will be the responsibility of the school. Any increase in revenue costs will be offset by an increase in income through increased pupil numbers provided by the DfE.	Medium	Medium

### G3. EXTERNAL FUNDING AND OTHER FINANCIAL DETAILS

*Description of external funding arrangements and conditions, and other financial details supporting the financial implications in section E1 above (if appropriate)*

N/A

### G4. STAKEHOLDER ANALYSIS

Stakeholder	Stake in project	Potential impact on project	What does the project expect from stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy	Responsibility
Cabinet Members for ES&C and F&R	Strategic Overview of DGCF expenditure	High	Ratification of BCC approach to TBN	Strategy not approved	Early Consultation and Regular Briefing on all aspects of Special Provision	BCC / EDI



## APPENDIX A

School's Consultant Partners	Design and Delivery	High	Design of build  Project management	Unable to design to budget Unable to deliver to timescales	Close working with other stakeholders Regular feedback	School Leadership Team
Planning Officers	Granting Planning Consent	High	Close Liaison with EDI to design a scheme that can receive planning approval	N/A	Frequent communication on all aspects of project design	School's Consultant Project Manager EDI Project Officer
School Leadership Team / Governors	Governing Body Agreement and End Users	High	Compliance with GBA Ongoing Revenue costs for R&M once build complete	N/A	Governing Body Agreement signed and regular project meetings	School Leadership Team / Governing Body EDI Project Officer
Pupils	End user	Low	Consultation	Nil	Through schools council	School Leadership Team
Ward Councillors	Knowledge of other developments affecting local communities that may link into project	High	Consultation with community and support for project	Objections from local residents	Involve in consultation and planning permission process	EDI Project Officer  Governors/ School Leadership Team

### G5. BENEFITS REGISTER

*For major projects and programmes over £20m, this sets out in more detail the planned benefits. Benefits should be monetised where it is proportionate and possible to do so, to support the calculation of a BCR and NPSV (please adapt this template as appropriate)*

Measure	Annual value	Start date	Impact
<i>List at least one measure associated with <b>each</b> of the outcomes in B1 above</i>			<i>What the estimated impact of the project will be on the measure identified</i>
<b>(A) Monetised benefits:</b>	£		
<b>(B) Other quantified benefits:</b>			



## APPENDIX A

<b>(C) Non-quantified benefits:</b>	n/a		

<b>Other Attachments</b> <i>provide as appropriate</i>	
•	



### Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/ decision/development proposal is likely to have on the environment. This assessment must be completed for CLT and Cabinet reports where appropriate. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete.

To complete the assessment, you should consider whether the proposal will have a positive or a negative impact on each of the key themes by placing a (✓) for positive, (x) for negative and (?) for unclear impact, and (N/A) for non-applicable impact. Further guidance on the completion of the template is available on page 3 below.

<b>Project Title:</b>	<b>Hamilton School – Temporary 2 Storey Modular Teaching Block, External Play Space and Car Parking Provision</b>			
<b>Directorate: Children &amp; Families</b>	<b>Team: Education Infrastructure</b>		<b>Person Responsible for assessment:</b> Zahid Mahmood/Baljeet Uppal	
<b>Date of assessment: 23/02/2023</b>	<b>Is it a new or existing proposal? New</b>			
<b>Brief description of the proposal:</b> Install additional modular classrooms at Hamilton School site – New two storey teaching block with 6.No. new classrooms and associated accommodation. Remodelling of existing car park area also to be carried out. This project creates initial an additional 16 SEN student places by providing new accommodation.				
<b>Potential impacts of the policy/development/ decision on:</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	<b>No Specific Impact</b>	<b>What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?</b>
Natural Resources - including water, soil, air			✓	Minimal impact – New temporary two storey modular structure.
Energy use and CO <sub>2</sub> emissions			✓	Energy efficient materials and production to be used in construction of temporary teaching block. New accommodation has been designed with enhanced 'U' value requirements in order to reduce heat loss from the proposed building. Proposed air tightness values also significantly reduce heat loss and so both measures reduce energy usage. No energy expenditure from

13.7.21

1



				mechanical ventilation within new classroom spaces. New lighting will be LED so low energy usage.
Quality of environment	✓			Environment designed to match the specific needs of the students to be in occupation. New Classroom spaces are to be naturally ventilated. Natural lighting is maximised in the design where possible to reduce the reliance on artificial lighting.
Impact on local green and open spaces and biodiversity			✓	Adjacent currently unused green space will be brought back into use by the school for the temporary accommodation. There is no significant impact on current soft landscape areas but where these are being affected by the temporary accommodation and carparking, replacement will be provided. Existing Primary School areas will be reinstated to previous condition on removal of Temporary Accommodation.
Use of sustainable products and equipment	✓			Modern method of construction being utilised to create temporary pupil places using sustainable material and energy efficient materials and processes. Temporary units reuse existing frames and other materials within their construction Heating, power and water sources will be provided by existing on site infrastructure so no renewable energy sources are being proposed
Minimising waste			✓	The majority of the works are on the temporary modular unit. The use of modern methods of construction i.e. modular construction results in less waste This is a temporary building proposal so waste removal on the project will be minimal. A significant amount of works on the modular proposals will be carried out off site and factory production compared to onsite works is renowned for minimal material wastage.



Council plan priority: a city that takes a leading role in tackling climate change	✓			The plans directly improve the local area and city climate change contribution, by extending the useful life expectancy of the sites and buildings on them, while reducing their ongoing demand for energy and carbon emissions, and without adversely introducing significant negative impacts during the construction process
Overall conclusion on the environmental and sustainability impacts of the proposal	With the use of Modern Methods of Construction we are reducing the impact of the building works on the environment whilst providing the required pupil spaces.			



**Guidance for completing the template**

<b>Theme</b>	<b>Example</b>
Natural Resources - Impact on natural resources including water, soil, air.	<p>Does the decision increase water use?</p> <p>Does the decision have an impact on air quality?</p> <p>Does the decision discourage the use of the most polluting vehicles (private and public) and promote sustainable modes of transport or working from home to reduce air pollution?</p> <p>Does the decision impact on soil?</p> <p>For example, development will typically use water for carrying out various operations and, once complete, water will be needed to service the development. Providing water to development and treating affluent water requires energy and contributes to climate change. Some of the activities including construction or disposal of waste may lead to soil pollution. The decisions may lead to more journeys thereby deteriorating air quality and thus contribution to climate change and greenhouse gases.</p>
Energy use and CO <sub>2</sub> emissions.	<p>Will the decision have an impact on energy use?</p> <p>Will the decision impact on carbon emissions?</p> <p>Most day-to-day activities use energy. The main environmental impact of producing and using energy such as electricity, gas, and fuel (unless it is from a renewable source) is the emission of carbon dioxide.</p>
Quality of environment.	<p>Does the decision impact on the overall quality of the built environment?</p> <p>Decisions may have an impact on the overall setting, character and distinctiveness in the area. For example, if development involves ground digging and excavations etc. it may have an impact on the local archaeology.</p>
Impact on local green and open spaces and biodiversity	<p>The proposal may lead to localised impacts on the local green and open spaces which may have an impact on local biodiversity, trees and other vegetation in the area.</p> <p>Will the proposal lead to loss (or creation) of green and blue infrastructure?</p> <p>For example, selling an open space may reduce access to open space within an area and lead to a loss of biodiversity. However, creating a new open space would have positive effects.</p>
Use of environmentally sustainable products, equipment and packaging'	<p>Will the decision present opportunities to incorporate the use of environmentally sustainable products (such as compostable bags, paper straws etc.), recycled materials (i.e. Forest Stewardship Council (FSC) Timber/wood), non-polluting vehicles, avoid the use of single use plastics and packaging.</p>
Minimising waste	<p>Will the decision minimise waste creation and the maximise recycling during the construction and operation</p>



	<p>of the development/programme/project?</p> <p>Will the decision provide opportunities to improve recycling?</p> <p>For example, if the proposal involves the demolition of a building or a structure, could some of the construction materials be reused in the new development or recycled back into the construction industry for use on another project?</p>
Council plan priority: a city that takes a leading role in tackling climate change and deliver Route to Zero.	How does the proposal or decision contribute to tackling and showing leadership in tackling climate change and deliver Route to Zero aspirations?

If you require further assistance with completing this template, please contact: [ESAGuidance@birmingham.gov.uk](mailto:ESAGuidance@birmingham.gov.uk)







# Birmingham City Council

## Report to Cabinet

25 April 2023



**Subject:** HM INSPECTORATE OF PROBATION INSPECTION OF YOUTH OFFENDING SERVICES IN BIRMINGHAM – DECEMBER 2022

**Report of:** Sue Harrison, Director Children and Families,

**Relevant Cabinet Members:** Cllr Karen McCarthy, Children, Young People and Families  
Cllr John Cotton, Social Justice, Community Safety and Equalities

**Relevant O & S Chair(s):** Cllr Kerry Jenkins, Education and Children's Social Care  
Cllr Sir Albert Bore, Co-ordinating

**Report author:** Seamus Gaynor, Head of Executive, Birmingham Children's Trust  
Email: [Seamus.Gaynor@birminghamchildrenstrust.co.uk](mailto:Seamus.Gaynor@birminghamchildrenstrust.co.uk)

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



## **1 Executive Summary**

- 1.1 To share the findings of the December 2022 HM Inspectorate of Probation inspection of youth offending services in Birmingham, which rated the service as 'Requires Improvement'.

## **2 Recommendations**

- 2.1 Cabinet is asked to note the inspection report which was published in March 2023 and is appended to this report.

## **3 Background**

- 3.1 In December 2022 His Majesty's Inspectorate of Probation inspected Birmingham Youth Offending Service across three broad areas: the arrangements for organisational delivery of the service, the quality of work with children sentenced by the courts, and the quality of out-of-court disposal work.
- 3.2 The inspection team recognised that positive developments had been made by the service in the past three years. HM Chief Inspector of Probation Justin Russell stated in his foreword *'Although the service continues to be rated as 'Requires improvement', we have seen enhanced and improved service delivery'*. They also acknowledged the additional, and often unique, challenges associated with Birmingham Youth Offending Service being the largest youth justice service in England and Wales.
- 3.3 The service continues to be rated as 'Requires Improvement' and the inspection report made 11 recommendations to make a positive impact on the quality of youth offending services in Birmingham. These include work to understand the capabilities of all staff and work with partners to review and develop further the partnership response to managing the risks to and from each child, and stronger shared responsibility to promoting safety for all.

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

- 4.1 Not directly applicable as this report shares the findings of the HM Inspectorate of Probation inspection.

## **5 Consultation**

- 5.1 Not directly applicable as this report shares the findings of the HM Inspectorate of Probation inspection.

## **6 Risk Management**

- 6.1 It will be important to demonstrate effective responses to the recommendations of the report, to maintain and build on improvements identified by HMIP and to respond to the needs of young people in need of support from the service.
- 6.2 In mitigation the service is required to submit a development plan in response to the 11 recommendations to HMIP by 5 May 2023. This will feed into the wider service



development plan and activity in response to the latest inspection findings will feature in the Strategic Youth Justice Plan 23-28. This plan is currently under development and due for submission to the Youth Justice Board by 30 June 2023. The Service's Senior Leadership Team will keep the Plan under review with regular reports into the YOS Partnership Board and Trust Executive.

## **7 Compliance Issues:**

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

7.1.1 The Youth Offending Service supports the delivery of the Council's priorities as set out in the Birmingham City Council Plan 2022-2026:

- Support and enable all children and young people to thrive - We will support all children and young people to have the best start in life and achieve their full potential.
- Protect and safeguard vulnerable citizens - We will ensure vulnerable citizens are protected, supported, and safeguarded, and where necessary looked after.
- Make the city safer - We will work with citizens and partners, including West Midlands Police, to reduce crime, tackle anti-social behaviour and improve community and road safety so people feel safe in their daily lives, and feel it is easier and safer to walk and cycle in Birmingham.

### **7.2 Legal Implications**

7.2.1 The Crime and Disorder Act 1998 identifies Children's Social Care and the Youth Offending Service (YOS) amongst the agencies that are required to work together to reduce youth crime. The YOS aims to reduce and prevent offending by children and young people.

### **7.3 Financial Implications**

7.3.1 Not directly applicable as this report shares the findings of the HM Inspectorate of Probation inspection.

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

7.4.1 Not directly applicable as this report shares the findings of the HM Inspectorate of Probation inspection.

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

7.5.1 Not directly applicable as this report shares the findings of the HM Inspectorate of Probation inspection.



## **7.6 Public Sector Equality Duty**

- 7.6.1 Not directly applicable as this report shares the findings of the HM Inspectorate of Probation inspection.

## **7.7 Environmental and Sustainability Implications**

- 7.7.1 Not directly applicable as this report shares the findings of the HM Inspectorate of Probation inspection.

## **8 Appendices**

- 8.1 HM Inspectorate of Probation: An inspection of youth offending services in Birmingham March 2023.

## **9 Background Documents**

- 9.1 HM Inspectorate of Probation notification letter of inspection 3 November 2022.





HM Inspectorate  
of Probation

An inspection of youth offending services in

# Birmingham

---

HM Inspectorate of Probation, March 2023



# Contents

<b>Foreword .....</b>	<b>3</b>
<b>Ratings .....</b>	<b>4</b>
<b>Recommendations .....</b>	<b>5</b>
<b>Background .....</b>	<b>6</b>
<b>Domain one: Organisational delivery .....</b>	<b>7</b>
1.1. Governance and leadership .....	7
1.2. Staff .....	9
1.3. Partnerships and services .....	11
1.4. Information and facilities .....	13
<b>Domain two: Court disposals .....</b>	<b>16</b>
2.1. Assessment .....	16
2.2. Planning .....	17
2.3. Implementation and delivery .....	18
2.4. Reviewing .....	19
<b>Domain three: Out-of-court disposals .....</b>	<b>20</b>
3.1. Assessment .....	20
3.2. Planning .....	21
3.3. Implementation and delivery .....	22
3.4. Out-of-court disposal policy and provision .....	23
<b>4.1. Resettlement .....</b>	<b>25</b>
4.1. Resettlement policy and provision .....	25
Further information .....	27

## Acknowledgements

This inspection was led by HM Inspector Rebecca Howard, supported by a team of inspectors and colleagues from across the Inspectorate. We would like to thank all those who helped plan and took part in the inspection; without their help and cooperation, the inspection would not have been possible.

