

BIRMINGHAM CITY COUNCIL

CABINET

TUESDAY, 14 NOVEMBER 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 - 16**
- 4 **MINUTES**
- To confirm and sign the Minutes of the meeting held on Tuesday 17 October 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.
- 17 - 34**
- 6 **FINANCIAL POSITION STATEMENT**
- Report of Director, Finance (Interim).
- 35 - 60**
- 7 **LOCAL DEVELOPMENT SCHEME 2023-2026**
- Report of Strategic Director Place, Prosperity and Sustainability
- 61 - 116**
- 8 **VOICE AUTOMATION**
- Report of Director, Strategy, Equality and Partnerships
- 117 - 140**
- 9 **TRAILBLAZER 100% BUSINESS RATES RETENTION AGREEMENT FOR THE WEST MIDLANDS**
- Report of Interim Director of Finance & Section 151 Officer.
- 141 - 156**
- 10 **PRIVATE RENTED SECTOR PATHFINDER PROGRAMME GRANT 2023-25**
- Report of the Strategic Director of City Operations

<u>157 - 182</u>	11	<u>CLEAN AIR ZONE VEHICLE SCRAPPAGE AND MOBILITY CREDIT SCHEME - RECOMMENDATION TO EXPAND SCOPE OF THE SCHEME</u>	Report of Strategic Director Place, Prosperity and Sustainability
<u>183 - 210</u>	12	<u>SWANSHURST SCHOOL - CURTAIN WALLING REPLACEMENT WORKS</u>	Report of Director for Children & Families
<u>211 - 318</u>	13	<u>PERMISSION TO CONSULT - DRAFT BIRMINGHAM PHYSICAL ACTIVITY STRATEGY - CREATING AN ACTIVE BIRMINGHAM</u>	Report of Director for Public Health
<u>319 - 346</u>	14	<u>TECHNOLOGY ROADMAP - CRITICAL INVESTMENTS 2023/4</u>	Report of Acting Director, People's Services
<u>347 - 362</u>	15	<u>KEY DECISION PLANNED PROCUREMENT ACTIVITIES (DECEMBER – FEBRUARY 2024) AND QUARTERLY CONTRACT AWARD SCHEDULE (JULY - SEPTEMBER 2023)</u>	Report of Assistant Director - Procurement
<u>363 - 370</u>	16	<u>APPOINTMENTS TO OUTSIDE BODIES</u>	Report of the City Solicitor and Monitoring Officer.
	17	<u>OTHER URGENT BUSINESS</u>	To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.
<u>371 - 400</u>	17A	<u>ADDITIONAL GRANT FUNDING FOR THE TYPHOO BUILDING REDEVELOPMENT</u>	Report of Strategic Director Place, Prosperity and Sustainability

BIRMINGHAM CITY COUNCIL

CABINET MEETING TUESDAY, 17 OCTOBER 2023

**MINUTES OF A MEETING OF THE CABINET COMMITTEE HELD ON
TUESDAY 17 OCTOBER 2023 AT 1000 HOURS IN COMMITTEE ROOMS
3&4, COUNCIL HOUSE, VICTORIA SQUARE, BIRMINGHAM, B1 1BB**

PRESENT: - Councillor John Cotton, Leader in the Chair

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

ALSO PRESENT:-

Councillor Robert Alden, Leader of the Opposition (Conservative)
 Councillor Roger Harmer, Leader (Liberal Democrat)
 Councillor Ewan Mackey, Deputy Leader of the Opposition (Conservative)
 Janie Berry, City Solicitor and Monitoring Officer
 Professor Graeme Betts, Director, Adult Social Care (DASS)
 Richard Brooks, Director, Strategy Equalities and Partnerships
 Cheryl Doran, Assistant Director and CIO, Digital and Customer Services
 Fiona Greenway, Interim Finance Director and Section 151 Officer
 Susan Harrison, Director for Children and Families
 Paul Kitson, Strategic Director of Place, Prosperity and Sustainability
 Paul Langford, Interim Strategic Director, City Housing
 Alison Malik, Head of Commissioning (Regulated Care)
 Sajeela Naseer, Director of Regulation and Enforcement
 Stephen Philpott, Director, Housing Solutions and Support Service
 Steve Sandercock, Assistant Director, Procurement
 Jo Tonkin, Assistant Director, Partnerships Insight and Prevention
 Errol Wilson, Committee Team Leader

NOTICE OF RECORDING/WEBCAST

- 233.** The Chair welcomed attendees and advised, and the Committee noted, that this meeting will be webcast for live or subsequent broadcast via the Council's Public-I microsite ([please click this link](#)) and that members of the

press/public may record and take photographs except where there are confidential or exempt items.

APOLOGIES

234. Apologies for absence were submitted on behalf of, Councillors Sharon Thompson, Deputy Leader of the City Council and Mariam Khan. Deborah Cadman and Dr Justin Varney.
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DECLARATIONS OF INTERESTS

235. 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.

The Leader Councillor John Cotton declared his non-pecuniary interest in Agenda item 7, the Business Energy Advice Services on the basis that this was being taken through the Combined Authority Energy and Environment Board for which he is the Chair.

Councillor Majid Mahmood also declared his non-pecuniary interest in Agenda item 7 as he is a member of the Business Energy Advice Service West Midlands Combined Authority Energy and Environment Board.

MINUTES

236. **RESOLVED: -**

The Minutes of the meeting held on 5 October 2023, having been previously circulated, were confirmed and signed by the Chair.

EXEMPT INFORMATION – POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC

Cabinet Committee – 17 October 2023

The Chair advised that the reports at Agenda items 12, 13, 14 and 17 contained an exempt appendix within the meaning of Section 100I of the Local Government Act 1972.

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

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

237. 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.

PROPOSED BALSALL HEATH NEIGHBOURHOOD COUNCIL: OUTCOME OF SECOND CONSULTATIVE BALLOT AND NEXT STEPS

The Leader introduced the item and drew the attention of Cabinet to the information contained in the report.

Following a brief discussion it was

238. RESOLVED UNANIMOUSLY: -

That Cabinet supports recommendation one to rejected the current proposal for a new parish council in Balsall Heath. Cabinet took cognisance of the Commissioners advice and did not support recommendation two.

RESOURCES FOR BIRMINGHAM CITY COUNCIL PRIORITIES – BEAS ENERGY EFFICIENT GRANT (DEPARTMENT OF ENERGY SECURITY AND NET ZERO) FULL BUSINESS CASE

The Leader presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

Paul Kitson, Strategic Director of Place, Prosperity and Sustainability noted Councillor Ewan Mackey's comment in relation to item 14 on the Risk Register and stated that it was not a high likelihood that funding would not be forthcoming but by default it would be a high impact to the programme if the funding was not forthcoming. The risk of the delivery of the programme he was comfortable with as the team was skilled and had a high reputation of delivering programme like this and will amend . The Risk Register fully articulate the risks

facing the programme and we have good system in place, but we needed to add something about Oracle and will amend the point about risk 14.

239. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- a. Approved the Full Business Case (FBC) (attached at Appendix 1 to the report) for the BEAS Energy Efficiency Grant Programme, which will provide a package of energy efficiency grant to Small and Medium Enterprises (SMEs) to mitigate against the impact of high energy cost and the transition to net zero;
- b. Approved the City Council acting as the lead delivery partner for the BEAS Energy Efficiency Grant Programme and accepts the offer of BEAS Energy Efficiency Grant of £10,500,000 over 18-months, which is being matched against an equivalent amount of private sector expenditure;
- c. Delegated the award of specific financial assistance grants between £1,000 to £100,000 to SME up to the total of £10,500,000 over 18-months to the Strategic Director of Place, Prosperity and Sustainability; and
- d. Authorised the City Solicitor (or their delegate) to negotiate, execute, and complete all necessary documentation to give effect to the above decisions.

DLUHC FUNDING - LOCAL AUTHORITY HOUSING FUND ROUND 2 (LAHF R2)

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

Stephen Philpott, Director, Housing Solutions and Support Service noted Members comments concerning the Commissioners comments on the report, the programming of reports for Cabinet and the purchasing of homes in the exempt supported market and made the following statements:-

- a. In relation to the Commissioners comments they were seeking to ensure that we had got the necessary approvals to make the bid outside of waiting for the Cabinet dates and so we secured and assured that that was done appropriately.
- b. In terms of timescales we worked to the timescales in terms of those advised to us in relation to where we could come to Cabinet.
- c. With regard to the purchasing of homes in the exempt supported market our desire would be to see these homes that were lost as family homes in Birmingham that they become multi person homes exempt supported prior rates and brought back.

- d. As we talked to those doing the purchasing on our behalf and the programme as far as that was concerned and working with the exempt supported strategy which was about trying to halve the number of supported units in the city as these things were tied together.
- e. At the same time we still saw the number of claims for exempt supported accommodations rising so we were trying to purchase against the market which was strong. Those landlords were still finding people to rent to and still finding means to make more money through those properties than we were able to.
- f. We were having conversations continually with exempt supported providers about their future plans and how we could change those opportunities which included purchasing properties from them.
- g. We acknowledged that this was in some ways filling a gap which was the fact we did not have sufficient supplies of affordable homes being built. This was trying to do something better as per our temporary accommodation strategy as we did not want to keep people in B&B.
- h. We had to change the market somehow and to do that in a short period of time involved purchasing. We had thought about the longer-term purchasing strategy which was up to 3 – 5 years programme. This gave us more opportunity to buy off market in terms of development sites rather than just family homes. We were trying to shift the market somewhat in terms of doing that.
- i. The commitment and vision was to build more affordable homes in the city so that we did not have to buy existing family homes in this way so that vulnerable families could have a home rather than a hotel room.

240. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- 1. Agreed to submit a bid to DLUHC LAHF R2 and accepted capital grant funding of up to £6.996m if approved, to support the acquisition of 66 family sized properties, of which 6 are to be allocated to Afghan households currently in Bridging Accommodation and 60 to households in need of TA in Birmingham;
- 2. Authorised the Strategic Director for City Housing to enter into a Memorandum of Understanding with DLUHC setting out DLUHC's commitments and the Council's commitments to deliver the LAHF programme, alongside the associated monitoring arrangements;
- 3. Agreed to extend Birmingham City Council's pledge towards Government refugee resettlement schemes (namely, the Afghan Citizens Resettlement Scheme) to include any individuals accommodated by properties acquired through this funding. This cannot be specified at this stage but could be in the region of 30-50 additional individuals;
- 4. Accepted the integration funding associated with refugee resettlement at a per capita rate of £20,520 per individual minimum. The total value will depend on the number of bed spaces procured by the Bridging element of the Housing Fund but based on 30-50 individuals this would be £615,600 to £1,026,000; and

5. Authorised the City Solicitor (or their delegate) to negotiate, agree and complete all legal documents necessary to give effect to the above decisions.
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RATIFICATION OF SELECTIVE LICENCE FEE

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

Councillor Alden referred to the reasons for the report not being on the Forward Plan, but that it did not mention what the judicial review was that the Council was facing. He requested information as to what the judicial review was about and the Council's chances of success.

Sajeela Naseer, Director of Regulation and Enforcement advised that a judicial review was brought against the Council by a sector of letting agencies – the Build to Rent Sector. We were due to go to review at the end of October. They had questioned the fees and the levels. As such we had reflected on the fees and the fee levels and had noticed the inaccuracy and thought it was prudent to bring it back even though the fee itself was correct.

241. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- i. Noted the correct apportionment of the £700 licence fee. That apportionment being Part A £375 and Part B £325; and
 - ii. Ratified its decision of the 1st March 2022 to approve the authority's selective licensing scheme in which the selective licence fee is £700 with an apportionment of Part A £375 and Part B £325.
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PUBLIC SECTOR DECARBONISATION SCHEME EXTERNAL FUNDING APPLICATION FOR HIGHBURY

Councillor Mahmood, Cabinet Member for Environment referred to Councillor Robert Alden's comment in relation to the Commissioners comments concerning the reports and highlighting that the Commissioners comments were for a different report and their second comment was for more detail around the retrospective approval of the report which were included in more detail now. Councillor Majid Mahmood, then introduced the item and drew the attention of Cabinet to the information contained in the report.

Councillor Mahmood stated that he had consulted with the leaders of the Conservative, Liberal Democrat and Green Groups on the Council who had all supported the bid. He expressed thanks to Councillors Robert Alden, Roger Harmer and Julien Prichard for their support.

Councillor Mahmood noted Councillor Alden's comments concerning timeliness and the Risk Register and stated that with regard to timeliness it was lessons learnt going forward. Regarding the Risk Register, if we were not successful with the project it would not have happened and there was not much comment we could put on that issue. In terms of the Lottery bid funding if we were not successful in that application the project would not go ahead. Councillor Mahmood referred to Councillor Harmer's comments on Net Zero and low carbon technology and whether the project could be used as a showcase and confirmed that this would be done.

242. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- (i) Retrospectively authorised submission of the bid for £1.152m to the Public Sector Decarbonisation Scheme Phase 3;
- (ii) Authorised resubmission of the bid for £1.152m to the Public Sector Decarbonisation Scheme during Phase 3 if the October submission is unsuccessful, and on the basis that the criteria, scope and value remains unchanged;
- (iii) Noted the acceptance of funding, approval to spend funding and procure partners to deliver the works will be subject to a separate report.

The Leader agreed for Agenda items 11 and 12 to be taken together but for the decisions to be taken separately.

FULL BUSINESS CASE AND CONTRACT AWARD – FLAT ROOFING, DAMP AND STRUCTURAL WORKS AT COFTON PRIMARY SCHOOL

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.

Councillor McCarthy noted Councillor Macke's comments concerning the Risk Register and the contingency fund and stated that the skill in identifying the correct level of risks lies in rejecting both complacency and catastrophising this. She added that we will go back and look at that again. Regarding the contingency the usual methodology had been followed. However, if Councillor Mackey wanted any further information the author of the technical report would supply that to him.

243. RESOLVED UNANIMOUSLY: -

That Cabinet:-

- ❖ Approved the project costs for roofing, damp and structural works at Cofton Primary School at a total project cost of up to £1,289,090;

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- ❖ Approved the Full Business Case appended to the report;
- ❖ Approved the award of a contract for Flat roofing, damp and structural works at Cofton Primary School to Graham Facilities Management Limited; and
- ❖ Authorised the City Solicitor and Monitoring Officer to execute and complete all necessary documents to give effect to the above decisions.

FULL BUSINESS CASE AND CONTRACT AWARD – REFURBISHMENT AND EXTENSION WORKS AT COFTON PRIMARY SCHOOL

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.

244. RESOLVED UNANIMOUSLY: -

That Cabinet:-

1. Approved the project costs for the installation of a modular building on a temporary basis and the associated enabling works and the extension and refurbishment works to the existing building at Cofton Primary School at a total project cost of up to £1,897,272;
2. Approved the Full Business Case appended to the report;
3. Noted that a Pre-Construction Services Agreement (PCSA) was entered into with Seddon for the initial design stage to be completed for the estimated value of up to £42,500 and approved under Chief Officer delegated authority to enable the works to meet the deadline for the completion of the works;
4. Delegated authority to the Director of Children and Families in conjunction with the Assistant Director, Procurement, the Interim Director of Finance (Section 151 Officer) and the City Solicitor & Monitoring Officer (or their delegates) to award a contract for the Works after completion of the PCSA stage, subject to the value being within the approved budget; and
5. Authorised the City Solicitor and Monitoring Officer to execute and complete all necessary documents to give effect to the above decisions.

ALLOCATION OF THE MARKET SUSTAINABILITY AND IMPROVEMENT FUND, WORKFORCE FUND AND ADULT SOCIAL CARE DISCHARGE FUND

In the absence of Councillor Mariam Khan the Leader presented the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

Professor Graeme Betts noted Councillor Mackey's comments concerning the Risk Register and gave assurance that we have been dealing with these grants for the past three years and that we have our own systems and processes in place and had good relationships with the providers. This enabled us to have a high degree of confidence about fraud and all of those issues.

Alison Malik, Head of Commissioning (Regulated Care) advised that the equality of provisions across the city was an improving picture, but we did not commission all of the providers. We have a process whereby we focused on quality, and we commission not only the highest rated provisions for our citizens e.g. the 22 rated inadequate providers we did not commission those providers. However, what we do know was that quality was directly affected by staffing levels and the availability of high quality well skilled staff within the Care Sector. This money being put through to those fees as care providers would make a difference to enable them to take steps and increase the capacity of the workforce and invest in training and arranging other measures that will help support, retain and recruit appropriate workforce for the delivery of services to our citizens.

245. RESOLVED UNANIMOUSLY: -

That Cabinet:-

(i) Accepted the grant funding in the total amount of £25,131,141, broken down as follows:

a. £3,780,199 from the previous Market Sustainability and Fair Cost of Care Fund element of the Market Sustainability and Improvement Fund (published on 4 April 2023) the "MS&IF".

b. £9,333,826 from the new element of the Market Sustainability and Improvement Fund (published on 4 April 2023) the "MS&IF".

c. £8,517,116 from the new Market Sustainability and Improvement Fund – Workforce Fund (published on 28 July 2023) the "MS&IFW".

d. £3,500,000 from the Adult Social Care Discharge Fund (published on 4 April 2023) the "ASCDF".

(ii) Approved the allocation of £17,781,141 of the MS&IF and MS&IFW monies to commissioned adult social care providers. The overall approach to these allocations is in accordance with the Grant Determination Notice and are set out in Appendix 1, to the report;

(iii) Approved the allocation of £3,850,000 of the MS&IF and MS&IFW monies to be spent by Birmingham City Council on measures to reduce adult social care waiting times. The details of these allocations are in accordance with the Grant Determination Notice and are set out in Appendix 1, to the report and currently includes (but not limited to); increasing staff capacity to support those with mental health needs awaiting an assessment; increasing staff capacity to support people awaiting an assessment/review in our Constituency

Cabinet Committee – 17 October 2023

Social Work teams; additional short term capacity to remove backlogs of young people awaiting an assessments from our Transitions Service; and additional short term capacity to remove Deprivation of Liberty Safeguard backlogs. All spending of this element of the Grant, will be delegated to the Corporate Director of Adult Social Care;

(iv) Approved allocation of £54k MS&IF to Adult Social Care budgets to cover the cost of administering the Grant (as allowed for in the Grant Conditions);

(v) Approved the allocation of £3,500,000 from the Adult Social Care Discharge Fund to adult social care providers commissioned by the Council. The details of these allocations are in accordance with the Grant Determination Notice and the Better Care Fund Plan (approved by the Birmingham Health and Wellbeing Board on 18th July 2023) and as set out Appendix 1, to the report;

(vi) Approved allocation of the MS&IF, M&IFW and ASCDF for 24/25 in accordance with the same principles as set out in Appendix 1, to the report. Any material variations to be delegated to Corporate Director of Adult Social Care in consultation with Cabinet Members for Health and Adult Social Care and Cabinet Member for Finance & Resources.

KEY DECISION PLANNED PROCUREMENT ACTIVITIES (NOVEMBER 2023 – JANUARY 2024)

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

Councillor Robert Alden referred to the concierge support service and requested that a Member briefing be done as this was a service that a lot of Members paid attention to as there were issues in their Wards, and it would be useful to have a Member briefing.

Councillor Jayne Francis commented that she was happy for this to be done.

246. 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.

NON-KEY DECISION PLANNED PROCUREMENT ACTIVITIES (NOVEMBER 2023 – JANUARY 2024)

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

247. 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.

APPOINTMENTS TO OUTSIDE BODIES

The Leader presented the item and drew the attention of Cabinet to the information contained in the report.

Councillor Robert Alden requested that Councillor Alex Yip replaced Councillor Ewan Mackey on the Contest Board (replaced the Public Service Project Management Board – Prevent Programme – Preventing Violent Extremism).

Cabinet agreed Councillor Alden's request.

248. RESOLVED UNANIMOUSLY: -

That Cabinet:-

(i) Agreed the nomination of Councillor Darius Sandhu as an additional nominative trustees for the Birmingham Bodenham Trust from the 17 October 2023 expiring on the 30 June 2026; and

(ii) That Councillor Ewan Mackey be replaced by Councillor Alex Yip on the Contest Board (replaced the Public Service Project Management Board – Prevent Programme – Preventing Violent Extremism).

OTHER URGENT BUSINESS

249. No item of urgent business was raised.

The meeting ended at 1046 hours.

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CHAIRPERSON

Birmingham City Council

Cabinet

14 November 2023



Subject: **Section 151 Officer Update on the Financial Position of the Council – November 2023**

Commissioner Review

The Directions regime has been in place in Birmingham City Council for four weeks. In that time, Commissioners have begun to understand the scale of the challenges facing the authority, highlighted by Oracle and Equal Pay but also a range of other matters that are only now being surfaced. One issue that has struck Commissioners as requiring a radical step-change in approach is the financial management of the organisation. The in-year challenges have been well publicised in the build up to the Council's 114 notice. However, for the first time, this paper sets out the stark position the Council finds itself in over the medium term. Commissioners have noted that there has been very limited progress in developing options to close the budget gap for 2024/25 and subsequent years. Without significant action by both Members and Officers, it will be extremely difficult to set a lawful budget for the forthcoming year. Even doing this is likely to require decisions from Ministers and the financial consequences of this will need to be recognised.

The Council at pace must now identify viable savings options for both 2024/25 and 2025/26. All members of the corporate leadership team and Cabinet must grip this challenge and evidence practical, tangible progress in the next month. In doing so it must move away from the current focus on annual budgets, ensure savings are robust and resources are available to deliver savings in line with the budget. The time available to do this is extremely limited. Commissioners require that;

- Cash savings targets that include some head room are issued to Departments for both 2024/25 and 2025/26 with the instruction that Departments must identify credible savings options.
- A clear budget timetable is set that includes time for political consideration of savings and also due diligence by officers. The timetable in this report is a

positive starting point, but could usefully include more references to the Housing Revenue Account and Capital Programme.

- The organisation identifies project management resource to deliver what will inevitably be an extensive transformation programme that will last some years.

Previous budgets have been characterised by undeliverable savings and understated service growth and inflation. In addition to the focus on savings the council must properly use data to;

- Ensure service growth forecasts are robust
- Inflation assumptions are prudent
- The current base budget has been reviewed to ensure the council is not building on a budget that is structurally unsound.

All the above need to be completed at pace and the senior leadership at the Council must lead and fully support the process. This must be supported by a clear communications plan.

The position set out in this paper will have profound impacts for how the Council does business. The authority is no longer in a position to embark on any significant prudential borrowing with a consequent impact on all capital programmes that are not 100% funded by external to the Council resources. The council needs to review the existing capital programme and prepare an asset strategy that reflects this position. In addition, an orderly, targeted approach to asset disposals must begin this calendar year to generate the capital receipts that will be required to reduce the need for unsupported borrowing and to reduce the revenue consequences of debt. Commissioners believe that with the right leadership the budget can be brought into balance and although there will inevitably be some difficult decisions many services could deliver better outcomes for the citizens at lower cost.

Commissioners require that updates on the financial position be reported to every cabinet meeting going forward, until a stable and deliverable budget can be managed without support. The December report should focus on the latest financial position, 2023/24 in year savings, progress with the timetable set out in this report and steps taken to ensure resources are available to deliver the savings and transformation required.

**Reports not on the Forward Plan / Late Report / Confidential or
Exempt Information not Notified**

Birmingham City Council

Cabinet – 14th November 2023

Notice Published – 8th November 2023



**Subject: Section 151 Officer Update on the Financial Position of the
Council – November 2023**

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

**Report author: Fiona Greenway, Interim Director of Finance and Section
151 Officer**

1) Key Decisions not on the Forward Plan / Urgent Decisions

To be completed for Key Decisions not on the Forward Plan 28 days before the Cabinet meeting at which the decision is to be taken.

<i>Reasons for Urgency / why not included on the notification</i>	N/A
<i>Reasons for Immediate Implementation (if applicable)</i>	N/A
<i>Date Chief Executive Agreement obtained</i>	N/A
<i>Date of Leader's Agreement</i>	N/A
<i>Name, Date and any comments of O&S Chair agreement obtained:</i>	N/A

2) Key Decisions not notified on the Notification of Intention to Consider Matters in Private

To be completed for Key Decisions not on the Forward Plan 28 days before the Cabinet meeting at which the decision is to be taken.

<i>Reasons for Urgency / why not included on the notification</i>	N/A
<i>Date of Leader's Agreement</i>	N/A
<i>Name, Date and any comments of O&S Chair agreement obtained:</i>	N/A

3) Late Reports

To be completed for all late reports, i.e. which cannot be despatched with the agenda papers i.e. 5 clear working days' notice before meeting.

<i>Reasons for Urgency / why late</i>	Due to the unprecedented financial position the Council is currently in, and at the request of Commissioner for Finance, an urgent late report is required to present a baseline financial position to Cabinet in November 2023.
<i>Date Chief Executive Agreement obtained</i>	8th November 2023
<i>Date of Leader's Agreement</i>	8th November 2023

Birmingham City Council

Report to Cabinet

14 November 2023



Subject: Section 151 Officer Update on the Financial Position of the Council – November 2023

Report of: Leader, Councillor John Cotton

Relevant Cabinet Member: Cabinet Member for Finance & Resources, Councillor Brigid Jones

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

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

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

1. Executive Summary

- 1.1 This report outlines the financial situation of Birmingham City Council as of November 2023. The City faces very significant underlying financial challenges and this report outlines the issues being faced during each financial year, the challenges in terms of the Council's reserves position, and the proposed savings targets which must be met to address recover the Council's finances.
- 1.2 This report comes off the back of statutory notices issued during September and October 2023:

- 1.3 The Council's financial position is challenging, marked by the issuance of two Section 114 notices under Section 114 (3) and (2) of the Local Government Finance Act 1988 on 5th September 2023 and 21st September 2023. These notices outlined the financial challenges for the Council in relation to Equal Pay liabilities impacting both the value of financial resources available to the Council in prior year accounts, as well as the ability of the Council to stem the flow of additional Equal Pay liabilities.
- 1.4 On Friday 29th September 2023, the Council's External Auditors Grant Thornton issued Statutory Recommendations to the Council under Schedule 7 of the Local Audit and Accountability Act 2014. The External Auditor outlined 12 Statutory Recommendations, with significant and widespread implications across the Council. These recommendations are contained with the report titled 'Birmingham City Council External Audit 2020-21 to 2023-24'.
- 1.5 On the 5th October 2023, the Secretary of State announced that he was using his powers under the Local Government Act 1999 to intervene at Birmingham City Council. As such, directions have been made under Section 15(5) and (6) of the Local Government Act 1999 in respect of Birmingham City Council, including the appointment of Commissioners and mandating immediate action by the Council in relation to several significant matters.
- 1.6 It is important now to provide an update on the financial situation of the Council, which will form a baseline of the significant financial challenge the Council faces, and against which any improvement actions can be measured.

2. Recommendation(s)

- 2.1 Cabinet is recommended to:
 - 2.1.1. Note the current financial position of the Council as set out in this report;
 - 2.1.2. Endorse the total Council savings target issued for the 2024/25 and 2025/26 financial years;
 - 2.1.3. Commit the Council to the delivery of a budget for 2024/25 which provides a robust plan to deliver against the savings target for the 2024/25 financial year;
 - 2.1.4. Commit the Council to the delivery against the annual total savings target for the City Council over the next two financial years, 2024/25 and 2025/26.

3. Background

- 3.1 As outlined within the Section 114 subsection 3 notice under the Local Government Finance Act 1988, the Council is facing a challenging financial situation. The Council has insufficient resources to meet the expenditure required in relation to the costs of providing for Equal Pay claims.
- 3.2 As a result of our current situation, the Section 151 Officer is unable to write a supporting going concern statement for prior year draft accounts for 2020/21 and 2021/22. They are also unable to make a Section 25 statement under the Local Government Act 2003 in relation to the adequacy of our reserves.
- 3.3 This leaves the Council in a precarious financial situation, across multiple financial years. Due to the timeline over which these issues have arisen, the overspend and budget gap does not just impact the previous and current financial years. The impact of the financial challenge is multi-year.

2022/23 Financial Year - £86.1m overspend

- 3.4 At the end of January 2023, the 2022/23 General Fund outturn showed an underlying deficit of £86.1m. This was before applying the use of reserves, which are being used to offset the overspend within the previous financial year.
- 3.5 As at, October 2023, the forecast outturn for 2022/23 shows an overspend of £78.2m, which is an improvement on the position forecast in January 2023. This means that although there is an overspend for the previous financial year, there will be marginally less use of reserves for that year.
- 3.6 The final outturn position will be developed in November 2023, with the intention to present to Cabinet in December 2023.

Note: The financial position outlined for 2023/24, 2024/25 and 2025/26 is the forecast position as of Quarter 1 2023/24. We continue to update figures in-year, and an updated Quarter 2 2023/24 position is being developed and will refine our overspend and future year budget gap position. Indicatively, this position continues to worsen, and other risks need to be considered within future year budgets such as the impact of Equal Pay costs.

2023/24 Financial Year - £87.4m overspend

- 3.7 On 25th July 2023, Cabinet received a high-level Quarter 1 forecast for 2023/24. This showed a forecast overspend of £87.4m, which has been used as an additional in-year savings target for CLT Directors to address a potential deficit.
- 3.8 The overspend is built up of the following:
- 3.8.1 Demand and complexity growth, excluding inflation, with additional demands such as Oracle Costs, increased Temporary Accommodation Costs, Children's and Families pressures, and increased Adult Social Care demand pressures;
 - 3.8.2 Inflation has been greater across both General Price Inflation and Contract Inflation, which was forecast to be significantly lower in future years;
 - 3.8.3 Non-delivery of savings, with a significant element of the savings programme either High Risk or Written Off due to their likelihood and confidence of delivery;
 - 3.8.4 Business Rates and Council Tax impacts as a result of a collection fund deficit and estimated impacts of future increases of business rates income.
- 3.9 Many of these items should have been considered within the base budget for the Council in prior years. Since these items continue to result in overspend and budgets gaps in future years, this suggests a structural deficit in the underlying budget for the Council which has not been addressed in prior years. The underlying budget needs to be re-based.
- 3.10 Despite best efforts of the Council during the financial year, it is highly likely that the majority of the additional savings identified to address the in-year overspend will be a one-off. Any one-offs used to address the overspend will need to be addressed in the next year.
- 3.11 Further work will continue on the current financial year, 2023/24, to identify methods of addressing the forecast overspend through the use of reserves which are being centralised from Directorates, stopping or pausing revenue projects, reviewing large contracts with key suppliers, and addressing in-year savings targets through Spend Control Boards.

2024/25 Financial Year - £164.8m budget gap

- 3.12 The 25th July 2023 high-level Quarter 1 forecast for 2023/24 presented to Cabinet also included a forecast budget gap for future financial years. The forecast for 2024/25 also showed an additional budget gap of £77.5m in-year, making this £164.8m cumulative across the two years.
- 3.13 This overspend is built up the items outlined in 3.8.
- 3.14 Since the in-year overspend is expected to be addressed through one-off savings or use of reserves, there is a £164.8m budget gap to be addressed in one financial year. This is a significant challenge that needs to be addressed with urgency.
- 3.15 We are currently re-basing the budget for 2024/25, and indications are that the £164.8m budget gap is certainly going to increase. When budgets are re-based, this will be brought back to Cabinet with updated savings targets.
- 3.16 Current budget targets for the 2024/25 financial year are outlined within this report.

2025/26 Financial Year - £177.1m budget gap

- 3.17 The forecast for 2025/26 also showed an additional budget gap of £12.3m in-year, making this £177.1m cumulative across the three years. However, this will almost certainly be higher as historically growth has been understated in latter years of the Medium Term Financial Plan (MTFP).
- 3.18 This overspend is built up the items outlined in 3.8.
- 3.19 We need to develop a Medium Term Financial Plan (MTFP) with a two-year balanced forecast, and as such further work is required to refine the potential budget gap as of savings challenges and budget pressures.
- 3.20 We must also note that potential capitalisation of Equal Pay will mean higher borrowing costs and therefore increase this budget gap. *A summary of the financial position is laid out at Appendix 1.*

Negative Reserves Position

3.21 As a result of significant overspends in previous financial years, and ongoing forecast budget gaps in future years, we must address the reserves available to the Council.

3.22 Based on latest estimates for the year-end position at 31st March 2022, 31st March 2023, and the estimates reserves usage in 2023/24 before the overspend in 3.4 above, the following table outlines a forecast Usable Reserves position at 31st March 2024 of £235.0m.

Useable Reserves	Value (£m)
Balance at 31st March 2022	£596.8m
Reserves used in 2022/23	(£336.2m)
Latest forecast 31st March 2023	£260.6m
Estimated reserves usage in 2023/24	(£25.6m)
Latest forecast 31st March 2024	£235.0m

3.23 Usable reserves is defined as the sum of the Delivery Plan Reserves, Financial Resilience Reserve, Other Corporate Reserves, and Earmarked Reserves. Of these reserves, a smaller total is available for use during 2023/24 to address the challenges above.

3.24 When looking at the use of reserves for additional draw downs, over reserves position is as follows.

Useable Reserves	Value (£m)
Reserves available for Overspend and Other Items	£172.2m
Overspend for 2023/24	(£87.4m)
Oracle Costs (multi-year)	(£46.5m)
Extra Pay Award Costs 23/24 (assuming 6.5%)	(£11.2m)
Equal Pay Liability, midpoint £650m-£760m future yr	(£705.0m)
Negative Reserves	(£677.9m)

3.25 This is before the impact of the costs of borrowing to fund Equal Pay, and does not address reserves usage for other risks such as Highways PFI.

3.26 This means, from an accounting perspective, we are in a significant negative general fund position of over £670m negative. This is an unprecedented position for the Council to be in and highlights the importance of meeting the savings targets being issued for the 2024/25 and 2025/26 financial years.