## The role of HM Inspectorate of Probation

HM Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We report on the effectiveness of probation and youth offending service work with adults and children.

We inspect these services and publish inspection reports. We highlight good and poor practice and use our data and information to encourage high-quality services. We are independent of government and speak independently.

Please note that throughout the report the names in the practice examples have been changed to protect the individual's identity.

You may re-use this information (excluding logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit [www.nationalarchives.gov.uk/doc/open-government-licence](http://www.nationalarchives.gov.uk/doc/open-government-licence) or email [psi@nationalarchives.gsi.gov.uk](mailto:psi@nationalarchives.gsi.gov.uk).

## Published by:

HM Inspectorate of Probation  
1st Floor Civil Justice Centre  
1 Bridge Street West  
Manchester  
M3 3FX

Follow us on Twitter  
[@hmiprobation](https://twitter.com/hmiprobation)

ISBN: 978-1-915468-40-6

© Crown copyright 2023



## Foreword

---

This reinspection is part of our programme of youth offending service (YOS) inspections. We have inspected and rated Birmingham YOS across three broad areas: the arrangements for organisational delivery of the service, the quality of work done with children sentenced by the courts, and the quality of out-of-court disposal work.

Overall, Birmingham YOS was rated as 'Requires improvement'. We also inspected the quality of resettlement policy and provision, which was separately rated as 'Requires improvement'. This was a reinspection of Birmingham, following our previous visit in 2020. Although the service continues to be rated as 'Requires improvement', we have seen enhanced and improved service delivery.

Birmingham is the largest youth justice service in England and Wales which presents additional challenges to the improvement journey it has been on, and the impact of this should not be underestimated. Birmingham YJS is undergoing significant changes to improve the quality of provision. We found dedication and commitment from the board, senior leaders, and the wider service to achieve this. This includes increases in funding and services from partners, such as an improved education offer, which now provides wraparound support to children.

Considerable work to develop the board has been completed. There is now an independent chair and consistent attendance from partners. Significant work has been undertaken by the senior leaders. However, there remains a disconnect between the board and senior leadership and the wider staff group. Recruitment and retention of staff has been challenging and most staff who contributed to the inspection, reported finding the current workload excessive. For some, they also felt they had not been fully equipped to undertake their roles and expectations were beyond their capabilities.

There have been significant changes to the out-of-court disposal process since our last inspection, and we have seen improvements in the quality of assessment and planning activities. There was evidence that children and their parents or carers are more actively involved and engaged since our last inspection. However, there has been a decline in the quality of delivery for post-court cases, with practice not sufficiently promoting the safety of children and other people. There needs to be better coordination and a shared response with other partners to risk and safety management.

The YOS produces comprehensive data, which has enabled in-depth knowledge of those accessing the service and a clear understanding of disproportionality. There is a commitment to addressing the over-representation of black and mixed heritage children within the caseload and to meeting the diversity needs of children. The YOS now needs to embed its diversity strategy so that it is understood operationally and drives improvement in casework. Recognising and responding to the diversity needs of staff requires further development, particularly around ensuring consistent consideration across all protected characteristics.

The YOS has been proactive in evaluating some areas of practice, such as work with children in and leaving custody, and changes in delivery have seen a large reduction in custodial sentences and remands. The YOS now needs to focus on developing effective resettlement provision.



**Justin Russell**















HM Chief Inspector of Probation



## Ratings

**Birmingham Youth Offending Service**  
Fieldwork started December 2022

**Score 11/36**

<b>Overall rating</b>		<b>Requires improvement</b>	
<b>1. Organisational delivery</b>			
1.1	Governance and leadership	<b>Requires improvement</b>	
1.2	Staff	<b>Requires improvement</b>	
1.3	Partnerships and services	<b>Requires improvement</b>	
1.4	Information and facilities	<b>Requires improvement</b>	
<b>2. Court disposals</b>			
2.1	Assessment	<b>Requires improvement</b>	
2.2	Planning	<b>Requires improvement</b>	
2.3	Implementation and delivery	<b>Inadequate</b>	
2.4	Reviewing	<b>Inadequate</b>	
<b>3. Out-of-court disposals</b>			
3.1	Assessment	<b>Requires improvement</b>	
3.2	Planning	<b>Good</b>	
3.3	Implementation and delivery	<b>Requires improvement</b>	
3.4	Out-of-court disposal policy and provision	<b>Requires improvement</b>	
<b>4. Resettlement<sup>1</sup></b>			
4.1	Resettlement policy and provision	<b>Requires improvement</b>	

<sup>1</sup> The rating for Resettlement does not influence the overall YOS rating.



## Recommendations

---

As a result of our inspection findings, we have made 11 recommendations that we believe, if implemented, will have a positive impact on the quality of youth offending services in Birmingham. This will improve the lives of the children in contact with youth offending services, and better protect the public.

### **The Birmingham Youth Offending Service should:**

1. continue to work with police partners to improve victim consent rates, information sharing arrangements, and consistency in approaches to diversion
2. implement measures to understand the current capabilities of all staff and, where necessary, complete tailored training to ensure that all are equipped to undertake their roles
3. work with partners to review and further develop risk management processes, ensuring that there is a coordinated approach and shared response to keeping children and others safe
4. improve identification and analysis of risks to and from the child, ensuring that adequate attention is paid to actual and potential victims
5. improve reviewing activity, to ensure that changes in desistance and risks to and from the child are effectively identified, analysed, and appropriately responded to
6. further develop management oversight processes, to make sure that these are consistently providing adequate support and guidance which drives quality
7. work with partners to further develop and embed resettlement guidance and provision to ensure that processes and pathways to effective resettlement are clear and understood.

### **The Director of Children's Services should:**

8. continue to support the YOS and children's social care, to strengthen operational relationships so that thresholds, roles, and responsibilities are understood and adhered to.

### **The partnership board should:**

9. review and implement strategies to improve the connection and collaboration between the board, senior leadership team, and the wider service
10. support the YOS in embedding its diversity strategy. This needs to include processes for recognising and addressing effectively the diversity needs of all staff, children, and victims accessing the service across all protected characteristics.
11. work with the YOS to improve workforce stability, capacity, and contingency arrangements, to promote consistency and high-quality work.



## Background

---

We conducted fieldwork in Birmingham Youth Offending Service (YOS) over a period of a week, beginning 05 December 2022. We inspected cases where the sentence or licence, out-of-court disposals, and resettlement cases were delivered between 06 December 2021 and 30 September 2022. We also conducted 63 interviews with case managers and 22 with a manager.

The YOS is part of Birmingham Children's Trust (BCT) and is managed within the vulnerable young people directorate. Birmingham children's services joined the trust in 2018, following long-standing deficiencies in service provision. BCT is owned by Birmingham City Council and commissioned to provide all child, young person, and family services. Operational delivery is controlled by the Trust executive team, accountable to the trust board.

Birmingham YOS is the largest youth justice service in England and Wales and is covered by West Midlands Police. It employs 141 staff and there are four area-based teams, covering East, West, South, and central locations. The senior leadership team consists of a head of service, who oversees four assistant heads of service; an education, employment, and training strategy and performance manager; a research and information manager; and a business and resource manager. The management structure also includes team managers and deputy team managers. At the time of the inspection, the YOS was managing 148 post-court cases and 72 out-of-court disposal cases. In December 2022, the YOS launched its prevention service, which will increase the number of children they work with. This is supported through the appointment of additional staff, including managers.

Birmingham is a city and metropolitan borough in the county of West Midlands. It is the second largest city in England. The 2021 census recorded the population at 1,144,900, which represents an increase of 6.7 per cent since 2011. There are 123,909 children aged 10 to 17 residing in Birmingham. It is an ethnically and culturally diverse city; the proportion of children aged 10 to 17 from a black, Asian, and minority ethnic heritage sits at 55 per cent. However, 67 per cent of children working with the YOS at the time of the inspection were from this heritage. Like most youth justice services, the number of cared for children is high, sitting at 13 per cent of the caseload at the time of inspection. Children subject to child protection plans made up 6 per cent of the caseload, and children on child in need plans 13 per cent.

The complexities and challenges experienced in Birmingham should not be underestimated; there are high levels of deprivation, serious youth violence, and exploitation. Birmingham is ranked the seventh most deprived local authority in England, and child poverty in Birmingham is worse than the England and core cities average. Many children working with the YOS have multiple needs; at the time of inspection, 67 per cent were experiencing emotional and health difficulties and 61 per cent had substance misuse issues. Children with learning difficulties and disabilities accounted for 55 per cent. The most common offence is violence against the person, which, within our case sample, accounted for 51 per cent of domain two and 61 per cent of domain three cases. The YOS has a strong understanding of the cohort of children, monitoring and analysing this data proactively.



## Domain one: Organisational delivery

To inspect organisational delivery, we reviewed written evidence submitted in advance by the youth offending service and conducted 18 meetings, including with children, staff, volunteers, managers, board members, and partnership staff and their managers.

Key findings about organisational delivery were as follows.

### 1.1. Governance and leadership



The governance and leadership of the YOS supports and promotes the delivery of a high-quality, personalised and responsive service for all children.

Requires improvement

#### Strengths:

- Considerable work has been completed to improve the quality and functioning of the management board. Board members have an induction to the board. There is now an independent chair, and representation from all partners of the appropriate seniority. Board members and senior leaders are invested in the service and understand their role and responsibilities. They have a detailed knowledge of the profile of children and victims accessing the service. Members are sighted on risks to provision. The management board and senior leadership team are committed to achieving the vision and improving the quality of the service. Detailed data analysis is used to inform service delivery and service development sessions have been held. Extensive work within the service has been delivered to address findings from the previous inspection, with a focus upon specifically improving the quality of practice.
- The partnership has recognised that mental health and speech, language, and communication provision has not been sufficiently resourced. Provision has been increased to meet the need.
- The partnership has advocated for the YOS to improve service quality. This includes enhancing the education, training, and employment (ETE) provision. Impact is being seen in the significant reduction of school-aged children not having a placement, and since the last inspection this has reduced from 11 per cent to 2 per cent.
- Partners have increased funding and seconded staff into the YOS. There are also secondment opportunities for YOS practitioners into other services.
- The board and YOS have effective strategic links which assist in driving consistency and quality provision in Birmingham and the West Midlands.

#### Areas for improvement:

- There is a significant disconnect between the board and leadership team, and the wider service. The vast majority of staff who participated in the inspection report they do not feel heard. It was evident that many key messages on the service transformation were not reaching all staff. Although there have been clear efforts to engage with staff, more work is needed to unify the service and improve transparency, communication, and collaboration.



- The involvement of children, parents or carers, and victims needs to be strengthened, to ensure that their views are captured and their voices influence strategy and operational delivery effectively.
- Further work is required with police partners to improve victim consent rates and information sharing practices, as well as ensure that there are proactive and consistent approaches to diversion.
- The YOS and children's social care services need to develop strategic and operational arrangements further, to ensure that, where required, children and families are receiving adequate support.
- The YOS needs to review their progress and plans in relation to their improvement journey. Not all necessary changes have been embedded successfully or have impacted in the manner intended. This is particularly evidenced by the domain two case ratings, which found considerable work is still required to improve the quality of practice.



## 1.2. Staff



Staff within the YOS are empowered to deliver a high-quality, personalised and responsive service for all children.

Requires improvement

### Strengths:

- The YOS has increased the number of managers to lead strategic areas.
- Successful volunteer recruitment means that the YOS now has sufficient numbers to support service delivery. Volunteers are satisfied with the support they receive to undertake their role.
- Learning and development has been prioritised and there has been significant investment in, and rejuvenation of, the training offer. Staff can access a comprehensive range of training relevant to their role.
- A robust training plan, matrix, and tracker have been developed which identify and monitor required training. These support training oversight and understanding the skill base required for each role.
- There are promotion and development opportunities for staff, including moves from practitioner to management posts and secondments.
- The YOS has developed specialist clinical support packages which are available to all staff. It has invested in training and support for grief and loss, serious youth violence, and vicarious trauma.

### Areas for improvement:

- Although evidence suggests that caseloads were manageable, most staff who contributed to the inspection, at both practitioner and management level, reported finding the current workload excessive. Many staff also considered it was overwhelming. Some felt they have not been fully equipped for their roles and expectations were beyond their capabilities. Not all staff we spoke to during the inspection feel confident and sufficiently experienced to manage and oversee the work they have been allocated.
- Recruitment and retention of staff has been challenging. Although the YOS has attempted to recruit proactively, not all campaigns have been successful and there have been delays in staff starting posts. The service has high levels of sickness and there are several vacant posts across different levels of the organisation. Contingency arrangements were not sufficiently robust to manage the reduced capacity. In the cases we reviewed, the reduced capacity had impacted on the quality of delivery, which we found to be insufficient in the majority of post court cases.
- Operational management roles require further clarity on their functions, responsibilities, and oversight.
- Supervision and management oversight are not sufficient to support staff and to drive quality casework to keep children and others safe.
- Although there is a robust induction package, we found instances where new staff had not been given the opportunity to fully complete this.



- To ensure that learning needs and underperformance are addressed, appraisals, individual staff development, and performance management need strengthening.
- There is an undoubted commitment to learning and development, but more time needs to be dedicated to ensuring that learning can be processed, embedded, and is then translated into practice.
- A large majority of staff who were involved in the inspection, including new and longer-standing team members, report feeling anxious and disheartened. This was, in part, linked to the pace of change. Staff indicated they recognised the importance of change but considered that this needs to be better paced, managed and delivered.



### 1.3. Partnerships and services



A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children.