Capital Programme

- 3.27 The Council has a significant capital programme, of a value of £1.6bn from 2023/24 to 2026/27. However, a significant volume of this programme relates to items which are ringfenced in specific funds, such as City Housing within the Housing Revenue Account (HRA) of £820m, transformation projects within Council Management of £54m, and the Enterprise Zone of £52.9m. This means the addressable capital programme is less than £800m over four years.
- 3.28 Capital is financed from a number of sources, including ringfenced sources such as the HRA. A reduction in financing from Prudential Borrowing and Revenue Resources will have a direct impact on the Council's revenue budgets. Prudential Borrowing makes up £600m of the capital programme, and revenue resources constitute £320m of the capital programme. Current interest rates are high, and any new borrowing would be subject to high borrowing rates, and any reduction in borrowing would be beneficial to the Council's revenue budget. Borrowing forms 37% of the capital programme, which aligns to comparisons to core cities who borrow for between 35%-50% of their capital programmes.
- 3.29 We are currently reviewing our capital programme, to reduce prudential borrowing and the impact on the Council's revenue budget. This will take the form of sale of assets and pausing or deleting capital schemes. This will be completed with a medium-term view to ensure the value of assets is preserved to have the greatest impact on the revenue budget.
- 3.30 The Council also has opened conversations with the Department for Levelling Up Housing and Communities (DLUHC) with regards to Exceptional Financial Support, and the potential use of Capital receipts to finance revenue liabilities for the Council. Conversations will continue over the coming months, with a provisional conclusion before the Council formally concludes on Council Tax setting for 2024/25.

4. Options considered and Recommended Proposal

Savings Targets

- 4.1 We are estimating the need to address a £200m savings targets over the next two financial years. This means delivering £165m of savings in the 2024/25 financial year, and delivering an additional £35m of savings in the 2025/26 financial year.
- 4.2 The savings target for 2025/26 will almost certainly be higher as historically growth has been understated in latter years of the Medium Term Financial Plan (MTFP). As such, focus should also be given to identifying pressures which impact services over the lifetime of the Medium Term Financial Plan (MTFP).
- 4.3 Savings have been split out between Directorates on the basis of adjusted net budget figures. This means adjusting controllable income for all grants, removing the impact of Council Tax and Business Rates on both income and expenditure, and removing the impact of the Public Health Grant on both income and expenditure.
- 4.4 Grants have been removed from income as there is no basis against which the City Council can significantly influence increasing grant income. However grants have been included within expenditure as there may be opportunities to maximise the expenditure on grants through optimisation of grant spend and inclusion of General Fund spend where allowable. This would result in a General Fund saving, and as such grant expenditure is included.
- 4.5 Using this basis, targets for 2024/25 and 2025/26 combined are calculated to be 17% of the Net Budget figures adjusted for controllable income above. This gives targets which total £200m over two financial years, found at Appendix 2.

Budget Timeline

- 4.6 A timeline of key milestones to deliver a MTFP which achieves these savings targets has been given to both CLT and EMT. There is agreement that CLT will deliver against the targets to the 14th November 2023, and then continue to deliver against the 19 week timeline to achieve a budget for 2024/25. The full timeline can be found at Appendix 3.
- 4.7 The key deadlines are as follows:
- 4.7.1 A first draft of savings will be presented to CLT on 7th November 2023;
 - 4.7.2 During 7th and 14th November 2023, due diligence will be given to the savings, ahead of presentation of full proposals;
 - 4.7.3 This will lead to a full day workshop for CLT on 14th November 2023 to work through a line-by-line review of the savings budget;
 - 4.7.4 Fully developed proposals will be presented to CLT and EMT during w/c 20th November 2023;
 - 4.7.5 An iterative process will be used to develop these proposals between w/c 20th November 2023 and w/c 18th December 2023;
 - 4.7.6 An all member briefing will be completed during w/c 8th January 2024, following the provisional Local Government Finance Settlement, to reflect the latest budget position;
 - 4.7.7 Throughout this process there will be continuous engagement between CLT and Cabinet Members, and key Overview and Scrutiny engagement at three stages throughout the process as outlined in Appendix 3.
- 4.8 Future papers will be presented which update on the financial position of the Council at key stages of progress against the above timeline, with expectation that Full Council will complete Council Tax Setting on 27th February 2024.

5. Consultation

- 5.1 This report has been written in consultation of CLT members, and has been discussed with EMT.

6. Risk Management

- 6.1 Risks are considered within previous reports to Full Council. All savings presented against the 2024/25 and 2025/26 savings targets will be fully risk assessed.

7. Compliance issues

- 7.1 How are the recommended decisions consistent with the City Council's priorities, plans and strategies? All implications and priorities will be considered in the development of savings proposals alongside CLT and Cabinet Members.
- 7.2 Legal Implications: The Council will comply with all relevant legal requirements to complete Council Tax Setting in February 2024, including consultation with the public where appropriate on the implications of proposals as part of this process. The council will make sure that Equality Impact Assessments and all appropriate consultation takes place in the development of savings proposals. This will be referenced in future reports to Cabinet.
- 7.3 Financial Implications: Financial implications of proposals will be considered as part of the process of developing savings, however this report does not contain any financial commitments.
- 7.4 Public Sector Equality Duty: The Council will ensure that all actions taken in response to these recommendations are in line with the Public Sector Equality Duty, this includes aligning to Equality Impact Assessments completed in the development of savings proposals, and ensuring the impact of savings proposals are aligned to the Public Sector Equality Duty.

8. Appendices

- 15.1 Appendix 1 – Summary Financial Position November 2023
- 15.2 Appendix 2 – 202425 and 202526 Saving Targets
- 15.3 Appendix 3 – Budget Timeline for 202425 and 202526 as of November 2023

Finance Position (General Fund)

2022/23

£86.1m overspend

January 2023 outturn

- At the end of January 2023, the 2022/23 General fund outturn was an underlying deficit was £86.1m, offset by the use of reserves;
- As at today, the forecast outturn for 2022/23 shows an £78.2m overspend.

2023/24

£87.4m overspend

Quarter 1 2023/24 forecast

- On 25th July 2023, Cabinet received a high-level Quarter 1 forecast for 2023/24. This showed a forecast overspend of £87.4m.
- Any one-offs used to address the overspend will need to be addressed in the next year.

2024/25

£164.8m budget gap

Quarter 1 2023/24 forecast

- The forecast for 2024/25 also showed an additional budget gap of £77.5m in-year, making this £164.8m cumulative across the two years.
- This is being reviewed and updated.

2025/26

£177.1m budget gap

Quarter 1 2023/24 forecast

- The forecast for 2025/26 also showed an additional budget gap of £12.3m in-year, making this £177.1m cumulative across the three years.
- However, this is almost certainly going to be higher as historically growth has been understated.
- Capitalisation of Equal Pay will mean higher borrowing costs.

From an accounting perspective we are in a negative general fund position.

Next Steps

- Outturn report being presented in November with final position.

Savings & Next Steps

- 1) Reserves centralisation
- 2) Stop revenue projects
- 3) Contract review
- 4) In-year cash targets through Spend Control Boards

Savings & Next Steps

- 2024/25 budget targets to be issued.

Savings & Next Steps

- Additional savings to be identified.
- *Next Steps: Develop refreshed 2025/26 forecast assumptions, to identify true budget gap.*

2024/25 and 2025/26 savings targets

(all figures in £ million)

Directorate	Adults Social Care	City Operations	Places, Prosperity & Sustainability	City Housing	Council Management	Strategy, Equalities & Partnerships	Children and Families	Total
Total Expenditure	548.5	312.6	128.3	64.5	148.7	8.3	463.4	1,674.3
Controllable Income	-110.8	-106.4	-73.6	-40.1	-117.3	-0.1	-34.6	-482.8
Net Budget (Adjusted for controllable income)	437.7	206.2	54.7	24.5	31.4	8.2	428.8	1,191.5
Allocation of £200m target based on Net Budget	73.5	34.6	9.2	4.1	5.3	1.4	72.0	200.0 : Savings Target 17% : Percentage
2024/25 Target	60.62	28.55	7.58	3.39	4.34	1.13	59.38	165.00
2025/26 Target	12.86	6.06	1.61	0.72	0.92	0.24	12.60	35.00*

Notes

- Controllable Income = Income less Council Tax & Business Rates and Grants, and removing Public Health Grant expenditure
- Saving percentage of 17% against total Net Budget (adjusted for controllable income)

*This is almost certainly going to be higher as historically growth has been understated.

Appendix 3 - Budget Timeline for 2024/25 and 2025/26 as of November 2023

Week	Date	Milestone
1	26 th October 2023	Issue 2024/25 and 2025/26 savings targets to CLT
2	1 st November 2023	Commissioner Finance Board
2	3rd November 2023	Draft communications plan for budget
3	w/c 6 th November 2023	Review and update inflation model
3	w/c 6 th November 2023	Review pressures and growth for 2024/25 and 2025/26
3	w/c 6 th November 2023	Review and rebase 23/24 budget
3	w/c 6 th November 2023	List of assets and potential capital receipts available
3	w/c 6 th November 2023	Review of Capital Programme available
3	7 th November 2023	Saving options return to finance
3	7 th November 2023	CLT discussion on savings options – Presentation by each Director
4	14 th November 2023	CLT Full day – line by line, work through budget
4	14 th November 2023	Cabinet - position statement on 24/25 and 25/26 budgets
3-4	7 th - 16 th November 2023	Due diligence of savings options
4	15 th November 2023	Commissioner Finance Board
5	w/c 20 th November 2023	O&S Task & Finish Group Phase 1 – Budget gap and timeline
5	w/c 20 th November 2023	CLT and EMT to discuss savings – Fully developed proposals
5	22 nd November 2023	Autumn Statement
6	w/c 27 th November 2023	Commence drafting of report (General Fund, HRA, Capital, Treasury Management Strategy)
6	29 th November 2023	Commissioner Finance Board
7	w/c 4 th December 2023	O&S Task & Finish Group Phase 2 – Draft proposals
7	w/c 4 th December 2023	CLT and EMT
8	13 th December 2023	Commissioner Finance Board
9	w/c 18 th December 2023	CLT and EMT – Lock in of budget
9	TBC December 2023	2024/25 Provisional Local Government Finance Settlement and EFS Discussion
-	TBC December 2023	Budget Consultation
11	w/c 1 st January 2023	Commissioner Finance Board
12	w/c 8 th January 2024	All member briefing post-settlement
12	w/c 8 th January 2024	Political group briefings
12	w/c 8 th January 2024	O&S Task & Finish Group Phase 3 – Final Budget
13	w/c 15 th January 2023	Commissioner Finance Board
13	16 th January 2024	Cabinet Meeting – Council Tax Base 2024/25
14	w/c 22 nd January 2024	2024/25 Final Local Government Finance Settlement
14	w/c 22 nd January 2024	Business Rates consultation

Appendix 3 - Budget Timeline for 202425 and 202526 as of November 2023

Week	Date	Milestone
14	w/c 22 nd January 2024	Finalise budget reports
15	w/c 29 th January 2024	Commissioner Finance Board – Final budget
-	TBC January/February 2024	Exceptional Financial Support 'minded to' letter from DLUHC / Council tax discussion with DLUHC and internally
17	13 th February 2024	Cabinet – Receives budget
19	27 th February 2024	Full Council – Council tax setting

Birmingham City Council

Cabinet Committee

Date 14 November 2023



Subject: Local Development Scheme 2023-2026

Commissioner Review

The Commissioners have reviewed this report and the recommendations are supported.

Birmingham City Council

Report to Cabinet

14th November 2023



Subject: Local Development Scheme 2023-2026

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

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

Relevant O &S Chair(s): Councillor Shabrana Hussain, Neighbourhoods

Report author: Maria Dunn, Head of Development Policy,
maria.dunn@birmingham.gov.uk, 07516 031773

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: 011475/2023		
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 This report seeks approval of the Revised Local Development Scheme 2023-2026 so that the timetable for the preparation of planning policy documents is agreed. It is a legal requirement for Local Planning Authorities to have an up-to-date Local Development Scheme, setting out the work they intend to undertake on plan-making over a three-year time frame. It is considered best practice to update the Local Development Scheme annually. The last Local Development Scheme was approved by Cabinet in October 2022. The proposed 2023-2026 Local Development Scheme sets out a revised timetable for the Local Plan, delaying the

Preferred Options consultation and the subsequent Publication period but still scheduling the Submission stage for June 2025.

2 Recommendations

- 2.1 Approve the Local Development Scheme 2023-2026, as set out at Appendix 1 to this report to come into effect on 27th November 2023.
- 2.2 Delegate authority to the Director of Planning, Transport and Sustainability in consultation with the Leader of the Council to make any minor typographical/graphical amendments to the Local Development Scheme prior to its publication.

3 Background

- 3.1 The Planning and Compulsory Purchase Act 2004 (as amended) places a statutory duty on the Council to maintain an up-to-date Local Development Scheme (LDS).
- 3.2 The revised LDS attached to this report (Appendix 1) would fulfil this requirement as it sets out the timetable for the production of the Council's Local Plan. Owing to the fact that it is a legal requirement, it is important that the LDS is kept up-to-date to reflect the Council's progress and keep residents and key stakeholders informed.
- 3.3 The LDS must specify (among other matters) the documents that, when prepared, will comprise the Local Plan for the area. It must be made publicly available on the Council's website and be kept up-to-date to enable local communities and interested parties to keep track of progress. The LDS is reviewed annually through the Council's Authority Monitoring Report.
- 3.4 The LDS will supersede the previous LDS which was published in October 2022. It has been updated to take account of changes in the timetable for the preparation of the Birmingham Local Plan, and to update on Neighbourhood Planning activity across the city.
- 3.5 It is important that work progresses on the Local Plan because there is a statutory requirement for authorities to have an up-to-date Local Plan, and Government are clear that Local Authorities should not delay plan-making. An up-to-date Local Plan provides clarity and will guide investment into the City. The Birmingham Local Plan will deliver in the region of 71,000 new homes and 300 hectares of employment land; this growth will generate CIL receipts and investment in infrastructure through S106 agreements and will increase income from Council Tax and business rates. It will help to secure local employment opportunities for citizens. The Birmingham Local Plan will be the main delivery mechanism for the Our Future City Central Area Framework, translating the vision and opportunities identified into statutory planning policy.
- 3.6 The proposed timetable for the Birmingham Local Plan has been altered to delay the Preferred Options consultation. This is because additional time is needed to

prepare the evidence base, undertake viability testing and undertake Sustainability Appraisal. The Publication Stage has also been slightly delayed; however, the timetable still sees the Plan being submitted in June 2025.

- 3.7 Government is currently taking forward a programme of planning reform which will significantly change the plan-making system. Under the transitional arrangements currently set out, Local Plans prepared under the current system must be submitted to The Planning Inspectorate for Examination in Public by 30th June 2025 and an Inspector's Report must be received by 31st December 2026. The timetable set out within the revised Local Development Scheme is in accordance with these transitional measures.

4 Options considered and Recommended Proposal

- 4.1 It is a legal requirement that local planning authorities prepare and maintain a Local Development Scheme (LDS) to update residents and key stakeholders of their progress in producing development plan documents and to inform them of when they will be consulted as part of the Plan making process.
- 4.2 The LDS October 2023 (Appendix 1) has been prepared to meet the Council's obligation to maintain its LDS. It is considered necessary to update the LDS now due to a delay being required to the Preferred Options consultation. It is essential that local communities should be able to keep track of this progress. The preferred option is for Cabinet to approve the revised LDS, in doing so this ensures that the LDS is up to date and accurately reflects the work priorities of the Council and is in accordance with the legal requirements.
- 4.3 The alternative approach would be to cease work on the current plan and await the new relevant primary and secondary legislation and guidance to commence work on a new style Local Plan. However, this approach would result in a significant delay to getting a Local Plan adopted. Given that the current Local Plan is out-of-date, this is not considered to be a reasonable course of action.

5 Consultation

- 5.1 Public consultation is not required to amend the Local Development Scheme.

6 Risk Management

- 6.1 There is a risk that the Local Plan timetable could slip further due to delays in preparing the evidence base. There is a risk that planning reform could result in changes to the legal framework that we have to respond to. There is also uncertainty in relation to plan-making in the current system resulting from the Government undertaking a consultation on short term changes to the National Planning Policy Framework (NPPF), the consultation commenced in December 2022 and the Government have not yet published the outcome or the amended NPPF. The changes could have an impact on the Local Plan timetable.

- 6.2 These risks are being managed through successfully recruiting to two vacant posts within the team, prioritising the Local Plan over other planning policy work, and keeping up-to-date with the planning reform announcements.

7 Compliance Issues:

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

7.1.1 The new Local Plan will update planning policies to be consistent with significant priorities including the City Council's net zero carbon commitment, the Birmingham Transport Plan and the emerging Central Area Framework.

7.2 Legal Implications

7.2.1 The Planning and Compulsory Purchase Act 2004 (as amended) places a statutory duty on the Council to maintain an up-to-date Local Development Scheme (LDS). The revised Local Development Scheme fulfils that requirement.

7.3 Financial Implications

7.3.1 The total cost of preparing the Birmingham Local Plan is estimated to be in the region of £1 million. Approximately £665K of this cost has already been spent or committed. The remaining cost will be spread across the 2023/2024, 2024/2025 and 2025/2026 financial years. Most of the expenditure is associated with procuring external consultants to prepare specialist evidence base documents to support the preparation of the Local Plan. Other costs include KC advice, consultation costs and the appointment of a Planning Inspector and programme officer for the examination stage of the plan. The financial benefits are set out at paragraph 3.5 of this report.

7.3.2 Spend control approval was received from the S151 Spend Control Board on 16th October 2023 for £300K to support the preparation of the Local Plan, with £150K of this expenditure expected to fall into the 2023/2024 financial year.

7.4 Procurement Implications (if required)

7.4.1 None

7.5 Human Resources Implications (if required)

7.5.1 None

7.6 Public Sector Equality Duty

7.6.1 An EQIA has been undertaken and is attached at Appendix 2 to this report.

8 Appendices

- Appendix 1 – Local Development Scheme 2023-2026
- Appendix 2 – EQIA

9 Background Documents

9.1 None



Birmingham Local Development Scheme

2023 – 2026

November 2023

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1. What is a Local Development Scheme?

- 1.1 Local planning authorities are required through the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) to prepare, maintain and publish a Local Development Scheme (LDS). The LDS is a three-year project plan setting out the Development Plan Documents (DPDs)¹ that will be produced and, once adopted, form part of the development plan for Birmingham. The LDS details the main stages in the preparation of DPDs to inform members of the public, stakeholders and organisations about the timetable for their preparation.
- 1.2 This LDS covers the period November 2023-November 2026 and supersedes the Council's previous LDS which covered the period June 2022 – June 2025.
- 1.3 The LDS provides an updated schedule of DPDs and Neighbourhood Plans that make up the development plan for Birmingham. Details of newly proposed documents and those that have been adopted since the previous LDS was published are also included.
- 1.4 The LDS does not include a timetable for the preparation of individual Neighbourhood Plans as the timing and delivery of these are the responsibility of the 'qualifying bodies.' However, the LDS does provide a summary of those plans that have been made (adopted) and identifies those that have progressed to at least submission stage at the time writing. Upon being adopted, a Neighbourhood Plan will become a statutory plan and form part of the development plan.²
- 1.5 Supplementary Planning Documents (SPDs) are not part of the Development Plan as they supplement adopted policy. It is no longer a requirement to detail SPDs and their timetables for preparation within the LDS. Instead, information on their production can be found on the Council's website.
- 1.6 Other documents that are not part of the development plan, but support it, include the Statement of Community Involvement (SCI), the Authority Monitoring Report (AMR) and the Community Infrastructure Levy (CIL). Chapter 6 provides the context to their relationship with the Development Plan.

2. The plan-making framework

- 2.1 The development plan is at the heart of the planning system with a requirement set in law that planning decisions must be taken in line with the development plan unless material considerations indicate otherwise.

¹ Development Plan Documents (DPDs) are statutory planning policy documents. They are also referred to as Local Plans.

² Adopted Neighbourhood Plans have statutory weight and are considered as part of the development plan but are not classed as a Development Plan Documents (DPDs).

- 2.2 Plans set out a vision and a framework for the future development of the area, addressing needs and opportunities in relation to housing, the economy, community facilities and infrastructure – as well as a basis for conserving and enhancing the natural and historic environment, mitigating and adapting to climate change, and achieving well designed places.
- 2.3 The Planning and Compulsory Purchase Act 2004 sets out that each local planning authority must identify their strategic priorities and have policies to address these in their development plan documents (taken as a whole).
- 2.4 The Act also sets out specific matters to which the local planning authority must have regard when preparing a local plan. Regulations 8 and 9 of the Town and Country Planning (Local Planning) (England) Regulations 2012 prescribe the general form and content of local plans and adopted policies maps, while regulation 10 states what additional matters local planning authorities must have regard to when drafting their local plans.
- 2.5 The National Planning Policy Framework (NPPF) and the associated National Planning Practice Guidance (NPPG) sets the national context for planning policy and must be taken into account in preparing plans. The NPPF confirms that the planning system continues to be ‘plan-led’ which means that planning applications have to be determined in accordance with the development plan unless material considerations indicate otherwise. The NPPF also confirms that the policies in emerging plans will gather more weight as they progress towards adoption.
- 2.6 Plans must be prepared with the objective of contributing to the achievement of sustainable development. They should be based on a proportionate evidence base which includes adequate, up-to-date and relevant evidence about the economic, social and environmental characteristics and prospects of the area.
- 2.7 Legislation clarifies that the term local plan applies only to DPDs. A local plan can consist of either strategic or non-strategic policies, or a combination of the two.
- 2.8 Paragraph 33 of the NPPF states that policies in local plans and spatial development strategies should be revised to assess whether they need updating at least once every five years and should then be updated as necessary.³ Reviews should be completed no later than five years from the adoption date of a plan and should take into account changing circumstances affecting the area and any relevant changes in national policy.

³ Review at least every five years is a legal requirement for all local plans (Regulation 10A of the Town and Country Planning (Local Planning) (England) Regulations 2012).

3. The current development plan

3.1 The current development plan for Birmingham comprises a number of adopted DPDs prepared by Birmingham City Council as the local planning authority and made (adopted) Neighbourhood Plans prepared by parish/ town councils or established Neighbourhood Planning Forums. The documents listed below currently form the development plan for Birmingham:

- The [Birmingham Development Plan](#) (BDP) adopted in January 2017 sets out the vision, spatial strategy and strategic policies for the development of Birmingham. The BDP contains strategic policies and site allocations which are used to shape development and determine planning applications. This is the lead local plan for Birmingham.
- The [Development Management in Birmingham Development Plan Document](#) (DMB) adopted in December 2021 provides detailed development management policies supporting the BDP. The DMB document has been adopted since the publication of the previous LDS.
- The [Bordesley Park Area Action Plan](#) adopted in January 2020 provides policies for the transformation and growth of parts of Washwood Heath, Bordesley Green, Bordesley Village and Small Heath to 2031.
- The [Longbridge Area Action Plan](#) adopted in April 2009 provides specific detailed policies for the regeneration and redevelopment of the Longbridge area.
- The [Aston, Newtown and Lozells Area Action Plan](#) adopted in July 2012 provides detailed specific policies for the Aston, Newtown and Lozells areas of the City. Policy ED1 was replaced by the adoption of the BDP in January 2017.
- The [Balsall Heath Neighbourhood Development Plan](#) adopted by the Council in November 2015 following a majority yes vote (89%) at a referendum. The plan was prepared by Balsall Heath Neighbourhood Planning Forum.
- [The Beeches, Booths and Barr \(3Bs\) Neighbourhood Development Plan](#) adopted by the Council in October 2021 following a majority yes vote at a referendum. The plan was prepared by the 3Bs Neighbourhood Forum.
- [The Jewellery Quarter Neighbourhood Development Plan](#) adopted by the Council in July 2023. The plan was prepared by the Jewellery Quarter Neighbourhood Forum

4. Development Plan Documents

- 4.1 The section outlines the DPDs that the Council intends to produce or is in the process of producing.

The Birmingham Plan (BDP update)

- 4.2 The Birmingham Development Plan (BDP), adopted on 10 January 2017, sets out the spatial vision and development strategy for the sustainable growth of the city for the period 2011-2031. The Plan contains strategic policies and site allocations, organised by growth areas and a suite of thematic policies to establish Birmingham as an enterprising, innovative and green City.
- 4.3 In line with legislative requirements, a review of the BDP was undertaken to assess if an update of the plan was required. The review indicated that the BDP requires updating due to a number of significant changes to national planning policy, guidance and legislation, as well as changes in local circumstances and priorities. The results of the review were report to Cabinet on 23 June 2020 at which the recommendation to undertake a full update of the plan was accepted.
- 4.4 The intention of this LDS update is to set out a revised timetable for the update of the BDP. This is shown in the table below overleaf. The timetable reflects the aim to submit the plan under the current planning system.
- 4.5 However, it should be noted that the Government intend to introduce future changes to the planning system, which could affect the preparation and timetable of the plan. The Levelling Up and Regeneration Bill introduces significant changes to the plan making system. It is anticipated that this will be enacted in Autumn 2023 and that changes will be implemented through secondary legislation. The Government have set out a transitional timetable which requires plans prepared under the current system to be submitted by 30th June 2025 and to have completed their Examination in Public by 31st December 2026. Therefore, the new Local Plan will need to be submitted by 30th June 2025. The preparation of the new/ updated plan will need to be flexible to respond to any potential future changes to the planning system including impact on the LDS timetable. The timetable will therefore be kept under close review and updated when necessary.

Table 1: The Birmingham Local Plan (BDP Update) Timetable

Document Title	The Birmingham Local Plan (BDP update)		
Coverage	City wide	Status	DPD
Role and content	The plan will update the existing BDP, reviewing the development requirements, policies and site allocations and extending the plan period to 2042.		

Chain of Conformity	National Planning Policy Framework and Guidance, Planning Policy for Travellers Sites, case law and planning legislation. Influenced local strategies and priorities.	
Key Milestones		Timescales
Evidence gathering / Sustainability Appraisal scoping		June 2021
Issues and Options consultation (Regulation 18)		October / November 2022
Preferred Options consultation (Regulation 18)		June-July 2024
Publication/ Pre-submission consultation (Regulation 19)		February 2025
Submission (Regulation 22)		June 2025
Examination (Regulation 24)		Autumn 2025
Receipt of Inspector's Report (Regulation 25)		Autumn 2026
Adoption (Regulation 26)		Autumn/Winter 2026

5. Neighbourhood Plans

- 5.1 The Localism Act 2011 enables local communities to produce a neighbourhood plan to support the development of their area. Neighbourhood plans are led and prepared by the community, not the Council, although the Council has a statutory role to provide advice and support to those producing a plan and at prescribed stages in the plan making process.
- 5.2 When a neighbourhood plan is passed by an independent examiner and agreed at a local referendum, the Council must adopt the plan as part of its development plan. This means that the neighbourhood plan must be taken into consideration when decisions on planning applications are made, alongside other development plan documents and material considerations.
- 5.3 As neighbourhood plans are not prepared by the Council and their timetables are dependent on the progress made by the community, timetables for their production are not included in the LDS. Section 3 set out those Neighbourhood Plans which have been adopted by the City Council. There are currently no further Neighbourhood Plans being prepared across the City. Further details can be found on the Council's website, where any neighbourhood planning activity is publicised.

6. Other supporting documents

- 6.1 While not forming part of the development, the Council have produced other supporting document to aid in the preparation and implementation of the development plan policies:

- A detailed evidence base
- Statement of Community Involvement
- Sustainability Appraisal and Strategic Environment Assessment
- Policies Map
- Authority Monitoring Report
- Supplementary Planning Documents and Guidance
- Community Infrastructure Levy

Evidence base

- 6.2 In preparing documents included in the LDS, the Council will develop and maintain a sound evidence base. Necessary research and studies will be conducted, particularly in relation to the new local plan (BDP update). Providing a sound and comprehensive evidence is fundamental to developing sound planning documents. The key evidence base documents will be made available to be view when completed.
- 6.3 A range of studies which form the evidence base for the adopted BDP can be found on the City Council's website at: [Evidence base | New Local Plan for Birmingham | Birmingham City Council](#)

Statement of Community Involvement (SCI)

- 6.4 The SCI details how the Council will encourage local communities to participate in the planning system. The Council's current SCI was adopted in January 2020.
- 6.5 The SCI is not a DPD and is not subject to public examination. However, to ensure the SCI remains relevant and has regard to new methods of engagement, the SCI will continue to be subject to review and updating as necessary.
https://www.birmingham.gov.uk/info/20054/planning_strategies_and_policies/69/local_development_framework/4

Sustainability appraisal

- 6.6 Sustainability Appraisal (SA) is required for all DPDs and is an integral to the plan-making process. The purpose of the SA is to promote sustainable development through better integration of sustainability considerations into the preparation and adoption of plans. The SA embraces economic, environmental and social objectives, including equalities and health impacts and therefore has a wider scope than Strategic Environmental Assessment (SEA) which is a requirement of an EU directive and is primarily concerned with environmental impacts.

- 6.7 Work on producing a DPD cannot proceed without corresponding work on the SA. Therefore, each DPD will be accompanied by a supporting SA. Both the DPD and the SA will be made available for consultation at the same time and comments invited. The findings of the SA will inform the DPD and will be a material consideration in determining the soundness of the DPD at examination.

Policies map

- 6.8 The policies map illustrates the sites allocations and policies and other local and national land use designations on an Ordnance Survey base map. This is in accordance with Regulation 9 of the Town and Country Planning (Local Planning) (England) Regulations 2012, as amended. The policies map is updated as new DPDs are prepared or revised so as to illustrate the application of policies across the area. A link to the interactive policies map is available at:
<http://www.planvu.co.uk/bcc/index.php>

Authority Monitoring Report (AMR)

- 6.9 The AMR monitors the progress of local plans and assesses the effectiveness of adopted local plan policies. The AMR sets out the list of documents that are included in the LDS, their timetable for preparation, the stage they are currently at, and if they are behind schedule the reasons for this. AMRs are also useful in identifying whether policies are meeting their stated objectives, identifying development trends, patterns of land use and reporting on the implementation of policies. The latest version on the AMR can be found on the Council's website:
https://www.birmingham.gov.uk/info/20054/planning_strategies_and_policies/69/local_development_framework/3

Supplementary Planning Documents (SPDs)

- 6.10 SPDs add detail and guidance to policies contained within DPDs, which they must be consistent with. The production of SPDs follow a statutory process and are subject to public consultation, however there is no public examination and there is no requirement to undertake a Sustainability Appraisal. They do not form part of the statutory development plan; however, they are a material consideration in the determination of planning applications.
- 6.11 The Council also produce a range of other non-statutory documents such as frameworks and masterplans to promote development opportunities. They do not form part of the statutory development plan; however, the public are consulted on them and they are evidence based so can be a material consideration in the determination of planning applications.
- 6.12 It is no longer a requirement to detail SPDs and their timetables for preparation within the LDS. A full list of adopted SPDs and other non-statutory documents can be found on the Council's website, as well as those that the Council intends to review or prepare.

- 6.13 The SPDs and non-statutory frameworks adopted by the City Council can be accessed here: [Planning guidance and strategies | Birmingham City Council](#).

7. Monitoring and review

- 7.1 The Council will monitor progress of the work set out in the LDS and will publish the results in the Authority Monitoring Report (AMR) which is produced on an annual basis. The Council will closely monitor the progress of the preparation of the local plan. If issues are identified or unexpected events or changes occur, the LDS will be updated to reflect these changes in circumstances. A new or updated LDS must be approved by the Council's Executive.

8. Resources

- 8.1 The staff resources for delivering the proposed programme of plan preparation are primarily located within the Planning and Development department of the Council's Place, Prosperity and Sustainability Directorate. Officers from across the Directorate and other parts of the Council also contribute to the process of plan preparation. External technical expertise may be utilised when necessary subject to appropriate funding being identified. The Council also works closely with a range of external partners and stakeholders in developing the local plan.

9. Risk Assessment

- 9.1 The Council has carried out a risk assessment of the projects contained in this document as set out below. These risks will be kept under review to ensure that they are addressed quickly if they arise.

Table 2: Risk Assessment of the Projects in the Local Development Scheme

Risk	Impact	Mitigation
Changes to national planning policies	Additional work to comply with new requirements Abortive work undertaken	Respond to changes as quickly as possible Ensure work undertaken can be easily adapted to new requirements, where possible
Greater level of public engagement than anticipated	Increased time required to analyse comments. Possible programme slippage	Build in flexibility in programme Monitor progress

		Draw in additional resources
Staff turnover and difficulties in recruitment	Reduced capacity will cause programme to slip	<p>Fill vacancies promptly</p> <p>Consider re-deployment to meet key targets</p> <p>Consider recruitment incentives</p> <p>Consider using consultants where specific expertise is required</p>
Pressures on staff time for other work	Staff diverted to other work will cause slippage of programme	<p>Local Plan to be a strategic priority</p> <p>Ringfence policy team to plan production</p> <p>Manage staff tasks and consider re-deployment</p>
Insufficient financial resources	May result in poor quality evidence base and key milestones not being met	<p>Ensure adequate budget and contingency</p> <p>Closely monitor costs and manage contracts</p>
Governance process	Delay to decisions being made on the plan	Establish a cross party Local Plan Working Group to ensure early understanding, buy-in and transparency
Evidence not prepared on time	Key milestones will not be met	Closely monitor preparation of evidence studies
IT system issues e.g. consultation platform, land monitoring database, GIS	Delays to consultation	<p>Ensure liaison with IT and GIS Team</p> <p>Procure consultation platform early on and test</p>
LDS programme too ambitious	Key milestones may not be met	Monitor progress of the LDS through AMR and adjust where necessary

Planning Inspectorate not able to meet post submission timetable	Delay to examination and receipt of inspector's report	Liaison with PINs to identify and resolve issues
Local Plan is found unsound	<p>Additional work is required to rectify issues</p> <p>Consultation on modifications may be required</p> <p>Delay to the adoption of the plan</p>	<p>As far as possible, ensure evidence base is robust and up to date on submission</p> <p>Engage with the community and stakeholders to resolve objections</p> <p>Critical friend analysis</p>
Legal challenge	Possible quashing of plan or requirement to re-do work	<p>Ensure compliance with the regulations</p> <p>Carefully consider Inspector's recommendations</p>
Unforeseen circumstances (e.g. global pandemic)	<p>Potential impact on evidence base development</p> <p>Unable to attend face to face meetings or consultation</p>	<p>Ensure staff coverage and consultant team contingencies are in place</p> <p>Utilise online consultation methods and video conferencing for meetings</p>

Title of proposed EIA	Local Development Scheme
Reference No	EQUA1140
EA is in support of	Amended Policy
Review Frequency	Annually
Date of first review	30/06/2024
Directorate	Inclusive Growth
Division	Development Policy
Service Area	Planning Policy
Responsible Officer(s)	<input type="checkbox"/> Maria Dunn
Quality Control Officer(s)	<input type="checkbox"/> Sarah Scannell
Accountable Officer(s)	<input type="checkbox"/> Ian MacLeod
Purpose of proposal	To update the Local Development Scheme
Data sources	relevant reports/strategies
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders; Wider Community
Age details:	<p>There is the potential for impacts on protected characteristics from the individual local development documents proposed for production in the LDS. However, as each of these individual documents are progressed they will be assessed for the potential of any adverse impact and assessed appropriately. At this point in time the new documents proposed in the LDS are at too early a stage of their development to be assessed. Documents already in the process of production will be assessed individually as they are prepared. It is not considered that there is a risk of cumulative adverse impact occurring as each proposed document is prepared in the context of existing documents and any potential for cumulative impacts will be considered as part of the preparation of each document.</p>

Protected characteristic: Disability

Service Users / Stakeholders; Wider Community

Disability details:

There is the potential for impacts on protected characteristics from the individual local development documents proposed for production in the LDS. However, as each of these individual documents are progressed they will be assessed for the potential of any adverse impact and assessed appropriately. It is not considered that there is a risk of cumulative adverse impact occurring as each proposed document is prepared in the context of existing documents and any potential for cumulative impacts will be considered as part of the preparation of each document.

Protected characteristic: Sex

Service Users / Stakeholders; Wider Community

Gender details:

There is the potential for impacts on protected characteristics from the individual local development documents proposed for production in the LDS. However, as each of these individual documents are progressed they will be assessed for the potential of any adverse impact and assessed appropriately. It is not considered that there is a risk of cumulative adverse impact occurring as each proposed document is prepared in the context of existing documents and any potential for cumulative impacts will be considered as part of the preparation of each document.

Protected characteristics: Gender Reassignment

Service Users / Stakeholders; Wider Community

Gender reassignment details:

There is the potential for impacts on protected characteristics from the individual local development documents proposed for production in the LDS. However, as each of these individual documents are progressed they will be assessed for the potential of any adverse impact and assessed appropriately. It is not considered that

there is a risk of cumulative adverse impact occurring as each proposed document is prepared in the context of existing documents and any potential for cumulative impacts will be considered as part of the preparation of each document.

Protected characteristics: Marriage and Civil Partnership

Service Users/ Stakeholders; Wider Community

Marriage and civil partnership details:

There is the potential for impacts on protected characteristics from the individual local development documents proposed for production in the LDS. However, as each of these individual documents are progressed they will be assessed for the potential of any adverse impact and assessed appropriately. It is not considered that there is a risk of cumulative adverse impact occurring as each proposed document is prepared in the context of existing documents and any potential for cumulative impacts will be considered as part of the preparation of each document.

Protected characteristics: Pregnancy and Maternity

Service Users / Stakeholders; Wider Community

Pregnancy and maternity details:

There is the potential for impacts on protected characteristics from the individual local development documents proposed for production in the LDS. However, as each of these individual documents are progressed they will be assessed for the potential of any adverse impact and assessed appropriately. It is not considered that there is a risk of cumulative adverse impact occurring as each proposed document is prepared in the context of existing documents and any potential for cumulative impacts will be considered as part of the preparation of each document.

Protected characteristics: Race

Service Users / Stakeholders; Wider Community

Race details:

There is the potential for impacts on protected characteristics from the individual local development documents proposed for production in the LDS. However, as each of these individual documents are progressed they will be assessed for the potential of any adverse impact and assessed appropriately. It is not considered that there is a risk of cumulative adverse impact occurring as each proposed document is prepared in the context of existing documents and any potential for cumulative impacts will be considered as part of the preparation of each document.

Protected characteristics: Religion or Beliefs

Service Users / Stakeholders; Wider Community

Religion or beliefs details:

There is the potential for impacts on protected characteristics from the individual local development documents proposed for production in the LDS. However, as each of these individual documents are progressed they will be assessed for the potential of any adverse impact and assessed appropriately. It is not considered that there is a risk of cumulative adverse impact occurring as each proposed document is prepared in the context of existing documents and any potential for cumulative impacts will be considered as part of the preparation of each document.

Protected characteristics: Sexual Orientation

Service Users / Stakeholders; Wider Community

Sexual orientation details:

There is the potential for impacts on protected characteristics from the individual local development documents proposed for production in the LDS. However, as each of these individual documents are progressed they will be assessed for the potential of any adverse impact and assessed appropriately. It is not considered that there is a risk of cumulative adverse impact occurring as each proposed

	document is prepared in the context of existing documents and any potential for cumulative impacts will be considered as part of the preparation of each document.
Socio-economic impacts	There is the potential for impacts on protected characteristics from the individual local development documents proposed for production in the LDS. However, as each of these individual documents are progressed they will be assessed for the potential of any adverse impact and assessed appropriately. It is not considered that there is a risk of cumulative adverse impact occurring as each proposed document is prepared in the context of existing documents and any potential for cumulative impacts will be considered as part of the preparation of each document.
Please indicate any actions arising from completing this screening exercise.	None
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	None
Consultation analysis	None
Adverse impact on any people with protected characteristics.	None
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	No
How will the effect(s) of this policy/proposal on equality be monitored?	Annual updates
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.	
Initial equality impact assessment of your proposal	As identified in the analysis of the initial assessment the LDS itself will not have an adverse affect on any of the protected characteristics, albeit there is potential for the individual documents proposed to be produced by the LDS to have an impact on protected characteristics. As such each of these individual documents will be subject to

equalities assessment as appropriate during their production. These documents will also each be subject to public consultation in line with the Council's adopted statement of community involvement. As noted elsewhere in this assessment and in the LDS itself each of the documents proposed will be prepared with due regard to existing policies and strategies, both in terms of land use planning and in terms of other policy areas (for example Transport, Public Health, Ecology etc.). As such while there is the potential for cumulative impacts these will be mitigated by the process of document development having due regard to the impacts of existing policies and strategies. The LDS is updated annually and monitored through the Council's Authorities Monitoring Report which is produced on an annual basis. If issues are identified through this process then an early review of the LDS will be triggered. The LDS will be adopted subject to approval by Cabinet and will be taken through the Council's standard approval process for Cabinet level decisions. This includes appropriate consultation and briefings with the relevant Cabinet members and senior officers prior to Cabinet meeting to determine whether or not to approve adoption of the LDS.

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

As identified in the analysis of the initial assessment the LDS itself will not have an adverse affect on any of the protected characteristics, albeit there is potential for the individual documents proposed to be produced by the LDS to have an impact on protected characteristics. As such each of these individual documents will be subject to equalities assessment as appropriate during their production. These

documents will also each be subject to public consultation in line with the Council's adopted statement of community involvement.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing? Yes

Quality Control Officer comments

Decision by Quality Control Officer

Submit draft to Accountable Officer? Yes

Decision by Accountable Officer

Date approved / rejected by the Accountable Officer

Reasons for approval or rejection

Please print and save a PDF copy for your records Yes

Content Type: Item

Version: 20.0

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Last modified at 21/08/2023 11:19 AM by Workflow on behalf of ☐ Maria Dunn

Close

Birmingham City Council

Cabinet Committee

Date 14 November 2023



Subject: Voice Automation

Commissioner Review

The Commissioners have reviewed this report and the recommendations are supported.

Birmingham City Council

Report to Cabinet/Cabinet Committee

14th November 2023



Subject:	VOICE AUTOMATION
Report of:	Director, Strategy Equality, Strategy & Partnerships Assistant Director, Customer Services
Relevant Cabinet Member:	Cllr Sharon Thompson - Deputy Leader
Relevant O &S Chair(s):	Councillor Sir Albert Bore – Co-ordinating Overview & Scrutiny
Report author:	Nikki Spencer Lead Delivery Manager Digital & Customer Services Nikki.Spencer@birmingham.gov.uk 07766 924234

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: 012064/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		
Appendix A: Benefit VA Calculation (In commercial confidence)		
Appendix F: Market Assessment (In commercial confidence)		
The listed appendices contain sensitive information a business has shared with the Council in confidence, and we are therefore obligated to not disclose this information.		

1 Executive Summary

- 1.1 Voice automation is a technology that can understand, process and respond to human language - whether spoken or typed. It can release call handlers from mundane and repetitive tasks so that they can do the high-value and rewarding work that matters to most residents. Voice automation also enhances the experience for citizens through 24/7 availability, minimising call queue times and enabling citizens to fulfil their enquiry and/or transaction from end-to-end.
- 1.2 The discovery conducted in conjunction with Council's Existing Automation Partner, Price Waterhouse Coopers (hereinafter known as EAP), recognised the Council could access capacity release and learning more quickly by bringing forward voice automation deployment in the 6 identified services (inc. 4 services currently integrated into Jadu CXM). This will achieve a saving of c.£240k (gross, full year effect) prior to the end of 2023 - where the upper end of the range is reached by degrading the email channel (by 70%) to shift inbound demand to the telephone channel.
- 1.3 The purpose of this report seeks approval to invest to save, funding of £ 1.75m through the flexible use of capital receipts for full implementation of a voice automation solution, as per the recommended decision of the Council's Existing Automation Partner (EAP), in order to realise the significant efficiency opportunity the technology represents, with annualised capacity release in the region of c.£3.5m pa (gross) across the General Fund (GF) and Housing Revenue Account (HRA)*.

1.3.1 Table 1: High Level cost and benefit opportunity

Detail**	Option	Gross savings per annum	Consumption Costs	Net savings per annum	Implementation Budget
39 services (26 Contact Centre, 9 Satellite and 8 Hunt Groups) All funding sources, PwC-informed view of call types, using further Jadu / other integrations	Call automation	£2.90m	c.£710k	£2.20m	£1.5m
	Call automation and degrade email channel	£3.50m	c.£715k	£2.80m	

- 1.4 In addition, this report seeks approval of the EAP's recommended decision to draw down £ 250k of the £ 1.75m from flexible use of capital receipts, as approved by the Section 151 Officer, to fund an initial proof of concept pilot through the existing Automation Contract, to test the assumptions as outlined by the EAP in the Discovery report recommendations. The proof-of-concept pilot aims to demonstrate the value and benefits of a voice automation solution with a defined group of services within the corporate contact centre; and realise the potential 30% efficiency by switching from manual call handling to voice automation, reducing demand into the contact centre; whilst also equipping the Council to own, improve and extend the system in future to drive further efficiencies and improvements to customer service.

1.4.1 Table 2: Proof of Concept potential net benefit and implementation

Phase	Detail	Gross saving per annum	Consumption Costs	Net savings per annum	Implementation Budget
Initial Automation: Switchboard, Planning, Environmental Health, Highways, Waste Management, Garden Waste All funding sources, PwC-informed view of call types, using further Jadu / other integrations	PoC to show how savings from automation can be achieved as well as the full omni-channel and agent experiences (inc. degradation of email)	£241,441.6**	£41,117.88k	£200,323.72	c.£250k

1.5 Upon successful demonstration of proof-of-concept outcomes, further approval will be sought to draw down the remaining £1.5m funding to implement a full voice automation solution in compliance with Section 151, Cabinet and Planned Procurement spend and governance controls; to proceed to go to market for a wider procurement activity that includes voice automation as a requirement within the contact centre platform (Cirrus) replacement procurement process.

1.6 As outlined in the context of this report, this will be achieved by the:

1.6.1 Inclusion of voice automation as a requirement within the contact centre platform (Cirrus) replacement procurement process.

1.6.2 Service operations selected through the discovery work findings included as in scope for the voice automation proof of concept pilot (*Appendix A: Benefit Calculations*).

1.6.3 Adoption of voice automation across the current scope of the contact centre and selected other call queues (including email) to save c.£2.80m (net, pa).

1.6.4 Undertake the procurement of a new Voice Automation Platform to enable deployment of a voice automation solution within the contractual timeframe.

1.6.5 Deployment of an 'Initial Automation' proof of concept phase, to demonstrate the value and benefits of a voice automation solution with a defined group of services within the corporate contact centre. Thus, releasing benefits sooner and enabling the Council to be an informed buyer within the procurement process.

1.6.6 Upon completion and successful demonstration of proof-of-concept outcomes the plan is to go to market to conduct a wider procurement activity, that supports the full implementation of a voice automation channel, to secure a solution that includes voice automation as a requirement within the contact centre platform (Cirrus) replacement process.

1.6.7 As the current Cirrus contact centre platform contract ends in June 2024 but is not going totally out of support, the option of bringing forward the renewal of this existing contact centre platform was considered, however following the soft market testing conducted by the Council, the plan is to exploit the opportunity of utilising a +1-year extension to the existing platform contract to enable cutover in a safe and effective manner for the wider transition to a full

voice automation solution and to evidence the benefits realisation before scaling.

1.6.8 The benefits of the considered approach being:

- 1.6.8.1. The value of the proof-of-concept pilot is to refine both the requirements of a replacement contact centre platform system but also to enable the Council to be an intelligent client for that procurement process, which will require the +1-year contract extension for the existing platform; and will provide time for the vendor's new Cirrus release to be tested.
- 1.6.8.2. It is highly unlikely that the Council would be in a position to complete a full procurement exercise to replace the existing contact centre platform in the next 6 months (contract end June 2024). Therefore, rather than rush the procurement phase, this approach would enable the Council to be better informed by concluding the proof of concept which will inform the procurement of the platform/voice automation solution following the robust testing of a solution.
- 1.6.8.3. There will be no financial loss to the Council by testing the platform in the outlined approach but what it will do, is help to validate whether 30% efficiencies can be realised before committing to a more expensive system which incorporates voice automation.
- 1.6.8.4. Although the current contact centre platform vendor has indicated the solution has an available option for voice automation, this capability is in its infancy (having not long been developed) and as such there are other more advanced options available on the market. This assumption was strongly evidenced by the soft market testing conducted by the Council during the discovery phase; and is further supported by the 'Gartner Magic Quadrant for Contact Centre as a Service (CCaaS) 2023' which lists the leading vendors as:
 - Amazon Web Services
 - Genesys
 - NICE
 - Five9
- 1.6.8.5. Having considered the Council's current vendor, Cirrus and found that comparable voice automation capabilities were not available at the time of our work and were therefore untested, it was consequently discounted. (*Appendix F: Market Assessment*).
- 1.6.8.6. It is possible to run a voice automation solution alongside the existing contact centre platform system, but the Council's EAP, believes this will be operationally and financially sub-optimal (i.e. less than the highest standard or quality), which is further supported by the soft market testing conducted by the Council.
- 1.6.8.7. The Council really needs an advanced voice automation offer to ensure citizens and Councillors engage with the final product and buy-in to an automated way of progressing calls, which is financially more efficient.

In going to the market and looking at how market vendors have developed their products will be fundamental to seeking an appropriately developed solution that is right for the Council, going forward.

- 1.6.8.8. There is most likely to be a more cost-effective solution available on the market that needs to be explored.

2 Recommendations

2.1 Recommendations to Cabinet: -

- 2.1.1 Note the findings and insights of the Customer Service Programme and EAP, from the Discovery phase as detailed in this report, to inform and validate the riskiest assumptions, specifically but not limited to, realisation of the potential 30% financial efficiency, which has been capped below the EAP's average 50-60% efficiency rate in order to validate the benefit realisation opportunities demonstrated by the initial automation proof of concept pilot, before committing to full implementation of a voice automation solution.
- 2.1.2 Note by bringing forward voice automation implementation, whilst the discovery work confirmed the technical operability of voice automation and the existing telephony platform (contract end June 2024), any procurement activities would need to ensure a requirement for voice automation forms part of the scope.
- 2.1.3 Approve the forecast implementation budget of £1.75m, as defined in this report, to invest to save the flexible use of capital receipts to deliver a full voice automation solution with potential to realise a saving of c.£240k (gross, full year effect) / 30% efficiency.
- 2.1.4 Approve the drawdown of £250k through flexible use of capital receipts as approved by the Section 151 Officer of the forecast £1.75m full implementation budget to deliver an initial voice automation proof of concept pilot phase with the defined group of services to demonstrate the value and benefits of the solution.
- 2.1.5 Delegates authority to the Director for Strategy Equality, Strategy & Partnerships, the Assistant Director Development and Commercial or their delegate in conjunction with the Chief Finance Officer or their delegate, and the City Solicitor or their delegate, to approve the procurement strategy and selection of successful bidder(s) following the conclusion of the tender process and to execute the necessary contractual documentation to effect this outcome.

3 Background

- 3.1 In order to generate savings as part of financial recovery requires capacity release from General Fund-funded activities. Therefore, the voice automation discovery phase scope covered all voice contact within the General Fund, however it has also quantified HRA-related opportunities.

- 3.2 In order to achieve savings from voice automation, the following are required:
- General Fund activities
 - Automatable call types
 - Read / write data integration.
- 3.3 During the discovery, refreshed data was obtained for the Contact Centre services, consisting of more recent call and email data (April 2022 - March 2023) and a refreshed list of 24 services, due to some lines being closed down. Call data for 18 satellite services, and 63 hunt groups was also obtained.
- 3.4 **Funding:** funding of the in-scope services was investigated to understand how / if savings could be realised from a General Fund perspective. All services were allocated into 3 different categories, based on source of funding:
- Funded via General Fund
 - Recharged (back to General Fund)
 - All other e.g. Recharged out to other fund / grant e.g. HRA, Children's Trust
- 3.5 **Systems and possibility for integration:** the goal of voice automation is to complete customer requests end-to-end. Typically, this requires reading and writing data from line of business systems that store data related to each customer interaction (e.g. status of their request, eligibility for service, etc). Therefore, the availability of this data to the voice automation platform, via integration, is a crucial enabler.
- 3.5.1 It has been confirmed that the council's existing CRM product, Jadu, can integrate into the EAP's recommended platform solution as a benchmark voice automation platform and therefore any line of business system data accessed through Jadu can be accessed by voice automation.
- 3.5.2 Data integration has been assessed in the following three categories:
- Now:** line of business systems that are already integrated to Jadu
- This represents 4 of 26 systems and 150,461 of 2,395,297 annual call minutes.
- Next:** line of business systems that could be integrated to Jadu or integrated to the benchmark voice automation platform directly
- This represents 21 of 26 systems and 2,228,671 of 2,395,297 annual call minutes.
- Never:** line of business systems that cannot be integrated to Jadu or integrated into the benchmark voice automation platform
- This represents 1 of 26 systems and 16,165 of 2,395,297 annual call minutes.

Note: due to pending information, assumptions have been made regarding the feasibility of integration for the in-scope business systems. (*Appendix B: Assumptions & Automation Solution Assumptions*)

Also, for 4 of the 26 in-scope business systems, it has been identified that there is the potential for decommission or migration of the application(s). This will need to be explored to understand specific timelines; however they have been kept in scope (i.e. not allocated as “Never”) in the interim.

3.5.3 **Call categorisation:** the total volume of calls has been split into the categories below. These vary in suitability for automation, with complex contact being eliminated from scope for automation due to the assumed specialist knowledge / sensitive nature involved.

3.5.3.1. **Avoidable contact:** calls which should either be transferred elsewhere, or information is provided which could be provided using another channel of access.

Assuming that **80%** of avoidable contact calls can be automated

3.5.3.2. **General enquiries:** Calls which result in general information being provided which is not specific to a transaction.

Assumed that **62%** of general contact calls can be automated.

3.5.3.3. **Transactional contact:** Calls where a citizen transacts with the Council through, for example, booking, paying for something, cancelling a service, or requesting a service. This is then fulfilled in the Line of Business system.

Assumed that **42%** of transactional contact calls can be automated.

3.5.3.4. **Complex contact:** Calls where initiative and specialist knowledge are used through human-to-human contact to guide a citizen towards an appropriate outcome. This is often of a sensitive nature.

Assumed that **0%** of complex contact calls can be automated.

3.5.4 It has been estimated that approximately 10% of email traffic is from Members. This report assumes that 70% of emails can be degraded - therefore leaving this portion of emails untouched.

3.5.5 Throughout this report, ranges have been added as addendums for some instances, however the numbers presented are calculations based on the above categorisation approach and the inclusion of email. (*Appendix C: Raw Data Tables and supporting benefit and costs*)

3.5.6 **Suitability for automation:** as part of the discovery phase, analysis of the full list of services was performed to ensure that the services being included as in-scope were suitable for voice automation, to ensure that not only was automation worthwhile from a cost/benefit perspective, but also to ensure that service quality was not negatively affected.

This analysis included looking at:

- **Analysis of call minutes per year:** services with less than 50,000 call minutes per year were identified and discarded from scope. This is because from the experience of the EAP, it potentially would not be worthwhile pursuing voice automation from a cost / benefit perspective as the volume is too low to materially impact savings. This eliminated 54 Hunt Group services, 8 Satellite services and 2 Contact Centre services.
- **Nature of the service:** once the above call minute analysis was performed, the remaining list of services was analysed to ensure no areas remained which were potentially unsuitable for voice automation, based on the nature of the service i.e. sensitive and more likely to require agent support for the vast majority of contact. This eliminated 1 Hunt Group service and 1 Satellite service from scope.

3.5.6.1. As noted above, it is imperative that quality of service is not negatively impacted by the rollout of voice automation across the Council, as the solution has vast potential to significantly improve the customer experience. Through scaling back traditional agent contact through not only voice but also email correspondence, this will ensure that customers are directed to channels where they can be better served (e.g. voice automation, website).

3.5.7 **Scope:** For the initial automation proof of concept pilot, the scope and requirements have been clearly defined as all voice, webchat and email contacts for the initial six listed services as detailed in the report. From the data analysis conducted during the Discovery phase, in addition to the in-scope proof of concept services identified, the Council also has a clear view of the 19 services in scope for the full implementation phase to deliver the benefit outcomes against the £ 1.5m spend to deliver an automated voice solution if the Council were to embark on the procurement of a replacement contact centre platform system.

3.5.8 **Costs:** There are several different layers of cost that have been taken into consideration within this report, across both voice automation and the contact centre platform more widely:

3.5.8.1. **Vendor cost for tool usage:** To calculate an approximate cost for consumption on a platform capable of voice automation, the EAP's recommended platform solution has been used as the benchmark, with list prices obtained for core functionality and additional functionality.

Several additional pieces of functionality have been added as part of the benchmark solution created for this report (e.g. Wisdom), based on the requirements outlined in the soft market testing. (*Appendix B: Assumptions & Automation Solution Assumptions*)

3.5.9 Benefits methodology (reducing FTE through automation)

3.5.9.1. **Step 1 - cost to handle:** In order to calculate possible savings associated with implementing voice automation across the in-scope services, this was approached from a “bottom up” perspective. To do this, calculations began with the number of calls answered per service area, and calculated the following:

- **Average handling time (minutes)** - this was obtained from data sent by the Council for both Contact Centre and Satellite service areas, but for Hunt Group an average call length of 6 minutes (BCC data) was utilised as the call handler data was not available.
- **Calls per day** - this was calculated by dividing the number of calls answered by the number of open days in a year (BCC data).
- **Minutes per day** - this was calculated by multiplying the above two numbers (calls per day and average handling time)
- **Handling time in hours** - this was calculated by dividing the above (minutes per day) by 60.

3.5.9.1.1. This provided an FTE effort to handle these calls (by dividing 4) by the productive hours in the day), which enabled calculation of the yearly staff cost to handle these calls, by multiplying this by average salary and oncosts (BCC data). For all in-scope services, this totalled £ 6,853,293.05.

3.5.9.1.2. The same activity was then performed for email data, using BCC average time data, which provided a yearly staff cost to handle of £ 752,461.73.

3.5.9.2. **Step 2 - categorisation of contact:** Using a mix of BCC information and wider local government expertise of the EAP, the proportions of transferable contacts, general enquiries, transactions, and complex calls received in each service were estimated, and applied to the call data provided for 2022/23.

3.5.9.2.1. This enabled the total effort that would be replaced by voice automation across these services to be quantified, by multiplying the % of demand type (e.g avoidable) for that service, by the yearly staff cost to handle, and multiply this by the assumed % of channel reduction, based on Experian Mosaic data around demographics - using a reference example. This was done for all in-scope services. The same was then done for the services where the Council had performed our own categorisation of contact, to provide another view to feed into the scenarios.

3.5.9.2.2. For emails (only received for Contact Centre), it was assumed that all email contact was avoidable, by multiplying the % of demand type (avoidable) by the yearly staff cost to handle and multiply this

by the assumed % of channel reduction, based on Experian Mosaic data around demographics - using a reference example.

3.5.9.2.3. By adding up the total effort replaced by voice automation for each service, it provided a first cut of the potential savings across all areas for both calls and emails, based on the EAP or the Council categorisations (for those which it was done for).

3.5.9.3. **Step 3 - funding and system integration filters:** To facilitate the calculation of potential savings across different scenarios, filters were added that could be applied to the high-level savings numbers.

3.5.9.3.1. The first filter added was the system integration filter, to reflect the information obtained relating to the feasibility of integration for the systems of that service area. The services were filtered in to the 3 categories previously outlined:

- **Now** (Service areas are built on a system integrated to Jadu)
- **Next** (Service areas that are built on a CRM that can integrate with Jadu)
- **Never** (Service areas that are not built on Jadu or a CRM that can be integrated)

3.5.9.3.1.1. This was done using information provided by the Council, as well as assumptions made by the EAP due to delays in obtaining the requested information (refer to 'Information not received' and 'Assumptions' for further details of assumptions made).

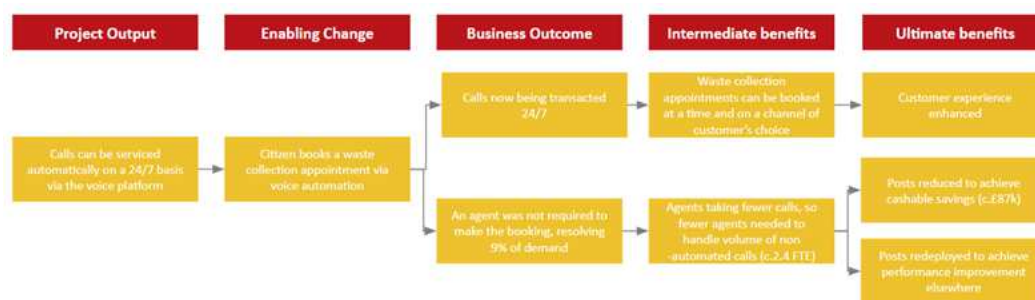
3.5.9.3.2. The second filter added was the funding / budget source filter, which filtered the services in to the 3 buckets previously mentioned:

- Funded via General Fund
- Recharged (back to General Fund)
- All other e.g. Recharged out to other fund / grant e.g. HRA, Children's Trust

3.5.9.3.2.1. This was done using information provided by the Council, as well as assumptions made by the EAP due to delays in obtaining the requested information (refer to 'Information not received' and 'Assumptions' for further details of assumptions made).

3.5.9.3.3. **Example dependency map:** To show how benefits would be realised, an example dependency map has been created for a specific journey within an in-scope service area (waste management), for booking a waste collection appointment.

Figure 1: Example Dependency Map



3.5.10 **Implementation cost of automations:** to provide an estimate of how much budget is required for the implementation of the proposed initial proof of concept pilot and full deployment phases, market insights and several assumptions around ROI have been used. For the purposes of costing it has been assumed that all implementation of the initial automation proof-of-concept pilot is done by a specialist implementation partner alongside an in-house team which is made up of Digital Technology leads and Customer Service team members so that we can build a sustainable inhouse provision for the future management of a voice automation solution without the reliance on delivery partners.

3.5.11 Within the £250k deployment costs outlined for the initial automation proof-of-concept pilot, the Council will conduct the procurement of a specialist implementation partner to undertake knowledge transfer and develop the capability, expertise, and capacity internally within the Council to build a sustainable structure to equip the Council with the knowledge and learning to undertake future deployment of a full voice automation solution for the wider council, should the identified outcomes be successfully achieved.

3.5.11.1. For the Initial Automation Proof of Concept pilot phase, it is estimated that BA and Development efforts are required over a period of 6 - 8 weeks, allowing a calculation of an estimated budget.

3.5.11.2. For the wider Full Implementation phase, an assessment of effort has been made to form a bottom-up view, and then this has been ratified against a top-down view, based on an approximate 5:1 ROI across 3 years to calculate an approximate budget.

3.5.11.3. If the decision is to approve the recommendation for Phase 1 (Initial Automation proof of concept pilot) deployment immediately, depending on the platform selected as part of the future procurement process, some of the effort (and cost of these efforts) from this initial pilot phase can be retained for later phases.

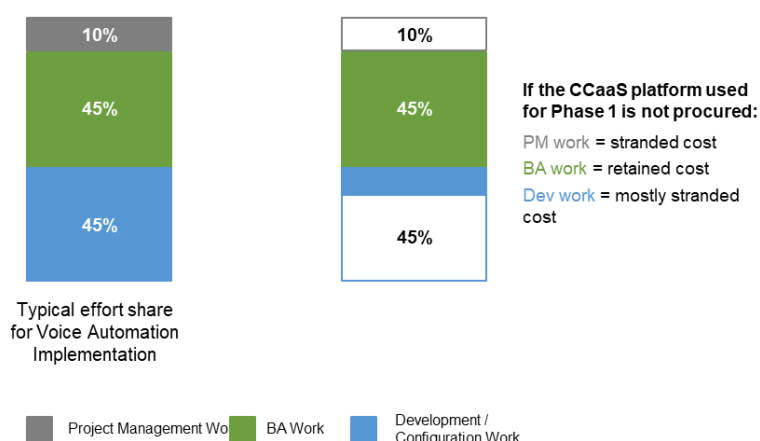
3.5.11.4. There are multiple different resources required for implementing voice automation within the Council:

- **Project Management** - to oversee and manage the project on a day-to-day basis, communicate with key stakeholders and maintain agreed governance.

- **Business Analyst** - to design processes / customer journeys to inform the development.
- **Development / Configuration Work** - to configure necessary integrations and implement voice automation, in alignment with the processes / customer journeys outlined by the BA work.

3.5.11.5. Assuming the same CCaaS platform is utilised as the solution for Voice Automation as well as the Contact Centre platform, all of this effort delivers value for the full implementation.

Figure 2: Stranded Platform Effort for Voice Automation and Contact Centre



- 3.5.12 **Implementation:** an implementation plan has been created using the experience of voice automation deployments at other local authorities and beyond of the EAP, as well as analysis of the call volumes and services included as in-scope for automation.
- 3.5.13 Current contact centre platform (Cirrus) vendor costs, including Calabrio, are estimated at approximately £ 730k per annum. A 'like for like' swap demonstrates that a benchmark platform could cost less year on year for the same functionality (*Table 3: Example comparative platform costs*), but also has the option to provide more functionality if additional add-ons are included, which totals the £ 715k listed in this report.
- 3.5.14 Interfaces have not been costed because they have not been scoped. The Council knows that 34 of the 39 systems are capable of integration, and many of these are not expensive but a specific piece of work (either as part of the procurement of a new platform or separately) is needed to validate this assumption. However what has been included in the report is the comparative platform costs which is the known figure at this stage.

Table 3: Example comparative platform costs

Description	Contact Centre (No automation)
Current annual costs of the Contact Centre's use of Cirrus, with Calabrio	£730,000.00
Forecasted annual costs of the Contact Centre's use of Amazon Connect (like for like replacement), with Calabrio	£580,761.09

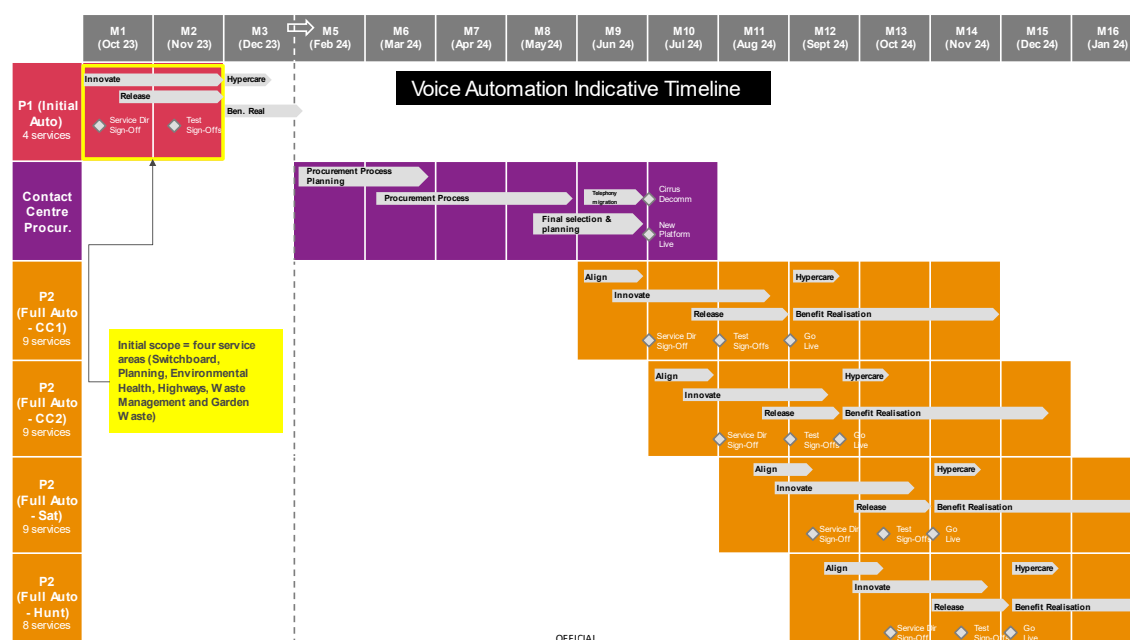
3.5.15 The EAP's recommended platform is priced on a consumption basis, with no licensing required. The longest commitment is one calendar month for some features such as forecasting and scheduling. Given the expected call volumes for the pilot, the EAP's recommended platform also has a significantly lower cost redundancy (i.e. paying for functionality that isn't required) than the other comparators.