Requires improvement

#### Strengths:

- Data analysis is comprehensive and produced routinely. This provides a wealth of information on the profile of the cohort, its demographics, desistance, risk, and safety needs. Analysis is used to inform service delivery.
- Diversion is a priority, and the YOS has launched a prevention team to support children to avoid contact with the criminal justice system.
- The education offer has been enhanced; mechanisms are in place to monitor and identify children requiring support. Wraparound support is available for all children, including in-house provision and clearer pathways for access to other ETE services.
- Children can access a range of community reparation projects. This includes both direct and indirect reparation and allows children to develop skills.
- There is a range of constructive activities available to develop desistance and protective factors further, including boxing and mentoring. The YOS also has access to the music studio project, where children work with professionals to create music and learn about the industry.
- Children involved in harmful sexual behaviour have access to specialist provision, including assessments, support, interventions, and consultations for practitioners.
- There is priority access for children requiring alcohol and substance misuse support, and intervention is tailored to meet their needs.
- There are strong links with the exploitation service and there is evidence of promising work to support children and families.
- Children eligible to work with police offender managers receive an enhanced package of support and work effectively with the YOS.

#### Areas for improvement:

- There is a strong offer to victims but, because of very low consent rates obtained from the police, the YOS is not able to offer services and reach many victims. Data analysis needs to be expanded to explore the work with victims, to understand consent and uptake rates as well as satisfaction levels.
- There is a good range of partnership services, but we found a lack of understanding of the provision and access routes by practitioners, insufficient coordination between services, and a lack of confidence in some of the provision available.
- Not all children who required a mental health or speech, language, and communication needs intervention were being reached. The health offer has now been enhanced but requires embedding to ensure that the pathways are understood, and children's needs are met.



- Partnership contribution and involvement in keeping children and other people safe are not adequate. More work is needed to ensure that information is shared quickly, and that there is a coordinated, cohesive approach.
- Risk and safety management processes are not fully understood. The framework is not providing adequate support and oversight in keeping children and other people safe.
- Relationships and practice with children's social care services need to be strengthened, to ensure that children are receiving the appropriate support from the right service.
- The service does not currently have its full allocation of probation practitioners. While there are clear and robust transition processes for children moving from youth justice to probation services, the absence of practitioners means that the process is not being followed consistently.



## 1.4. Information and facilities



Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children.

Requires improvement

### Strengths:

- The YOS has been proactive in developing and reviewing guidance to support the delivery of services. These are on SharePoint, allowing easy access for all staff.
- The YOS is invested in redeveloping locations where children are seen, to ensure that these are child friendly and provide access to a range of facilities. Children, staff, and specialists have been involved in creating the redesign. The girls we spoke to as part of the inspection said that they are given the choice of where to be seen and when.
- Efforts are under way to improve child safety when working with the YOS. This includes a booking system for appointments, identifying dangerous locations and agreeing travel routes with the child.
- The YOS data sharing agreements have improved access to information with some key partners. This allows direct access to some partner systems.
- Robust mechanisms are in place to identify, review, and learn from serious incidents. Analysis and learning are disseminated within the service and partnership.
- The YOS evaluates its provision proactively, to explore and understand service performance. Areas requiring more focus are incorporated in improvement plans.

### Areas for improvement:

- Several of the new protocols and guidance documents have needed to be reviewed or re-reviewed quickly. The implementation and embedding of these with staff has not been achieved consistently or effectively and this has impacted upon the quality of practice.
- The current case management system is not meeting service needs fully. The YOS has plans to address this.
- The current facilities do not provide an appropriate base for all staff and specialist workers. For many, there is a feeling of isolation, silo working, and disconnection from colleagues.
- Birmingham has numerous complexities and local knowledge is critical for managing safety. The limited access to community facilities and reduction in teams mean that some staff report they are travelling and working in areas unfamiliar to them. Some staff also indicate the team changes have impacted upon children, with some children travelling across areas within the city. This has resulted in a number of the staff who participated in the inspection reporting concerns around their own and children's safety. Most staff felt that the current facilities for seeing children are not always easily accessible, appropriate for the work they undertake, or child friendly.
- The quality assurance framework identifies areas for development. However, more focus is needed to respond to findings and tailor training to individual need, to then address deficits in practice.



## Involvement of children and their parents or carers

The YOS recognises that the involvement of children, their parents or carers and victims needs strengthening. This has been identified as a priority, and a participation working group, which includes board members and practitioners, has been established. The working group is reviewing its existing practice and exploring how to enhance this area. The initial work is showing promise. For instance, children are now involved in the recruitment of staff and a participation forum was used to hear children's experiences and views of police custody. Based on this feedback, 'distraction packs' have been created and are now used for children in police custody. However, mechanisms which proactively seek and routinely gather feedback to inform evaluation of provision and influence service delivery require further development.

During the inspection, we met six children and completed two further telephone interviews, one with a child and one with a parent. We also had five responses to our text survey, including both children and parents.

All children we met and spoke to felt that the YOS had supported and helped them to avoid further offending and build on their strengths. One child stated:

*"When you don't get love and support at home, they give you it here, they listen to me. They taught me that what I was doing wasn't helping me and now I know right from wrong".*

Most of the children we spoke to said that the YOS had been flexible and accommodating to assist them in attending sessions. They felt that their views on how and when intervention and support were to be delivered had been considered. One child commented:

*"I had to complete reparation, but they gave me a choice on the project. I worked in a charity shop and they let me pick my hours so that I could spread these over a few weeks to keep out of trouble".*

Children valued the time that their practitioner had spent with them and the relationship that they had developed. They reported feeling listened to and that their practitioner was responsive to their needs, ensuring that they were supported. One child stated:

*"I don't like meeting new people and talking but with my worker, we just clicked, the conversation is natural, funny and flows. They let me talk about things that I am worried about and just normal stuff".*

The parent who completed the telephone interview advised that communication had been frequent, but that this could be challenging because English was not their first language. They said that they were reliant on an English-speaking family member to translate, and that if they were not home, they did not understand the full content of the discussions. They advised that all written communication was in English and difficult to understand.

In the text survey, participants were asked to rate the YOS on a scale of 1 to 10, with 1 being poor and 10 fantastic. Three of the respondents rated the service from 7 to 10. However, two participants who were parents gave a score of 2, saying that they were disappointed with the service they received from the YOS. One parent felt that communication had been poor, and that they were not informed when the case was closed. The other parent described that planned intervention to support their child was not always completed.



## Diversity

- The management board has a strong understanding of the diversity needs and disproportionality experienced by children and families accessing the service. The YOS produces data on children's diversity proactively and has a detailed knowledge of disproportionality and over-representation. However, the YOS and its partners need to embed their strategy and approach to addressing disproportionality. This will provide clarity on direction and expectations for operational practice.
- Meeting the diversity needs of children and addressing disproportionality are a priority of the service. However, much of the current guidance does not state explicitly how the service intends to meet all protected characteristics for children. This lack of operational clarity is impacting on practice.
- The diversity of the overall workforce is reflective of the local population aged 10 to 17. There are lower numbers of male practitioners. Future recruitment could consider targeted recruitment campaigns to increase the numbers of male practitioners.
- Many of the staff who participated in the inspection felt that their individual diversity needs were not recognised, understood, or responded to effectively. This was across protected characteristics and is an area that requires review.
- There is a dedicated team for girls accessing the service. Girls are offered a bespoke and holistic intervention to meet their needs, delivered by female practitioners.
- Although this area has improved since the last inspection, further work is needed to ensure the needs of black and mixed heritage children, who are currently over-represented in the service, are being fully met.
- Delivery to meet diversity needs in the domain three sample was a strength; there were good examples of children's needs being identified and responded to effectively. However, sufficiency of delivery declined in the domain two sample. To support consistency and drive quality, further work is required to strengthen assessment and analysis of diversity and planning to meet the needs of all children.
- In most resettlement cases, children's diversity needs are recognised and catered for within custody and following release into the community. Necessary information is shared with the secure estate, reasonable adjustments are considered and efforts to assess diversity needs are undertaken. There are good processes in place for children with special educational needs and disabilities (SEND), and relevant information is shared between the establishments, the YOS, and the SEND teams.



## Domain two: Court disposals

We took a detailed look at 33 community sentences and six custodial sentences managed by the YOS.

### 2.1. Assessment



Assessment is well-informed, analytical and personalised, actively involving the child and their parents or carers.

Requires improvement

Our rating<sup>2</sup> for assessment is based on the following key questions:

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	69%
Does assessment sufficiently analyse how to keep the child safe?	59%
Does assessment sufficiently analyse how to keep other people safe?	<b>51%</b>

Assessment of desistance was of sufficient quality in the majority of cases. Practitioners were skilled at drawing out and analysing strengths and protective factors, providing a balanced assessment. The voices of children and their parents or carers formed an integral part of the assessment, giving insight into the child's experiences. Analysis was comprehensive and illustrated a strong understanding of desistance. Recognition and analysis of diversity needed to be strengthened. However, in the instances where this was sufficient, we found evidence practitioners had taken time to explore culture, religion, ethnicity, and neurodiversity, to understand their impact on the lived experience of the child.

We found some thorough assessments of risks to the child, and some detailed understanding of potential outcomes. However, this quality was not consistent across the sample and we found many instances where risks, including exploitation and emotional harm had not been identified or analysed adequately. Assessment to keep others safe was the weakest area of practice. Not all risks from the child were recognised and analysed effectively. There was not enough attention paid to identifying actual and potential victims, or the imminency of potential harm. Exploration of controls and interventions needed improving, to assist practitioners in analysing mechanisms to keep the child and others safe.

Several of the cases deemed to be insufficient across all areas had been affected by staff sickness, absence, and practitioners leaving the service. This impacted on the quality and timeliness of assessments.

<sup>2</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available on our website.](#)



## 2.2. Planning



Planning is well-informed, holistic and personalised, actively involving the child and their parents or carers.

Requires improvement

Our rating<sup>3</sup> for planning is based on the following key questions:

	% 'Yes'
Does planning focus sufficiently on supporting the child's desistance?	69%
Does planning focus sufficiently on keeping the child safe?	<b>59%</b>
Does planning focus sufficiently on keeping other people safe?	<b>59%</b>

Planning had improved since the last inspection, moving from a rating of 'Inadequate' to 'Requires improvement'. Planning for desistance was the strongest area of practice. Assessed needs had been translated into clear targets. Appropriate intervention to address areas of concerns were identified and there was a strengths-based approach which sought to build on desistance and support integration with mainstream provision. Planning to meet diversity needed to be improved, to ensure that children's needs are acknowledged, and appropriate adjustments considered. There was a lack of presence of victims' wishes and needs in planning. Although we saw some strong examples of child and family involvement in planning, this was not being routinely completed in all cases.

Deficits in initial assessments where risks to and from the child had not been identified had impacted on the quality of planning. This included not addressing all key concerns, including exploitation and mental health needs. We did see some cases where risk concerns had been addressed adequately in planning, including identifying appropriate intervention, such as healthy relationships, conflict management, and peer relationships. However, this was not always the case and there were critical gaps in planned work such as gang intervention and support.

Other agencies were not consulted or involved effectively to promote safety, coordination, and joined-up working. In many cases, services such as children's social care and schools, should have been involved actively in planning, but they were either not contacted or not challenged when an unsatisfactory response was received. Contingency arrangements require further development so that actions and responses when risks increase are clear, include other services and fully meet the needs of the case. Where other services were already working with the child, plans were not always aligned and there was a lack of clarity on which agency was the lead.

<sup>3</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available on our website.](#)



## 2.3. Implementation and delivery



High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child.

Inadequate

Our rating<sup>4</sup> for implementation and delivery is based on the following key questions:

	% 'Yes'
Does the implementation and delivery of services effectively support the child's desistance?	44%
Does the implementation and delivery of services effectively support the safety of the child?	44%
Does the implementation and delivery of services effectively support the safety of other people?	<b>41%</b>

Delivery had declined since the last inspection, with the rating moving from 'Requires Improvement' to 'Inadequate'. Delivery had been significantly affected by staff absence, changing case managers, and insufficient management oversight when a practitioner was away from work. In some cases, there had been multiple practitioners and in others, periods when it was not clear who held responsibility for overseeing the child. This impacted on developing effective relationships with children, families, and the professional network. The continuity of work was disrupted, with critical intervention not being completed. Increases in risks to and from the child were frequently missed or not explored effectively to identify an appropriate response to promote safety.

Although there were efforts to engage and work with children and families, intervention was not always meaningful, appearing to be more of a welfare check than impactful sessions. In many cases, planned work to address desistance was not undertaken and referrals to other specialist services did not take place quickly enough.

There was a lack of presence and effective input from other services to support the YOS in managing risks to and from the child. The current risk management oversight arrangements were not holding other services to account or encouraging a shared responsibility for addressing concerns. There was not a strong understanding of wider risk management processes, such as multi-agency public protection arrangements (MAPPA), with eligible cases not always being referred. Intelligence requests were not routinely completed and information from the police was not always easy to access. Similarly, where there was an unsatisfactory response from children's social care services, these concerns were not escalated routinely. Multi-agency work was disjointed and communication between services was poor. Referrals to specialist provision were not being followed up routinely and information about work that other agencies were completing with the child was not always requested and received.

Interventions to address risk and safety concerns were not always completed. More attention to actual and potential victims was needed to promote safety.

There were some examples of effective delivery and work with other services, but this was present in too few cases. We saw tenacious efforts to engage children and families, and creative approaches to delivering interventions. Many of the practitioners and managers we interviewed were aware of some deficits in their casework. There was clear dedication to, and care for, children.

<sup>4</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available on our website.](#)



## 2.4. Reviewing



Reviewing of progress is well-informed, analytical and personalised, actively involving the child and their parents or carers.

Inadequate

Our rating<sup>5</sup> for reviewing is based on the following key questions:

	% 'Yes'
Does reviewing focus sufficiently on supporting the child's desistance?	<b>44%</b>
Does reviewing focus sufficiently on keeping the child safe?	<b>44%</b>
Does reviewing focus sufficiently on keeping other people safe?	<b>44%</b>

A formal written review of desistance was completed in just under two-thirds of cases, but the reviewing activity was sufficient in only a minority. We saw some good reviewing activity with other services, reflecting progress and analysing changes, but this was present in too few cases. In most, significant changes to desistance were not analysed adequately to understand impact and progress. For instance, where there had been further offences or incidents of repeat behaviour, these were not always recorded or analysed. The revisiting of diversity needs had also declined and was sufficient in too few cases. More attention was needed to explore if current provision was meeting the children's diversity needs and if changes were required. There needed to be more involvement of children and parents or carers in reviewing and seeking their views on progress.

Reviewing to keep the child and others safe was not sufficient. Further work with practitioners, managers, and partners was needed to improve processes and develop collaborative approaches to reviewing. In many cases, communication between services was ineffective, gaps in information were not consistently followed up, and there was not a proactive approach to verifying if risks had changed. Often, it was the responsibility of the practitioner to pursue other services repeatedly rather than having clear information sharing arrangements in place. Multi-agency meetings were held to review risks but, in many cases, this was not triggering a sufficient response to mitigate concerns. There needed to be a more coordinated and aligned response from the partnership, whereby the review of risks to and from the child was a shared responsibility.

Adjustments to the plan or interventions were not sufficiently robust to address changes in desistance, child safety, and risks to others. Clearer and more comprehensive contingency plans, co-produced with partners, would assist in knowing how to respond when desistance factors and risks change.

<sup>5</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available on our website.](#)



## Domain three: Out-of-court disposals

We inspected 38 cases managed by the YOS that had received an out-of-court disposal. These consisted of 13 youth conditional cautions, four youth cautions, 12 community resolutions, and nine outcome 22 disposals. We interviewed the case managers in 27 cases.

### 3.1. Assessment



Assessment is well-informed, analytical and personalised, actively involving the child and their parents or carers.

Requires improvement

Our rating<sup>6</sup> for assessment is based on the following key questions:

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	74%
Does assessment sufficiently analyse how to keep the child safe?	<b>58%</b>
Does assessment sufficiently analyse how to keep other people safe?	<b>58%</b>

Assessment in out-of-court disposals had improved since the last inspection, with the rating moving from 'Inadequate' to 'Requires improvement'. Assessment of desistance was the strongest area; we found children and parents and carers meaningfully involved, and their voice captured and analysed. In most assessments, information from other agencies had been used effectively to understand the child and their previous experiences. There was a clear focus on identifying and exploring strengths and protective factors. Analysis of the child's motivation and maturity was strong, and practitioners also demonstrated a clear understanding of personal circumstances, including the wider familial and social context. We saw several good examples of exploring culture, religion, and learning needs, but this was not consistent.

Although information from other agencies had been sought, this had not been analysed sufficiently to understand risks to and from the child, and the nature and context of potential behaviour. We found an over-reliance on the child's account and a lack of professional curiosity to verify information. Practitioners did not explore previous experiences consistently, to understand the impact of trauma on presenting behaviours. Consequently, many risks to and from the child were not identified. Rationales and evidence of how judgements were reached lacked detail and analysis for both safety and wellbeing, and risk of serious harm. More attention to actual and potential victims was needed to support future safety.

<sup>6</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available on our website.](#)



## 3.2. Planning



Planning is well-informed, analytical and personalised, actively involving the child and their parents or carers.

Good

Our rating<sup>7</sup> for planning is based on the following key questions:

	% 'Yes'
Does planning focus on supporting the child's desistance?	87%
Does planning focus sufficiently on keeping the child safe?	<b>74%</b>
Does planning focus sufficiently on keeping other people safe?	82%

Planning for out-of-court disposals had significantly improved since the last inspection, moving from a rating of 'Inadequate' to 'Good'. It was strong across desistance, child safety and wellbeing, and risks to others. It was enhanced by the multi-agency decision-making panel and discussion about appropriate interventions, and clear guidance was provided to the practitioner.

Planning was proportionate and coordinated, involving children and families meaningfully. Targets were clear, realistic, and sequenced. There was a balanced approach, where areas of concern were addressed, but also a clear focus on further developing protective factors and strengths. Practitioners recognised the importance of supporting children to access mainstream provision, including constructive activities. Planning was holistic and considered exit strategies early, with referrals to specialist services for the child and family. Diversity needs and personal circumstances had been considered in most cases. Plans had incorporated specialist information about learning needs and, where required, adjustments to enhance engagement were made.

Planning to keep the child safe was sufficient in the majority of cases. There was a focus on the child, with safety planning arrangements being communicated to the child and family effectively. Appropriate intervention to promote safety was identified, and, where needed, referrals made to specialist services, including substance misuse and Empower U, the exploitation service. Planning to keep others safe was of good quality. Potential and actual victims had been considered, and measures put in place to promote safety. Intervention to address risk concerns was tailored and appropriate interventions, such as healthy relationships and managing conflict, identified.

We found strong examples of contingency planning to support keeping the child safe and managing risks to others. However, this was not consistent for all cases, and more work was needed to identify appropriate actions and responses when and if risks changed.

<sup>7</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available on our website.](#)



### 3.3. Implementation and delivery



High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child.

Requires improvement

Our rating<sup>8</sup> for implementation and delivery is based on the following key questions:

	% 'Yes'
Does service delivery effectively support the child's desistance?	68%
Does service delivery effectively support the safety of the child?	<b>50%</b>
Does service delivery effectively support the safety of other people?	63%

Practitioners were skilled at developing effective relationships with children and families. There was a clear focus on engagement, with practitioners being creative and flexible to encourage participation. However, in several cases we found drift and gaps in provision following reallocation because of case managers leaving or sickness. This included long periods when children had not been contacted. There were strong examples of children's diversity needs being recognised and responded to. This included being culturally aware and tailoring delivery of support to acknowledge religious needs and promote engagement. However, this was not consistent and there were cases where learning needs had not been understood, or necessary adjustments made. Although there was a girl's empowerment team, in some of the cases we reviewed, reduced capacity meant that access to this provision was not always possible. Developing strengths and increasing community integration were a priority. Children were referred to, and received, good-quality services, including boxing, mentoring, and ETE support.

Delivery to keep the child safe was the weakest area. There was poor communication and a lack of coordination and joined-up working between services to promote safety. This included making and following up necessary referrals to specialist services, such as mental health providers. In many cases, inspectors assessed that, because of the complex needs and risks to the child, children's social care services should have been more involved. The YOS needed to be more proactive in escalating concerns when responses from children's social care services were not satisfactory. Increases in risks to the child were not always recognised and responded to appropriately, adjustments to ongoing work to keep the child safe.

Delivery to keep others safe was stronger. We found that intervention targeted areas of concern and were impactful, particularly virtual reality sessions. In many cases, home visits were undertaken frequently, to monitor risk concerns. However, police intelligence was not routinely requested or easily obtained to support ongoing oversight. In some cases, there were gaps in critical information which would have assisted the partnership in managing risks to others.

<sup>8</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available on our website.](#)



### 3.4. Out-of-court disposal policy and provision



There is a high-quality, evidence-based out-of-court disposal service in place that promotes diversion and supports sustainable desistance.

Requires improvement

We also inspected the quality of policy and provision in place for out-of-court disposals, using evidence from documents, meetings, and interviews. Our key findings were as follows:

#### Strengths:

- A centralised approach and review of protocols has improved consistency. The guidance provided fundamental details, including timeframes, definitions, and distinctions between the disposals.
- There is an effective escalation process in place if the YOS and police cannot agree on an outcome.
- A weekly multi-agency panel supports the YOS and police joint decision-making for out-of-court disposals. An assessment is completed prior to the panel, capturing the voice of the child and family. We found that the decision-making process and the application of the disposals were timely in most cases.
- Although work is needed to develop assessment activity further, the quality of this and planning has improved since the last inspection. This supported the panel to make an informed decision and identify the appropriate interventions to address need.
- The individual needs of the children, and mitigating factors, are considered alongside the police gravity matrix, to assist in determining appropriate outcomes for children.
- There are a range of diversion options available to the panel, including outcome 22. This disposal provides diversion without the child receiving a formal criminal sanction.
- Intervention is offered for all disposals where a need was identified. Children can access the same services and provision as post-court cases. This included children for whom the police had issued an out-of-court disposal as a single agency.
- The number of first-time entrants has decreased significantly. Partners are committed to reducing this further and embedding a child-first approach.
- The YOS understand where improvements are needed and are working proactively with partners to address these. Provision had been reviewed and adjustments made to enhance the quality of out-of-court disposals.

#### Areas for improvement:

- The services' position on meeting the diversity needs of all children, and how they intended to address disproportionality, is not fully understood at an operational level.
- Guidance needs to be developed further, to ensure consistency in the eligibility criteria and enforcement processes, and equitable access to disposals. The YOS is already working with police partners to ensure that future protocols reflect national guidance and will promote and embed diversion further.



- Although there are restorative practice workers who attend the panel, there are barriers to consistently obtaining victim consent or information. This reduces the opportunity for victim's voices to be heard. These blockages need to be successfully addressed to ensure victim's views and voices have a stronger presence in panels.
- Diversion is a priority but further work with partners is required to ensure that children are diverted from the criminal justice system consistently and effectively.
- Some evaluation work is being undertaken. However, to fully understand the current use of out-of-court disposals and support a consistency of practice, the service needs to ensure that up-to-date analysis and evaluation is completed and shared routinely with those involved in out-of-court disposals. This should include exploring the impact of disposals, and monitoring of the decision-making and reoffending patterns.
- Several of the changes to the out-of-court disposal process were new and their impact is not yet known. The YOS needs to continue to work with partners and staff, to support embedding the changes and quality assure work to promote consistency.



## 4.1. Resettlement

### 4.1. Resettlement policy and provision



There is a high-quality, evidence-based resettlement service for children leaving custody.

Requires improvement

We inspected the quality of policy and provision in place for resettlement work, using evidence from documents, meetings, and interviews. To illustrate that work, we inspected nine cases managed by the YOT that had received a custodial sentence; six detention and training orders; and three section 91/250 custodial sentences. Our key findings were as follows.

#### Strengths:

- In the reviewed cases the YOS was proactive in communicating with the child, family, and secure estate. Contact was meaningful and positive relationships with the child and family were established.
- Work to develop pathways for wraparound support prior to and upon release are showing promise. This includes mentoring support, ETE support for pre- and post-16-year-olds, and specialist intervention from the police, who work closely with the YOS.
- The YOS recognised that resettlement provision required development. At the time of our inspection, work was underway to review current provision and create additional guidance
- Following reviews of remand and custodial sentences, the YOS had amended the pre-sentence report template and enhanced community disposals and bails packages to provide courts with robust alternatives to custody. This has supported a significant reduction in custodial sentences and remands.
- Routine analysis of custody and remand cases is now undertaken. This provides detailed information on children subject to these disposals and allows the service to track and monitor outcome.

#### Areas for improvement:

- There was no specific resettlement guidance in place. Staff were not clear on procedures or practice expectations to meet adequately the needs of children requiring resettlement services. Guidance is needed to outline the basics of resettlement provision, including contact arrangements, timeframes, addressing structural barriers, roles of other services, and escalation routes. It is essential that documentation provides fundamental detail in how to address and manage risk and safety concern
- The partnership arrangements were not meeting the needs of all children requiring resettlement provision effectively. The roles and responsibilities of the partnerships in supporting resettlement needs further development. In the cases we reviewed there was an inconsistent and uncoordinated approach.
- Risk management arrangements for release were not fully understood or adequately comprehensive to promote keeping others safe. Victim safety



needed to be prioritised, with a more cohesive response from partners to address all risks.

- Work to keep children safe needed to be stronger. Information sharing with the secure estate was sufficient in most cases. However, the professional network required robust arrangements to ensure a coordinated approach.
- The YOS needed to work in a more collaborative manner with the secure estate, to ensure that intervention to address worrying behaviour was completed prior to release and was followed through into the community.
- Pathways to support constructive resettlement need further embedding, to ensure effective in-reach from community-based services such as health and ETE. Greater links will assist planning in custody and support transition back into the community.
- Not all practitioners and managers who worked with custody cases had received appropriate training to undertake resettlement work.
- Once the resettlement provision has been fully embedded and implemented, the YOS need to develop robust evaluation systems, including scrutiny of its own practice, services provided by partners, and the views of children and families.



## Further information

---

The following can be found on our website:

- [inspection data, including methodology and contextual facts about the YJS](#)
- [a glossary of terms used in this report.](#)







# Birmingham City Council

## Report to Cabinet

25<sup>th</sup> April 2023



**Subject:** **PROGRESS REPORT - COST OF LIVING EMERGENCY PROGRAMME**

**Report of:** **Richard Brooks**  
**Director for Strategy, Equality & Partnerships**

**Relevant Cabinet Member:** **Cllr John Cotton - Social Justice, Community Safety, and Equalities**  
**Cllr Yvonne Mosquito - Finance and Resources**

**Relevant O & S Chair(s):** **Cllr Sir Albert Bore - Coordinating**  
**Cllr Akhlaq Ahmed - Resources**

**Report author:** **Greg Ward**  
**Programme Manager, Cost of Living Programme**  
**Telephone: 07500 809620**  
**Email: [greg.ward@birmingham.gov.uk](mailto:greg.ward@birmingham.gov.uk)**

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

### 1 Executive Summary

- 1.1 The purpose of this paper is to report on the progress of the Cost-of-Living Emergency programme. The programme was initiated on 11<sup>th</sup> October 2022, following the Council's declaration of a Cost-of-Living Emergency and approval of a Cabinet report to establish priorities, funding, and governance.



## 2 Recommendations

- 2.1 Cabinet is requested to note the contents of this report and provide comment to inform further development of our Cost-of-Living response.

## 3 Background

- 3.1 In April 2022, the invasion of Ukraine impacted significantly on a world only just emerging from the Covid pandemic. As a result, the energy price cap jumped almost 60 per cent from £1,227 to £1,971. By October, the cap increased further to £2,500 a year – and this was not an absolute cap, it was based on unit costs.
- 3.2 This means that the average family was projected to pay three times more for energy in 2023-24 compared to 2021-22. Although the government subsequently made provision for an energy subsidy, wider prices were rising at a pace not seen for four decades, particularly for essential items including basic foods. Lower income people spend a higher proportion of their income on these essentials.
- 3.3 The Cost-of-Living Emergency has particularly affected Birmingham because the city has high unemployment and low employment rates. The concentration of poverty is also in key ethnic groups, especially Pakistani and Bangladeshi heritage families. The two-child limit for Child Benefit and Universal Credit affects ever more children who were born after April 2017. There is also widespread multiple disadvantage including from disability (which affects both chances of employment, and household costs). Finally, the wider housing stock in the city is poor and poorly insulated, leading to very high levels of fuel poverty.
- 3.4 The Cabinet Paper of the 11<sup>th</sup> October 2022 states that our Cost-of-Living response should align with and accelerate longer-term strategic work: for example, Early Intervention and Prevention, and Net Zero. A Strategic Response Group (SRG) was set up to provide a forum for ensuring this principle is respected.
- 3.5 Initial mapping of activity identified the following immediate actions:
- Ensuring the provision of a network of **warm spaces** across the city.
  - Improving the availability of **advice to residents**, with a focus on increasing benefits take-up.
  - Increasing **energy efficiency**, with a focus on reducing household fuel costs.
  - Increasing the **supply of food** through foodbanks across the city.
  - Supporting our **staff**.