3.5.16 The plan proposes that the services which have line of business systems that are currently integrated to Jadu are included in proof-of-concept pilot phase for voice automation as the complexity is reduced due to the existing integrations, making it "low hanging fruit" to automate, to release savings this year.

3.5.17 To establish which services should follow these, the following were looked at:

- The location of the services i.e. inside or outside the Contact Centre; and
- The nature of any services, i.e. services which are potentially similar in nature have been grouped in the same delivery tranche, to support and possibly streamline the development of customer journeys.

Figure 3: Proposed Indicative Tranches



3.5.18 The proposed implementation plan and delivery method with key decision points is outlined below:

3.5.18.1. **Winter 2023:** Initial Automation phase / PoC (this takes 6-8 weeks to deploy, providing up to 6 months of benefit (depending on when automation is deployed) before a new platform is procured).

3.5.18.2. **Easter 2024:** procurement for the new Contact Centre platform must have started by this time, to ensure the select the right solution is selected ahead of the end of the existing contract with Cirrus (end of June 2024).

3.5.18.3. **Summer 2024:** the switch to newly procured platform occurs prior to the end of June, with telephony transferred over in a short, phased approach with training for staff. The subsequent roll out of the remaining phases of voice automation will take approximately 6 months. From a cost perspective, this means that the consumption costs ramp up almost immediately and the benefits are enabled over the first 6 months (recognising that it may take an extra 3 months for benefit realisation process relating to established posts, if needed). (*Appendix D: Proposed implementation plan and Delivery Method*)

3.5.19 The proposed procurement approach in compliance with spend and governance control decision points is outlined below:

3.5.20 Phase 1: Proof of concept Pilot Phase

3.5.20.1. The platform to be used during the Initial Voice Automation proof of concept pilot will be as per the recommendation of the Councils approved Transformation Partner, with such decision to engage in a pilot based on the Transformation Partners output from both a qualitative and value-added comparison conducted across the market for key voice automation systems. A key driving factor for the use of the EAP's recommended platform solution is detailed below at point 3.5.16; and benefits from solution being consumption based and therefore no long-term licence costs are required to be absorbed by the Council to test the wider benefits of voice automation, whilst also allowing for a considered closing out of the pilot.

3.5.20.2. An existing contractual arrangement for wider automation professional services will be utilised to deliver a time boxed proof of concept pilot that will assess the suitability of voice automation as a platform for efficient service delivery to the council.

3.5.20.3. The proof-of-concept pilot period is expected to run from January 2024 to June 2024. The platform opex costs will be provided free of charge to the council during this period and for a subsequent 3 months to allow for an "off ramping" period at the end of the pilot thus enabling services to be safely removed as and when required to maintain operational continuity and service levels.

3.5.20.4. The initial automation proof of concept pilot needs to demonstrate the EAP's recommended platform solution for voice automation works within the wider BCC technical ecosystem.

3.5.21 Phase 2: Platform Procurement & Full Implementation Phase

3.5.21.1. If the success criterion of voice automation is met, the project will enter the formal procurement phase of the project to select 1) a preferred VA platform and 2) a delivery partner for a wider corporate Contact Centre and voice automation solution.

3.5.21.2. Dependent on the outcome of the Voice Automation Proof of Concept Pilot phase, the procurement may separate out both the delivery partner and the platform.

3.5.21.3. With such procurement(s) being delivered via compliant Regional or National Framework Agreement(s).

3.5.22 This report uses the EAP's recommended platform solution as the benchmark platform from which to generate costs and benefits. The EAP's recommended platform solution has been used as the benchmark because it has a unique combination of the following:

- Is a Gartner and Forrester 'Leader' for Cloud Contact Centre as a Service solutions.
- It underpins the customer experience of Amazon.com and many other customer-facing brands, including amongst others Amazon.com, Fujitsu, Morrisons, Natwest, News Corp, Post Office, Siemens, Subway and Vodafone - and councils as diverse as London Borough of Hillingdon and Northumberland County Council.
- It has been successfully deployed in local government to enable capacity release from voice automation.
- It uses consumption-based pricing which provides the council with the greatest level of flexibility in terms of implementation and ongoing costs - and those costs are predictable, using a cost calculator.

3.5.23 With the EAP's recommended platform solution's components natively integrated within contact flows and chat, no coding is required to add Natural Language Understanding (NLU) powered chatbots and for the context of the conversations to be passed automatically when escalated to a human agent.

3.5.24 Outlined below is a proposed approach based on analysis and experience, using different levers to achieve maximum savings for the Council.

3.5.24.1. Financial benefits

The proposed approach has been devised based on the following four levers:

- **Source of funding / budget:** how is the service funded i.e. should only General Fund services be in scope?
- **Automation confidence:** how suitable for voice automation is the current contact for that service (categorisation of contact)?
- **Integration confidence:** is integration possible to facilitate the implementation of voice automation, and if so, how easy?
- **Email:** should emails be included in scope?

3.5.24.2. Potential savings vary depending on the above, with the source of funding being the most significant differentiator in the savings that can be achieved.

3.5.24.3. The breakdown of the potential annual gross savings across each area i.e. Contact Centre etc, as well as the split between whether the services are funded via the general fund (including those recharged to the general fund), as well as those with separate designated funding e.g. HRA, Children's Trust are detailed in Table 4.

Table 4: Breakdown of potential annual gross savings

	General Fund	HRA / Other	
Initial Automation			Total gross savings
Contact Centre	£240k	£0	£240k
Full Implementation			Total gross savings
Contact Centre (remaining)	£1.45m	£1.50m	£2.95m
Satellite	£140k	£80k	£220k
Hunt Groups	£95k	£20k	£115k
Total	£1.90m	£1.60m	£3.50m

3.5.24.4. This shows that a total gross savings of £3.5m per annum is possible for voice automation across all areas and funding source. This report proposes proceeding with all services regardless of funding, using PwC-informed view of call types, further Jadu / other integrations and removing email channel to maximise savings to be achieved by the Council.

3.5.24.5. If the decision is not to include email, the total gross savings are estimated £2.9m per annum.

3.5.24.6. The £240k total gross saving for the initial automation proof of concept is based on a channel shift of email of 70%. If email was to not be included (i.e. channel shift 0%), savings would decrease to

c.£140k (gross, pa). If channel shift was higher (90%), savings would increase to £270k (gross, pa).

3.5.25 The anticipated improvements and outcome measures to be derived from the implementation of the initial automation proof of concept pilot use of the product solution will need to be tailored depending on the service identified for automation, but it is expected these will be as detailed in Table 5: Outputs and Outcomes Measures below.

Table 5: Output and Outcome Measure

Benefit	Impact	Measure
Reduced calls, emails, and face-to-face contact through implementation of voice automation (avoidable contact)	Greater self-service online as voice automation facilitates customer requests rather than customers having to call the Contact Centre	70% reduction of avoidable calls % of calls handled by VA Improved channel shift to digital solutions
Reduction in number of telephone numbers making it easier for customers to contact the Council	Improved call routing and navigation increasing the likelihood of the customer speaking to the right team at the first time of trying	50% reduction of call enquiries % of calls transferred to agents Increased customer satisfaction
Reduce 151 email addresses making it easier for customer navigation	Channel shift to automation, which is more reliable and has 24/7 availability	35% reduction of transactional calls % of calls handled out of hours Increased customer satisfaction
Reduced demand for calls as services are automated, allowing agents to spend more time with those who need extra help	Customers who can access council services online, leaving agents with more time to handle complex enquiries	35% reduction of transactional calls Call volume reports

3.6 Equality Impacts

3.6.1 Voice contact is one of the primary means of communicating with the Council. Consequently, the Council must protect and meet the needs of those with vulnerabilities and/or any other consideration that might impinge on their ability to communicate using this channel.

3.6.2 For the purposes of this report and to support the business case for voice automation, the following 2021 Office for National Statistics (ONS) data was utilised as the baseline foundation:

- 84.3% of Birmingham residents speak English as their main language.
- Of the remainder, fewer than 30% (of that 15.7% - i.e. c5% of the total population) report not speaking English well.

(Source:

<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/language/bulletins/languageenglandandwales/census2021>)

- 3.6.3 The services selected for the pilot are universal in nature (Switchboard, Planning, Environmental Health, Highways, Waste Management, Garden Waste) and as such, expect that this Birmingham-wide distribution of language usage will apply to the calls taken by the proof-of-concept pilot deployment. Therefore, assumptions on the use of automated voice in place of human voice were capped at 80% for even the most straightforward interactions. The Council expects that even for the interactions most apt for automation, up to 20% of calls will still require a human agent to conduct that interaction. It is also anticipated that 60% of general enquiries and 40% of transactional interactions are suitable for voice automation.
- 3.6.4 Voice automations are used by other service providers that include Birmingham residents as customers. The discovery activity included two validation points, where voice automation was explained and demonstrated for the Customer Service Programme Customer Panel (detailed at section 3.7), and in a Corporate Contact Centre Staff Immersion event. In both cases, diverse accents were identified as potential concerns but were not considered to preclude the use of voice automations where handling of 'unsuccessful' interactions is planned. Nonetheless, selecting calls to be automated will take account of the language used by callers - both in terms of diversity of language proficiency and diversity of lexicon and accents. Calls will only be automated after call listening has identified these language considerations and suitable handling approaches have been created.
- 3.6.5 Once the proof-of-concept pilot is deployed, in the event that a caller is unable to make themselves understood to the automation solution, their call will be forwarded to an agent. By combining the actions of the agent and the call recordings of these calls, the Council will be able to:
- Improve the accuracy of speech recognition of domain-specific terminology by expanding and tailoring the vocabulary of the speech-to-text engine. Typically, this would involve amending the words spoken by the automation solution and/or increasing the range of words spoken by callers that would be recognised by the automation solution. This would apply in relation to, for example, idiomatic phrases, accents, or pronunciations.
 - Associate a caller's number with metadata that would result in future calls bypassing the automation solution and going straight to an agent. This would apply in relation to, for example, disability or proficiency of speaking English.
 - Continue offering natural-language voice calls, with the use of conversational AI, with the option of human support where needed.
- 3.6.6 The EAP's recommended platform solution, is able to 'speak' (text to speech) 39 languages and 'hear' (speech to text) 27 languages including Polish, Hindi and idioms and accents related to those - such as English spoken in the

Indian subcontinent. It is also able to translate between any two languages in real time.

(Sources: <https://docs.aws.amazon.com/polly/latest/dg/voicelist.html>,
<https://docs.aws.amazon.com/lexv2/latest/dg/how-languages.html>)

3.6.7 However, for the purposes of the proof-of-concept pilot, non-English language interactions will be conducted by human agents as is currently undertaken by the Corporate Contact Centre.

3.7 Impact on Citizens: The Customer Panel

3.7.1 Alongside generating savings, voice automation is valuable in building a greater customer experience for citizens of the Council. Therefore as part of this Discovery phase, insights were obtained to inform the delivery method and progression of implementing voice automation.

3.7.2 A citizen panel event, including panel members and wider volunteers from the community, was ran to enable attendees to experience voice automation and provide feedback, as well as obtain insights as to their 'hopes and fears' of the Council implementing voice automation.

3.7.3 There were several key concerns raised as part of discussions, including:

- Option to still talk to an agent - this was raised from the perspective of a vulnerable citizen, as well as those who may have impairments which may make it difficult to interact with voice automation.
- Option to repeat questions / information provided - this was raised by participants from the perspective of those who may be hard of hearing or have perhaps mis-heard part of the interaction.
- The confidentiality of information provided - this was raised by participants due to the sensitive nature of some of the contact they have with the Council.

3.7.4 Overall, participants were notably positive about the possible introduction of voice automation and its associated benefits. This was the case particularly in relation to:

- **24/7 availability** - this was raised by participants as they acknowledged often some queries can only be answered within the Contact Centre opening hours, whereas voice automation would provide an all-hours alternative.
- **Minimising waiting time** - this was raised by participants as they understood that for more simple enquiries currently, they often have to speak to an agent e.g. to obtain information, report something etc, however with voice automation they would not have to wait for an agent to become available to deal with their query.
- **The storage of information provided** - this was raised by participants in a positive manner, noting that it would be really useful

if the call handler had all of their information to hand whenever they called, so they did not have to repeat themselves etc.

- 3.7.5 Participants were keen to remain involved in the process, and happy to participate in further sessions to provide further insights as the initiative progresses.
- 3.7.6 In the engagement conducted with citizens, staff and Members to date, it has been helpful to demonstrate that voice automation technology is fully operational at Hillingdon Council and has achieved savings of more than the projected 30% as detailed in the report.
- 3.7.7 At Hillingdon Council the cost per call using the automated solution is just 5% of the call cost when handled by human operatives, and also provides the net equivalent capacity of up to 26 full-time employees. Hillingdon Council estimate that the voice automation solution will provide a 5:1 ROI ratio over three years, delivering a cost saving of £5 for every pound spent.

3.8 Customer Operating Model of the Future

- 3.8.1 The Council's customer service strategy sets out the characteristics of the future customer experience for residents. It describes how the council will maximise the quality of customer experience. At the same time, given the funding constraints that the council is under, it must also minimise the cost to serve where possible.
- 3.8.2 This report describes how voice automation releases staff from mundane and repetitive transactions so that they can focus their time on the challenging and rewarding activities that make a difference to customers. Voice automation releases capacity without degrading the quality of the voice channel - and, in fact, improves the offer with 24/7 availability, no call waiting times and end-to-end service fulfilment.
- 3.8.3 Omnichannel Contact Centre as a Service (CCaaS) solutions play a key role in delivering this strategy and so are crucial to the operating model of the future. For example, they will:
 - Enable the council to offer customer service through multiple customer-facing channels with a consistent customer experience across those channels.
 - Enable end-to-end customer journey completion via read and write data stored in line of business systems.
 - Allow the council to reuse the same automated interactions to automatically create and control multiple channels based on the business needs.
 - Make it easy for non-technical customers to design contact flows, manage agents, and track performance metrics.

- Enable the council to direct calls to agents on a skills-based basis and accurately forecast agent workforce rotas and development plans.

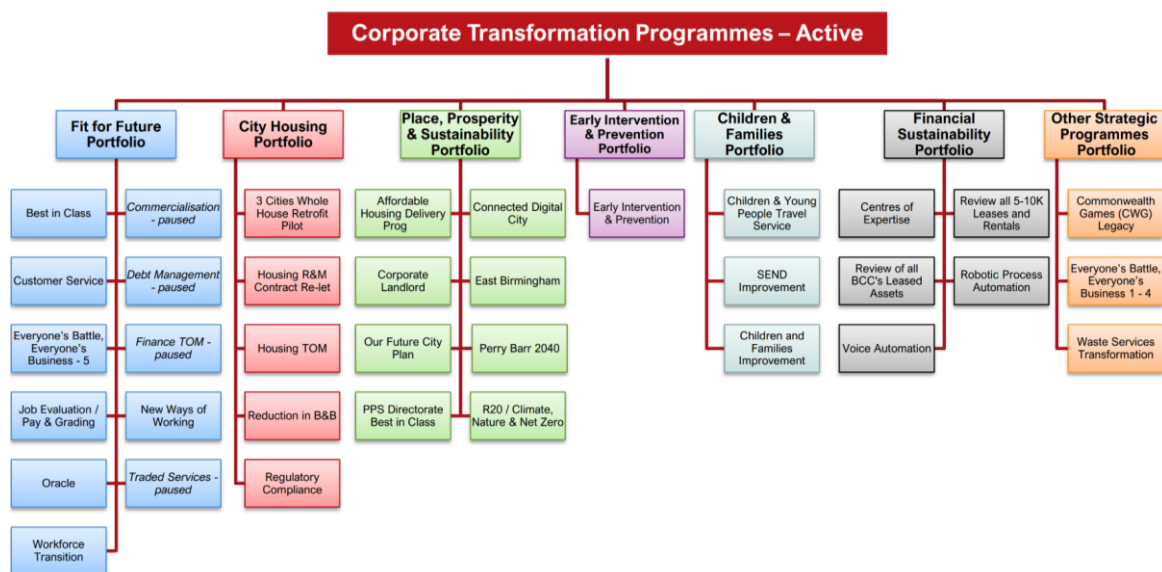
3.8.4 This also means that the council doesn't need to consolidate all contact-handling teams to achieve higher quality and lower cost. Use of a CCaaS platform (with consistent Standard Operating Procedures built in, workforce management and reporting) provides control and economies of scale without requiring lengthy restructuring and organisational redesign.

This, in turn, means that the council will be able to focus on the customer - as described by the strategy - and constantly iterate towards providing better customer outcomes.

3.9 Governance, Reporting and Controls

3.9.1 Organisationally the Initial Automation Proof of Concept Pilot is part of the Financial Sustainability Portfolio, one of the strategic portfolios of work that form part of the Birmingham City Councils Delivery Plan as detailed in Figure 3 below.

Figure 4: Corporate Transformation Programmes & Portfolio reporting structure



3.9.2 The accountable officer of the implementation costs and operational benefits and savings as outlined in this report is Wendy Griffiths, Assistant Director of Customer Services, Business Support & Digital Mail Centre, Digital and Customer Services, Council Management Directorate. The officers accountable for implementation and delivery of the initial automation proof of concept pilot phase is Sheraz Yaqub, Head of Customer Experience & Customer Service Programme, and Nikki Spencer, Lead Delivery Manager, Customer Service Programme.

3.9.3 Programme cadence will be established to monitor forecast costs and savings, risks, issues and dependencies to ensure the benefits continue to justify costs as detailed in table 6 below.

Table 6: Financial Benefits Realisation Controls

Stage	Strategy
Define Financial Benefits	<p>Start with high-level savings opportunities.</p> <p>Agree general direction and opportunities with senior stakeholders.</p> <p>Define based on available metrics in the discovery and design.</p> <p>Use benchmark data where metrics are not available.</p> <p>Set SMART targets to identify savings that are specific, measurable, attainable, relevant and time framed.</p>
Develop	<p>Develop OBC based on available data or use benchmark data were not available.</p> <p>Develop series of one-page business cases</p> <p>Design and discovery team review the opportunity and create a to be service design with the business leads and enabling service experts where appropriate</p>
Validate	<p>Validate savings from the co-produced service design-with Services and Finance leads and CPMO</p>
Manage	<p>Finance lead assigned to the programme to record benefits at post implementation review.</p> <p>Manage benefits at all Programme Boards</p> <p>Communicate savings to CPMO and regular challenge sessions</p>
Control	<p>Use benefits tracker for daily, weekly, monthly monitoring.</p> <p>Use risk log to manage risks that could impact benefits.</p> <p>Stop activities that will not deliver savings, prioritise activities that deliver maximum value</p>

3.9.4 The Council's Corporate Programme Management Office (CPMO) sets, maintains and ensures standards for project and programme management across the organisation by:

- Driving best practice
- Providing visibility, assurance and status
- Enabling key stakeholders to provide direction and make informed decisions.

3.9.5 The Corporate Programme Management Office implements and oversees the governance, reporting, escalation and project management that is necessary for the Council to have confidence that major change programmes are delivered as intended, to budget, and on time. The CPMO provides assurance that delivery programmes are strategically aligned, properly funded, and operate within appropriate professional project management frameworks.

3.9.6 CPMO Responsibilities

- A value adding, proactive, challenging contributor to strategic delivery pipeline management.
- Provides an independent assessment of programme delivery to give oversight of emerging requirements, the strategic portfolio pipeline, and

activity and purpose across programmes to avoid duplication and highlight any common risks.

- Monitors and reports on programmes within the Transformation Programme.
- Provides relevant, timely and accurate programme information to senior leadership in order to enable them to make key decisions.
- Provides guidance and oversight of programme management and methodologies including providing programme/project management tools and templates and supporting local PMOs.
- Ensures the correct programme/project management processes and gateways are adhered to.
- Has oversight of programme resources.
- Supports the monthly reporting of Capital Projects.

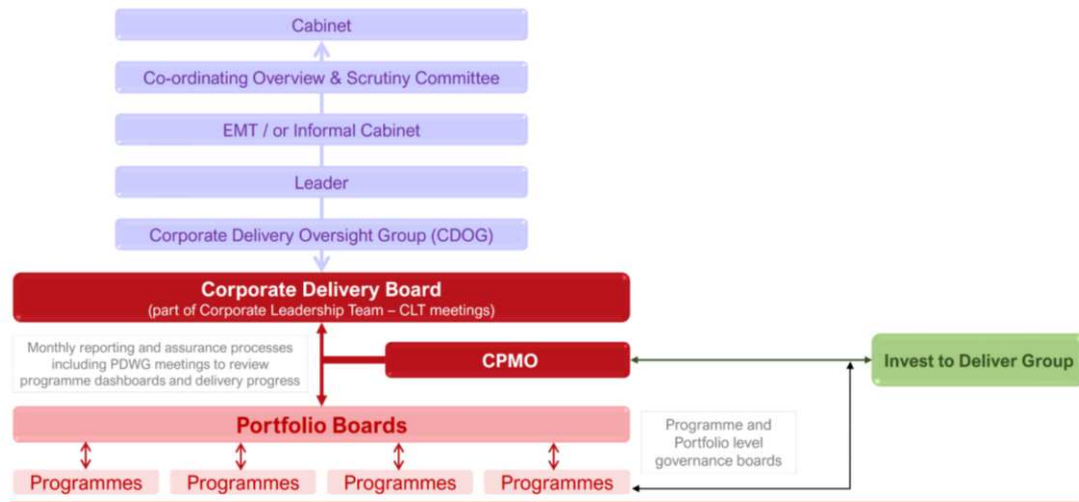
3.9.7 The baselining and monitoring of the benefit realisation to validate achievement of the savings identified in this report will be reported through the Financial Sustainability Portfolio to comply with Corporate Transformation Programme Governance structure and controls as detailed at Figure 4 below.

3.9.8 The visual below provides a high-level summary of how this activity relates to our parent portfolio and other strategic transformation initiatives across the Council. The Initial Automation Proof of Concept Pilot is an integral part of the Financial Sustainability Portfolio, which comprises of the following investment objectives to:

- Improve the experience our customers receive when contacting the Council (effectiveness).
- Ensure we have the performance data to understand customer interactions and continually improve (efficiency and economy).
- Fund the improvements in the customer and business processes in a range of services (economy, efficiency, and effectiveness).
- Reduce the number of contact points and interactions customers need to navigate when contacting the council (efficiency).
- Provide the Council with financial savings (economy).
- Ensure there is a continuous cycle of customer improvements in the future.

Figure 5: Transformation Programme Governance Model

Transformation Programme Governance



4 Options considered and Recommended Proposal

4.1 The EAP recently completed a discovery exercise in collaboration with the Customer Service Programme relating to opportunities for improving the experience and cost in the handling of voice contact. This resulted in a business case for voice automation, focussed on exploring the feasibility of voice automation within the Contact Centre; and created, as outlined in this report, a case for change that would enable:

- Improved resident experience, through more seamless and immediate fulfilment of need and ‘always available’ hours of operation.
- Significantly reduced costs, through automated call handling which releases human capacity from transactional and routine contact.

4.2 In order to produce a meaningful business case that is based on the Council’s requirements (and aligned to the previous soft market test for a contact centre platform) and representative technology, this report uses a benchmark solution. The solution used as the benchmark is summarised below - and the components within it drive the automation and costing data used throughout this report.

4.3 The EAP’s recommended platform benchmark solution is identified as the primary platform and includes specific third-party ISV solutions (which seamlessly integrate with other services) to cover all of the council’s requirements as a unified technical solution.

4.4 The option of not implementing voice automation has been considered and discounted as this would have significant customers and organisation impact for the following key reasons:

4.4.1 Ability to realise the identified savings and benefits as outlined in this report.

4.4.2 Satisfaction with Council Services would not improve and our reputation for providing services would continue to worsen.

4.4.3 Ability to develop and grow in-house voice automation capability and reuse this knowledge across all council services will be severely impacted and are required for the modern relationship with customers and implementation of the Customer Service Strategy.

5 Consultation

5.1 The Deputy Leader, Cabinet Members for Digital, Culture, Heritage & Tourism, and Finance and Resources, and Chair of Overview & Scrutiny Committee have been consulted.

5.2 Voice Automation was informed by consultations and engagements with stakeholders across the Council including, but not limited to:

- Council Leadership Team, ECLT and Directorate Management Teams
- Customer Service Programme Governance Board and Steering Committee
- Overview & Scrutiny Committee Chairs
- Section 151 Officer, Lead Commissioners, Officer Consultation regarding Finance, Legal, Procurement, HR, Communications
- Councillors/Member Briefings
- Customer Service Programme Customer Panel.

6 Risk Management

6.1 The risks will be managed during the deployment of the voice automation proof of concept as outlined in the table below:

Table 7: High-level risk management

Risk	Owner	Risk type	RAG ¹	Mitigation	RAG ²
Costs may increase in line with inflation and the rising cost of living, weakening the benefit case over time.	Programme Manager	Financial		The Programme Manager will share forecast costs & risks with the wider transformation governance, enabling this to be monitored and if needed decisions taken about whether benefits justify costs.	
FTE not realised after voice automation has been implemented.	Project Manager	Financial/Operational		Engagement with services during and post-implementation to identify and remove FTE.	

Adequate frameworks for sign off are not in place, slowing pace of automation and benefits realisation.	SRO	Governance		Governance and ownership to be determined during deployment and maintained after implementation.	
Vulnerable residents may be unable to interact with the Voice Automation bot successfully, furthering digital exclusion.	SRO	Operational		Develop prioritised pathways for those who prefer to speak to agents over the phone, those who have speech limitations etc, that are user friendly and tested with vulnerable residents.	
Residents not being able to speak to an agent i.e. no direct line to agent available	SRO	Operational		As well as the above for vulnerable residents, develop the option (after going through voice automation questions etc.) for residents to speak to an agent if required.	
Residents not understanding questions asked / instructions given by Voice Automation	SRO	Operational		Develop the ability for the questions / instructions to be repeated if asked or if receive no response. Also develop the automation such that the speech is slow and clear, to ensure it is easy to understand.	
Scale of proposed initial automation benefits falls short of stakeholder expectations	Programme Manager	Financial		If required, the Switchboard service can also be included in the Initial Automation phase to derive an additional c.£300k in gross savings for minimal additional costs	

¹RAG pre-mitigation ²RAG post-mitigation

7 Compliance Issues:

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

7.1.1 The recommended decisions are consistent with the Council's priorities, plans and strategies, supporting the Council's stated commitments to ensure we are a truly customer centric organisation.

7.2 Legal Implications

- 7.2.1 The Council is under a duty under Section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency, and effectiveness.
- 7.2.2 The City Council will carry out this work under the General Powers of Competence Section 1 of the Localism Act 2011.

7.3 Financial Implications

- 7.3.1 The Council is under a duty under Section 151 of the Local Government Act 1972 and as such requires local authorities to make arrangements for the proper administration of their financial affairs and appoint a S151 Officer.
- 7.3.2 S.151 spend control approval has been sought and obtained at both Directorate and Corporate level in accordance with controls to safeguard the robustness of budget calculations as outlined in this report.
- 7.3.3 This will be funded from the Flexible Use of Capital Receipts. A budget of £2.055m was approved for this purpose in the Financial Plan 2023+ in February 2023. This project meets the criteria as it is expected to deliver on-going revenue savings to the Council as outlined in this report. The project could be ceased after proof-of-concept stage if it is not delivering savings as expected.
- 7.3.4 The full implementation is expected to be £1.75m, which includes the proof-of-concept phase of £0.250m. This will be funded by capital receipts already received. However use of this one-off resource represents an opportunity cost for the financing of the rest of the capital programme as the Council borrows for part of its capital programme. The use of £1.75m represents an opportunity cost of £0.145m of annual financing costs (Minimum Revenue Provision and interest payments) over an average 20-year period. The whole capital programme is being reviewed to identify offsetting savings. In addition, the service will need to make every effort to maximise revenue savings. The full implantation should only go ahead after a successful proof of concept phase.

7.4 Procurement Implications (if required)

- 7.4.1 The procurement will be conducted in two phases to support the wider structure of the programme in line with the programme plan in section 3.5.13.
- 7.4.2 As noted previously, the EAP's recommended platform solution has been used as the benchmark for these costings, with list prices obtained from the marketplace. It is possible for vendors to offer mitigations for consumption costs; however these have not been included in any costings in this report. (*Appendix E: Automation Solution EAP's recommended platform solution Pricing*).

7.4.3 Table 8: Breakdown for estimations of costs.

	General Fund	HRA / Other			
Initial Automation			Total gross savings	Consumption Costs	Net savings per annum
Contact Centre	£240k	£0	£240k	c.£40k	£200k
Full Implementation			Total gross savings	Consumption Costs	Net savings per annum
Contact Centre (remaining)	£1.45m	£1.50m	£2.95m	c.£520k	£2.45m
Satellite	£140k	£80k	£220k	c.£85k	£140k
Hunt Groups	£95k	£20k	£115k	c.£75k	£40k
Total	£1.90m	£1.60m	£3.50m	£715k	£2.80m

7.4.4 To provide the Council with an estimate of how much budget is required for the implementation of these proposed phases, market insights and several assumptions around ROI have been used. The assumption also is that all implementation is done by an implementation partner, and this knowledge should be transferred back to BCC prior to the partner's departure, enabling the growth of in-house capabilities to accelerate and reuse voice automation across all council services.

7.4.5 The Council's existing contact centre platform (Cirrus) is going to be replaced by June 2024. The Council are yet to make a decision on what solution will replace Cirrus. Current Cirrus costs (including Calabrio) are estimated at approximately £730k per annum. A 'like for like' swap demonstrates that a benchmark platform could cost less year on year for the same functionality (*Appendix F: Market Assessment*), but also has the option to provide more functionality if additional add-ons are included, which totals the £715k listed in this report (above).

7.4.6 The procurement options for consideration are:

7.4.6.1. **Option 1** - Do nothing: - The option of not implementing voice automation has been considered and discounted as this would have significant customer and organisation impact and not enable the ability to realise the identified savings and benefits as outlined in this report as detailed at 4.4, therefore doing nothing is not an option.

7.4.6.2. **Option 2** – Direct Award via a Compliant Regional or National Framework Agreement.

Procuring services directly via a compliant National or Regional Framework Agreement (in respect of the availability of the FA and the resource effort required to facilitate that direct award) would not deliver any greater value to the Council in respect of the desired outcome, in particular to an already existing contract with the incumbent provider as a Delivery Partner to the Council for Automation Services – Therefore this is not an intuitive nor a pragmatic option in the strategic circumstances (and output) of this report.

7.4.7 Option 3 – Contract Variation to the existing Contract for the Councils Delivery Partner in respect of Automation Services

There is a current contract in place within the Council in respect of a Delivery Partner for Automation Services, with such contract scoping the discovery works to enable a contact centre within the language of the contract, without representing a material change, as such a compliant variation can be executed under the financial and contractual terms of PCR2015 Regulation 72 “Modification of contracts during their term”, Therefore this is the preferred, pragmatic and compliant option.

7.5 Human Resources Implications (if required)

7.5.1 Any required changes to current job roles or current operating model will be done so in line with Birmingham City Councils Policies and Procedures, incorporating a full engagement/consultation process with Trade Unions and employees. All new roles will be recruited to in accordance with Birmingham City Councils Recruitment and Selection Policy and Procedure, supporting Birmingham City Councils commitment to mitigate against compulsory redundancy where possible, any new roles will be prioritised to employees at risk of redundancy.

7.6 Public Sector Equality Duty

7.6.1 An Equality Impact Analysis EQUA1201 has been completed (Appendix G: EQUA1201).

7.6.2 Voice contact is one of the primary means of communicating with the Council and the mitigation of adverse impacts is detailed in sections 3.6 and 3.7.

7.7 Environmental and Sustainability Implications

7.7.1 There are no environmental and sustainability implications of the recommended decisions for Voice Automation as defined in this report.

8 Appendices

- 8.1 Appendix A: Benefit Calculations (confidential)
- 8.2 Appendix B: Assumptions & Automation Solution Assumptions
- 8.3 Appendix C: Raw Data Tables and supporting benefit and costs
- 8.4 Appendix D: Proposed implementation plan and Delivery Method
- 8.5 Appendix E: Automation Solution EAP's Recommended Platform solution pricing
- 8.6 Appendix F: Market Assessment (Commercial in confidence)
- 8.7 Appendix G: Equality Impact Analysis EQUA1201

9 Background Documents

- 9.1 Customer Service Programme Phase 1 Report to Cabinet dated 14th December 2021 – “Customer Service Strategy Enhanced Business Case and Delivery

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Appendix B: Assumptions and Solution Assumptions

Assumptions:

The assumptions below have been made to provide consistency across the analysis and recommendations within this opportunity.