### 3.6 Report on the Progress of the Immediate Actions

#### 3.6.1 Warm Welcome

From a standing start at the launch on 24th October 2022, there were 197 Warm Welcome spaces open across the city as of 23<sup>rd</sup> March 2023. The Council “owns” only a small number of these spaces, mainly in leisure centres and libraries. The majority of the spaces are managed by a wide variety of



partners, from cultural institutions to faith centres, and from food pantries to charities. The Council convenes the network of these spaces. This network catalyses good levels of best practice sharing, and innovation. A new directory or “toolkit” with information and contacts from a myriad of support organisations and initiatives has been produced for partners.

The network is called “Warm Welcome” and the locations are designed to be welcoming and friendly. So far, 66 Warm Welcome Spaces have received funding through the council’s Warm Welcome grant fund. These awards range from micro grants of £500 to buy kettles, toasters, and crockery, to £10k grants for furniture, energy and other costs associated with providing a warm welcome. Many spaces have also received private sector sponsorship from outside the organisation, and the programme is attracting significant interest from the media, partners, and potential supporters.

Looking forward to the spring and summer, Warm Welcome will focus on building resilience within our communities; creating opportunities to connect through cultural events; alongside employment, digital inclusion, and routes into broader support pathways. A further £200k pot has been made available to Warm Welcome spaces delivering these initiatives.

### 3.6.2 Food Provision

Launched on the 1st December, the Emergency Food Aid Fund has supported 100 foodbanks through a grant of £800 per foodbank, per month, for six months. The grant allowed each foodbank to provide foods that reflect the preferences of their individual communities; funds could also be used for hygiene products, baby supplies and pet food where appropriate. Applications were processed quickly, first payments were issued on 14<sup>th</sup> December, and by 20<sup>th</sup> January 100 projects were approved.

The fund was oversubscribed and so a second, smaller, supplementary food fund was established and has extended support to a further 16 projects. We have received positive feedback on the Emergency Food Aid Fund, suggesting that it met our aims of supporting food projects in Birmingham and ensuring their longevity over the cost-of-living crisis. The fund also identified more projects with which to signpost residents, for example, by linking them up with Healthy Start vouchers.

The Food Provision strand also supported Holiday Activities and Food for children during the Christmas school holidays. This matched DFE funding to produce 30,000 meals for children and their families.

All fourteen BCC Youth Centres have been enabled through the programme to buy new cooking equipment to produce 75,000 meals across a year. Initial feedback suggests that this funding has allowed the provision of nutritious, hot meals to the youth centre users, and also enabled cooking classes.



In an evolution away from emergency grants towards capacity-building, the Affordable Food Infrastructure Fund was launched on 7<sup>th</sup> Feb 2023. The fund provides grants of up to £3,000 for food preparation equipment. This will increase the capacity of at least 75 of Birmingham's food projects to provide more food to more people. Food that is nutritious, culturally appropriate, safe, and hot where possible

Finally, we also supported the development of a surplus food hub, where surplus food can be cooked into nutritious, culturally appropriate, sustainable meals for vulnerable residents in Birmingham, again demonstrating a commitment to improving both access and capacity in the city.

### 3.6.3 Increased Access to Benefits

Arrangements were put in place, effective from November 2022, to make additional advice available at the two Neighbourhood Advice and Information Service (NAIS) Centres at Erdington and Northfield. Both centres extended their opening times for 5.5 additional hours, with hours extended from 4.30pm to 7.00pm each Tuesday and from 10am to 1pm each Saturday. The offices are also now open at lunchtime. As a result, the centres have to date assisted at least an additional 557 clients to claim benefits of £736,579.

These offices provide advice to walk-in clients but also make targeted outbound telephone calls to customers in financial hardship. This is flagged to the teams if clients have recently either accessed an emergency food voucher or a Local Welfare Provision payment. Clients are also prioritised in the highest need wards as identified by the City Observatory.

Proactive calls and pre-booked appointments have been particularly productive. Pre-booked appointments have the highest income maximisation per customer. These tend to be clients who visit the advice centres during the week. The clients then receive an appointment during the newly extended hours. A comprehensive income maximisation interview may take one hour.

The Contact Centre has been provided with additional resource to increase capacity which has also enabled extended opening hours from 5pm – 7pm every weekday evening and 10am to 1pm on a Saturday morning. There is now a dedicated Cost of Living telephone hotline handling on average 1,600 calls per week. The Contact Centre has also launched an online webchat service which is handling just under 200 contacts per month.

Two thousand and seventy-six foodbank vouchers were issued in January 2023. In February, there was an increased distribution of 2,111 food bank vouchers, double the same period for 2022. It is anticipated if numbers continue to increase at this rate, the number of foodbanks vouchers issued in March will increase to around 3,000. New staff resources have been provided to meet the overwhelming demand for these foodbank vouchers. Whereas



these vouchers were once processed over a few days, they can now be turned around in 24 hours.

#### 3.6.4 Energy

The Cost-of-Living team has provided £250,000 of additional energy top-ups for 5,000 homes, many with pre- payment metres. The top-up is distributed through the Local Welfare Provision Team.

There are also plans to expand on a successful scheme to loan slow cookers to residents via Warm Welcome spaces. This arrangement allows users to cook nutritious, energy efficient meals at home whilst establishing local community groups for sharing recipes.

Sixty council frontline officers have received Energy Support training covering aspects of fuel debt, energy saving tips, discounts and energy saving measures. Trained officers are now able to identify and refer vulnerable households for specialist advice and support, even where public referrals are closed due to high demand.

The planned purchase of Hygrometers (low-cost tools that detect temperature and humidity); and educational resources, will support tenants in preventing damp and mould issues. Collaboration with housing stakeholders will enable reach across multiple tenure types.

Work continues with national partners to introduce an online energy and fuel poverty training program to be delivered through the Warm Welcome network. This will enable community organisations to provide general advice and information, and signpost effectively. There is also collaboration with the Red Cross and other stakeholders on a new warm pack to be distributed next winter to vulnerable communities along with a new 'Warm Welcome at Home' offer. This wider approach will include advice to residents, befriending and other support for those who are unable to visit the Warm Spaces

#### 3.6.5 Support for Council Staff

The Cost-of-Living staff campaign focused on promoting city wide warm touchdown spaces where employees could choose to work. In tandem, a calendar of events promoted both financial and mental wellbeing. There is help with money, pensions, and debt advice. Workshops are conducted at key locations, with a particular focus on those staff with little access to IT.

Two thousand flu vaccinations were also provided free of charge. In addition, over two thousand staff attended Woodcock St to access other services. The workstream includes the promotion of the My Birmingham Rewards staff benefits scheme, and the introduction of an enhanced and free, confidential, 24 hour a day employee assistance programme.



### 3.6.6 City Observatory

The Cost-of-Living programme is intelligence led. The City Observatory has developed and published a ward level financial resilience dashboard to highlight the most acute need and has been central to mapping provision across the city (particularly to identify gaps). The Census Dashboard in the Observatory is also helping us to understand our communities across the city, for example their ethnicity and religion in relation to the support available near to them. The Observatory has also developed internal dashboards on the location and characteristics of the Foodbanks, Warm Spaces, and touchdown venues for staff. <https://www.cityobservatory.birmingham.gov.uk/>

### 3.6.7 Communications

The programme has benefitted greatly from substantial support from the Communications Team. There is an overall brand, Help in Brum, split into five sub-brands. These brands reflect the individual workstreams. The “Warm Welcome” and “Food Provision” brands have been designed to destigmatise support. These are shared with partners all over the city and have helped encourage citizens to access support. The Birmingham City Council logo is not used as the Cost-of-Living is a partnership effort. Key communication materials are available in Birmingham’s ten most widely spoken languages. There are regular newsletters, targeted campaigns, and press releases to promote the Cost of Living response.

## 3.7 **Summary of Learning to Date**

### 3.7.1 Inter-department Collaboration

The delivery of this programme has been a “whole council” project. Each Immediate Action required close collaboration between council departments. Intelligence, expertise, and learning is shared, resources are pooled. New talent in the organisation has been discovered. Particular credit should go to the Legal, Finance and Procurement teams which provided advice and guidance which has enabled quick and robust decision making. This cohesion was driven by a collective ambition to combat poverty in all its forms.

### 3.7.2 Finances

The allocation of £5m by Cabinet was funded from the Financial Resilience Reserve. Carefully targeted investment led to significant leverage from across the city. A good example is the £27k of investment in staff time for the additional hours at the NAIS offices. This has yielded over £700k in new benefits by creating additional time for intensive individual reviews of citizen benefits. As the programme progresses, there is ever greater scope to align this work with the budget allocated to the Household Support Grant.

3.7.3 The Cabinet’s decision to delegate authority for day to day spend to the Cabinet Member for Social Justice, Community, Safety, and Equalities, and



officers, has allowed streamlined decision making and therefore quicker access to help for our residents. The Cabinet authorised the setting up of the Strategic Response Group.

The SRG sets strategic direction and agrees key priorities. Chaired by the Director of Strategy, Equality and Partnerships, membership includes relevant departmental leads as well as finance and legal representation. The NHS and BVSC provide an expert, external perspective and the Birmingham Children's Trust is also represented. The SRG maintains a critical overview of the council's responses, owns key risks and issues; signs off the communications strategy and has final approval on finances (in consultation with the Cabinet Member for Social Justice, Community, Safety, and Equalities). Decisions are recorded and, through an Officer Delegated Decision Form, are registered on CMIS.

#### 3.7.4 Cost of Living Ecosystem

There is a focus on the city-wide system and on the network of organisations that support our shared objectives. This allows the council to benefit from partner expertise and advice. A City Partnership board, chaired by the Director of Public Health, has been set up to improve partner engagement and to advise the Council on delivery.

Birmingham has an extensive and highly diverse network of partners. This has served as a vital catalyst in delivering innovation and learning. This "open innovation" combined with programme flexibility (rather than more formal transactional contracting) together with the fast-track decision making process, has been impactful. In this programme, the council often played the role of facilitator rather than commissioner of services, tactically removing barriers through carefully targeted investment and support.

#### 3.7.5 Warm Spaces as Community Assets

From the start, an overarching objective was to provide a "Warm Welcome." There has been a genuine effort to avoid stigmatising people and so the social aspect of these spaces has been built in from the start. Anecdotal evidence (which will be further investigated) suggests that many users of the space visit for the company rather than just the warmth. "Friendly" and "welcoming" are words often used by citizens. The Warm Welcome teams possess detailed knowledge of their communities and the wellbeing of individual members. These teams have often been central to preventing the removal of benefits or in dealing with difficult personal situations. This is a quite different place from some other public spaces that these communities engage with. It is telling that in the 15 libraries that host a Warm Welcome, footfall has increased by 20%. At the Warm Welcome weekly hosted events (coffee mornings, hot drinks, activities), at these 15 spaces alone, attendance averages over 1,600 people.



### 3.7.6 Future Delivery of other priorities

This has been a specific programme to innovate, incubate and accelerate activity in relation to a strategic council priority. There seems to be scope to use the Cost-of-Living approach as a tested method for certain other forms of delivery. This may be particularly relevant where challenges are complex; where they implicate multiple council services and directorates; and where there is a significant ecosystem of partners in the city that is relevant the issue.

### 3.7.7 Early Intervention and Prevention

The Cost-of-Living programme has been established as an emergency response, but it is intended to deal with a concerning long term challenge. There is a strong and growing read across to Early Intervention and Prevention. Benefits advice is becoming more proactive by reaching out to vulnerable individuals as well as awaiting enquiries; warm spaces are developing into platforms for advice, providing early warning of serious need in terms of food, fuel, or income. All this reflects the tenets of the Early Intervention Strategy. The overall objective is to stop vulnerable individuals from developing more serious problems in the future. As the Cost-of-Living programme evolves, and transitions from immediate actions to capacity building, it will become ever more aligned with Early Intervention and Prevention.

## 3.8 Next Steps

### 3.8.1 A Longer-Term Evaluation Framework

An evaluation framework will be developed to understand better the impact of the programme. Learning can be extracted from this process, both for the benefit of future Cost-of-Living interventions and also wider emergency responses. Key issues can be established: 'what works, for whom, in what respects, to what extent, in what contexts, and how?' This exercise will take place over the next months and the results will be reported back to the Council.

**Appendix 1** provides a summary of the evaluation framework to date along with questions on the impact which is to be investigated at the next stage of evaluation. A full equality and equity audit will also be conducted.

## 4 Options considered and Recommended Proposal

- 4.1 In the Cabinet Report on 11<sup>th</sup> October 2022, it was stated that the main alternative option would be to do nothing and continue on as business as usual. Doing nothing would have meant that the City Council would have failed to provide the additional support needed over the cold winter months. Much of the support needed is only within the Council's gift. Additionally, the Council has unique convening power to bring other agencies together to create a coherent city wide approach. The option of doing nothing was therefore not recommended.



## 5 Consultation

- 5.1 CLT have reviewed these recommendations and there has been consultation with key Cabinet Members and Officers who have contributed to and endorsed this progress report.

## 6 Risk Management

- 6.1 The main risks considered as part of the development of the Cost of Living programme were:

- An inability to respond at the required scale and pace.

**Mitigation:** This risk was mitigated by the decision of the Cabinet to set up the Cost-of-Living Emergency Programme and to allocate up to £5m of the Financial Resilience Reserve for investments in the initiative.

A lack of a coordinated response across the city. Given the urgency, partners as well as the Council may start putting in place actions that duplicate or do not align thus reducing the impact and/or causing confusion.