General assumptions:

1. **Call types:** The total volume of calls has been split into the categories below. An assumption has been made about how many calls would fit into each category based on data from other local authorities, and sense checked with high level data provided by BCC. Note - BCC also performed some categorisation analysis which has been used for Scenario 1.
 - a. **Avoidable contact:** Calls which should either be transferred elsewhere, or information is provided which could be provided using another channel of access.
 - b. **General enquiries:** Calls which result in general information being provided which is not specific to a transaction.
 - c. **Transactional contact:** Calls where a citizen transacts with the Council through, for example, booking, paying for something, cancelling a service, or requesting a service. This is then fulfilled in the Line of Business system.
 - d. **Complex contact:** Calls where initiative and some specialist knowledge is used through human-to-human contact to guide a citizen towards an appropriate outcome. This is often of a sensitive nature.
2. **Call and email time to respond:** The average call length and email length has been taken from data provided by BCC.
3. **In scope services for automation:** The services in scope for automation have been determined based on information provided by BCC, including funding source and integration feasibility.

Analysis methodology assumptions:

1. **Calls in scope:** The number of calls in scope for this work has been taken from datasets provided by BCC.
2. **Emails in scope:** The number of emails received from customers has been identified through data provided by BCC, and all emails within services in scope for this work have been factored into benefit calculations.

3. **CRMs integrated built in or integrations with Jadu:** The services identified as having integrations between Jadu and a Line of Business system (or, where Jadu is used for case management) have been identified using BCC data.
4. **Channel shift:** The potential for channel shift for each of these call types has been estimated using demographic information around digital abilities from wider local government expertise. This is because this data was not available at a Council-specific level.
5. **System Integration:** due to there is outstanding pending information, for several Hunt Group services (Parking Enforcement, Register Office Births and Deaths, Register Office Notice Applications, Capital Investment and Bloomsbury Neighbourhood service), it has been assumed integration to Jadu is possible, or alternative solutions are available to enable integration.

Costs to deliver assumptions:

1. **Platform/Consumption costs:** Assumed using a cost calculator for an example vendor (Amazon), based on the number of calls in scope.
2. **Costs yet to be identified:** due to the missing information the next stage of this work should continue to work with IT stakeholders to confirm any extra cost for bespoke integrations / APIs to enable data to flow between the telephony platform and line of business systems.
3. **Market list prices:** Consumption costs quoted in this business case are based on market list prices, and so should be viewed as the maximum cost of consumption.

Service quality:

1. **Quality of service:** that the quality of service provided by voice automation will be the same or better than the current service. The email channel may be scaled back, but that's only to encourage people to use online or voice where they can be better served.

Functionality and pricing of solutions:

1. **Solution:** for all assumptions relating to the pricing done for the solutions outlined in this document (*Appendix E: Automation Solution EAP's Recommended Platform solution pricing*).

Specific assumptions:

1. **SENAR Parent Line:** due to outstanding pending information, it has been assumed this service is funded via the General Fund.

Voice Automation Solution Assumptions

#	Assumption Detail	
1	Average call duration (mins)	10
2	Average agent talk time	6
3	Annual number of outbound calls being transferred to the corporate Telephony (MS Teams), in addition to the 2.4 mill	35,000 was the total number provided by the Council. To provide more specific scenario views where needed i.e. Contact Centre General Fund, the % of calls for that scenario vs total calls has been applied to the 35,000 to estimate outbound call volumes.
4	Annual number of outbound minutes = Outbound calls x 5 minutes	175,000 minutes
5	% contained in IVR	50%
6	Lex utterances per call	5
7	Annual number of chat sessions	39,600 was the total number assumed based on other work performed. To provide more specific scenario views where needed i.e. Contact Centre General Fund, the % of calls for that scenario vs total calls has been applied to the 39,600 to estimate license needs.
8	Average # of messages (customer, bot, agent)	10
9	Number of Amazon Connect tasks (per month)	This was calculated using email = total of 23,924 per month (287,092 annually across Contact Centre)
10	Number of Amazon Connect profiles created each month	2000
11	Calabrio - WFM license at list price of \$33.02 (£26) per license	Assumed maximum of 300 licenses required (for total scenario). To provide more specific scenario views where needed i.e. Contact Centre General Fund, the % of calls for that scenario vs total calls has been applied to the 300 to estimate license needs.
12	Omningage (Full suite, Agent/Supervisor Desktop, IQ and MS Teams Integration) at Amazon Marketplace list price of \$0.00289 per logged in minute	Productive days in a year (210) x hours worked per day (7.5) = 1575 hours / 94500 minutes, per agent per month = x by 300 and / by 12 = 2362500 minutes per agent per month. This is then proportioned based on the # of calls per scenario.
13	Contact Lens analysing calls at list price of \$0.0150 per minute	15% of agent calls analysed Note - this can be flexed over time depending on preference

14	Contact Lens analysing chats at list price of \$0.0150 per minute	100% of chat interactions analysed Note - this can be flexed over time depending on preference
15	Contact Lens screen recording at \$0.006 per minute	100% of calls
16	Wisdom Block in Contact Flow at \$0.04 per contact	50% (of non-automated calls)

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Appendix C: Raw Data Tables and supporting benefit and costs

Throughout this report, ranges have been added as addendums for some instances, however the numbers presented are calculations based on the detailed categorisation approach and the inclusion of email.

Table 1:

Detail	Option	Gross savings per annum	Consumption Costs	Net savings per annum	Implementation Budget
39 services (26 Contact Centre, 9 Satellite and 8 Hunt Groups) All funding sources, PwC-informed view of call types, using further Jadu / other integrations	Call automation	£2,898,362.07	£707,957.92	£2,190,404.15	£1.5m
	Call automation and degrade email channel	£3,523,306.75	£718,195.75	£2,805,111.00	

Table 2:

Phase	Detail	Gross saving per annum	Consumption Costs	Net savings per annum	Implementation Budget
Initial Automation: Environmental Health, Highways, Waste Management, Garden Waste All funding sources, PwC-informed view of call types, using further Jadu / other integrations	PoC to show how savings from automation can be achieved as well as the full omni-channel and agent experiences (inc. degradation of email)	£241,441.6**	£41,117.88k	£200,323.72	c.£250k

Table 3:

	General Fund	HRA / Other	
Initial Automation			Total gross savings
Contact Centre	£241,441.60	£0	£241,441.60
Full Implementation			Total gross savings
Contact Centre (remaining)	£1,462,687.59	£1,482,031.32	£2,944,718.91
Satellite	£139,202.74	£81,877.94	£221,080.68
Hunt Groups	£94,327.25	£21,738.31	£116,065.56
Total	£1,937,659.17	£1,585,647.58	£3,523,306.75

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Table 4:

	General Fund	HRA / Other			
Initial Automation			Total gross savings	Consumption Costs	Net savings per annum
Contact Centre	£241,441.60	£0	£241,441.60	£41,117.88k	£200,323.72
Full Implementation			Total gross savings	Consumption Costs	Net savings per annum
Contact Centre (remaining)	£1,462,687.59	£1,482,031.32	£2,944,718.91	£519,579.37	£2,425,139.54
Satellite	£139,202.74	£81,877.94	£221,080.68	£82,538.23	£138,542.45
Hunt Groups	£94,327.25	£21,738.31	£116,065.56	£74,960.27	£41,105.29
Total	£1,937,659.17	£1,585,647.58	£3,523,306.75	£718,195.75	£2,805,111.00

Table 5:

	General Fund	HRA / Other				
Initial Automation			Total gross savings	Consumption Costs	Net savings per annum	Implementation Budget
Contact Centre	£241,441.60	£0	£241,441.60	£41,117.88k	£200,323.72	£250k
Full Implementation			Total gross savings	Consumption Costs	Net savings per annum	Implementation Budget
Contact Centre (remaining)	£1,462,687.59	£1,482,031.32	£2,944,718.91	£519,579.37	£2,425,139.54	£1.5m
Satellite	£139,202.74	£81,877.94	£221,080.68	£82,538.23	£138,542.45	
Hunt Groups	£94,327.25	£21,738.31	£116,065.56	£74,960.27	£41,105.29	
Total	£1,937,659.17	£1,585,647.58	£3,523,306.75	£718,195.75	£2,805,111.00	£1.75m

Table 6:

Description	Contact Centre (No automation)
Current annual costs of the Contact Centre's use of Cirrus, with Calabrio	£730,000.00
Forecasted annual costs of the Contact Centre's use of Amazon Connect (like for like replacement), with Calabrio	£580,761.09

Voice Automation Cabinet Executive Report

Appendix D: Implementation Plan & Delivery method

The Council's ability to deliver voice automation capabilities and realise benefits from these are impacted by a number of factors:

- The procurement of a new contact centre platform, scheduled for the start of 2024/25
- The ongoing customer transformation programme
- Other programmes, such as robotic process automation, which may change the ways services fulfill customer requests.

Also, deploying voice automation across multiple service types, as well as locations, can be complex. To mitigate these risks and dependencies, the Council can adopt a delivery approach based on two characteristics:

- Delivering now those voice automations that can be created immediately (because data integrations already exist and are operational) and using this to inform the future delivery of the remainder of the opportunities in alignment with the factors listed above.
- Adopting an agile and modular approach. The technology is new to the Council and there are gaps in the data available, so the approach needs to enable the Council to 'fail fast' and apply instant learning to future activity within the programme.

In practical terms, this means commencing the delivery of voice automations for services in the Contact Centre which have existing Jadu integration, Environmental Health, Highways, Waste Management, Garden Waste.

Implementation plan

A proposed implementation plan (supported by the delivery method outlined on page 26) is outlined below that incorporates interlinked events e.g. contact centre platform procurement. For this implementation plan, it has been assumed that the Council process with a pilot of services with systems that are already integrated to Jadu (4) in the immediate term, followed by automating the in-scope calls remaining in the longer term, delivered in several tranches following the implementation of the new contact centre platform.

Alternatively, if the council wished to commence all voice automation sooner than July 2024, it would be possible for the CCasS platform to be ran alongside Cirrus and calls to be migrated over and voice automation implemented in a phased approach prior to the end date of the existing Cirrus contract. As this would run dual costs, this would heighten the consumption costings across 2023 and 2024.

Phase	List price consumption fees	Implementation costs
Initial Automation / PoC	£40k	£250k
Full Automation - Year 1	£715k	£1.5m
Year 2 and onwards	£715k	£0

Proposed tranches for delivery

- 1) **Phase 1 PoC (4 services)**
 - Environmental Health,
 - Highways,
 - Waste Management
 - Garden Waste.
- 2) **9 Contact Centre services**
 - Adults Social Care
 - Benefits
 - Complaints Line
 - Homes to School Transport
 - Parking
 - Parks
 - Planning
 - Revenues
 - Switchboard
- 3) **9 Contact Centre services**
 - Housing Repairs
 - Housing Solutions and Support
 - Rents
 - Tenancy Estate Management
 - Children's Trust (CC)
 - Clean Air Zone
 - Early Years
 - Household Support Hub
 - School Admissions
- 4) **Satellite services**
 - Business Rates
 - Children's Trust (Satellite)

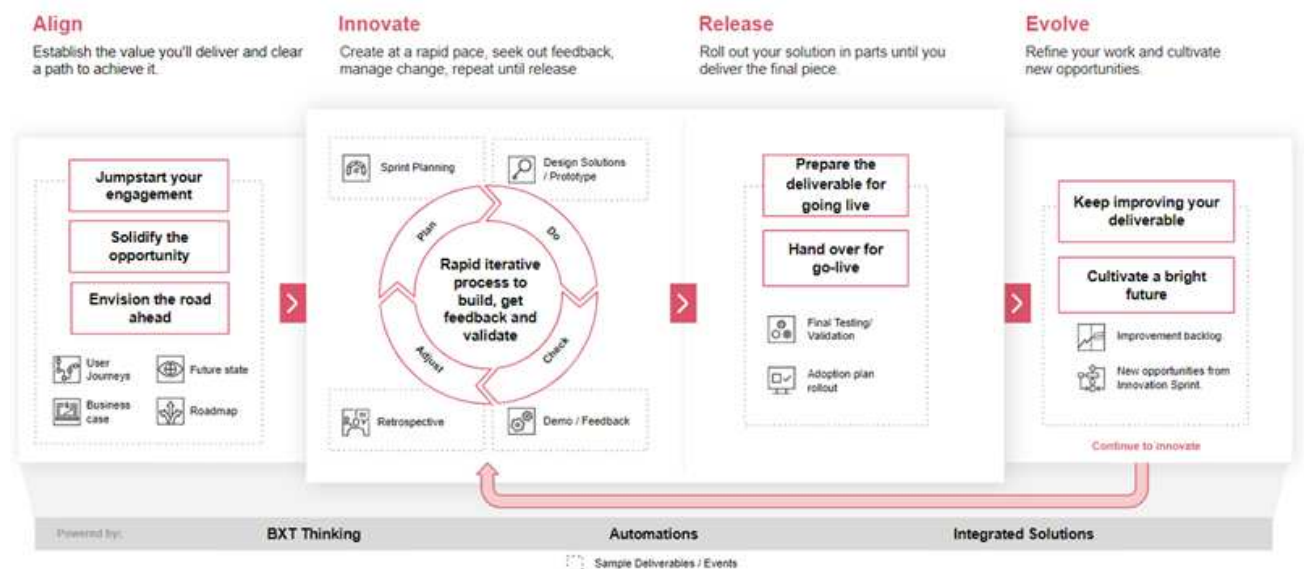
- Complaints
- Human Resources
- ITD Helpdesk
- OOH Home Care
- Parent Link
- Schools Back Office
- Bereavement Services

5) 8 Hunt Group

- Accounts receivable
- Bloomsbury Neighbourhood Service
- Capital Investment
- Commercial Waste
- Parking Enforcement
- Register Office - Birth and Deaths
- Register Office - Notice Applications
- SENAR Parent Line

Proposed Delivery Method

An agile and iterative approach will enable the best balance of user-centricity, inclusivity, speed to value and feedback/testing. This approach can be summarised as follows:



The **Align** phase (c. **2-3 weeks**) is a short and intense preparation for delivery in which the core project team members and their sponsors (incl. Members) and stakeholders will:

- Restate the objectives of the project and agree success measures.
- Agree on the plan and governance, the nature of the benefits and resourcing needed to be successful.

- Agree the approach to be taken to any missing data that impacts on benefits or delivery confidence (specific information pending is listed on page 13).
- Confirm the vendor technology to be used

The **Innovate** phase (**c. 12 weeks, partly concurrent with Release**) is about developing the solution through iterative short feedback cycles to learn and adapt quickly to deliver maximum outcomes. The project team will follow a Plan-Do-Check-Act continuous improvement cycle:

- The "Plan" step determines the approach to meet the objectives and goals outlined from Align, with a focus on realising benefits quickly and efficiently.
- Undertake user research to create call flows that meet objectives and deliver greatest value, based on the outcomes of Align.
- The "Do" step is about building the elements of the solution.
- The "Check" step is about testing that the solution is of high quality, works as intended (internal validation), and meets the end user expectations (external validation).
- The "adjust" step is about reviewing and incorporating learnings from the team's experience plus end user feedback by adjusting the approach for continued development.

The **Release** (**c. 12 weeks, partly concurrent with Innovate**) phase is about preparing the council, reducing risk to an acceptable level, and enabling a smooth roll-out to users. The project team will:

- Confirm that the solution performs as expected and meets the agreed requirements of the client and/or users.
- Confirm who the solution will be handed over to, once it is live - and verify that the intended recipient is ready to adopt the new solution.
- Communicate that, since there will be many releases, expectations will need to be managed: staff will need to understand that there will be a constant state of change. Communication and training will focus on "big rocks" as foundation and feedback on details will be heard and incorporated from each sprint.
- Put the solution live for productive use, including identifying the metrics for measuring the successful go-live.

Key roles

• Project Sponsor

- Ensure that the aims of the project continue to be aligned with the business.
- Ensure the programme is correctly established and supported by necessary control procedures.
- Ensure that an appropriate project structure is in place with agreed plans.
- Monitor and control progress of business change from the project at a strategic level.
- Chair any relevant governance forums.

- Formally close the project and ensure that lessons learned are documented and shared.
- Escalation of risks, issues and constraints to senior management as necessary and to other Stakeholders in a timely manner.
- **Product Owner**
 - Overall ownership of the products being developed; specifically, the automation capabilities that are developed and delivered by the project.
 - Manages the relationship between the Council and other third parties as appointed by the Council.
 - Provides access to the relevant teams and stakeholders within the Council organisation.
 - Responsible for management of the overall backlog.
 - Responsible for sign off of the Backlog for each sprint.
 - Responsible for Acceptance Criteria sign off at the end of each Sprint.
 - Sets, in consultation and agreement with the supplier, priority actions and activities.
 - Escalation point for the management of delivery risks and issues as required.
- **Process Owner(s)**
 - Champion the future state and the means of achieving it.
 - Represent the views of the end customer within the project (based on user research and their own knowledge).
 - Ensure that the backlog addresses the priority areas for meeting customer needs.
 - Ensure Delivery Teams build the right product.
 - Maximise return on investment by setting clear priorities and focusing build activities on these.
- **Integrations Owner**
 - Ensures the availability of components for AWS Connect to integrate to via the Jadu (or other internal systems) platform.
- **Web Content and Forms Owner**
 - Ensures availability of components for Supplier team to edit any web content and build any web forms that may be required.
- **Solution Architect and Delivery Lead:**
 - Supports the Product and Process Owner(s) to convert their understanding of the Council's needs into addressable components of the solution.
 - Supports team members to adhere to the agile processes (as defined in the project terms of reference).

- Removes roadblocks and addresses risks in order to keep delivery team focused on production; escalating to the Project Manager where needed.
- Supports the team to maximise productivity.
- Responsible for daily huddles being held and completed in a timely manner.
- **Development team, comprising the following roles:**
 - User researcher
 - Service / interaction designer
 - AWS Connect Developers (or alternative vendor if selected), as needed.
 - Jadu (and other internal systems) Developer(s), as needed.

VOICE AUTOMATION EXECUTIVE CABINET REPORT

APPENDIX E: AUTOMATION SOLUTION_AWS PRICING

ASSUMPTIONS

Assumptions			
Assumption #1	Details	Data point	Source
Calls			
1	Annual number of calls coming into the contact centre, across the	2,400,000	
2	Avg Call Duration(mins)	10 minutes	
3	Avg Agent Talk Time (mins)	6 minutes	
4	Annual number of outbound calls being transferred to the	35,000	Chris Nairn
5	Annual number of outbound minutes = Outbound calls x 5 minutes	175,000 minutes	
Voice			
6	% contained in IVR	50%	Comparator Council managed
	Lex utterances per call	5.00	
	Annual number of chat sessions	39,600	
7	Average # of messages (customer, bot, agent)	10	

PWC SUMMARY

summary									
<i>these costs should be expected to be lower. This has been pro-rated for the numbers included in the business case. See Appendix 1: Solution Assumptions</i>									
Automation	GF			Recharge			HRA		
	Inbound	Inbound calls	AWS	Inbound	Inbound calls	AWS	Inbound	Inbound calls	AWS
Contact Centre	359,367	580,655	£296,644.40	46,603	77,604	£61,757.83	342,889	471,837	£262,720.42
Satellite	62,551	120,303	£77,749.44	0	10,104	£28,579.56	28,642	48,520	£47,742.60
Hunt Groups	38,745	149,997	£78,971.53	2,765	8,575	£28,971.91	9,537	36,603	£38,775.06
Totals	460,663	850,955	£401,830.05	49,368	96,283	£67,773.96	381,068	556,960	£297,702.75
GF Total				Recharge Total			HRA/Other Total		
				Overall total (email)			Overall total (no email)		
				891,099			1,504,198		
				891,099			1,504,198		
				2,395,297			£715,771.40		
							£707,957.92		
	Contact centre			Satellite			Hunt Groups		
	GF	Recharge	HRA/Other	GF	Recharge	HRA/Other	GF	Recharge	HRA/Other
Total number of inbound	359,367	46,603	342,889	62,551	0	28,642	38,745	2,765	9,537
Total number of inbound	580,655	77,604	471,837	120,303	10,104	48,520	149,997	8,575	36,603
Total number of calls	940,022	124,207	814,726	182,854	10,104	77,162	188,742	11,340	46,140
Total number of outbound					35,000				
Total number of Amazon	6,399	1,304	9,043						
Connect tasks (monthly)		16,747				0			
Chat						3300 per month (pro rata based on % of total calls)			
Wisdom						50% of non automated calls			
Contact lens						% of agent calls analyzed by Contact Lens			15% of chat interactions analyzed by Contact lens
Phase 1 Tasks (monthly)	1,774		0						100%
Remainder Tasks (monthly)	4,625	1,304	9,043						
					14,973				
	Phase 1 (Full PoC + Email)		Remainder CC (Email)						
Total number of inbound automatable calls (annual)	58,981		689,879						
Total number of inbound calls non automatable (annual)	91,480		1,038,615						
Total number of calls (annual)	150,461		1,728,494						
AWS Consumption costs	£41,117.88	£519,579.37	Total P1 + Remainder	£718,195.75					

Title of proposed EIA	Voice Automation
Reference No	EQUA1201
EA is in support of	New Service
Review Frequency	Annually
Date of first review	31/01/2025
Directorate	Council Management
Division	Customer Services
Service Area	Customer Service Programme
Responsible Officer(s)	<input type="checkbox"/> Nikki Spencer
Quality Control Officer(s)	<input type="checkbox"/> Geraldine M Collins
Accountable Officer(s)	<input type="checkbox"/> Sheraz Yaqub
Purpose of proposal	Approval to include voice automation in the procurement to replace the existing contact centre platform (Cirrus contract end Jun24); and the full implementation of a voice automation solution to complete end2end requests with annualised capacity release
Data sources	Consultation Results; Interviews; relevant reports/strategies; relevant research
Please include any other sources of data	Automation Solution_AWS pricing
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders; Employees; Wider Community
Age details:	Voice automation is a technology that can understand, process and respond to human language - whether spoken or typed. It can release call handlers from mundane and repetitive tasks so that

they can undertake the more complex, high-value and rewarding work that matters to most residents.

Voice automation also enhances the experience for citizens through 24/7 availability, minimising call queue times and enabling citizens to fulfil their enquiry and/or transaction end-to-end.

Implementation of a voice automation solution supports the Customer Service Strategy principles and ambition to deliver a best-in-class relationship with our customers offering an improved, consistent and cost-effective end2end experience when accessing services, information or advice from the Council; supporting those who are most vulnerable ensuring simple and accessible points of contact reducing the effort needed to use our services.

The channel shift drive continues, encouraging customers to self-serve, releasing traditional methods such as telephone and face2face to provide focussed support for our more vulnerable users, who may rely on these channels.

Technical advancement within the organisation could potentially exclude older members of staff who are nearer to retirement age as they may not have experienced these new processes before or received any previous training. However, on the flip side they may receive new training and skills that broaden their experience and skillset.

Protected characteristic: Disability

Disability details:

There may be particular age groups that may be more digitally excluded.

There are Council policies to protect and mitigate against staff that may impacted negatively

Service Users / Stakeholders; Employees; Wider Community

Voice automation is a technology that can understand, process and respond to human language - whether spoken or typed. It can release call handlers from mundane and repetitive tasks so that they can undertake the more complex, high-value and rewarding work that matters to most residents.

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The channel shift drive continues, encouraging customers to self-serve, releasing traditional methods

such as telephone and face2face to provide focussed support for our more vulnerable users, who may rely on these channels.

However, there may be particular groups that may be more digitally excluded or may be less able or more able to use the service if implemented such as hard of hearing.

There are Council policies to protect and mitigate against staff that may impacted negatively

Protected characteristic: Sex

Not Applicable

Gender details:

This protected characteristic is not directly impacted by the implementation of a voice automation solution, customers will still have the ability to choose their preferred channel with voice automation adding another option of choice.

Protected characteristics: Gender Reassignment

Not Applicable

Gender reassignment details:

This protected characteristic is not directly impacted by the implementation of a voice automation solution, customers will still have the ability to choose their preferred channel with voice automation adding another option of choice.

Protected characteristics: Marriage and Civil Partnership

Not Applicable

Marriage and civil partnership details:

This protected characteristic is not directly impacted by the implementation of a voice automation solution, customers will still have the ability to choose their preferred channel with voice automation adding another option of choice.

Protected characteristics: Pregnancy and Maternity

Not Applicable

Pregnancy and maternity details:

This protected characteristic is not directly impacted by the implementation of a voice automation solution, customers will still have the ability to choose their preferred channel with voice automation adding another option of choice.

Protected characteristics: Race

Service Users / Stakeholders; Employees; Wider Community

Race details:

.Voice automation is a technology that can understand, process and respond to human language - whether spoken or typed, and as such can be configured to respond to identified languages frequently spoken by the races in our diverse community. It can release call handlers from mundane and repetitive tasks so that they can undertake the more complex, high-value and rewarding work that matters to most residents.

Voice automation also enhances the experience for citizens through 24/7 availability, minimising call queue times and enabling citizens to fulfil their enquiry and/or transaction end-to-end.

Implementation of a voice automation solution supports the Customer Service Strategy principles and ambition to deliver a best-in-class relationship with our customers offering an improved, consistent and cost-effective end2end experience when accessing services, information or advice from the Council; supporting those who are most vulnerable

ensuring simple and accessible points of contact
reducing the effort needed to use our services.

The channel shift drive continues, encouraging customers to self-serve, releasing traditional methods such as telephone and face2face to provide focussed support for our more vulnerable users, who may rely on these channels. However there may be particular groups that may be more digitally excluded or may be less able or more able to use the service if implemented such as english as a first language.

Protected characteristics: Religion or Beliefs

Religion or beliefs details:

[Service Users / Stakeholders; Employees; Wider Community](#)

Voice automation is a technology that can understand, process and respond to human language - whether spoken or typed, and as such can be configured to respond to identified languages frequently spoken across the many religions in our diverse community. It can release call handlers from mundane and repetitive tasks so that they can undertake the more complex, high-value and rewarding work that matters to most residents.

Voice automation also enhances the experience for citizens through 24/7 availability, minimising call queue times and enabling citizens to fulfil their enquiry and/or transaction end-to-end. However, customers will still have the ability to choose their preferred channel if an automated voice

solution does not align with religious beliefs with the ability to opt out and engage with services in traditional ways.

Implementation of a voice automation solution supports the Customer Service Strategy principles and ambition to deliver a best-in-class relationship with our customers offering an improved, consistent and cost-effective end2end experience when accessing services, information or advice from the Council; supporting those who are most vulnerable ensuring simple and accessible points of contact reducing the effort needed to use our services.

The channel shift drive continues, encouraging customers to self-serve, releasing traditional methods such as telephone and face2face to provide focussed support for our more vulnerable users, who may rely on these channels.

Protected characteristics: Sexual Orientation

Sexual orientation details:

Not Applicable

This protected characteristic is not directly impacted by the implementation of a voice automation solution. It will release call handlers from mundane and repetitive tasks so that they can undertake the more complex, high-value and rewarding work that matters to most residents.

	Voice automation also enhances the experience for citizens through 24/7 availability, minimising call queue times and enabling citizens to fulfil their enquiry and/or transaction end-to-end.
Socio-economic impacts	This may affect people who are digitally excluded this maybe impacted by cost of living increases such as inflation etc
Please indicate any actions arising from completing this screening exercise.	Implementation approval
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	Alongside generating savings, this initiative is valuable in building a greater customer experience for citizens of the Council. Therefore as part of this Discovery phase, insights

were obtained to inform the delivery method and progression of implementing voice automation.

A citizen panel event, including panel members and wider volunteers from the community, was ran to enable attendees to experience voice automation and provide feedback, as well as obtain insights as to their 'hopes and fears' of the Council implementing voice automation.

There were several key concerns raised as part of discussions, including:

- **Option to still talk to an agent** - this was raised from the perspective of a vulnerable citizen, as well as those who may have impairments which may make it difficult to interact with voice automation.
- **Option to repeat questions / information provided** - this was raised by participants from the perspective of those who may be hard of hearing, or have perhaps mis-heard part of the interaction.
- **The confidentiality of information provided** - this was raised by participants due to the sensitive nature of some of the contact they have with the Council.

Overall, participants were notably positive about the possible introduction of voice automation and its associated benefits. This was the case particularly in relation to:

- **24/7 availability** - this was raised by participants as they acknowledged often some queries can only be answered within the Contact Centre opening hours, whereas voice automation would provide an all-hours alternative.
- **Minimising waiting time** - this was raised by participants as they understood that for more simple enquiries currently they often have to speak to an agent e.g. to obtain information, report something etc, however with voice automation they would not have to wait for an agent to become available to deal with their query.
- **The storage of information provided** - this was raised by participants in a positive manner, noting that it could be really useful if the call handler had

all of their information to hand whenever they called, so they did not have to repeat themselves etc.

Participants were keen to remain involved in the process, and happy to participate in further sessions to provide further insights as the initiative progresses.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

Reviewed and approved

Decision by Quality Control Officer

Proceed for final approval

Submit draft to Accountable Officer?

No

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

13/10/2023

Reasons for approval or rejection


approved

Please print and save a PDF copy for your records

Yes

Content Type: Item

Version: 32.0

Created at 06/10/2023 03:11 PM by  Nikki Spencer

Last modified at 13/10/2023 11:32 AM by Workflow on behalf of  Nikki Spencer

Close

**Birmingham City Council
Cabinet Committee**

Date 14 November 2023



Subject: Trailblazer 100% Business Rates Retention Agreement

Commissioner Review

The Commissioners have reviewed this report and the recommendations are supported.

Birmingham City Council

Report to Cabinet

14TH NOVEMBER 2023



Subject: TRAILBLAZER 100% BUSINESS RATES
RETENTION AGREEMENT FOR THE WEST
MIDLANDS

Report of: Interim Director of Finance (Section 151 Officer) –
Fiona Greenway

Relevant Cabinet Member: Councillor Brigid Jones – Finance & Resources

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

Report author: Peter Sebastian, Interim Head of Financial Planning

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

1 Executive Summary

- 1.1 The West Midlands have agreed a Trailblazer Devolution Deal with central Government. One element of this devolution deal is the principle of 100% retention of Business rates for the region. This paper is seeking Cabinet approval for the Memorandum of Understanding (MOU) between authorities within the West Midlands Combined Authority area. Cabinet approval is a requirement set out by the Department for Levelling Up, Housing and Communities (DLUHC) to confirm the proposed 100% retention of Business Rates proposal into law.

- 1.2 The proposed MoU is the result of substantial negotiations between regional representatives and the Department for Levelling Up, Housing and Communities (DLUHC). The key features of the proposed MoU are:
- 1.2.1 Extension of 100% Rates retention pilot within the region for ten years from 2024/25.
 - 1.2.2 The deal is conditional upon the West Midlands authorities continuing to provide an annual share of business rates growth to the West Midlands Combined Authority (WMCA).
 - 1.2.3 There will no longer be a regional no-detriment clause. However, there will continue to be a local no-detriment clause, providing support based upon local agreement.

2 Recommendations

That the Cabinet:-

- 2.1 Notes the performance to date of the existing West Midlands 100% Business Rates Retention pilot (summarised in **Section 3** of this report)
- 2.2 Approve the Memorandum of Understanding (MoU) with Government regarding the offer of 10-year, 100% Business Rate Retention for the West Midlands, in accordance with the Trailblazing Devolution Deal (summarised in **Section 4** of this report) on the basis that it offers a broad continuation of the principle of full Business Rate retention which has financially benefitted the Council to date. This approval is required by the end of November 2023 to enable this deal to proceed.
- 2.3 Authorise the Interim Director of Finance (Section 151 Officer) to sign the MoU on behalf of the Council.
- 2.4 Authorise the Interim Director of Finance (Section 151 Officer) to approve the local No Detriment agreement that is to be agreed with the other Constituent Local Authorities of the WMCA, as described in paragraph 4.10.
- 2.5 Notes that the provisional value of WMCA share, which is confirmed on an annual basis, will be agreed by the Section 151 Officers for WMCA and the West Midlands authorities to help place the Combined Authority on a sustainable financial footing, as set out in paragraph 4.4.6.

3 Background

- 3.1 In 2017, the seven Constituent Local Authorities of the WMCA entered into a pilot agreement with Government allowing them to benefit from retaining 100% of the Business Rates generated within their respective regions, compared with 50% nationally, in exchange for forgoing Revenue Support Grant ('RSG'). (RSG is a central government grant given to local authorities which can be used to finance revenue expenditure on any service. The amount of RSG to be provided to authorities is established through the local government finance settlement and is most often used for authorities that generate lower levels of Council Tax within

their area, to top up funding.) Under the 2017 pilot agreement, 1% of local business rates income under both the national and pilot schemes was retained by the West Midlands Fire and Rescue Authority.

- 3.2 Other Mayoral Combined Authority areas also adopted broadly similar 100% pilot arrangements over time.
- 3.3 Whilst initially expected to be a short-term pilot in advance of the national roll-out of 100% business rates retention, the arrangement has been rolled forward under the same terms and conditions annually and remains in effect during 2023/24.
- 3.4 As part of the West Midlands Trailblazer Deeper Devolution Deal, Government has offered to Local Authorities forming both West Midlands and Greater Manchester Combined Authorities only, the opportunity to extend the arrangement on longer term basis; for ten years commencing April 2024.

2017 Pilot Background and Performance

- 3.5 As detailed above, the pilot was initially expected to be in place for only one or two years and represented a fundamental change to the pre-2017 arrangements, where 50% of business rates were retained locally and the remainder was remitted centrally to HM Treasury; whilst Revenue Support Grant (RSG) was also received from Central Government by each West Midlands authority.
- 3.6 The pilot arrangements essentially meant RSG was foregone in exchange for the remaining 50% Central Share of business rates now being retained locally, rather than remitted to HMT, with the result that any growth in business rates was therefore retained locally.
- 3.7 Given this fundamental shift in the Local Authority financing mechanism and associated risk allocation, Government provided a “no detriment guarantee”. This guarantee meant that each financial year, DLUHC compared funding generated under this pilot (i.e. 100% business rates retention) against funding levels if the pilot did not exist (i.e. mirroring the arrangements for other authorities in which 50% of business rates were retained within the region and any funding gaps covered with additional RSG from Government). This calculation was carried out across the pilot area – i.e. all seven constituent Local Authorities within the WMCA. In the event that, collectively, these seven authorities were worse off, Government agreed it would directly reimburse the pilot as a whole (i.e. to ensure no detriment).
- 3.8 If, however, there were instances of isolated detriment (i.e. some Local Authorities worse off but the region as a whole benefitting in aggregate), the collective no detriment clause would not be triggered, and so no compensating funding from Government would be received. However, the arrangement agreed with Central Government stipulated that those Authorities in a gain position would directly reimburse those in a detriment position
- 3.9 The pilot also contained an enhanced “safety net” level for each West Midlands authority of 97% of its Baseline Funding Level, compared with 92.5% nationally,

to reflect the increased exposure to Business Rates risk by way of 100% retention. The safety net is the level below which Government guarantees an authority's income from business rates will not fall.