**Mitigation:** Lack of a co-ordinated response was avoided by setting up a Strategic Response Group as the main day to day governance mechanism; a City Partnership Group as the forum for consultation with city partners; and a Warm Welcome network of warm spaces to share resources, best practice, and to generate innovation.

The possibility of further significant disruptive events: bad weather, new pandemics, NHS pressures, other emergencies.

**Mitigation:** The Cost-of-Living Emergency was structured as a crisis response group not unlike that used during the Pandemic. This provides the programme with an ability to anticipate and respond quickly in a fast moving landscape. Fortunately, though, to date, the environment has been relatively stable. However, the Cost-of-Living team are aware that there is no room for complacency in this regard.

## 7 Compliance Issues:

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

- 7.1.1 The actions described above and in the appended Evaluation Framework are consistent with a number of City Council priorities, particularly the Early Intervention and Prevention, Inclusive Growth and Net Zero strategies, as well as the Council's broader aims of reducing poverty.



## 7.2 Legal Implications

7.2.1 Whilst there are no legal implications directly arising from this report, legal advice is provided as and when necessary, in respect of each of the various and wide-ranging initiatives considered by the Cost of Living project.

## 7.3 Financial Implications

7.3.1 The Financial Spend is as follows (rounded to the nearest £1,000). There are still new bids to come forward for the current project and a further proposal will be submitted to Cabinet on any future use of the remaining budget.

Workstream	Committed Spend
Warm Welcome	£300,000
Increased Access to Benefits	£1,200,000
Energy	£250,000
Food Provision	£789,000
Support for Council Staff	
Programme Spend	£167,000
Total	£2,706,000

## 7.4 Procurement Implications (if required)

7.4.1 There are no procurement implications from the recommendations in this report. Any projects with procurement implications arising from the Cost of Living Programme will be covered in separate reports and follow the Council's Procurement and Contract Governance Rules and the Public Contract Regulations where applicable.

## 7.5 Human Resources Implications (if required)

7.5.1 The Human Resource Implications are described in 3.6.5 and the People Partner will continue to support the directorate to deliver this programme from a people services perspective.

## 7.6 Public Sector Equality Duty

7.6.1 The Cost-of-Living Emergency programme required a crisis management approach. The Cohesion and Equalities team therefore advise that a full Equality Impact Assessment and Equity Audit be undertaken alongside the Impact Assessment at the next stage of evaluation. This will allow data to be gathered as a more granular level.

## 7.7 Environmental and Sustainability Implications

7.7.1 An Environmental and Sustainability assessment has been submitted to and accepted by the Carbon Policy Officer. The overall impact for the programme is positive and the assessment is available as **Appendix 2**.



## **8 Appendices**

8.1 **Appendix 1** - Summary of Evaluation Framework to Date.

8.2 **Appendix 2** – Environmental and Sustainability Assessment.

## **9 Background Documents**

9.1 Cabinet Report 11<sup>th</sup> October 2022: Cost-of-Living Emergency Programme.







## Appendix 1

### Summary of Evaluation Framework to date

Immediate Action	Inputs	Activity	Outputs	Outcomes and questions for Impact Study
Warm Spaces	<p>Council lead is Helen Shervington, Housing Strategy &amp; Modernisation Service Manager supported by an interim project manager.</p> <p>The total expenditure allocated to this action is £300,000</p>	<ul style="list-style-type: none"> <li>• Network of Warm Spaces (WS) convened by the council to share best practice.</li> <li>• Registration process for WS.</li> <li>• Warm Welcome Charter developed.</li> <li>• Grant scheme and application process established.</li> <li>• Mapped provision and identified gaps.</li> <li>• Maximised investment into spaces through external sources (Co-op match fund, Partners Thrive micro grants for faith organisations in the network.</li> <li>• Connected spaces to the Birmingham Device Bank. An outcome of the Council's digital strategy, the bank repurposes digital devices used by the council and makes them available for free to charities and community groups</li> </ul>	<ul style="list-style-type: none"> <li>• 198 Warm Spaces established.</li> <li>• 221 Warm Welcome Spaces registered.</li> <li>• 66 Warm Welcome Spaces to receive funding from Warm Welcome grant funds.</li> <li>• Over £150k in new private sector sponsorship raised to date.</li> <li>• 15 libraries that host Warm Welcome spaces have seen 20% increase in footfall.</li> <li>• Over 1,600 citizens are attending Warm Welcome vents at the 15 libraries every week.</li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• A network of nearly 200 places where people can go to find a warm space.</li> <li>• WS used to provide other advice and support to citizens.</li> <li>• Citizens benefit immediately &amp; long term: social, economic &amp; health benefits.</li> <li>• Strengthened partnership between Birmingham City Council and Voluntary &amp; Community Sector</li> <li>• More positive relationship between citizens and Birmingham City Council and Voluntary &amp; Community Sector.</li> </ul> <p><b>Questions for Future Impact Study:</b></p> <ol style="list-style-type: none"> <li>1. Did resources meet the scale of need?</li> <li>2. Did activities take place in areas of greatest need?</li> <li>3. How many citizens use the spaces?</li> <li>4. What is reason for visiting the spaces?</li> <li>5. What is demographic profile of users?</li> <li>6. What additional facilities / services are provided within the Warm Welcome network.</li> <li>7. Which services were accessed by citizens? In what ways did they benefit?</li> </ol>



Immediate Action	Inputs	Activity	Outputs	Outcomes and questions for Impact Study
Foodbanks	<p>Council lead is Dr Rosemary Jenkins, Senior Public Health Officer, supported by an interim project manager.</p> <p>The total expenditure allocated to this action is £789,000</p>	<ul style="list-style-type: none"> <li>Emergency Food Aid Fund (&amp; Supplementary Food Aid Fund): 116 foodbanks and other food projects funded, ensuring support for food provision and longevity for projects over winter</li> <li>Holidays, Activities and Food (HAF) Programme. Food parcels match-funded, more than 18,000 parcels delivered to families.</li> <li>Youth clubs supported to buy food preparation equipment.</li> <li>Equipment in youth centres provided for more than 500 young people at 49 sessions per week.</li> <li>Surplus Food Hub pilot approved for Balsall Heath.</li> <li>Affordable Food Infrastructure Fund grant scheme open – closes 17th March (more than 40 applications as of 15th March).</li> </ul>	<ul style="list-style-type: none"> <li>100 foodbanks &amp; food projects provided with £800 per month for six months,</li> <li>16 food projects provided with £400 for 3 months.</li> <li>30,000 meals provided through the HAF programme.</li> <li>10,700 meals have been provided in the Youth Centres in the last 6 weeks.</li> <li>75 foodbanks to be provided with a grant to buy fridges, cookers, or other equipment.</li> <li>Surplus food kitchen developed, to produce 500 meals a week.</li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>A fuller service offered to citizens at food banks across the city.</li> <li>Increased amount of food at foodbanks.</li> <li>Reduced number of foodbank closures.</li> <li>Supporting service offered by foodbanks through e.g., healthy start signposting and toothbrushing packs.</li> <li>Citizens receive help and, longer term - social, economic &amp; health benefits.</li> <li>Strengthened partnership between Birmingham City Council and Voluntary Sector.</li> <li>More positive relationship between citizens and Birmingham City Council and Voluntary &amp; Community Sector.</li> <li>Nutritious meals provided to vulnerable children and youth in the city.</li> <li>Youths engaged with cooking classes</li> <li>Less food to landfill and more onto people's plates through surplus food hub.</li> <li>Greater understanding of extent of food support in the city (improved mapping and signposting)</li> </ul> <p><b>Questions for Future Impact Study:</b></p> <ol style="list-style-type: none"> <li>Did resources meet the scale of need?</li> <li>Were activities in areas of need?</li> <li>What is the user demographic profile?</li> <li>What has been the impact on foodbanks (short term / longer term)?</li> <li>What would happen without provision?</li> </ol>



Immediate Action	Inputs	Activity	Outcomes	Outcomes and questions for Impact Study
Information, Advice and Guidance.	<p>Council lead is Kalvinder Kohli, Assistant Director, Early Intervention and Prevention. Mike Davis, Integrated Services Head, leads on Neighbourhood Offices and Geraldine Collins, Head of Operations leads on the Contact Centre response.</p> <p>Cost of Living Advice and Guidance support is posted on the Council website.</p> <p>The total expenditure allocated to this action is £1,200,000</p>	<ul style="list-style-type: none"> <li>Two Customer Advice Centres at Erdington and Northfield each opened for 5.5 additional hours.</li> <li>Contact Centre increased human resource and extended opening hours from 5pm – 7pm every weekday evening and 10am to 1pm on a Saturday.</li> <li>50% financial uplift to annual value of the Citywide Telephone Contract.</li> <li>50% financial uplift to annual value of the four area-based face to face contracts.</li> <li>Varied the Heart of England contract.</li> </ul>	<ul style="list-style-type: none"> <li>557 clients assisted to claim benefits of £736,579</li> <li>Call centre now manages 1600 calls per week.</li> <li>Two thousand foodbank vouchers were issued in January alone.</li> <li>Benefits maximisation for the third sector contracts is projected to be an additional £2.5m over 12 months.</li> <li>A projected benefits maximisation of £6m is projected from Heart of England contract in the next 12 months.</li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>Household incomes rise as a result of new benefits.</li> <li>Risk of rent arrears and homelessness reduced.</li> <li>Citizens benefit from immediate help and longer term social, economic, health and benefits</li> <li>More positive relationship between citizens and Birmingham City Council</li> </ul> <p><b>Questions for Future Impact Study:</b></p> <ol style="list-style-type: none"> <li>For which types of households have incomes risen? Where are these households located?</li> <li>What is breakdown of benefits received?</li> <li>What is demographic profile of recipients?</li> <li>What have been the benefits for those receiving help?</li> <li>What would have happened without this provision?</li> <li>Are users more likely to access Birmingham City Council information, advice &amp; guidance?</li> </ol>



Immediate Action	Inputs	Activity	Outputs	Outcomes and questions for Impact Study
Energy	<p>Council Lead is Ellie Horwitch-Smith, Assistant Director, Route to Zero Carbon supported by an interim project manager.</p> <p>The total expenditure allocated to this action is £250.000</p>	<ul style="list-style-type: none"> <li>Additional energy vouchers approved for fuel vulnerable households, many with pre-payment metres.</li> <li>Frontline officers have received Energy Support training covering aspects of fuel debt, energy saving tips, discounts and energy saving measures.</li> <li>The planned purchase of Hygrometers (low cost tools that detect temperature and humidity), and educational resources, will support tenants in preventing damp and mould issues.</li> </ul>	<ul style="list-style-type: none"> <li>5,000 homes supported with top-up payments.</li> <li>60 frontline officers trained in energy support for citizens.</li> </ul>	<p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>Reduced pressure on households struggling to pay energy costs.</li> <li>More positive relationship between citizens and Birmingham Council.</li> </ul> <p><b>Questions for Future Impact Study:</b></p> <ol style="list-style-type: none"> <li>Which households positively impacted? How? Over what period?</li> <li>What is breakdown of pre-payment vs direct debit households?</li> <li>What is demographic profile of recipients?</li> <li>What have been benefits for those receiving help?</li> <li>What would have happened without this provision?</li> </ol>
Staff support	<p>Council lead is Simon Naish, Head of Health and Safety, and Occupational Health. There was no additional cost to the programme</p>	<ul style="list-style-type: none"> <li>Warm Welcome touchdown spaces.</li> <li>Calendar of events to support staff financial wellbeing.</li> <li>Workshops conducted at key council locations.</li> <li>My Birmingham Rewards staff benefits scheme.</li> <li>Enhanced and free, confidential, 24 hour a day employee assistance programme.</li> <li>Free Flu Vaccinations.</li> <li>Early Intervention pilot currently live in 3 service areas.</li> </ul>	<ul style="list-style-type: none"> <li>Notable and significant increase in members of staff working in Warm Welcome touchdown spaces.</li> <li>Two thousand flu vaccinations provided free of charge.</li> <li>Over 2,000 members of staff attending events and workshops.</li> <li>20% of council staff used CoL services.</li> </ul>	<p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>Financial support / benefits to staff</li> <li>Improved staff wellbeing</li> <li>Improved staff / employer relations</li> </ul> <p><b>Questions for Future Impact Study:</b></p> <ol style="list-style-type: none"> <li>How many / what is profile of staff accessing benefits?</li> <li>What impact on staff?</li> <li>What support is most useful?</li> <li>What happens without Support?</li> </ol>



## Appendix 2: Environmental Sustainability Assessment

<b>Project Title:</b> PROGRESS REPORT - COST OF LIVING EMERGENCY PROGRAMME				
<b>Department:</b> Strategy, Equalities and Partnerships		<b>Team:</b> Cost of Living Programme Team		<b>Person Responsible for assessment:</b> Greg Ward
<b>Date of assessment:</b> 16 <sup>TH</sup> March 2023		<b>Is it a new or existing proposal?:</b> Existing		
<b>Brief description of the proposal:</b> This is a programme that was set up after Birmingham Council declared a Cost of Living Emergency in October 2022. The Programme focuses on five main immediate actions: 1) Warm Spaces, 2) Food Provision, 3) Information and Guidance 4) Energy, 5) Support to Council staff. The current Cabinet Paper is a report on progress against these immediate actions since October 2023.				
<b>Potential impacts of the policy/development decision/procedure/ on:</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	<b>No Specific Impact</b>	<b>What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?</b>
Natural Resources- Impact on natural resources including water, soil, air			X	The programme does not have an effect on air, water, or soil quality.
Energy use and CO <sub>2</sub> emissions	X			<p>The 197 warm spaces do generate additional energy costs, although these are marginal, given that these buildings were in existence and functioned before they became warm spaces. We have warm spaces operating in Museums and Mosques, in Libraries, Leisure Centres and even a bowls club. This is further mitigated by the fact that there are hundreds of users every day who are not using fuel at home but in a collective space. This must create a benefit of scale.</p> <p>We do also provide energy cost top ups for the poorest households because of their vulnerabilities.</p> <p>The kitchen equipment that we have provided grants for is often reused and therefore may not be the most energy efficient. However, this is offset by the fact that food is</p>