WMCA Share of the existing Business Rates Retention Pilot

- 3.10 The 2016 Devolution Deal with Government (which was effectively the catalyst for the WMCA and the associated Investment Programme) included an arrangement whereby the Combined Authority would benefit from a share of Business Rates Growth in the region.
- 3.11 At the time of the 2016 Devolution Deal, Local Authorities (and the WMCA) were in the national retention system in which local areas retained 50% of their business rate income and 50% was paid back to HM Treasury.
- 3.12 The move from the national 50% arrangements to the 100% retention arrangements complicated the calculations of Business Rates Growth and hence the amount due to the WMCA. The Local Authorities agreed to fund (from Business Rates gains) the WMCA Investment Programme income profile in line with the original financial modelling expectations; that being £1.5m in year one growing incrementally by £1.5m each year. This arrangement, which is subject to annual agreement, remains intact and the sum due to the Combined Authority from the seven constituent local authorities for 2023/24 totals £12.0m.
- 3.13 The increasing value of the anticipated contribution is included in WMCA Medium Term Financial Plans which are discussed with West Midlands Finance Directors at each planning cycle; with the in-year amount agreed and confirmed annually. Contributions for 2023/24 are shown below for information.

Local Authority	Amount (£)
Birmingham	5,253,100
Coventry	1,444,700
Dudley	1,022,800
Sandwell	1,264,400
Solihull	1,209,800
Walsall	865,300
Wolverhampton	939,900
TOTAL	12,000,000

- 3.14 For local purposes, the WMCA share has been deducted in the gain/detriment calculations before the "no detriment" assessment is carried out.

4 Ten Year Retention Process – summary of new proposed deal

- 4.1 Government is offering a ten year Business Rate Retention deal to those Local Authorities forming Greater Manchester and West Midlands Combined Authorities. This deal enables those authorities to retain 100% of Business Rates for a further ten-year period from 1 April 2024.

- 4.2 The process for entering into this arrangement will require agreement to a new MoU which is still being finalised. The MoU is not a legally binding document, but it will set firm parameters for how this funding stream will be managed over the period for which it is effective.
- 4.3 If the region is not able to reach a timely agreement with DLUHC on the contents of the MoU **by the end of November 2023**, then DLUHC have confirmed the existing pilot arrangements will continue for a further year (2024/25) with the potential opportunity to enter into a 9-year arrangement from April 2025. Whilst there may be no financial implications in 2024/25 for not agreeing the MoU, there is a risk that the opportunity for 100% retention may be withdrawn.
- 4.4 The MoU which requires formal approval is still being finalised. Some of the key factors to highlight are:
- 4.4.1 **Term:** The ten-year arrangement represents a fundamental improvement over the rolling one-year term of the pilot. This should allow Authorities to assemble financial plans with more confidence and where enhanced incomes are projected, Authorities may be enabled to make longer term investment decisions given the arrangements have a degree of longevity.
 - 4.4.2 **No Detriment:** In discussions with DLUHC, they have been clear that the existence of the “no detriment” protection will not carry over to the ten-year arrangement. Further information on negotiations around potential mitigations for this are included in paragraphs 4.5 – 4.10.
 - 4.4.3 **Impact of a Reset:** The ten-year arrangement will be affected by national resets to Business Rates baselines. At the point of a re-set, at a national level, the resources available to all LA's are unchanged in aggregate. However, a reset changes how Government distributes these resources nationally and as such, some LAs could benefit from a reset, others could be worse off. All core funding systems underpinned by Business Rates (the pilot, the national 50% scheme and the ten-year arrangements) are exposed to this issue. The MoU describes how WMCA and its constituent LAs will seek to protect individual West Midlands authorities as far as is possible from adverse outcomes associated with any reset. The detail of how a reset will be undertaken, and when, has yet to be determined.
 - 4.4.4 **Safety Net:** The safety net is a protection within the system for local authorities which guarantees that reductions in Business Rates income is limited to a minimum percentage of the Baseline Funding Level. Under the pilot arrangements, each authority had an enhanced safety net level of 97%, compared with 92.5% nationally. The retention of this level of protection has been successfully negotiated.
 - 4.4.5 **Grants Foregone:** There is no change to the grants foregone compared with the pilot arrangements. West Midlands authorities will continue to forgo RSG only in exchange for increased business rates retention.

- 4.4.6 **WMCA Share:** A share of regional business rates due to the Combined Authority (as discussed in Section 3) is required to remain in place, with details subject to local agreement

No Detriment Clause

- 4.5 As detailed above, DLUHC will not retain the “no detriment” protection that existed under the pilot arrangements, whereby Government would reimburse the West Midlands authorities were they collectively to be in a net deficit position. DLUHC’s view is that the removal of this protection creates a more equitable balance of risk and reward for both Local and National Government.
- 4.6 The no detriment protection has not been called upon since 2016, indicating it may be unlikely that the pool encounters a net detriment. However, the region is yet to experience the impact of a baseline re-set which could make the overall position more marginal, particularly in the early years following a re-set.
- 4.7 DLUHC have indicated there will not be a re-set until 2025/26 at the earliest. Additionally, it is as yet unclear what form a reset will take – for example whether it will be a full or partial reset, whether baseline funding levels will be updated in addition to business rates baselines (and if so on what basis) and which year(s) will be used to set the new baselines. These technical details are likely to have a significant influence on the outcome / impact of this national event. Nevertheless, the negotiating team have sought to agree appropriate protections which are acceptable to both sides.
- 4.8 A reset presents particular risks for the size of the WMCA share because in the year(s) immediately following a reset when business rates baselines are higher, the likelihood of there being insufficient business rates growth from which to fund the expected contribution is increased. Local authorities were concerned that in that scenario they might be expected to mitigate this risk from core resources, in which case they could be financially better off (particularly in the immediate year/s post re-set) in the national 50% scheme.
- 4.9 Through the negotiations with DLUHC steps have been taken to mitigate the loss of the no detriment protection. Firstly, the MoU includes a commitment from Government that, in the event a reset has adverse, unintended consequences on the West Midlands authorities’ ability to fund the WMCA share at the level expected, Government will work with the region to protect the substance of the WMCA share. Secondly, it provides a means of reviewing and modifying the arrangements throughout the ten-year term with the agreement of all Parties.
- 4.10 Outside of the MOU, locally-agreed no detriment protections (i.e. where Authorities in a gain position may compensate Authorities in a detriment position) are able to remain in place and it is recommended that these principles are maintained, with the precise details and mechanics to be worked through with the WM Finance Director Group and local technical group (both of which are groups of officers from each of the seven constituent Authorities)

Post Business Rates Reset

- 4.11 Following a national re-set, which DLUHC have indicated will not take place until 2025/26 at the earliest the region will need to assess how best to use the financial tools at its disposal to ensure that an appropriate share of business rates continues to be provided to assist with the sustainability of the Combined Authority in the most effective and equitable manner, without undermining the resources available to individual local authorities. The MoU is clear in stating that these decisions can be made locally.

5 Options considered and Recommended Proposal

- 5.1 National business rates retention arrangements are highly technical. The extent of the advantages/disadvantages to the West Midlands local authorities and the West Midland Combined Authority (WMCA) from increased retention arrangements is dependent upon numerous factors.
- 5.2 These factors include:
- 5.2.1 Future growth/decline in regional income from business rates;
 - 5.2.2 The timing of, and outputs from, national business rates resets; and
 - 5.2.3 Central Government policy and future reform to the business rates system.
- 5.3 It is therefore extremely difficult to accurately forecast the West Midlands pool gain/detriment position, particularly in the long-term after the next national business rates reset¹.
- 5.4 The Department for Levelling Up, Housing and Communities (DLUHC) have stated in negotiations that any new arrangements **will not** contain a full no detriment clause, which is currently in place.
- 5.5 Should West Midlands collectively as a region ultimately not agree long-term increased retention arrangements with DLUHC, and return to the national 50% retention scheme, the region will reduce its long-term dependency on funding from business rates and sensitivity to falls in regional income from business rates below the Baseline Funding Level ('BFL').
- 5.6 However, the region would also lose the opportunity to benefit from 99% of any growth that occurs above the BFL and would need to develop an alternative strategy to provide the funding for WMCA expected from Business Rates ('WMCA Share')².
- 5.7 It is DLUHC's ambitions for the new arrangements to be implemented from 2024/25. Should agreement not be reached between the West Midlands and DLUHC in accordance with the timescales required for 2024/25 implementation, the current pilot arrangements would continue for one additional year (being 2024/25).

DLUHC have verbally stated that work for a nine-year arrangement to be implemented from 2025/26 would "probably" continue, although this is dependent

upon the reasons for non-implementation in 2024/25. Therefore, there is a risk that should arrangements not be agreed for implementation from 2024/25, the West Midlands may lose the opportunity to participate in 100% increased retention arrangements from 2025/26 onwards.

5.8 The Council could choose to not agree to the proposals. This this would reduce its long-term dependency on funding from business rates and sensitivity to falls in regional income from business rates below the Baseline Funding Level ('BFL'). However, it would also lose the opportunity to benefit from 99% of any growth that occurs above the BFL and would need to develop an alternative strategy to provide the funding for WMCA expected from Business Rates ('WMCA Share'). This is therefore not recommended.

5.9 It is therefore recommended that the proposals are approved, in order that the Council receives the maximum gain from future growth in Business Rates Income.

6 Consultation

6.1 The proposed MoU has been discussed with West Midlands Finance Directors and the West Midlands Finance Technical Group.

7 Risk Management

7.1 The monitoring of the Council's Collection Fund Income is part of the Council's arrangements for the management of financial issues.

8 Compliance Issues:

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

The proposal supports the following objective of the Council:

A prosperous city, built on an inclusive economy – by attempting to maximise the benefit from growth in Business Rates.

8.2 Legal Implications

8.2.1 Section 151 of the 1972 Local Government Act requires the Chief Finance Officer (as the responsible officer) to ensure the proper administration of the City Council's financial affairs.

8.2.2 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.

8.3 Financial Implications

8.3.1 The forecast for future business rates income will be updated as part of the 2024/25 budget-setting process and will factor into the updated Medium Term Financial Plan (up to 2027/28).

- 8.3.2 The 10 year 100% Business Rates Retention Agreement, proposed for approval in this report, is a broad continuation of the existing pilot arrangements. Therefore, it is not expected that this new agreement will alter the basis for forecasting business rates income within the MTFP.
- 8.3.3 Business Rates income constitutes a significant percentage of the Council's income. Table 1 shows that Business Rates income was forecast to be £410.9m (as per the budget for the 2023/24 financial year). This made up 44% of the total resources requirement of the Council that was approved by Full Council in February 2023.

Table 1 – funding requirement for 2023/24

	2023/24 £m
Base budget 2023/24	759.231
Changes in pay and price inflation	85.045
Budget pressures	24.851
Corporate adjustments:	
Other net change in use of / contribution to reserves	145.954
Corporately managed budgets	18.322
Changes in corporate government grants	(59.468)
Total expenditure	973.935
Business Rates	(410.863)
Top Up Grant	(69.303)
Council Tax	(429.159)
Collection Fund (surplus)/deficit Business Rates	(1.721)
Collection Fund (surplus)/deficit Council Tax	(14.032)
Total resources	(925.078)
Savings requirement	48.857
Planned savings	(48.857)
Other solutions to be determined	0.000

- 8.3.4 For information, Table 2 shows budgeted income from Business Rates and associated Section 31 Grants in the Financial for the next ten financial years from 2023/24:

Table 2: Budgeted Business Rates and associated Section 31 Grants

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Budget per MTFP	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Business Rates	410.863	487.854	495.937	501.120	515.316	528.684	542.390	555.877	569.696	583.869
Section 31 Income	151.545	113.322	115.285	116.176	119.455	122.460	125.537	128.590	131.715	134.764
Total	562.408	601.176	611.222	617.296	634.771	651.144	667.928	684.467	701.411	718.633

- 8.3.5 This forecast is currently being reviewed as part of the budget-setting process for 2024/25 and the Medium-Term Financial Plan.
- 8.3.6 It should be noted that all of this income from business rates is not ringfenced – with the exception of the contributions to the Fire authority and the West Midlands Combined Authority (reviewed yearly) – a is used to support a full range of activities within the Council's General Fund.

8.4 Procurement Implications (if required)

8.4.1 N/A

8.5 Human Resources Implications (if required)

8.5.1 N/A

8.6 Public Sector Equality Duty

8.6.1 There are no additional Equality Duty or Equality Analysis issues beyond any already assessed in the year to date. Any specific assessments needed shall be made by Directorates in the management of their services.

9 Appendices:

9.1.1 Draft Memorandum of Understanding (MoU) for the Trailblazer 100% Business Rates Retention Agreement: West Midlands

10 Background Papers:

10.1.1 None

OFFICIAL-SENSITIVE – NOT GOVERNMENT POLICY

This document represents policy in development and should not be taken as government policy. It may be used to illustrate the direction of trailblazer deals to relevant impacted parties. Information below is subject to change but will not be done so substantively without prior consultation with areas.

Version 3 – 12 September 2023

Notes on Version: On 12 Sept, DLUHC accepted changes received by WMCA from WMFDs on 7 Sept. Additional paragraphs 14 & 15 on growth zones now added following receipt from DLUHC.

Trailblazer 100% Business Rates Retention Agreement: West Midlands

1. This agreement sets out the terms by which the local authorities listed at Annex A (hereafter referred to as the West Midlands authorities) and the West Midlands Combined Authority (hereafter referred to as the Combined Authority and WMCA) will implement the 100% business rates retention arrangement as included in the WMCA Trailblazer deeper devolution deal, published 15 March 2023.
2. This agreement comes into effect from 1 April 2024 and will be in place for the Financial Years 2024-25 to 2033-34 inclusive.
3. Superseding the agreement between the Government and the West Midlands authorities (attached at Annex B) in place from 1 April 2017 to 31 March 2024, the arrangements implemented from 1 April 2024 will aim to:
 - Support the long-term financial and economic sustainability and economic growth of the combined authority.
 - Support devolution strategy and Levelling Up objectives across local government.
 - Provide more control of income and strengthen local accountability, whilst recognising that risk comes with reward and deeper devolution comes with strong accountability.

4. Upon the arrangement coming into effect on 1 April 2024, the West Midlands authorities will continue to retain 99%¹ of their non-domestic rating income². They will also receive section 31 grants in respect of Government changes to the business rates system. Section 31 grant receivable by the West Midlands authorities will amount to 99% of the value of the lost income. West Midlands authorities will forgo Revenue Support Grant, but tariffs and top-ups will be adjusted to ensure cost neutrality.
5. The value of these grants in 2024-25 to 2033-34 will be set out each year in the annual Local Government Finance Settlement.
6. Business rate shares, tariffs and top ups and baseline funding levels for 2024-25 to 2033-34 for West Midlands authorities will also be set out in the annual Local Government Finance Settlement.
7. The government set out at the inception of the business rates retention system, a mechanism by which business rates baselines will be reset and the accumulated growth redistributed, reflecting the differences between local authorities' relative needs and their business rates income. The amounts to be received or paid by authorities (top-ups and tariffs) will be re-determined periodically through a business rates reset, for which these arrangements will be in scope. The only exemption from a reset - at HMG's discretion - will be designated in law, with legislation denoting a specific geographic area.

Combined authority share of retained business rates

8. The West Midlands trailblazer devolution deal stated that the retention of 100% business rates in the area over the 10-year term is conditional upon the West Midlands authorities continuing to provide an annual share of business rates growth to the WMCA, to support the long-term financial and economic sustainability and economic growth of the Combined Authority and the West Midlands regionally.
9. In 2024-25, the Combined Authority share of retained business rates from constituent authorities will total £13.5m, with this expected to increase by a maximum of £1.5m per annum. The provisional value of this share, which is confirmed on an annual basis, is agreed by the Section 151 Officers for WMCA and the West Midlands authorities to help place the Combined Authority on a sustainable financial footing.

¹ 1% will continue to fund Fire and Rescue responsibilities.

² As defined in the Non-Domestic Rating (Rates Retention) Regulations 2013 (SI2013/452) (as amended).

10. Should a reset of business rates baselines substantially and materially impact the financial positions of constituent authorities in such a way that the funding arrangements set out in **paragraph 9** for the Combined Authority share are at risk, HMG will maintain the substance of the WMCA share as set out in **paragraph 9**. Any such changes to the Combined Authority share arrangement would require collective agreement of HMG, the WMCA and the West Midlands authorities.

Risk and reward

11. Notwithstanding the calculation and payment of any levy or safety net under the Regulations, the Government will calculate levy and safety net payments due from/to individual West Midlands authorities on the basis that each authority had a “zero” levy rate and a safety net threshold of 97%. This reflects the additional level of risk brought through 100% rates retention. [To note – the mechanics of safety net payments by government are yet to be agreed.] These will be applied at an individual authority level.

Considering the agreement on levy rate and a safety net threshold and with view to finding the right balance of risk and reward, the Government and West Midlands agree to remove the ‘no detriment’ clause included in the 2017 devolution deal, as included at Annex B(i). West Midlands will continue to apply a local-level assessment of the ‘no detriment’ determination per authority, with constituent authorities across the area providing support based upon local agreement.

Interactions with other government policy – Investment Zones

12. Local authorities must ensure that the benefit of locally retained business rates above the agreed baseline that are generated from the Investment Zone BRR site (s) contribute to and promote the objectives of the Investment Zone. Calculations of growth will be delivered by designating the Investment Zone Business Rate Retention sites in regulations made under paragraph 39 of Schedule 7B to the Local Government Finance Act 1988. The Regulations will provide that, within the designated area, the billing authority will retain 100% of the collectible business rates in excess of a baseline set in the regulations. Local areas will be responsible for ensuring that the cumulative amount of investment within the Investment Zone at minimum includes the business rates retained locally through the Investment Zone business rates retention site.

13. Where expected growth in locally retained business rates have been assumed and budgeted for use within Financial Year 2024-25 prior to Investment Zone baselines being set, and this can be evidenced sufficiently, government will allow full relaxation of spending requirements within the Investment Zone business rate retention site for FY2024-25.
14. Alongside the 10-year business rates retention arrangements, government and West Midlands aim to designate for FY2024-25 up to *[insert number]* 'Growth Zones' within the West Midlands. These sites will retain growth above an agreed baseline for a period of 25 years.
15. Calculations of growth will be achieved by designating the growth zone in regulations made under paragraph 39 of Schedule 7B to the Local Government Finance Act 1988. The Regulations will provide that, within the designated area, the billing authority will retain 100% of the collectible business rates in excess of a baseline set in the regulations.

Trailblazing and beyond

16. Should government policy on devolution advance significantly during these arrangements' 10-year period, central government will discuss, where appropriate, the feasibility and suitability of further devolution measures – providing such measures are not counter to the objectives set out in **paragraph 3**.

Review of the arrangement

17. The Government, WMCA and West Midlands authorities agree to consult on and review the implementation and functioning of this arrangement as necessary throughout the period set out at **paragraph 2**. This may result in modification to the terms of this arrangement, where agreed by Government, WMCA and the West Midlands authorities.

18. Should such modification under **paragraph 17** be necessary, the arrangements under this agreement may be suspended pending final agreement, providing:

- (a) Adequate notice is provided to DLUHC for the purposes of the local government finance settlement; and
- (b) Local Authorities share with DLUHC a clear plan for how the WMCA share will be maintained at an appropriate level, in accordance with the terms set out at **paragraphs 9 to 10**.

Signing of the agreement

For the Government:

Nico Heslop

For WMCA and West Midlands
authorities:

Laura Shoaf

Annex A: Authorities covered by the agreement

West Midlands authorities
Birmingham
City of Wolverhampton
Coventry
Dudley
Sandwell
Solihull
Walsall
West Midlands Combined Authority

Annex B: The agreement between Government and the West Midlands authorities (except West Midlands Combined Authority) in place from 1 April 2017 to 31 March 2024

100% Business Rates Retention Pilot Agreement: West Midlands

This agreement sets out the terms by which the local authorities listed at Annex [A]¹ (hereafter referred to as the West Midlands authorities) will pilot 100% business rates retention.

This agreement comes into effect from 1st April 2017 and expires on the national introduction of full business rates retention.

The pilot is to be without detriment to the resources that would have been available to individual West Midlands authorities under the current local government finance regime, over the four year Settlement period, including the resources that would have been available to the Councils under the business rates retention scheme. Details of this arrangement are set out under Annex [B(i)].

From 1st April 2017 the West Midlands authorities will retain 99%² of their non-domestic rating income³ plus compensation, via section 31 grant, for Government announcements that have reduced business rates income amounting to 99% of the value of the lost income. Tariffs and top-ups will be adjusted to ensure cost neutrality. In moving to 100% rates retention DCLG will no longer pay Revenue Support Grant to the West Midlands authorities.

The value of what would have been this grant in 2017/18 is set out in Annex [not included].⁴ Under the terms of the multi-year settlement agreed with West Midlands authorities, the Government has agreed to provide greater certainty about Revenue Support Grant totals from 2017-18 until the end of the Parliament. Whilst RSG totals will need to take account of future events such as the transfer of functions to local authorities, transfer of responsibility between authorities and other unforeseen events, the Government expects the totals set out in Annex [not included] for future years to be those used in future local government finance settlements.

Business rate shares; tariffs and top ups and baseline funding levels for 2017/18 for West Midlands authorities are set out in Annex [not included].

Levy and safety net payments due from/to the West Midlands authorities, or any pool of which they are members, will be calculated, in accordance with the Non-Domestic Rating (Levy and Safety Net) Regulations 2013 (SI 2013/737) (as amended), as if

² 1% will continue to fund the West Midlands Fire and Rescue Authorities.

³ As defined in the Non-Domestic Rating (Rates Retention) Regulations 2013 (SI2013/452) (as amended).

⁴ Figures set out in Annex C are set for 3 years 2017/18 – 2019/20. These are subject to change in 2018/19 should funding allocations change for the services funded through business rates.

West Midlands authorities were not 100% pilots, but instead were operating under the 50% rates retention scheme.

However, notwithstanding the calculation of levy and safety net payments under the Regulation, the Government will calculate levy and safety net payments due from/to individual West Midlands authorities on the basis of their “retained income” as 100% pilot authorities and on the basis that each authority had a “zero” levy rate and “safety net threshold” of 97%. Any safety net payment due as a result of these calculations will be paid via a section 31 grant.

The Government is committed to work with the West Midlands authorities to develop and deepen the pilot for 2018-19 in line with the ambitions of the authorities. For 2018-19, the Government and West Midlands authorities will revise the pilot to reflect any changes to funding allocations; and will review the terms of the pilot with a view to the possibility of:

- *rolling-in further grants and funding streams, (with commensurate adjustments to tariffs and top-ups), including those that might assist West Midlands authorities to grow jobs and improve their skill base; and*
- *assisting West Midlands authorities to provide the necessary infrastructure to grow jobs and skills, by creating an investment capability to support growth by means of adjustments to the operation of the pilot and the business rates retained under it.*

Annex B(i): No Detriment

Calculating “No-Detriment”

Introduction

1. *The 100% pilot is without detriment to the resources that would have been available to the West Midlands authorities under the current local government finance regime over the four year settlement period.*
2. *In any year for which the pilot exists, to the extent that the pilot arrangements result in fewer resources being available to West Midlands Authorities than would have been the case under the existing local government finance regime, the Government will make good the difference, as measured at the level of the pilot area.*
3. *The “no detriment” calculation will be undertaken following the end of the financial year and the submission of certified figures for non-domestic rating income (i.e. following submission of certified NNDR3s) and any payment due from Central Government will be made on the same date as any other 2017/18 reconciliation or Safety Net payments.*

Principles

4. *To calculate whether the “no detriment” clause is triggered, for each individual authority, we will compare the difference between (A) and (B) for each year, where:*

(A) is the sum that would have been retained by the West Midlands authorities under the 50% rates retention scheme in that year, and (B) is the retained business rates income actually retained under the pilot.

A and B will comprise of the following:

(A)

- i. *49%⁵ of certified non-domestic rates income for the West Midlands authorities;*
- ii. *compensation for Enterprise Zone reliefs – (currently deducted from the ‘central share’).*

⁵ 1% going to the West Midlands Fire and Rescue Authority

- ii. *the tariff/top-up payment that the authorities would have paid/received if the authorities had not been part of the 100% pilot;⁶*
- iv. *any safety net payment that would have been due to the authorities under the 50% scheme based on a safety net threshold of 92.5% of Baseline Funding Level; and*
- v. *the section 31 payments resulting from Government announcements that would have impacted on retained business rates income that would have been due to the authority under the 50% scheme;*
- vi. *any money from additional growth pilots i.e. relating to the West Midlands devolution deal and;*
- vii. *the amount of revenue support grant that would have been paid to the authorities. The amounts are listed at Annex C.*

(B)

- i. *99% of certified non-domestic rates income;*
- ii. *The tariff/top up payment for the authority for the year;⁷*
- iii. *Any safety net payment, and/or s.31 payment in lieu of a safety net payment based on 97% of the baseline funding level for the year;*
- iv. *Section 31 Grants due under 99% rates retention⁸, including compensation for Enterprise Zone reliefs.*

The differences between (A) and (B) at the authority level will then be aggregated at the pilot level and only if $A > B$ at the aggregate level, will a payment be due from central government to the value of that positive difference.

The 100% pilot will apply from 1 April 2017 and the business rates income and share of provisions due to each authority under 100% rates retention will

⁶ For 2017/18, this will be a “notional” tariff and top up based on the 2016/17 tariff/top-up, adjusted for the “Revaluation wash-through” that would have applied if the authority had not been a 100% pilot. For 2018/19, it will be the 2017/18 “notional” tariff/top-up adjusted for the revenue support grant that will have been included in the 2018/19 pilots; for the on-going “Revaluation wash-through” and for the reconciliation of the 2017/18 “Revaluation “wash-through” adjustment; and multiplied by the change in the small business rates multiplier.

⁷ For 2017/18, as set out under Annex C, and for 2018/19, the value for 2017/18 adjusted for the revenue support grant that would have been transferred in 2018/19, for the on-going “Revaluation wash-through” and for the reconciliation of the 2017/18 adjustment, and multiplied by the change in the small business rates multiplier.

⁸ The calculation of section 31 grants due to authorities will be based on 99% local shares – except insofar as the existing “50%” shares will continue to be used in respect of adjustments prior to 2017/18.

apply from this date. Prior year adjustments of income for years before 2017-18 will continue to be based on the 50% scheme. These include:

- a. Prior year adjustments to which section 31 grants would apply.*
- b. Prior year adjustments for reliefs.*
- c. Calculation of the Collection Fund surplus deficit, or any part of it, relating to 2016/17.*

The West Midlands authorities agree that they will also apply this no detriment calculation at an individual authority level. In the event that $A > B$ for one or more authorities, the other authorities will contribute the necessary funds to fully reimburse this difference. Contributions will be pro rata to each authority's excess of B over A.

The West Midlands authorities acknowledge that the business rates growth amount due to the Combined Authority under the Devo Deal is part of the figure set out in (b) above. The councils are committed to further discussions with the Combined Authority to agree the calculation of this share but, in the absence of any other specific agreement, this will be the amount that would have been due under (A)vi above. The authorities and DCLG are further committed to pursuing discussion with the Combined Authority to seek to develop and pilot alternative approaches to the calculation of the amount due to the Combined Authority under the Devo Deal growth pilot with 100% local retention of business rates, with a view to possible implementation from 2018/19 onwards.

Birmingham City Council

Cabinet Committee

Date 14 November 2023



Subject: **Private Rented Sector Pathfinder Programme Grant
2023-25**

Commissioner Review

The Commissioners have reviewed this report and the recommendations are supported.

Birmingham City Council

Report to Cabinet - Private Rented Sector Pathfinder Programme Grant 2023-25

14 November 2023



Subject: Private Rented Sector Pathfinder Programme Grant 2023-25

Report of: Craig Cooper, Strategic Director, City Operations

Relevant Cabinet Member: Cllr Jayne Francis, Housing & Homelessness

Relevant O&S Chair: Cllr Mohammed Idrees, Homes

Relevant O&S Chair: Cllr Jack Deakin, Resources

Report author: Nick Lowe, Head, Licensing, Markets and Private Rented Service

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: 011970/2023		
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 31st March 2023, the Department for Levelling Up, Housing & Communities (DLUHC) announced funding for a Private Rented Sector (PRS) Pathfinder Project for the West Midlands, for the periods, 2023-24 and 2024-25.
- 1.2 The total allocation is £900,000 for 2023-24, and £900,000 for 2024-25, a total of £1.8 million for the two-year period. Of this amount £300,000 per year is designated for Birmingham, the remaining funds will then be distributed through BCC to Coventry CC, Sandwell MBC, Solihull MBC, Walsall MBC and City Of Wolverhampton Council.

- 1.3 Due to the time requirements from DLUHC in terms of receipt of the funds, this report seeks retrospective Cabinet approval to receive and spend this Grant allocation in line with the terms of the ring-fenced Grant. We expect the first tranche of £450,000 to be allocated by the end of October, this is a DLUHC set date for money release and there is no discretion with this.

2 Recommendations

- 2.1 Cabinet is recommended to: -

- 2.1.1 Authorise the acceptance of the relevant Private Rented Sector Pathfinder Project funding in the amounts for 2023-24 of £900,000 and 2024-25 of £900,000.
- 2.1.2 Authorise the expenditure programme set out in Appendix 1.
- 2.1.3 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 The project proposal is to trial a proactive inspection and enforcement programme across 2 high ranking Lower Super Output areas (LSOA's) in Birmingham and in each of the participating Local Authorities (LAs) across the West Midlands.

The participating partners are:

- Birmingham
- Coventry
- Sandwell
- Solihull
- Walsall
- Wolverhampton

- 3.2 For residents in PRS properties within the focus areas, the aim, over the life of the project, is to improve property conditions and management standards, improve visual amenity, and reduce transiency. It is hoped that these improvements will lead to stronger more resilient communities. Each LA will be sharing progress and best practice as part of the quarterly project board meetings to ensure an ongoing consistent approach throughout the life of the project. The project will test the enforcement activities around the inspections to determine if a proactive approach is more effective than a reactive one.
- 3.3 At the end of the project, we seek to be able to demonstrate that tenants, landlords and property agents will be more aware of their rights and responsibilities. PRS property in each project area should be free from hazards and there will be appropriate certification in place (gas safety, electrical safety, properly licenced if required etc). The publicity from the project will help to inform tenants, landlords and agents of their statutory rights and responsibilities and drive wider

improvements across the region. It will sharpen the focus on providing decent homes and the implications for not addressing disrepair but should also highlight the need for regular and planned maintenance.

- 3.4 Each LA will have qualitative stock information and a better understanding of the PRS markets in its own area at the end of the project and will be able to use the information to plan strategic interventions and investments going forwards. The networks developed by enforcement officers across the region will be strengthened and best practice more widely adopted.
- 3.5 This project is trialling a new approach to intensive proactive enforcement work in the PRS to bring about sustainable change in the property conditions and management standards. The use of other supporting legislation outside of the Housing Act 2004 and the Housing and Planning Act 2016 will be documented and shared throughout the project.
- 3.6 Landlords will be informed in advance that they will be required to provide, for inspection, copies of documentation that they should already have to ensure they are compliant with legislation relating to the letting of properties, for example, a copy of the Electrical Installation Condition Report, Gas Safety Certificate, Energy Performance Certificate. The tenant's version of the letters will be supportive and written to be educational about their rights (and reinforce the "how to rent" messages and behaving in a tenant like manner), and they will be provided with information about tenancy support if required. Each LA may be able to demonstrate wider outcomes such as stronger communities, reduced homelessness, and area uplift.
- 3.7 The project will be the subject of DLUHC evaluation, to be carried out by the independently commissioned Kantar Public. It is to test pilot projects around enforcement in the PRS which will help to shape Renters Reform Guidance and other Government initiatives. The West Midlands pilot have been asked for baseline data at local authority level, which includes information on the current situation in the PRS (stock condition, level of Cat 1 and 2 Hazards, level of enforcement activity etc). This is to understand the quality of accommodation, resources for enforcement and data on civil penalties before the Pathfinder programme started.
- 3.8 This will then be compared with monitoring data that will be provided monthly as agreed with DLUHC for the duration of the programme. There are 37 lines of monitoring data that will be provided, including visits, hazard identification, enforcement notices, civil penalties and wider strategic measures.
- 3.9 The contents of this report have been shared with Councillor Jayne Francis, Cabinet Member for Housing and Homelessness, at various stages in the last 3 months and who on 11th October 2023 confirmed agreement with the report.

4 Options considered and Recommended Proposal

- 4.1 Do nothing:

This option would risk the Council foregoing additional funding to support the PRS service and obtaining quantitative and qualitative data to further inform regional and national PRS Policy decisions and local interventions.

This option is not recommended

4.2 Accept Grant Allocation:

The overall aim of the project will be to build a culture where it is expected that landlords and agents will carry out regular maintenance checks to their properties to ensure that they remain in good repair as opposed to reacting only when a complaint is received.

This option is recommended.

5 Consultation

- 5.1 Consultation has been undertaken with the partner authorities to agree the terms of the project. In addition, a memorandum of understanding has been agreed between DLUH and BCC, forwarded to them on 26th September 2023, and between BCC and the partner authorities.