				<p>prepared in batches for thousands of people who are therefore not using their own equipment.</p> <p>We ask applicant foodbanks to consider the environment and sustainability where possible, for example proposing buying reusable equipment rather than disposables.</p> <p>We do provide energy top-ups for the households experiencing the most fuel poverty in the city. There is therefore an encouragement of the use of energy, but these are for households that would become even more vulnerable without this support. The maximum group would be 5,000 homes receiving a £50 top-up. We complement this with the distribution of warm packs of electric blankets etc, rudimentary insulation such as draft excluders and through the loan of slow cookers and other energy efficient appliances.</p>
Impact on local green and open spaces and biodiversity			X	None of our work impacts either positively or negatively on green spaces.
Use of sustainable products and equipment		X		The foodbanks we support do often use disposable packaging, and the warm spaces often use paper cups for warm drinks. We have restricted the purchase the foodbanks make of disposables, with our grants, to 5% of the total cost of their purchases. Nevertheless, we need to be clear that the network of foodbanks and warm spaces do not always use sustainable products and equipment. This has been a crisis situation but as we move forward, we will continually make the case to our partners for more use of sustainable products.
Minimising waste	X			There is some waste created in the making of tea and coffee and the batching of food at our partner's Warm Spaces and Foodbanks, respectively. However, this is offset by the fact that the foodbanks and surplus food hubs use a great deal



				of surplus food that would otherwise go to waste. The foodbanks often offer predominantly vegetarian and vegan meals, and they play an educating role in the preparation of such food.
Council plan priority: a city that takes a leading role in tackling climate change	X			Through our energy saving work, our energy avoidance, by the use of warm spaces, and our use of food surplus and veggie and vegan offerings, we are reducing the carbon footprint of a sizeable proportion of citizens.
Overall conclusion on the environmental and sustainability impacts of the proposal	<p>There is some waste and additional energy use as a result of the Cost of Living Programme. However, it is more than offset by offering communal warm spaces to prevent vulnerable citizens from needing to use their own fuel and incur expense and energy in cooking their own food from scratch. Our energy saving advice, our warm packs and our rudimentary insulation saves additional domestic energy.</p> <p>Also, we are working with some of the most vulnerable citizens in the city and many of these communities would experience widespread hunger and cold without these interventions. Many have particular health needs which make these interventions ever more vital.</p>			

If you require assistance in completing this assessment, then please contact: [.](#)







# Birmingham City Council

## Report to Cabinet

Date: 25<sup>th</sup> April 2023



**Subject:** KEY DECISION PLANNED PROCUREMENT  
ACTIVITIES (MAY 2023 – JULY 2023)

**Report of:** ASSISTANT DIRECTOR – PROCUREMENT

**Relevant Cabinet Member:** Councillor Yvonne Mosquito, Finance and Resources

**Relevant O &S Chair(s):** Councillor Akhlaq Ahmed, Chair of Resources O & S

**Report author:** Steve Sandercock, Assistant Director, Procurement  
Email Address: [steve.sandercock@birmingham.gov.uk](mailto:steve.sandercock@birmingham.gov.uk)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011268/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential : 3. Information relating to the financial or business affairs of any particular person (including the council)		

### 1 Executive Summary

- 1.1 This report provides details of the planned procurement activity for the period May 2023 – July 2023 which are key decisions. Planned procurement activities reported previously are not repeated in this report.
- 1.2 The report enables Cabinet to identify whether any reports for procurement activities should be brought to this meeting for specific executive decision,



otherwise they will be dealt with under Chief Officer delegations up to the value of £10m, unless TUPE applies to current Council staff.

## **2 Recommendations**

- 2.1 To approve the planned procurement activities as set out in Appendix 1 and approve Chief Officer delegations, set out in the Constitution, for the subsequent decisions around procurement strategy and contract awards.

## **3 Background**

- 3.1 The report approved by Council Business Management Committee on 16 February 2016 set out the case for introducing this process.
- 3.2 At the 12<sup>th</sup> July 2022 meeting of Council changes to procurement governance were agreed which gives Chief Officers the delegated authority to approve procurement contracts up to the value of £10m for key decisions over the life of the contract. Where it is likely that the award of a contract will result in staff employed by the Council transferring to the successful contract under TUPE, the contract award decision has to be made by Cabinet.
- 3.3 In line with the Procurement and Contract Governance Rules that form part of the Council's Constitution, this report acts as the process to consult with and take soundings from Cabinet Members and the Resources Overview & Scrutiny Committee.
- 3.4 This report sets out the planned procurement activity over the next few months where the contract value is between the procurement threshold £177,897.50 (excluding VAT) and £10m (excluding VAT) for key decisions. This will give members visibility of all procurement activity within these thresholds and the opportunity to identify whether any procurement reports should be brought to Cabinet for approval even though they are below the £10m delegation threshold.
- 3.5 It should be noted that the procurement threshold has changed from £189,330 to £177,897.50 (excluding VAT) and applies from 1st January 2022 for a period of 2 years.
- 3.6 Individual procurements may be referred to Cabinet for an executive decision at the request of Cabinet, a Cabinet Member or the Chair of Resources Overview & Scrutiny Committee where there are sensitivities or requirements that necessitate a decision being made by Cabinet.
- 3.7 Procurements below £10m contract value that are not listed on this or subsequent monthly reports can only be delegated to Chief Officers if specific approval is sought from Cabinet. Procurements above £10m contract value will still require an individual report to Cabinet in order for the award decision to be delegated to Chief Officers if appropriate.
- 3.8 A briefing note with details for each item to be procured is listed in Appendix 2. The financial information for each item is detailed in Appendix 3 – Exempt Information.



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

### **4.1 The options considered are:**

- To identify specific individual procurements as listed in appendix 1 for further consideration, along with clear reason(s) for such additional consideration, to Cabinet around the procurement strategy and contract award .
- To approve the planned procurement activities for all the projects listed in appendix 1 and approve Chief Officer delegations as set out in the Constitution, for the subsequent decisions around procurement strategy and contract awards.– this is the recommended option

## **5 Consultation / Engagement**

- 5.1 This report to Cabinet is copied to Cabinet Support Officers and to Resources Overview & Scrutiny Committee and therefore is the process for consulting with relevant cabinet and scrutiny members. At the point of submitting this report Cabinet Members/ Resources Overview & Scrutiny Committee Chair have not indicated that any of the planned procurement activity needs to be brought back to Cabinet for executive decision.

## **6 Risk Management**

- 6.1 Members should note that in respect of any procurement projects which are sought to be referred back to Cabinet for further considerations these may impact on timescales around the delivery of those projects.
- 6.2 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports.

## **7 Compliance Issues:**

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

- 7.1.1 Details of how the contracts listed in Appendix 1 and Appendix 2 support relevant Council policies, plans or strategies, will be set out in the individual reports.

### **7.2 Legal Implications**

- 7.2.1 Members are reminded that as a Local Authority the Council has specific duties under public sector procurement, specifically the Public Contract Regulations 2015.
- 7.2.2 Specific details of any implications related to public sector procurement Regulations are set out- in the individual reports appended to this report.

### **7.3 Financial Implications**

- 7.3.1 Specific details of how decisions will be carried out within existing finances and resources will be set out in the individual reports.



- 7.3.2 Any cashable savings generated as a result of the procurement exercises are detailed in Appendix 2 to the delivery of procurement related savings and be removed from Directorate where identified in addition to the existing service area savings target as set out in the Medium-Term Financial Plan (MTFP) in line with the principles to treatment of identified savings against third party contracts as agreed by CLT on 24th January 2022.

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

- 7.4.1 As noted under the Legal Implications the Council has a duty to ensure that public sector procurement activity is in line with public sector legislation, specifically the Public Contracts Regulations 2015.
- 7.4.2 For each of the individual projects the specific procurement implications associated to the legislation are set out and detailed in the appendices

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

- 7.5.1 None.

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

- 7.6.1 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports which should also give consideration to application of Equality Impact Assessments in line with Council Policy

### **8 Background Documents**

- 8.1 List of Appendices accompanying this Report (if any):
- 1. Appendix 1 - Planned Procurement Activity May 2023 – July 2023
  - 2. Appendix 2 – Background Briefing Paper
  - 3. Appendix 3 – Exempt Information



## APPENDIX 1 – PLANNED PROCUREMENT ACTIVITIES (MAY 2023 – JULY 2023)

No.	Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources Plus	Finance Officer	Contact Name	Planned CO Decision Date
1	Approval to Tender Strategy	Children and Family Weight Management Service	TBC	The service will support children identified through the NCMP process and their families to engage and access a weight management intervention. It will include a universal digital offer, providing a basic level of healthy weight management information and support, alongside a range of tailored face-to-face interventions for communities most affected by weight-related inequality.	2 years plus two further 12-month extensions	Public Health	Health and Social Care	Lee Bickerton	Joann Bradley / Mike Smith	26/05/2023
2	Approval to Tender Strategy	Metering and Billing Services (Housing Communal Areas)	TBC	The provision of Metering and Billing equipment and services for the Council's Housing Communal Heating systems in Tower Blocks.	5 years with the option to extend for a further 5 years	City Housing	Housing and Homelessness	Carl Tomlinson	Ian Morris / Dean Billingham	26/05/2023
3	Strategy / Award	Cash Collection and Cash in Transit Services	P0268_2022	A cash collection and cash in transit service is required by the Council for the secure collection and delivery of cash and cheques to and from either cash processing sites or the Council's nominated bank. The service is used by schools, leisure centres, libraries, car parks, pay & display parking meters and other areas where cash or cheques are received and then processed and income recorded.	4 years	Council Management	Finance and Resources	Lee Bickerton	Fitzroy Pencil / Harpal Gill	26/05/2023
4	Strategy / Award	Merchant Acquirer, Equipment and Gateway Payment Services	P0231_2022	Merchant Acquirer & Equipment and Gateway Payment Services are required by the Council to offer citizens the facility to make payments by debit or credit card. This could be by chip and pin (face to face), over the telephone or online.	4 years	Council Management	Finance and Resources	Lee Bickerton	Fitzroy Pencil / Harpal Gill	26/05/2023
5	Strategy / Award	Let's Connect	TBC	Let's Connect provide a Home and Technology Employee Benefit, offering our employees the latest consumer technology and homeware, spreading the cost through their pay via salary sacrifice, meaning a saving on national insurance for the individual. This proposed scheme will enable Council employees save money on purchases by spreading the cost, whilst avoiding the need to pay high interest rates from the high street on loans or credit cards and also buy-now pay-later schemes.	5 years	Council Management	Social Justice, Community Safety, and Equalities	Lee Bickerton	Blaine Steede / Richard Tibbatts	26/05/2023
6	Approval to Tender Strategy	Framework Agreement for Valuation Advice for the Right to Buy Scheme	TBC	To provide advice on the value of housing properties to support the Right to Buy scheme to enable tenants of the Council to be able to buy their home and produce the Housing Stock Valuation to inform the Council's accounts on an annual basis.	4 years	Place, Prosperity & Sustainability	Housing and Homelessness	Azhar Rafiq	Allyson Marke-Wilson / Charlie Short	01/07/2023
7	Approval to Tender Strategy	Support to Return Home from Hospital Service	TBC	The service will play a pivotal role in ensuring citizens can leave hospital at the right time, to the right place with the right support. The service will provide practical and emotional support to citizens to ensure they return home safely following a discharge from hospital or an enablement bed. This could include support around access to food and shopping, benefit maximisation, home safety and befriending.	1 year with 1 year option to extend	Adult Social Care	Health and Social Care	Neil Haddocck / Samantha Bloomfield	Sarah Feeley / Marie Kennedy	05/06/2023



## **APPENDIX 2**

### **BRIEFING NOTE ON PLANNED PROCUREMENT ACTIVITIES** **CABINET – 25<sup>th</sup> April 2023**

<b>Title of Contract</b>	<b>Children and Family Weight Management Service</b>
<b>Contact Officers</b>	<b>Director / Assistant Director:</b> Dr Justin Varney, Director, Public Health <b>Client Officer:</b> Joann Bradley, Public Health Service Lead: Children and Young People <b>Procurement Officer:</b> Mike Smith, Head of Category, People
<b>Relevant Portfolio</b>	<b>Cabinet Member for Health and Social Care, Councillor Mariam Khan</b>
Briefly describe the service required	The service will support children aged 5-12 identified through the National Child Measurement Programme (NCMP) process and their families to engage and access a weight management intervention. It will include a universal digital offer, providing a basic level of healthy weight management information and support, alongside a range of tailored face-to-face interventions for communities most affected by weight-related inequality.
What is the proposed procurement route?	To be advertised on Find a Tender, Contracts Finder and <a href="http://www.finditinbirmingham.com">www.finditinbirmingham.com</a> via the open procurement route.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The existing contract will expire 31 <sup>st</sup> July 2023.
Will any savings be generated?	No cashable savings will be generated by this project.
Has the In-House Preferred Test been carried out?	The test demonstrated this is not suitable to be carried out in-house as the Council does not have the capacity, equipment and locality facilities required to deliver these services in the community.
How will this service assist with the Council's commitments to Route to Zero?	The procurement will provide services across the city both digitally and in local venues
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	By ensuring there is a service focus on engagement and coproduction with Black African and Black Caribbean communities, addressing the health inequalities outlined below, the proposed service lends itself to the following objectives within Everybody's Battle; Everybody's Business: <ul style="list-style-type: none"> <li>• Understand our diverse communities</li> <li>• Involve and enable our diverse communities</li> <li>• Deliver responsive services</li> </ul>
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, childhood obesity is a serious and growing threat to the health and wellbeing of children and without intervention childhood obesity tends to track into adulthood. In 2021/22, Birmingham's prevalence of overweight/obese children in reception was 23.3%, higher than England at 22.3%. For year 6 it was 42.7%, again higher than compared to England at 37.8%. Levels of excess weight amongst Black African and Black Caribbean children are higher again than the national average.
What budget is the funding from for this service?	This is funded from the Public Health Grant budget.
Proposed start date and duration of the new contract	The proposed start date is 1 <sup>st</sup> August 2023 for a period of 2 years with two further 12-month extensions.