6 Risk Management

- 6.1 If the grant is not accepted, in addition to the benefits of the project potentially being lost, the grant will likely be assigned to another authority with the consequent reputational loss. Whilst there is no specific duty on the council to undertake this work, the project will support other statutory functions.

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.

7.2 Legal Implications

There are no specific legal implications concerning this report.

7.3 Financial Implications

7.3.1 The report seeks approval to accept and spend grant of £1.8m allocated £0.9m in 2023/24 and £0.9m in 2024/25. In each year, £0.6m will be

passported to other Local Authorities in the West Midlands with £0.3m utilised by Birmingham City Council. All spend will be contained within the grant. Spend request has been approved by the S151 Board. Local Authority allocations are outlined in appendix 1

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

The public sector equality duty drives the need for equality assessments (Initial and Full). An initial assessment (appendix 2) has been prepared based upon available knowledge and information. The assessment concluded that there is no adverse impact.

8 Environment Sustainability Assessment

Initial assessment undertaken (appendix 3). Confirmed full assessment not required at this stage.

9 Background Documents

The Department of Levelling Up, Housing and Communities PRS Pathfinder Project scoping document.

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 Assessment

Appendix 3 – Environment and Sustainability Assessment

Appendix 1; Table setting out indicative spend of grant 2023-24 and 2024-25

Line Item	FY22/23	FY23/24	FY24/25	Total
<i>Please list out broad financial elements of the proposal. Some examples have been provided</i>				
Birmingham City Council – lead authority	£0	£300	£300	£600
Coventry City Council	£0	£125	£125	£250
Sandwell Metropolitan Borough Council	£0	£125	£125	£250
Solihull Metropolitan Borough Council	£0	£100	£100	£200
Walsall Metropolitan Borough Council	£0	£125	£125	£250
City of Wolverhampton Council	£0	£125	£125	£250
	£0	£	£	£
Total	£0	£900	£900	£1.80m

Appendix 2

Title of proposed EIA	Pathfinder Programme Grant
Reference No	EQUA1172
EA is in support of	New Strategy
Review Frequency	No preference
Date of first review	13/07/2023
Directorate	City Operations
Division	Regulation and enforcement
Service Area	Private Rented Team
Responsible Officer(s)	Nick Lowe
Quality Control Officer(s)	Leroy Pearce
Accountable Officer(s)	Sajeela Naseer
Purpose of proposal	Trial proactive inspection and enforcement programme
Data sources	relevant research
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Not Applicable
Age details:	
Protected characteristic: Disability	Not Applicable
Disability details:	
Protected characteristic: 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

Appendix 2

Race details:

Protected characteristics: Religion or Beliefs Not Applicable

Religion or beliefs details:

Protected characteristics: Sexual Orientation Not Applicable

Sexual orientation details:

Socio-economic impacts

Please indicate any actions arising from completing this screening exercise. none identified

Please indicate whether a full impact assessment is recommended NO

What data has been collected to facilitate the assessment of this policy/proposal? background research

Consultation analysis The project will benefit all tenants equally and will have no adverse impact on any particular protected characteristic

Adverse impact on any people with protected characteristics. none identified

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? The project will benefit all tenants equally and will have no adverse impact on any particular protected characteristic

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.

Initial equality impact assessment of your proposal

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA The project will benefit all tenants equally and will have

Appendix 2

no adverse impact
on any particular
protected
characteristic

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

Sent to the
Accountable Officer
for final approval.

Decision by Quality Control Officer

Proceed for final
approval

Submit draft to Accountable Officer?

Yes

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

28/09/2023

Reasons for approval or rejection

The project will
benefit all tenants
equally and will have
no adverse impact
on any particular
protected
characteristic

Please print and save a PDF copy for your records

Yes

Content Type: Item

Version: 55.0

Created at 13/07/2023 10:23 AM by [Emma Rohomon](#)

Last modified at 28/09/2023 11:32 AM by Workflow on behalf of [Sajeela Naseer](#)

Project Title:	Pathfinder			
Department:	Team: PRS		Person Responsible for assessment: Nick Lowe	
Date of assessment: 16/08/23		Is it a new or existing policy/strategy/decision/development proposal?		
Brief description of the proposal: The project proposal is to trial a proactive inspection and enforcement programme across 2 high ranking Lower Super Output areas (LSOA's) in Birmingham and in each of the participating Local Authorities across the West Midlands				
Potential impacts of the policy/development decision/procedure/ on:	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?
Natural Resources- Impact on natural resources including water, soil, air			X	
Energy use and CO ₂ emissions			X	
Quality of environment			X	
Impact on biodiversity			X	
Use of sustainable products and equipment			X	
Council plan priority: a city that takes a leading role in tackling climate change			X	
Overall conclusion on the environmental and sustainability impacts of the proposal'	Full assessment not needed.			

Birmingham City Council

Cabinet Committee

Date 14 November 2023



Subject: Clean Air Zone vehicle scrappage and mobility credit scheme - recommendation to expand scope of the scheme

Commissioner Review

The Commissioners have reviewed this report and the recommendations are supported.

Birmingham City Council

Report to Cabinet

14 November 2023



Subject: Clean Air Zone vehicle scrappage and mobility credit scheme – recommendation to expand scope of the scheme

Report of: Strategic Director, Place, Prosperity and Sustainability

Relevant Cabinet Member: Councillor Liz Clements - Transport

Relevant O &S Chair(s): Councillor Lee Marsham – Sustainability and Transport
Councillor Jack Deakin – Finance and Resources

Report author: Phillip Edwards, Assistant Director – Transport and Connectivity
Tel: 07557 203167
Email: philip.edwards@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, name(s) of ward(s): Ladywood, Bordesley and Highgate, Soho & Jewellery Quarter, Newtown and Nechells		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011851/2023		
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 purpose of this report is to seek approval for the creation of a vehicle scrappage and mobility credit scheme for residents of the Clean Air Zone (CAZ).

- 1.2 The aim of the scheme is to encourage residents of the CAZ who own a vehicle subject to the CAZ daily fee (i.e. a vehicle that does not comply with the emissions standards of the CAZ) to replace that vehicle sooner than what they may otherwise do. Accelerating the replacement of non-compliant vehicles, especially those that are used most frequently in the CAZ supports the achievement of the overall goal of the scheme, which is to achieve compliance with the legal limit for nitrogen dioxide in the shortest possible time (as per the ministerial directions to the Council dated 19 December 2017 and 11 March 2019).
- 1.3 The scheme will be funded (up to £4.000m) from un-used Clean Air Fund (CAF) grant funding which was provided by the Government to the Council in March 2019 following approval of the Council's Government Full Business Case (GFBC). The original scheme comprised of a mobility credit scheme (revenue of £5.420m) and a CAZ worker vehicle scrappage scheme (capital of £5.420m) and was referred to as CAZ Mitigation M1a.
- 1.4 The variation of use of CAF grant funding is subject to the approval of the Government's Joint Air Quality Unit (JAQU), which was confirmed on 09 October 2023.

2 Recommendations

- 2.1 Approve the creation of a CAZ residents vehicle scrappage and mobility credit scheme as part of CAZ Mitigation M1a.
- 2.2 Approve the allocation of up to £4.000m of CAF Grant Funding in support of the scheme.
- 2.3 Delegate approval of a Full Business Case (FBC) and related reports, including any revised financial appraisal and a detailed risk register for the named scheme to the Strategic Director of Place, Prosperity & Sustainability in conjunction with the Interim Director of Finance, and in consultation with the relevant portfolio holder.
- 2.4 Authorise the City Solicitor and Monitoring Officer to execute, seal and complete all necessary documentation to give effect to the above recommendations.

3 Background

- 3.1 Birmingham's CAZ commenced operation on 1 June 2021.
- 3.2 The CAZ was introduced to reduce the levels of the air pollutant nitrogen dioxide (NO₂) to within the legal limit in the shortest possible time, as per the direction to the Council from the Secretary of State for the Environment, Food and Rural Affairs in December 2017.
- 3.3 In order to reduce the impacts of the introduction of the CAZ on certain groups, which were identified through a Distributional Impact Assessment (DIA), the Council proposed a number of mitigations as part of the GFBC and accompanying

CAF report. The GFBC and CAF report were presented to, and approved by, Cabinet on 11 December 2018.

- 3.4 The GFBC and CAF report were subsequently approved by the Joint Air Quality Unit (JAQU) in March 2019. At the same time the Council received a further direction from the Secretary of State for the Environment, Food and Rural Affairs to implement the CAZ and additional measures as per the GFBC.
- 3.5 This report relates to the CAF grant funding awarded to the Council in support of the creation of a CAZ worker vehicle scrappage (£5.420m of capital funding) and mobility credit scheme (£5.420m of revenue funding), which together formed Mitigation M1a.
- 3.6 Upon the confirmed scrapping of a non-compliant vehicle, and proof of compliance with other scheme eligibility criteria (including proof of ownership, workplace within the Clean Air Zone etc), applicants to the scheme are provided with a grant of £2,000 which can be used towards the cost of a compliant replacement vehicle. Alternatively, applicants can choose a mobility credit (£2,000) which is for use on the Transport for West Midlands (TfWM) Swift network.
- 3.7 The scheme complemented a temporary exemption from the CAZ daily fee, which was also available to low-income workers (defined as earning less than £30,000 annually) in the Zone for a period of up to 12 months from the launch of the scheme.
- 3.8 It was expected that a person eligible for the CAZ worker exemption would most likely meet the eligibility criteria for the scrappage and mobility credit scheme and would therefore receive additional support to adapt to the introduction of the CAZ.
- 3.9 The temporary exemption for CAZ workers ended on 31 May 2022 at which point 6,073 exemption permits had been issued.
- 3.10 To date, the CAZ worker vehicle scrappage and mobility credit scheme has received 263 applications. Of the applications received 161 have been approved. 76% of the successful applicants have chosen to replace a non-compliant vehicle. The remainder (c. 24%) chose to take a mobility credit.
- 3.11 The number of applications received is significantly less than originally estimated in the CAF Report for a number of reasons. These include the ongoing impacts of COVID 19 on work and travel behaviours and the impact of inflation on the cost of second-hand vehicles and disposable household income.
- 3.12 Therefore, the original allocation of CAF Grant Funding in support of this mitigation has been underutilised. See the Financial implications section of this report for further detail.
- 3.13 Residents of the CAZ, who owned a non-compliant vehicle, were also provided with a temporary exemption from the CAZ daily fee. This was for a period of up to two years from the launch of the scheme.

- 3.14 At the end of the temporary exemption period (31 May 2023) there were 2,312 active exemption permits. This was less than the number of permits in place at the end of the first year of the scheme (2,965). And over the full period of the scheme 3,720 permits were issued.
- 3.15 Based on the results of the 2021 Census 56% (12,187) of the 21,763 households in the CAZ do not have access to a car/van. This compares with 32% of households across Birmingham that do not have access to a car/van.
- 3.16 This suggests that up to 39% of the households in the CAZ that do have access to a car/van have benefited from the temporary exemption from the daily fee.
- 3.17 Prior to the end of the exemption period permit holders were invited to participate in a survey which sought to better understand what changes, if any, they had made to their travel behaviours. And what, if any, plans they had to change future travel behaviours.
- 3.18 The survey received 396 responses, which exceeded the target of 330 needed for a 95% confidence level with a 5% margin of error in the results.
- 3.19 The survey results indicated that just under a third (29%) of permit holders had already switched to a compliant vehicle or planned to do so in the next 6 – 12 months. Close to half of the respondents (46%) were considering switching to a compliant vehicle but may need support to do so. Finally, a quarter (25%) of respondents indicated that they planned to continue using their current vehicle and pay the daily fee.
- 3.20 Within all three groups around half or more of the respondents indicated that they may face additional barriers to change – including mobility issues and/or are in receipt of one or more benefits.
- 3.21 It should be noted that anyone in receipt of the Higher Rate Disability Living Allowance (DLA) or Personal Independence Payment (PIP), or certain other benefit payments of £71 per week, with at least 12 months left, are eligible to apply to the Motability scheme.
- 3.22 This scheme exchanges the value of the allowance for a new car, wheelchair accessible vehicle, or adaptation, including electric options. On the basis that they are new vehicles they are expected to be CAZ-compliant.
- 3.23 The CAZ was introduced in order to reduce the levels of the air pollutant NO₂ to within the legal limit in the shortest possible time. To achieve this goal the scheme applies a daily fee to vehicles that do not meet its emission standards. It was anticipated that the drivers and owners of vehicles subject to the daily fee would choose to upgrade or replace a non-compliant vehicle or choose to do something different.
- 3.24 Since the introduction of the CAZ the percentage of vehicles subject to the daily fee entering the Zone has reduced from 15.2% (June 2021) to 5.8% (August 2023). This means that the daily average number of non-compliant unique vehicles entering the Zone has reduced from 14,873 (June 2021) to 5,842 (August 2023).

- 3.25 On that basis incentivising residents of the CAZ with non-compliant vehicles to replace them sooner rather than later, especially where there may be additional barriers to change, could help accelerate the rate of change in the overall fleet. And incentivising change is especially important for a group of people where 68% of survey respondents indicated they used their vehicle, on average, four days or more per week.
- 3.26 In line with the existing approach applications to the scheme would be managed by the Clean Air Zone team, which already manages applications to the taxi and private hire grant and commercial vehicles grant schemes. Further details around the application process and eligibility criteria for the scheme would be set out in a the FBC for the scheme, which, it is proposed, would be subject to approval by the Strategic Director of Place, Prosperity & Sustainability in conjunction with the Interim Director of Finance, and in consultation with the relevant portfolio holder.
- 3.27 The variation of CAF Grant Funding is subject to approval by the Government's JAQU. On that basis a change request has been submitted to the JAQU, in line with the delegations provided to the Head of Clean Air Zone, in consultation with the Cabinet Member for Transport (Cabinet Member report: Birmingham Clean Air Zone Mitigation Grant M1a (Scrappage Scheme – December 2020). This change request was approved on 09 October 2023.
- 3.28 It should also be noted, in line with the delegations set out above that the scheme for CAZ low-income workers will be updated to align with the scheme proposed for CAZ residents.
- 3.29 It is anticipated that a slightly enhanced offer and greater choice will help increase demand for this grant scheme.
- 3.30 This report has been shared with the Commissioners, appointed to support the improvement journey and financial recovery of the Council, prior to its submission to Cabinet. The Commissioners have highlighted the potential for vehicles approved for scrappage through this scheme to be used for other purposes.
- 3.31 In particular, the Commissioners have highlighted a request of charities supporting activity in the Ukraine that roadworthy vehicles that qualified for scrappage with the scheme operated by Transport for London (in relation to its Ultra Low Emission Zone (ULEZ)) be made available for their use.
- 3.32 This option will be considered as part of the development of the FBC for the scheme. It should be noted that if this option is adopted, it would be subject to approval via a further change request from the JAQU.

4 Options considered and Recommended Proposal

- 4.1 Several options for further support for residents of the CAZ have been considered. It should be noted that the options offered remain consistent with the themes of the CAF report and grant conditions.

- 4.2 Prior to the end of the temporary CAZ residents' exemption permit holders were invited to participate in a survey. The purpose of this survey was to better understand any changes to travel behaviours since the introduction of the CAZ and, what, if any plans permit holders might have to change travel behaviours.
- 4.3 This survey also asked respondents to rate the attractiveness of the following broad categories of support: financial, shared vehicle and a transport/mobility credit.
- 4.4 Within each of these three categories there were further options, which included, but not limited to: a low-interest loan, vehicle scrappage scheme, car club car sharing, public transport credit and cycle credit.
- 4.5 All of the respondents were interested in at least one of the three categories. However, from the categories offered some form of financial support was selected by 84% of respondents. And of those that indicated an interest in a financial support scheme 60% expected that support to be in the region of £1,000 to £5,000. The next preferred form of support was a public transport credit (6%).
- 4.6 Each of the support options were scored according to a relative red, amber, green (RAG) rating based on the following metrics: speed of delivery, risk, co-benefits, cost/resourcing and resident coverage/benefit.
- 4.7 Based on this scoring a form of financial support in conjunction with one of the transport credit options is recommended for implementation.
- 4.8 It should be noted that the option of 'do nothing' was considered. However, if 'do nothing' was adopted it could mean that the achievement of the objective of the CAZ is delayed.
- 4.9 On that basis the recommended proposal is to offer successful applicants to a CAZ resident vehicle scrappage and mobility credit scheme the following options:
- Scrap a non-compliant vehicle:
TOTAL GRANT: £2,000
 - Scrap a non-compliant vehicle and receive single mobility credit:
Scrappage grant £1,600 + mobility credit: £1,500
TOTAL GRANT: £3,100
 - Scrap a non-compliant vehicle and receive two mobility credits:
Scrappage grant £1,000 + mobility credit 2 x £1,500 (£3,000 in total)
TOTAL GRANT: £4,000
- 4.10 A successful applicant to the scheme would, in addition to the grant funding provided by the Council through this scheme, receive any fee associated with the scrapping of their non-compliant vehicle.
- 4.11 The proposed scheme is designed to provide support to a group that may face additional barriers to change in the short to medium term. Therefore, this proposal is intended to provide the opportunity and financial incentive for this group to not need to pay the CAZ daily fee, and to support the overarching goal of achieving

compliance with the legal limits for NO₂ concentrations in the shortest possible time.

- 4.12 These goals will be achieved by incentivising the replacement of non-compliant vehicles and grant funding has been awarded to the Council specifically for this purpose. The creation of a scheme of this type is also consistent with the strategy and ambitions of the Birmingham Transport Plan and the Route to Zero programme.

5 Consultation

- 5.1 The development of this proposal is based on the feedback of CAZ residents' exemption permit holders to a survey which sought to understand whether or not additional support might be required and what form that support might take. More detail on this is set out in section 4 of this report.
- 5.2 The proposal to expand the existing vehicle scrappage and mobility credit scheme to include residents of the CAZ has been shared with Councillors whose wards are in the Zone. Those wards are: Ladywood, Bordesley and Highgate, Soho & Jewellery Quarter, Newtown and Nechells. These Councillors have expressed their support for this proposal.
- 5.3 The report has also been shared with the chairs (or their deputy) of the following scrutiny committees: Sustainability and Transport and Finance and Resources.

6 Risk Management

- 6.1 A failure to reduce the levels of nitrogen dioxide within the plan area could create a material risk to the organisation as identified in the strategic risk register (Item 6.4: Non-compliance with statutory obligations relating to the enforcement of legal limits for air pollutants). Therefore, the creation of this option for residents of the CAZ should help to mitigate this risk by incentivising change amongst a group of people who may face additional barriers to change in the short to mid term.
- 6.2 Key risks relating to the operation of the proposed scheme will be defined in the full business case.

7 Compliance Issues:

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

- 7.1.1 The recommendations in this report are consistent with City Council's key policies and priorities as set out in the City Council Plan and Budget 2021-25, Birmingham Connected transport strategy, Birmingham Transport Plan, Local Walking and Cycling Strategy and Infrastructure Plan, and Clean Air/Climate Change Emergency, including the Route to Zero

7.2 Legal Implications

- 7.2.1 The Secretary of State for the Department of Environment, Food and Rural Affairs issued a Ministerial Direction in March 2019 which required that the Council implement its plans so that compliance within the legal limit value for NO₂ is achieved in the shortest possible time. The Council remains subject to this Direction.
- 7.2.2 The requirement of air quality compliance was imposed upon the UK by the EU Ambient Air Quality Directive(b) and upon the Council by the Environment Act 1995 (Birmingham City Council) Air Quality Direction 2019
- 7.2.3 The Clean Air Zone has been introduced pursuant to the Transport Act 2000. A Charging Order was made on 26 April 2021. This order provides the legal basis for the operation and enforcement of the Clean Air Zone. The legislation used to create the Clean Air Zone also sets out the uses of revenues raised through the scheme.

7.3 Financial Implications

- 7.3.1 Following the Government's approval of the Council's GFBC and CAF report in March 2019 it received CAF grant funding to support the creation of a CAZ worker vehicle scrappage (£5.420m of capital funding) and mobility credit scheme (£5.420m of revenue funding), which together formed Mitigation M1a.
- 7.3.2 Since its launch in 2021 the current scheme has received 263 applications. Of the applications received 161 have been approved. 76% of the successful applicants have chosen to replace a non-compliant vehicle. The remainder (c. 24%) chose a mobility credit.
- 7.3.3 On that basis the original allocation of CAF Grant Funding has commitments of £0.322m (£0.078m of revenue and £0.244m of capital). It is proposed that up to £4.000m of the remainder be allocated to support the implementation of this scheme.
- 7.3.4 This proposed allocation of grant funding to support this scheme is based on an estimate of demand for the scheme, which has been put at anywhere between 1,500 to 2,000 successful applicants.
- 7.3.5 The remainder of the CAF grant funding (£6.518m) would remain allocated to supporting an updated scheme for low-income workers in the CAZ. The proposed changes to this scheme include updating the grant offering to align with the offer to residents of the CAZ and the offer of a direct grant for the scrapping of a non-compliant vehicle.
- 7.3.6 It should be noted that the CAF report submitted to the Government in December 2018 indicated that the option of a vehicle scrappage scheme would be investigated at some future point in order to determine need. That report also suggested that funding for such a scheme might be funded from future CAZ net surplus revenues.

7.3.7 However, as the existing CAF grant funding for this scheme is currently underutilised it is proposed that this be used as a first source of funding for this scheme. Any future, similar scheme may need to be funded from CAZ net surplus revenues.

7.3.8 This proposal is also subject to approval from the Council's section 151 officer, in line with the spend controls put in place following the issuing of the section 114 notice on 05 September 2023. The approval for this allocation of funding was provided on 29 September 2023 on the basis that the scheme makes use of existing ring-fenced grant funding.

7.4 Procurement Implications

7.4.1 There are no procurement implications with the recommendations in this report. Approval of any procurement activity arising from the recommendations in this report would be in accordance with the Council's Procurement and Contract Governance Rules.

7.5 Human Resources implications

7.5.1 There are no anticipated human resources implications as the administration of the new scheme will be undertaken by existing Clean Air Zone staff.

7.6 Public Sector Equality Duty

7.6.1 Under Section 149 of the Equality Act 2010 the Council has a statutory duty to have due regard to the need to eliminate discrimination and advance equality of opportunity by ensuring that no dis-benefits are introduced to any persons who share a protected characteristic.

7.6.2 The CAZ scheme has an impact on a variety of aspects including the health and well-being and financial capacity of those working, living and visiting the city. The scheme also has an impact upon air quality, congestion, ease of travel within the city and also the capacity of the city's roads which may see an increased volume of traffic in some areas.

7.6.3 As such, an Integrated Impact Assessment (IIA) was undertaken during the feasibility phase. This consisted of an Equality Impact Assessment (EIA) and a Health Impact Assessment (HIA). As described below:

- **Equality Impact Assessment:** the purpose of this piece of work was to assess the impacts to the various socio-economic groups which inhabit the city. The assessment suggested that the largest impact could be to lower income families and those with disabilities. As part of the CAZ programme a number of mitigation measures were developed with the of reducing the impact on the people who fall into these groups. An updated Equality Impact Assessment for this specific scheme has been undertaken and is included in Appendix A.
- **Health Impact Assessment:** the purpose of this piece of work assesses the implications of introducing the various schemes on the health and wellbeing

of those people who live, work and visit the city, highlighting the particular impacts on identified vulnerable groups such as, children and disabled people. The output of this assessment showed that the overall health impact would be positive, with areas of high-income deprivation benefitting most. This is partly due to the improvement in vehicle emissions and the indirect benefits of the modal shift towards active travel.

8 Appendices

- Appendix A: Equality Assessment ref EQUA1196
- Appendix B: Environment and Sustainability Assessment

9 Background Documents

- Birmingham Clean Air Zone Submission of Full Business Case and Request to Proceed with Implementation, Cabinet Report 11 December 2018.
CMIS Reference 005939/2018
- Tackling Air Quality in Birmingham - Clean Air Zone – Submission of Business Case to Government, Cabinet Report 10 September 2018.
CMIS Reference 005425/2018 Page 18 of 18
- Birmingham Clean Air Zone Mitigation Grant M1a (Scrappage Scheme) - Cabinet Member Report – December 2020
- Birmingham Transport Plan, Cabinet Report 12 October 2021.
CMIS Reference: 008947/2021
- Approval of Route to Zero next stage business case: 12 October 2021.
CMIS Reference: 008305/2021

Title of proposed EIA	CAZ vehicle scrappage and mobility credit scheme proposed amendment		
Reference No	EQUA1196		
EA is in support of	Amended Policy		
Review Frequency	No preference		
Date of first review	22/03/2024		
Directorate	Inclusive Growth		
Division	Transport and Connectivity		
Service Area	Clean Air Zone		
Responsible Officer(s)	<input type="checkbox"/> Lana Forrester		
Quality Control Officer(s)	<input type="checkbox"/> Janet L Hinks		
Accountable Officer(s)	<input type="checkbox"/> Stephen Arnold		
Purpose of proposal	Encourage a more rapid adoption of CAZ compliant vehicles amongst low-income workers, and certain groups residents, of the Zone. An update and expansion of the existing scheme which will enhance the current scheme therefore providing a positive benefit.		
Data sources	Survey(s)		
Please include any other sources of data	Clean Air Zone incentive development: CAZ residents. Survey of residents of the CAZ in receipt of an exemption from the daily fee: 379 respondents' data was analysed which was in excess of the 330 needed for a 95% confidence level.		
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS			
Protected characteristic: Age	Service Users / Stakeholders; Wider Community		
Age details:	<div><div>There are 21,763 households Census 2021within the Clean Air Zone of which over 56% currently do not have access to a car/van. 38% of the households that do have access to one or more vehicles benefited from the temporary exemption from the CAZ daily fee. Results from the recently completed survey indicated that more than 80% of respondents who provided their age are within the 25–59-year-old age bracket with the following detailed analysis age breakdown specified:-</div><table><tr><td>18 - 19</td><td>1</td></tr></table></div>	18 - 19	1
18 - 19	1		

20 - 24	4
25 - 29	41
30 - 34	46
35 - 39	48
40 - 44	49
45 - 49	50
50 - 54	32
55 - 59	22
60 - 64	21
65 - 69	16
70 - 74	6
75 - 79	6
80 - 84	2
Prefer not to say	7
No answered	28
Total	379

Children living or attending school within the Clean Air Zone are potentially impacted where parents are driving them to school. There are currently 20 schools located within the Clean Air Zone. Alternative modes of transport can be accessed.

Community vehicles that are non-compliant and hold a section 19 or section 21 permit are exempt from charge therefore there will be no direct impact on school age pupils in relation to school trips and accessing school-based enrichments.

Protected characteristic: Disability

Disability details:

Service Users / Stakeholders; Wider Community

41% of respondents from the survey of residents self-identified as having a disability or mobility issue that made car ownership essential.

A higher proportion of residents with additional barriers use their car at least daily versus those with no additional barriers (71% compared to 53%)

Of the respondents who identified as having a disability or mobility issue 6% had a vehicle that is currently classified as a disabled tax class vehicle therefore these vehicles are exempt from the CAZ daily fee.

Residents receiving specific benefits (e.g., DLA, PIP) are also eligible for support to upgrade their vehicle from initiatives such as Motability.

Medical visits to three defined locations within the Zone are covered by an exemption from the daily fee.

Around half or more respondents face additional barriers across all three CAZ resident segments

- In all segments, respondents that described having mobility issues made up the largest share of the group with additional barriers (33-40%)

Intended actions of the respondents actions post 01/06/23.

The proposal are intended to increase the level of support for residents who identify as having a disability or mobility issue through a package of financial support to replace a vehicle subject to the CAZ daily fee with the option of adding a mobility credit to the package in order to derive greater value.

Eligibility for the enhanced package of support includes being in receipt of certain benefits.

Protected characteristic: Sex

Gender details:

Service Users / Stakeholders; Wider Community

Statistical data held demonstrates that there is a lower proportion of female residents living within the Clean Air Zone. This is also reflected from the recent survey results. 23% of respondents identify as female 71% identify as male The proposals will not have a detrimental impact on this protected characteristic.

Protected characteristics: Gender Reassignment

Gender reassignment details:

Service Users / Stakeholders; Wider Community

The proposals will not have a detrimental impact on this protected

Protected characteristics: Marriage and Civil Partnership

Marriage and civil partnership details:

Protected characteristics: Pregnancy and Maternity

Pregnancy and maternity details:

Protected characteristics: Race

Race details:

characteristic.

Service Users/ Stakeholders; Wider Community

The proposals will not have a detrimental impact on this protected characteristic.

Service Users / Stakeholders; Wider Community

The proposals will not have a detrimental impact on this protected characteristic.

Service Users / Stakeholders; Wider Community

Results from the recently conducted residents survey indicated that 37% of respondents who provided their ethnicity identify as the following groups below:-

What is your ethnic group?	# responses
White: English/Welsh/Scottish/Northern Irish/British	135
Other White background	56
Asian/Asian British	63
Black African/Caribbean/Black British	58
Mixed/multiple ethnic groups	12
Other ethnic group	16
Prefer not to say	58
<i>Total</i>	398

Protected characteristics: Religion or Beliefs

Religion or beliefs details:

Service Users / Stakeholders; Wider Community

Initial EIA completed prior to the implementation of the Clean Air Zone did not indicate any direct negative impact on individuals in relation to religion or beliefs. This is also applicable to

residents who would be visiting places of worship within the Zone. Therefore, the proposals will not have a detrimental impact on this protected characteristic.

Protected characteristics: Sexual Orientation

Sexual orientation details:

Service Users / Stakeholders; Wider Community

The proposals will not have a detrimental impact on this protected characteristic.

Socio-economic impacts

Residents whose cars are currently non-compliant are currently subject to the daily fee of £8 post end of the exemption period 01/06/23.

54% of respondents faced additional barriers to compliance. 32% of respondents received one or more government benefits in the last 12 months, more than half of these receiving Universal Credit

The above information provides the detailed responses in relation to the additional barriers that the respondents identified.

96 respondents (25%) have indicated that they will continue to drive and pay the daily charge with 49% indicating they identify as having additional barriers.

110 respondents 29% are intending to change vehicle to a compliant vehicle with currently cost being the inhibiting factor and charging infrastructure also a consideration that has delayed some purchases. with 58% indicating they identify as facing additional barriers.

173 respondents (45%) have indicated that they will continue to drive and pay the daily charge with 51% indicating they identify as face additional barriers.

The Daily fee for driving into the CAZ was set following the public consultation conducted in 2018 and the additional

behavioural work informed the charging levels with these remaining at £8 daily fee per non-compliant car.

38% of the households that do have access to one or more vehicles around 38% benefited from the temporary exemption from the CAZ daily fee.

The estimated financial benefit from this exemption could be in the region of £7m

A survey of exemption permit holders suggests that there is a high degree of dependence on private transport.

A significant percentage of permit holders have adjusted their travel behaviours since the introduction of the CAZ

Similarly, around three-quarters of exemption permit holders have upgraded or are considering switching their non-compliant vehicle

By implementing a revised scheme with the option of partial travel credits for public travel options. This will benefit individuals and increase the financial incentive received. For the vehicle scrappage element of the scheme recipients will also likely be able to benefit from an increased level of choice regarding any subsequent compliant vehicle purchase.

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?

Various data sources including a survey of residents living within the clean air zone.

Consultation analysis

N/A

Adverse impact on any people with protected characteristics.

Proposal for revised scrappage scheme does not have any adverse affect on any people with a protected characteristic. It will provide an enhanced benefit with more people eligible for the scheme. Therefore potentially enhancing inclusivity and equality.

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?

No identified adverse impact on any groups. Increase in uptake to the scheme.

What data is required in the future?

N/A

Are there any adverse impacts on any particular group(s)

No

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

Completed pre implementation of the CAZ

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

Detailed within each area where applicable within the form.

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

Attachments

BCC CAZ_Residents report final.pdf

Content Type: Item

Version: 3.0

Created at 22/09/2023 10:54 AM by ☐ Lana Forrester

Last modified at 22/09/2023 10:54 AM by Workflow on behalf of ☐ Lana Forrester

Close

Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/decision/development proposal is likely to have on the environment. To complete the assessment, you should consider whether that policy/development/proposal will have a positive or a negative impact on each of the key themes by selecting whether the impact of the proposal is positive, negative or has no specific impact on the themes. Please only tick one of these, by deciding what the overall impact is. The assessment must be completed for all Cabinet reports. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete. 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 CO₂ 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?