<b>Title of Contract</b>	<b>Metering and Billing Services (Housing Communal Areas)</b>
<b>Contact Officers</b>	<b>Director / Assistant Director:</b> Wayne Davies, Director Asset Management <b>Client Officer:</b> Ian Morris, Service Co-Ordinator <b>Procurement Officer:</b> Dean Billingham, Procurement Specialist – Strategic Projects (Interim)
<b>Relevant Portfolio</b>	<b>Cabinet Member for Housing and Homelessness, Councillor Sharon Thompson</b>
Briefly describe the service required	The provision of Metering and Billing equipment and services for the Council's Housing Communal Heating systems in Tower Blocks.
What is the proposed procurement route?	To be advertised on Find a Tender, Contracts Finder and <a href="http://www.finditinbirmingham.com">www.finditinbirmingham.com</a> via the open procurement route preceded by a soft Market Engagement process complying with the Public Contract Regulations.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There are three existing contracts with Ista, Switch 2 and Energy Billing all of which are expired and rolling on. Much of the equipment provided by these suppliers is now unreliable and cannot be operated or serviced by 3 <sup>rd</sup> parties which means changing the supplier means changing the equipment as well. Due to resource capacity and changes of personnel within the service area have hampered and delayed in advancing the procurement in a timely manner which has resulted in the contract being rolled over. This compliant procurement process will look to address these matters.
Will any savings be generated?	It is unlikely there will be direct savings associated with this exercise as current rates have not changed for many years. There will also be a capital outlay or leasing arrangement for the new equipment. A customer tariff adjustment is long overdue and will be recommended following the outcomes of this process in order to offset the increased costs of the equipment, the service and the energy. There should be maintenance savings with the new equipment, but these are unquantifiable as yet and relatively small.
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 the Council do not manufacture such equipment and they do not have the technical systems (software and hardware) or expertise required to provide such a service.
How will this service assist with the Council's commitments to Route to Zero?	The new equipment will provide an enhanced level of consumption, cost and carbon data monitoring for the communal heating systems at a tenancy, tower block and portfolio level which can be used by customers and housing to reduce consumptions, emissions and control costs. The equipment installed is independent of the heat generating systems and will therefore be compatible with any future modification or replacement of the central heating plant.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	There is no direct impact on Everybody's Battle, Everybody's Business from the award of this contract.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is a statutory duty to provide local metering of heat consumption on communal heating systems. There is not a statutory duty to provide 'communal' heating systems, but the only alternative would be to remove the existing installations and provide local heat sources within each flat. This would be expensive and would not support the Route to Zero commitment.
What budget is the funding from for this service?	The cost will be met from the Housing budget including any costs for the re-procurement exercise.
Proposed start date and duration of the new contract	The proposed start date is 1st April 2024 for a period of 5 years with the option to extend for a further 5 years due to the specialist nature of the equipment and the service provided.



<b>Title of Contract</b>	<b>Cash Collection and Cash in Transit Services (P0268_2022)</b>
Contact Officers	<b>Director / Assistant Director:</b> Fiona Greenway, Interim Director <b>Client Officer:</b> Fitzroy Pencil, Accounts Receivable Manager <b>Procurement Officer:</b> Harpal Gill, Assistant Sub-Category Manager
<b>Relevant Portfolio</b>	<b>Cabinet Member for Finance and Resources, Councillor Yvonne Mosquito</b>
Briefly describe the service required	A cash collection and cash in transit service is required by the Council for the secure collection and delivery of cash and cheques to and from either cash processing sites or the Council's nominated bank. The service is used by schools, leisure centres, libraries, car parks, pay & display parking meters and other areas where cash or cheques are received and then processed and income recorded.
What is the proposed procurement route?	It is proposed that an award is made using the Eastern Shires Purchasing Organisation (EPSO) Cash Collection and Cash and Valuables in Transit Services Framework Agreement. The award will be made following the protocol of the Framework Agreement.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The current contract with G4S Cash Collections UK Ltd expired on 30th September 2022, this was due to a resource capacity at the time as there was changes of personnel which resulted in the delay with the new procurement tender, however, the Supplier has continued to provide the services on the original terms.
Will any savings be generated?	No cashable savings will be generated by this project.
Has the In-House Preferred Test been carried out?	A recent review concluded that arrangements for collecting cash from street meters is not robust, safe and nor does it have the capacity to deliver internally. Further investment to remedy this situation for continuation would not be prudent. It was therefore recommended that an alternative arrangement is to be implemented as soon as practicable. This will now be included within scope of the new contract.
How will this service assist with the Council's commitments to Route to Zero?	Under the call off Contract, Suppliers are required to reduce environmental impact within the lifecycle of their Call off Contract. The successful Supplier shall be required to provide information on new or improved environmentally preferable products and demonstrate their measured progress against the Council's commitments to Route to Zero. This will be monitored through Contract management activities.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	While not directly assisting in the Everybody's Battle, Everybody's Business, Accounts Receivable is a key enabling system between the Council and the Councils cash collection provider and there are no direct implications on this contract
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	The Council does not have a statutory duty to provide this service. However, a secure and safe method is required to collect and deliver cash in line with Birmingham Audit recommendations. In addition to this the development of an effective strategy to enable the Council to collect, transit and deliver cash from and to various sites across the Council is made pursuant to the general power of competence contained in s1 Localism Act 2011.
What budget is the funding from for this service?	Costs will be contained within existing Directorates' approved budget and Schools' devolved budgets.
Proposed start date and duration of the new contract	The proposed start date is June 2023 for a period of 4 years. This is the maximum period of time permissible under the terms of the framework agreement.



<b>Title of Contract</b>	<b>Merchant Acquirer, Equipment and Gateway Payment Services (P0231_2022)</b>
Contact Officers	<b>Director / Assistant Director:</b> Fiona Greenway, Interim Director <b>Client Officer:</b> Fitzroy Pencil, Accounts Receivable Manager <b>Procurement Officer:</b> Harpal Gill, Assistant Sub-Category Manager
<b>Relevant Portfolio</b>	<b>Cabinet Member for Finance and Resources, Councillor Yvonne Mosquito</b>
Briefly describe the service required	Merchant Acquirer & Equipment and Gateway Payment Services are required by the Council to offer citizens the facility to make payments by debit or credit card. This could be by chip and pin (face to face), over the telephone or online.
What is the proposed procurement route?	The proposed route to market will be to use a compliant public sector Framework Agreement.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The current contract with Barclays Bank Plc for Merchant Acquirer Services & Equipment and Worldpay Limited for Gateway Payment Services was awarded calling off the Crown Commercial Service (CCS) Merchant Acquirer Service Framework Agreement. The current contracts expired on 31st January 2022, this was due to a resource capacity at the time as there was changes of personnel which resulted in the delay with the new procurement tender, however the suppliers have continued to provide the services on the original terms.
Will any savings be generated?	No cashable savings will be generated by this project.
Has the In-House Preferred Test been carried out?	Yes, the test has been carried and is not suitable for an in-house service, as there are not the skills and capacity to deliver internally.
How will this service assist with the Council's commitments to Route to Zero?	As the contract will generate negligible carbon emissions as the services can be over the telephone or online there are no opportunities for this to assist with the Council's Route to Zero commitments.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	While not directly assisting in the Everybody's Battle, Everybody's Business, Accounts Receivable is a key enabling service between the Council and the Council's Merchant Acquirer & Equipment and Gateway Payment providers and the potential supplier will be accredited to Birmingham Living Wage and shall be registered and authorised by the Financial Conduct Authority (FCA).
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	The Council does not have a statutory duty to provide this service. However, in order to maximise income to the Council, it must give citizens access to make payments using a variety of methods.
What budget is the funding from for this service?	This is funded from the Directorate budgets.
Proposed start date and duration of the new contract	The proposed start date is June 2023 for a period of 4 years.



<b>Title of Contract</b>	<b>Let's Connect</b>
<b>Contact Officers</b>	<b>Director / Assistant Director:</b> Darren Hockaday, Director <b>Client Officer:</b> Blaine Steede <b>Procurement Officer:</b> Richard Tibbatts, Head of Category - Corporate
<b>Relevant Portfolio</b>	<b>Cabinet Member for Social Justice, Community Safety, and Equalities, Councillor John Cotton</b>
Briefly describe the service required	<p>With the Councils commitment to take action given the cost-of-living crisis that many colleagues are facing, People Services are seeking to reduce the costs of consumer technology and homeware, as well as improve our employee value proposition, supporting recruitment and retention of the Councils workforce.</p> <p>Let's Connect provide a Home and Technology Employee Benefit, offering our employees the latest consumer technology and homeware, spreading the cost through their pay via salary sacrifice, meaning a saving on national insurance for the individual. This proposed scheme will enable Council employees to save money on purchases by spreading the cost, whilst avoiding the need to pay high interest rates from the high street on loans or credit cards and also buy-now pay-later schemes.</p>
What is the proposed procurement route?	Direct Award via Eastern Shire Purchasing Organisation (ESPO) Framework - Lot 4, Technology products.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a new requirement.
Will any savings be generated?	No cashable savings will be generated by this scheme.
Has the In-House Preferred Test been carried out?	The services provided by our preferred supplier cannot be delivered by Birmingham City Council, as described above.
How will this service assist with the Council's commitments to Route to Zero?	Not applicable.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The scheme will provide a range of products which will be inclusive for all.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	<p>There is no statutory duty to provide this service. However, this benefit solution will:</p> <ul style="list-style-type: none"> <li>- Support with the Council's commitment in reducing the cost of living for our employees</li> <li>- Improve our employee value proposition (EVP)</li> <li>- Support with recruitment &amp; retention</li> <li>- Enable our employees to get the latest technology while spreading the cost via salary sacrifice</li> <li>- Acts as a replacement for our out-dated computer loan scheme</li> </ul>
What budget is the funding from for this service?	This scheme is cost neutral to the council as the goods ordered will be purchased by the employees, with deductions taken from their salary.
Proposed start date and duration of the new contract	The proposed start date is June 2023 for a period of 5 years.



<b>Title of Contract</b>	<b>Framework Agreement for Valuation Advice for the Right to Buy Scheme and Housing Stock Valuation for Accounting Purposes</b>
<b>Contact Officers</b>	<b>Director / Assistant Director:</b> Kathryn James, Assistant Director, Investment and Valuation <b>Client Officer:</b> Allyson Marke-Wilson, Valuations and Acquisitions Manager <b>Procurement Officer:</b> To be allocated
<b>Relevant Portfolio</b>	<b>Cabinet Member for Housing and Homelessness</b>
Briefly describe the service required	To provide advice on the value of housing properties to support the Right to Buy scheme to enable tenants of the Council to be able to buy their home and produce the Housing Stock Valuation to inform the Councils accounts on an annual basis.
What is the proposed procurement route?	A procurement process will be undertaken and advertised in Find a Tender, Contracts Finder and <a href="http://www.finditinbirmingham.com">www.finditinbirmingham.com</a> .
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There is a current contract in place with Sure Property Group Limited that expires on 26 <sup>th</sup> April 2024 for the Right to Buy Valuations and a separate contract again with Sure Property Group Limited that expires in December 2025.
Will any savings be generated?	There may be potential savings achieved by amalgamating the 2 contracts from the 1 <sup>st</sup> April 2024 as a result of this commission.
Has the In-House Preferred Test been carried out?	Yes, and the test demonstrated this is not suitable to be carried out in-house as there are not the skills, capability or resources within the Council for this service.
How will this service assist with the Council's commitments to Route to Zero?	Any specification will require the Council's commitments to Route to Zero to be considered, in particular to a reduction in zero emissions for transport.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	Both the Property Strategy and the Investment Strategy are designed to be fully inclusive towards the community that the City serve and with the aim of improving people's lives and the fabric of their local area.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is a statutory duty on the Council to produce its accounts on an annual basis that the Housing Stock Valuation will support. The service supports the statutory duty of the Housing Act 1985 and subsequent amendments that allows the Council to sell its housing to its tenants.
What budget is the funding from for this service?	The service is funded from the Property Services, Revenue Budget that is then recharged back to the Housing Revenue Account.
Proposed start date and duration of the new contract	The proposed start is 1 <sup>st</sup> April 2024 for a duration of 4 years.



<b>Title of Contract</b>	<b>Support to Return Home from Hospital Service</b>
<b>Contact Officers</b>	<b>Director / Assistant Director:</b> Louise Collett, Assistant Director, Commissioning <b>Client Officer:</b> Sarah Feeley, Commissioning Manager <b>Procurement Officer:</b> Marie Kennedy, Sub Category Manager
<b>Relevant Portfolio</b>	<b>Cabinet Member for Health and Social Care, Councillor Mariam Khan</b>
Briefly describe the service required	The service will play a pivotal role in ensuring citizens can leave hospital at the right time, to the right place with the right support. The service will provide practical and emotional support to citizens to ensure they return home safely following a discharge from hospital or an enablement bed. This could include support around access to food and shopping, benefit maximisation, home safety and befriending.
What is the proposed procurement route?	A procurement process will be undertaken and advertised in Find a Tender, Contracts Finder and <a href="http://www.finditinbirmingham.com">www.finditinbirmingham.com</a>
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There is currently a contract in place which expires on 30 <sup>th</sup> September 2023.
Will any savings be generated?	No cashable savings will be generated by this project.
Has the In-House Preferred Test been carried out?	Yes the test has been carried out - There is currently no provision within the council to provide a service of this nature. Due to the small scale of the service, it is not financially viable to look to develop an internal provision to meet this demand.
How will this service assist with the Council's commitments to Route to Zero?	The Service will be expected to contribute through the delivery of the contract, this will be able sourcing sustainable food, employing local people and reducing their own carbon footprint.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The Service will be procured to reflect the diversity and needs of vulnerable citizens. It will be expected that the service has the ability to meet those needs through a range of methods to ensure that the service is accessible by all those that meet the criteria.
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 ensure that we maximise the opportunity for vulnerable citizens to be supported following a stay in hospital, this service enables discharges to take place and focuses on reducing the risk of readmission. The focus is to provide support to ensure access to food and shopping, as well as wider support to reintegrate the citizen into their local community.
What budget is the funding from for this service?	This is funded from Birmingham Better Care Fund, there is no requirement for council core funding for this service.
Proposed start date and duration of the new contract	The proposed start date is 1 October 2023 for a period of 1 year with the potential to extend for a further 1 year. This will be subject to funding availability and performance.