Project Title: Clean Air Zone Vehicle Scrappage and Mobility Credit Scheme				
Department: Transport & Connectivity	Team: Clean Air Zone			Person Responsible for assessment: Stephen Arnold
Date of assessment: 29/08/2023		Is it a new or existing proposal?: New proposal		
Brief description of the proposal: The proposal is to expand the scope of the current Clean Air Zone vehicle scrappage and mobility credit scheme to include residents within the Zone. The current scheme is only available to low income workers in the Zone.				
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	Yes			An expansion of the current scheme could help support the overall objective of the Clean Air Zone, which is to achieve compliance with the legal limit for nitrogen dioxide in the shortest possible time. Providing an incentive to residents in the Zone to scrap a non-compliant vehicle could help further accelerate change amongst a group of people who are frequent – near daily – travellers in the Zone. It is also hoped that the offer of a scrappage grant alongside a mobility credit will encourage more people to make use of public transport, which is another goal of the Clean Air Zone and aligned to the outcomes of the Birmingham Transport Plan. Similarly, reduced use of private transport aligns with the objectives of the Route to Zero programme.
Energy use and CO₂ emissions			Yes	The manufacture of motor vehicles creates ‘embodied carbon dioxide’. Based on the model of motor vehicle the amount of embodied carbon dioxide created through the manufacturing process could be between 6 – 35 tonnes. However, according to the Society of Motor Manufacturers and Traders (SMMT) the average age of a vehicle at scrappage is 13.9 years, which would mean that over its

				<p>lifetime a vehicle driving close to 11.5kms per year would generate in the region of 18 – 43 tonnes of CO₂ (i.e. 1.2 to 3 times greater than the amount of embodied CO₂).</p> <p>On that basis while there a scrapped vehicle contains embodied CO₂ not all of this is released as part of the scrappage process. This is because the process is governed by specific legislation and process to reduce the amount of potential waste and ensure the safe disposal of fluids recovered from a vehicle.</p>
Impact on local green and open spaces and biodiversity			Yes	<p>The proposed scheme is not expected to have either a positive or negative impact on local green spaces and biodiversity.</p>
Use of sustainable products and equipment		Yes		<p>The scrapping of cars and light goods vehicles is covered by the End-of-Life Vehicles Regulations 2010, ELV (Producer Responsibility) Regulations 2005 and the Environmental Permitting Regulations 2010.</p> <p>Between 1.5 and 2 million end-of-life vehicles (ELVs) are generated each year in the UK. These ELVs are classified as hazardous waste, and must be de-polluted to certain standards, as a consequence of European and UK legislation, prior to dismantling, crushing, or shredding. All facilities treating ELVs are covered by this legislation.</p> <p>Treatment operations for the de-pollution of ELVs includes:</p> <ul style="list-style-type: none"> • removal of batteries and liquefied gas tanks, • removal or neutralisation of potential explosive components, (e.g. air bags), • removal and separate collection and storage of fuel, motor oil, transmission oil, gearbox oil, hydraulic oil,

				<p>cooling liquids, antifreeze, brake fluids, air-conditioning system fluids and any other fluid contained in the end-of-life vehicle, unless they are necessary for the re-use of the parts concerned,</p> <ul style="list-style-type: none"> removal, as far as feasible, of all components identified as containing mercury. <p>The legislation also sets out requirements for a system to record the quantity of fluids and other items which have been removed. This data is collected and analysed by waste regulators and used to inform annual reports on ELV recovery and recycling target compliance.</p> <p>The Council will only provide a grant to a successful applicant on the provision of a certificate of destruction which can only be provided by an authorised treatment facility. These licenses are provided by the Environment Agency.</p>
Minimising waste	Yes	Yes		<ul style="list-style-type: none"> See above
Council plan priority: a city that takes a leading role in tackling climate change	Yes			<p>By incentivising more people to adopt less polluting modes of travel (through the mobility credit) it is hoped that more people would transfer some journeys previously made in an older private vehicle to public transport.</p>
Overall conclusion on the environmental and sustainability impacts of the proposal				

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

Birmingham City Council

Cabinet Committee

Date 14 November 2023



Subject: **Swanshurst School – Approval for the Award of a Grant for Capital Works for Curtain Walling Replacement**

Commissioner Review

The Commissioners have reviewed this report and the recommendations are supported.

Birmingham City Council

Report to Cabinet

14 November 2023



Subject: SWANSHURST SCHOOL - APPROVAL FOR THE AWARD OF A GRANT FOR CAPITAL WORKS FOR CURTAIN WALLING REPLACEMENT

Report of: Sue Harrison - Director Children & Families

Relevant Cabinet Member: Cllr Karen McCarthy – Children, Young People and Families

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

Report author: Zahid Mahmood
Interim Head of Service
Education Infrastructure
Email: 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): Billesley		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011874/2023		
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 checked="" type="checkbox"/> No
If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		
Exempt Appendix 3. Part C2 of the constitution Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).		

1 Executive Summary

- 1.1 £14m School Condition Allocation was approved by Cabinet in May 2023. This project forms part of the profile spend included in that report.
- 1.2 This report seeks approval for the replacement of Curtain Walling at Swanshurst School. The capital costs of the scheme will not exceed £1,400,000.
- 1.3 Given the prior approvals, the urgent health and safety need and to minimise potential disruption to pupils' education, a decision was taken to commence these works in July 2023 so that the summer break could be used to carry out asbestos removal whilst the children were off and ensure a water/airtight building.

2 Recommendations

That Cabinet:

- 2.1 Approve the project costs for the replacement of the Curtain Walling works at Swanshurst School at a total project cost of up to £1,400,000.
- 2.2 Approve the Full Business Case appended to this report.
- 2.3 Approves the award of a grant payment for the sum of £1,400,000 for the replacement curtain walling to Swanshurst School.
- 2.4 Authorise the City Solicitor & Monitoring Officer to negotiate, execute and complete all necessary documents to give effect to the above recommendations.

3 Background

- 3.1 Swanshurst School is an Ofsted Outstanding graded secondary school in the south of the city with approximately 1,820 pupils. The school is currently undergoing extensive refurbishment on their buildings due to the deteriorating curtain walling system. Curtain walling is an external covering of building material where the outer covering is non-structural to protect the internal wall build. From 2018 to 2022, the school undertook four phases of work for the curtain walling replacement and have contributed £2.4 Million. The school have received grant funding support from the City Council for each of the previous four phases of a maximum of £199,000. Due to limited funding for this current phase, the school is seeking 100% contribution from the City Council. The original building was built between 1950 and 1960 and the curtain walling and windows are dated and in very poor condition. The previous phases to improve the curtain walling have had a substantial positive impact on the buildings and improved the safety, security, and energy efficiency of the buildings, bringing them up to modern standards and a reliable safe, warm, and dry environment for children to be educated.
- 3.2 This phase will address the deteriorating building fabrication to the rear and east of the Central Block which has been highlighted as the most critical area due to its south-facing exposure to the elements. The current building is not watertight, with many of the existing windows having to be sealed shut due to the extent of the problem, meaning the building cannot be safely ventilated. This poses a

significant challenge, particularly when educating children during the hot summer months.

- 3.3 The school continue to experience issues with ageing curtain walling in general across site. This application is in relation to the proposed next phase which is the replacement of curtain walling to the rear and east elevation of the Centre Block. This block is considered the next most critical of this phased project owing to its exposure to the elements being south facing. It is proposed to adapt the east elevation to reduce the amount of glazing by increasing brickwork.
- 3.4 The grant will provide Swanshurst School with the funds to progress the next phase of the curtain walling replacement project that the school has been undertaking over recent years. This phase of work commenced in July 2023 and will be completed by October 2023.
- 3.5 Due to the age of the building the current curtain wall is full of asbestos and this project would completely remove all asbestos and bring it up to modern standards. The school currently spends over £150,000 a year on gas and the issue of this grant will support the significant reduction of this. In addition the carbon footprint will be reduced once these works are completed.
- 3.6 In its role as landlord for community schools, the local authority has a duty (section 542(2) Education Act 1996; School Premises Regulations 2012) to ensure that school buildings are safe, warm and dry. This includes reasonable weather resistance, safe escape routes; lighting, heating and ventilation which meets the required standards.

4 Options considered and Recommended Proposal

- 4.1 Doing nothing would mean the City Council would fail to meet its statutory obligation to maintain the school and provide a safe, secure, and warm environment for the pupils at Swanshurst School.
- 4.2 For the school to fund the project themselves. This was rejected as the school does not have significant funding for this work.
- 4.3 The recommended option is to award a grant to Swanshurst School so that they can complete this next phase of their curtain walling project. The school have limited funds and will not be able to complete this phase of the curtain walling project without the financial support of the City Council.

5 Consultation

- 5.1 The Head Teacher and governors of Swanshurst School have been consulted and are fully supportive of the award of the grant from the City Council.
- 5.2 The Ward Members for Billesley have been consulted in relation to the proposals via email and are supportive with the project progressing for decision.

6 Risk Management

- 6.1 The School will manage this project directly and have extensive experience in managing risk as has been done in previous phases as mentioned above.
- 6.2 The risk of any rising costs will be mitigated and managed by the consultant employed by the school to oversee and advise on the project – market rates will be monitored and tested for best value.

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 are provided with a safe and secure teaching environment. The spending priorities proposed are in accordance with the [Schools' Capital Programme 2023/24 approved by Cabinet on 16th May 2023](#), and the Council's Vision and Forward Plan priorities for Children.

7.2 Legal Implications

- 7.2.1 This report facilitates the discharge of functions contained within section 22 of the School Standards and Framework Act 1998 whereby the local authority has a duty to maintain its schools; this includes expenses relating to premises.
- 7.2.2 The Local Authority has a statutory duty, by virtue of section 542 of the Education Act 1996 and the School Premises (England) Regulations 2012, to ensure that maintained school buildings are maintained to a standard such that, so far as is reasonably practicable, the health, safety and welfare of pupils are ensured.
- 7.2.3 Under Section 1 of the Localism Act 2011, the Council has the power to enter into the arrangements set out in this report, which are within the remit and limits of the general power of competence in Sections 2 and 4 of the Localism Act 2011. Any and all legal powers under the Council's Constitution and Procurement and Contract Governance Rules will be upheld when contracting with and or agreeing contracts with third parties.

7.3 Financial Implications

- 7.3.1 The grant up to a maximum of £1,400,000 will be funded from the Local Authority's School Condition Allocation.
- 7.3.2 Consequential revenue costs arising, including the need for additional staffing and any on-going day-to-day repair and maintenance of the asset,

will be the responsibility of Swanshurst School and funded from the school's delegated budget.

7.3.3 A Condition of Grant Aid (COGA) will be put in place outlining the school's responsibility for delivering the scheme within the agreed budget. The Council will only fund the amount that has been agreed.

7.3.4 This report proposes the use of ringfenced DfE grant (school condition) and does not seek approval for the use of any corporate capital resources. Financial risks have been considered as part of the design process. This is a school led project and any cost overruns will be the responsibility of the school.

7.3.5 The funding will not be provided to the school up front. In order to release the payment to the school we will require evidence that the school has paid out against certified invoices. The school will also need to provide evidence via finance statements highlighting what they have paid out.

7.3.6 Ordinarily capital grants are released on staged basis to support schools with cash flow, however in this instance as the report is retrospective and the works have been completed, the payment will be made in one lump sum based on evidence described above provided by the school.

7.3.7 The school have delivered previous similar schemes and have a good record of delivering these capital projects within budget and to timescales.

7.3.8 The request for spend was cleared by the Children and Families Spend Control Board on the 20th September 2023 and is covered under the Section 151 Spend Control Board blanket approval, received on the same day.

7.4 Procurement Implications (if required)

7.4.1 There are no procurement implications with the recommendations in this report. The responsibility for the procurement and award of contract for the works is with Swanshurst School under their governance arrangements. The Conditions of Grant Aid agreement will include the requirement to demonstrate to the Council value for money and compliance to any legislation including the Public Contracts Regulations 2015 (PCR2015) from the issue of the payment.

7.4.2 The Head of Service, Education Infrastructure will manage and monitor the delivery of the outcomes specified in the Conditions of Grant Aid are delivered to ensure value for money to the Council with compliance to the PCR2015 and the school's governance.

7.5 Public Sector Equality Duty

7.5.1 A Full Equality Analysis EQUA650 was reviewed and updated in March 2023 for Education Infrastructure's Schools' Capital Programme 2023-24. The outcomes from consultation demonstrate that the 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 a positive outcome.

7.6 Environmental and Sustainability Implications

- 7.6.1 A completed Environment and Sustainability Impact Assessment is attached as **Appendix 4** for which no negative impacts are indicated.

8 List of Appendices

- 8.1 **Appendix 1** - Swanshurst School - Full Business Case
- 8.2 **Appendix 2** - Hazard Awareness identification checklist
- 8.3 **Appendix 3** - Exempt Information
- 8.3 **Appendix 4** - Environment and Sustainability Impact Assessment

9 Background Documents

- 9.1 [Schools' Capital Programme - School Condition Allocation 2023-24 report to Cabinet dated 16th May 2023.](#)

APPENDIX 1

FULL BUSINESS CASE (FBC)			
A. GENERAL INFORMATION			
A1. General			
Project Title <i>(as per Voyager)</i>	GRANT AWARD FOR SWANSHURST SCHOOL – CURTAIN WALLING REPLACEMENT – FULL BUSINESS CASE		
Oracle code	B1-AV06H-P101-EC0-LV0013-TZZZZ-JZZZ-JXXX LV0013-529		
Portfolio /Committee	Children Young People and Families	Directorate	Children and Families
Approved by Project Sponsor	Jaswinder Didially	Approved by Finance Business Partner	Clare Sandland
A2. Outline Business Case approval <i>(Date and approving body)</i>			
Schools Capital Programme – School Condition Allocation, Basic Need Allocation 2023-24+ Future Years Cabinet Report (Subject to Cabinet approval 16th May 2023).			
A3. Project Description			
These works require the replacement of curtain walling (an external covering of building material where the outer walls are non-structural) to the rear and east elevation of the Centre Block. To assist the school with meeting the costs of these works, the City Council have agreed to award the school a grant up to a total of amount of 1.4 Million. The school have successfully funded previous curtain walling work on the building but have run out of funding and so have approached the City Council for financial assistance.			
A4. Scope			
This scheme involves works as described in the above project description			
A5. Scope exclusions			
No works outside this scope will be undertaken			
B. STRATEGIC CASE			
<i>This sets out the case for change and the project's fit to the Council Plan objectives</i>			
B1. Project objectives and outcomes			
<i>The case for change including the contribution to Council Plan objectives and outcomes</i>			
<ul style="list-style-type: none"> ▪ A Bold Prosperous Birmingham ▪ A Bold Inclusive Birmingham ▪ A Bold Safe Birmingham ▪ A Bold Healthy Birmingham ▪ A Bold Green Birmingham <p>The replacement of curtain walling at Swanshurst School, meets the Council Plan objectives by ensuring that children and young people have a suitable and safe space to learn, grow and develop in so their full potential can be achieved.</p>			
B2. Project Deliverables			
<i>These are the outputs from the project e.g. a new building with xm2 of internal space, xm of new road, etc</i>			
The curtain walling project will address the most critical issues or exposure to the elements due to its south-facing location and by reducing the amount of glazing by increasing brickwork.			

B3. Project Benefits <i>These are the social benefits and outcomes from the project, e.g. additional school places or economic benefits.</i>	
Measure	Impact
<i>List at least one measure associated with each 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>
To allow continuation of education operations for Swanshurst School	Completing the curtain walling replacement and at Swanshurst School in the long-term, and it allows the Council to meet its statutory obligations.
Support and enrich learning opportunities for children and young people.	On completion of the programme of works, pupils will have a fully functional safe, warm and dry environment before, during and after school hours.
Promoting designs which support Birmingham's Education Vision.	The extension and temporary modular works will enhance the teaching and learning environment that are suitable for delivering education.
B4. Benefits Realisation Plan <i>Set out here how you will ensure the planned benefits will be delivered</i>	
The planned benefits will be delivered following completion of the replacement curtain walling at Swanshurst School will be a dry, safe, fit-for-purpose building successfully satisfying maintaining the site and the City's drive towards net carbon zero emissions.	
B5. Stakeholders	
A stakeholder analysis is set out at G4 below.	
C. ECONOMIC CASE AND OPTIONS APPRAISAL <i>This sets out the options that have been considered to determine the best value for money in achieving the Council's priorities</i>	
C1. Summary of options reviewed at Outline Business Case <i>(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.</i>	
<ul style="list-style-type: none"> The recommended option is to award a grant to the school to replace the curtain walling on the rear and east elevation of the Centre Block to address the deteriorating building fabrication and issue with existing windows not being fit-for-purpose so that the site can maintain its infrastructure and provide a safe, dry building for all pupils to learn and thrive in. 	
C2. Evaluation of key risks and issues <i>The full risks and issues register is included at the end of this FBC</i>	
<ul style="list-style-type: none"> The School will manage this project directly and have the extensive experience needed to manage risk as has been done in previous phases and have provided a Hazard Awareness and Risk Identification Checklist (HARI) as proof of this. The consultant appointed by the school has tested market rates to ensure a fixed priced contract and ensure best value has been undertaken to mitigate the increased cost in materials and labour The risk of asbestos contamination will be managed directly by the consultant appointed by the school who will carry out targeted asbestos surveys and take all necessary steps needed to remove any asbestos that is present prior to any work started. A project risk register will be maintained by the consultant appointed by the school. 	
C3. Other impacts of the preferred option <i>Describe other significant impacts, both positive and negative</i>	

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- The award of a grant will ensure that the curtain walling for the east elevation and Central Block of the school is fit-for-purpose and provides a safe space for children to learn in and staff to teach in.

D. COMMERCIAL CASE

This considers whether realistic and commercial arrangements for the project can be made

D1. Partnership, Joint venture and accountable body working.

Describe how the project will be controlled, managed and delivered if using these arrangements

The Scheme will be managed directly by the school.

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).

There are no direct procurement implications as this is an issue of a grant for works. The responsibility for the procurement and award of contract for the works is with Swanshurst School under their governance arrangements. The Conditions of Grant Aid agreement will include the requirement to demonstrate to the Council value for money and compliance to any legislation including the Public Contracts Regulations 2015 (PCR2015) from the issue of the payment.

D3. Staffing and TUPE implications:

None

Capital Costs & Funding	Financial Year	Totals
	2023/24	
Expenditure		
Swanshurst School		
Construction costs, incl. Surveys, Investigations, & Statutory Fees and contingency	£1,400,000	£1,400,000

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EDSI Capitalisation	£0	£0
Total Project Cost Excluding VAT	£1,400,000	£1,400,000
Funding sources		
School Condition (SC)	£1,400,000	£1,400,000
Totals	£1,400,000	£1,400,000

E2. Evaluation and comment on financial implications:

It is the responsibility of the school to demonstrate value for money to the Council from the issue of the grant.

E3. Approach to optimism bias and provision of contingency

School will manage the project directly.

E4. Taxation

Describe any tax implications and how they will be managed, including VAT

N/A

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

Cabinet Approval

Planned Delivery Dates

October 2023

Main Construction works

July – October 2023

Practical completion

October 2023

F2. Achievability

Describe how the project can be delivered given the organisational skills and capacity available

- Scope of work identified as in the project description.
- Extensive site investigation carried out.
- Project programme and costs have been developed.
- Funding is in place.

APPENDIX 1

- Contractors have considerable previous experience.
- Similar projects have been delivered on budget and to time by the project team.

F3. Dependencies on other projects or activities

- Landlord Approval has been granted for the project.

F4. Officer support

Project Manager:	Baljeet Uppal 07860906126	Interim Capital Programme Manager Baljeet.Uppal@birmingham.gov.uk
Project Accountant:	Jaspal Madahar 07766922478	Finance & Resources Manager jaspal.madahar@birmingham.gov.uk
Project Sponsor:	Zahid Mahmood 07825 117334	Interim Head of Service, Education Infrastructure zahid.mahmood@birmingham.gov.uk

F5. Project Management

Describe how the project will be managed, including the responsible Project Board and who its members are

See D1

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

1. Cabinet Approval – October 2023
2. Start on site – July 2023
3. Completion – October 2023

G2. SUMMARY OF RISKS AND ISSUES REGISTER

Risks should include Optimism Bias, and risks during the development to FBC

Grading of severity and likelihood: High – Significant – Medium – Low

		Risk after mitigation:	
Risk or issue	Mitigation	Severity	Likelihood
Delay to grant award due to City Council's financial spend review board.	Clearances are being progressed with the legal, finance and procurement business partners in addition to rigid justification on the essential importance for this grant to be award for these works.	High	High
Building works falling behind schedule	The school will manage this project directly and have extensive experience in managing these types of projects as has been done in previous phases.	Low	Medium
Risks of rising Project Costs	Market rates will be monitored & tested for best value while any rising costs will be managed by consultant employed by the school to oversee & advise on the project.	Medium	Medium
BCC faced with increasing revenue costs	Consequential revenue costs arising including additional staffing, utility costs	Low	Low

APPENDIX 1

	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.		
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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	Approval of Cabinet Member report and expenditure for project.	Strategy not approved	Early Consultation and Regular Briefing	BCC / EDI
School Leadership Team / Governors	Design and Delivery	High	To lead on delivery and programme management through its assigned contractors.	Unable to design to budget Unable to deliver to timescales	Close working with other stakeholders Regular feedback	BCC/EDI /School Leadership Team
School Leadership Team / Governors	Governing Body Agreement and End Users	High	Compliance with GBA Ongoing Revenue costs for R&M once works complete	N/A	Governing Body Agreement signed and regular project meetings	School Leadership Team/Academy Trust/ Governing Body EDI Project Officer
Pupils	End user	Low	Consultation	Nil	Through school's council	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 each of the outcomes in B1 above</i>			<i>What the estimated impact of the project will be on the measure identified</i>
(A) Monetised benefits:	£		
(B) Other quantified benefits:			
(C) Non-quantified benefits:	n/a		

Other Attachments

provide as appropriate

- Appendix 2 – Hazard Awareness Identification Checklist (HARI)
- Appendix 3 – Exempt
- Appendix 4 - Environment and Sustainability Impact Assessment

Item 12

CDM 2015 - Hazard Awareness & Risk Identification (HARI) Checklist

Project Name:	Sw anshurst School - Curtain Walling Replacement - Centre Building/ Centre Dance	Date HARI commenced: 16/ 03/ 23
Stride Project Number:	156016	HARI Version at RIBA: Stage 2 / Stage3 / Stage 4 / Stage 5
Principal Designer:	Stride Treglow n	
Designer: (Architectural)	Stride Treglow n - Clare Hassam	
Designer: (M&E):	Qoda - George Sigalas	
Designer: (Structural):	John Duddell Associates	
Designer: ():		

Instructions for use

This HARI Checklist is the key Stride Treglown CDM Regulations document for recording awareness of hazards and identifying risks on the project. The document is to be maintained as a 'living' document throughout all project stages from RIBA 2 to RIBA 5. At the conclusion of each stage, undertake a 'file save as' of the document in PDF format as an audit trail to demonstrate hazard and risk reduction over time. The checklist is to be completed by a 'Designer' as defined by the CDM Regulations. This will usually be the job architect or the job runner from another Stride Treglown design discipline. The form may be used to record a single discipline's input, e.g. from the architect, or it may be used to record the combined inputs from all the Designer disciplines, e.g. the architect, the structural engineer and the M&E Engineers. In the latter circumstance, take care to ensure each disciplines' inputs are clearly identified as belonging to them in order to avoid potential PII issues. The decision to create a combined checklist needs to be agreed by all the designers and taken at the inception of the HARI process. Work through the checklist from top to bottom completing the RAG list boxes and adding narrative where appropriate in the 'Designers' Mitigation / Control Notes' column.

Note that many items in **Section 1 - 'Hazards to be mitigated and/ or controlled which can be anticipated during the Design Phase'** will not apply to your project. In this case click on the 'N/ A' choice in the RAG list drop-down menu box. Note that whilst it is tempting to 'hide' all the rows that are tagged as 'N/ A' to make the checklist appear shorter, do not edit the checklist in this way because it is important to demonstrate in the audit trail that every potential hazard has been examined even it has subsequently been discounted. Where a more detailed record and audit trail of the Designer's mitigations and control measures is required than can be sensibly be entered into the text box for any given item, you are advised to complete a separate Design Risk Assessment form for that item.

In **Section 2 - 'Hazards to be mitigated and/ or controlled that occur in the Construction Phase'** - record any opportunities for you as Designers to contribute to reducing risk for the workers constructing the building - you may be surprised how much influence have to mitigate hazards when you really think about how the building is to be constructed. Work through each of the hazards identified and try to envisage the effects of your Designer's specification, design and detailing choices on actual tradespersons and other workers. Where a more detailed record and audit trail of the Designer's mitigations and control measures is required than can be sensibly be entered into the text box for any given item, you are advised to complete a separate Design Risk Assessment form for that item.

Section 3 - Register of Residual Risks after Handover in the Use, Maintenance and Demolition Phases - is for creating a record of 'Residual Risks'. These are items that could not be completely eliminated but remain for the building users to manage. For example, a flat roof represents a 'fall from height' hazard but if a parapet or balustrade has been included, then the Residual Risk is a 'managed' and low risk one - a 'green' in the RAG list box. Note that the register of Residual Risks forms part of the information package which the CDM Regulations legally require to be recorded in the Health & Safety File at the end of the project.

Definitions

A '**hazard**' is any source of potential damage, harm or adverse health effect on something or someone under certain conditions at work.

A '**risk**' is the chance or probability that a person will be harmed or experience an adverse health effect if exposed to a hazard.

The hazards listed in the tables below are either intrinsic hazards which can cause harm in and of themselves - for example, asbestos or buried explosives - or they are hazards which may arise from a particular site feature, situation or circumstance - for example, proximity to a quayside with deep water or a site with high winds.

<i>RED / AMBER / GREEN colour coding categories</i>	
RED ...indicates a hazard which should be eliminated if at all possible due to it: a) generating a high risk and: b) the difficulty of mitigating and/ or controlling this high risk	
AMBER ...indicates a hazard which still ideally should be eliminated but which is able to be mitigated and/or controlled to reduce the risk to an acceptable level	
GREEN ...indicates a hazard which presents a low risk from the outset OR is a hazard previously of a higher category which has been mitigated or controlled	
N/ A on a white background...indicates a hazard which does not apply on this particular project	N/ A

<i>ISSUE LOG</i>					
Version	Reason for issue	Date	Issued to	From	Checked
1	Stage 2 issue for information	16.03.23			
2	Stage 3 issue for information	27.04.23			
3	Pre-Construction Issue	19.06.23	Design Team	CH	AS

Section 1 - Hazards to be mitigated and/ or controlled which can be anticipated during the Design Phase

Ref.	Hazard	General Notes & Prompts	Designer's Mitigation / Control Notes	RAG	Ref.
SITE FEATURE HAZARDS - Reference prefix 'SF'					
SF01	Proximity to an overground railway inc. embankments, cuttings and viaducts	The Office of Rail Regulation and Network Rail will need to be involved at the earliest opportunity as there are comprehensive rules for building close to or over railways.	No overground railway inc. embankments, cuttings and viaducts in close proximity to the building	N / A	SF01
SF02	Proximity to an underground railway / railway tunnel	The Office of Rail Regulation and Network Rail or alternatively another body such as Transport for London will need to be involved at the earliest opportunity as there are comprehensive rules for building close to or over railways.	No underground railway or railway tunnel in close proximity to the building	N / A	SF02
SF03	Proximity to a motorway / trunk road inc. embankments, cuttings and viaducts	The Department for Transport may need to be involved at the earliest opportunity.	No motorway/ trunk road, inc. embankments, cuttings and viaducts in close proximity to the building	N / A	SF03
SF04	Proximity to other roads inc. embankments, cuttings and viaducts	The local or county authority may need to be involved at the earliest opportunity.	No other roads, embankments, cuttings or viaducts in close proximity to the building	N / A	SF04
SF05	Proximity to a road tunnel	The category of road carried using the tunnel will determine whether it is the Department for Transport or the local / county authority who is responsible.	No road tunnel in close proximity to the building	N / A	SF05
SF06	Proximity to a canal inc. aqueducts, locks and tunnels	The Canal and River Trust will need to be involved at the earliest opportunity. Drowning is an ever present danger. Canals themselves may be relatively shallow but locks are particularly hazardous installations.	No canal, aqueducts, locks or tunnels in close proximity to the building	N / A	SF06
SF07	Proximity to a river	The Environment Agency and/ or the Canal and River Trust may need to be involved at the earliest opportunity. Rivers are highly variable environments with tides or high rainfall creating the potential for flooding a site over a short period of time. Drowning is an ever-present danger.	No river in close proximity to the building	N / A	SF07
SF08	Proximity to a quayside or dock	Quays and docks have the potential to be dangerous places for a number of reasons including the fact they are adjacent to deep water and often have unguarded edges. Accordingly, drowning is an ever-present danger. There are also hazards arising from dockside installations/ activities which can include moving cranes, container-handling equipment, railways and lorries. Ownership of quays and docks may fall under many different types of tenure including the Ministry of Defence, Associated British Ports, other public bodies or private owners.	No quayside or dock in close proximity to the building	N / A	SF08
SF09	Proximity to a large bridge	There will be a variety of issues when working close to high bridges. Falling objects from the bridge is one possibility. Downdraughts is another.	No large bridge in close proximity to the building	N / A	SF09
SF10	Proximity to an airport / airfield	Airports and airfields have the potential to be dangerous places for a number of reasons. Particular issues for aviation include FOD (Flying Object Damage) to aircraft or caused by aircraft to the surrounding environment. Interference with avionic / communication equipment is also an issue to consider. Radars give off powerful electromagnetic radiation. Ownership of airports and airfields may fall under many different types of tenure including the Ministry of Defence, Civil Aviation Authority, other public bodies or private owners.	Constuction traffic to be controlled and minimised where possible to avoid disruption to other road users accessing primary shool in contruction and demolition phase. Site access point and boundaries opposite entrance to be made secure with safe segregated pedestrian and cyclist access points provided. Operations/ access times to be coordinated to mitigate disruptions to the schools operating times, including drop off and pick up. Security and safeguarding will be considered carefully and managed around the the shared site entrance and adjoining boundary. Placement and massing of the proposed building mitigates risk to pupils and staff during construction.		SF10
SF11	Proximity to a hospital / health facility	Hospitals will require constant access for emergency vehicles. Noise from construction sites may present problems to inpatients. Similarly, dust from construction sites can adversely affect vulnerable patients.		N / A	SF11

SF12	Proximity to a college / school	Schools in particular are vulnerable to compromises in road safety from construction sites. When working within schools, there will be security and safeguarding requirements for contractors to resolve.	Site access for deliveries to be from the rear gate off Billesley Tennis Centre access road, banksman to walk in front of the vehicle to the site. Site exit to be via the main drive where automatic gates will open on approach. Alternative access for deliveries/ waste collection not possible, construction traffic to be controlled and minimised where possible to avoid disruption to other road users accessing the school in the construction and demolition phase. Construction/ demolition work will commence during term time, although the bulk of the facade replacement will be taking place during the holiday period during which time there will be minimal presence of staff or pupils on site, construction will commence four weeks prior to the school closing. Contractor to provide traffic management and signage and to observe the schools requirements for contractor parking arrangements. Suggest the Contractor proposes a delivery plan to be discussed and agreed with the Client together with the compound arrangements for safe off loading. Security and safeguarding will be considered carefully around the movement of vehicles through the site.		SF12
SF13	Proximity to a military establishment	Military establishments will have a range of health & safety issues for contractors working in or adjacent to them. Security is one of a number of 'high profile' issues. Some types of establishment may have a legacy of old <u>unexploded ordnance buried in the ground.</u>	No military establishments in close proximity to the site	N / A	SF13
SF14	Proximity to high buildings	High buildings will produce high wind speeds at ground level due to downdrafts off the faces of the building. Objects may also fall or be <u>deliberately thrown from high buildings.</u>	No high buildings in close proximity to the site	N / A	SF14
SF15	Proximity of historic / listed buildings	There will be a variety of issues including maintaining support of relatively weak structures, the maintenance of historic assets and the presence of obsolete materials such as asbestos.	No historic or listed buildings in close proximity to the building	N / A	SF15
SF16	Existing building(s) to be incorporated into the project	There will be a wide variety of issues including structural stability and obsolete materials such as asbestos, lead paints etc.	Riverside Type 3 Asbestos report ref. <u>237536</u> confirms ACMs are present. Chrysotile asbestos has been identified in the boarding to the rear of the glass façade, within the existing floor tiling/ adhesive backing and the putty/ mastic to the window frames. The nature of the works requires the removal of the asbestos containing material to facilitate the stripping out of the facade, the contractor is to provide a method statement covering the proposed means of removal. Removal of ACMs to take place prior to works commencing on site and during school periods when no pupils or staff are present on site. Due to the nature of the works the condition of the existing structure is not visible, the curtain walling fabricators will need to survey the building and highlight any fragile areas or items requiring special attention once the structure is exposed. Strucural details/ specification for remediation work required to the cantilevered floor slab to the staircore to be provided by the Structural Engineer.		SF16
SF17	Unusual topography inc. cliffs / steep slopes / pits	Unusual topography will present a variety challenges. For example cliffs can present the danger of rockfalls and produce high windspeeds at ground level from downdraughts.	No unusual topography in close proximity to the building	N / A	SF17
SF18	Existing building(s) to remain in use during the construction period.	There will be a variety of issues around the logistics of the building remaining in use including large numbers of pupils using the dining room facilities during the lunchtime periods and the food technology classroom being in use throughout the day.	The curtain walling refurbishment affects the rear elevations of Centre Building and all elevations to Centre Dance, partial possession of Centre building will restrict construction/ demolition works to one half of the building whilst the remaining areas are still in use. Separate access is to be maintained for site personel for the first 4 weeks of the construction period and access for use by the school will not be permitted Discussion needed bewteen Contractor, fabricator and Client to agree sequence of work and measures to be put in place to prevent unauthorised access and maintain existing escape routes for the building users..		SF18
SF19	Other hazard - designer to define				SF19
SF20	Other hazard - designer to define				SF20
UTILITIES & SERVICES HAZARDS - Reference prefix 'US'					
US01	Proximity to energy generating / transmission facilities	This may include renewable sources such as wind turbines and photovoltaic 'farms'. Wind turbines may produce interference to telecommunications transmitters. PV farms may create dazzling reflections of the sun.	No energy generating/ transmission facilities in close proximity to the building.	N / A	US01
US02	Overhead electricity lines	The National Grid governs the major high voltage transmission lines with regional power distribution companies governing installations running at lower voltages. Power lines generate electromagnetic fields although there is debate about how much effect they might have on health. Notwithstanding there may be interference to telecommunications systems <u>from power lines. The ubiquitous hazard is electromcution</u>	No overhead electricity lines in close proximity to the building	N / A	US02
US03	Underground electricity lines	Underground lines can also include major high voltage lines.	No underground electricity lines in close proximity to the building - not relevant to proposed refurbishment works	N / A	US03
US04	Underground gas pipelines	The National Grid governs the high pressure gas distribution network with regional gas distribution companies shipping gas to the final consumer.	No underground gas pipelines in close proximity to the building	N / A	US04

US05	Other underground pipelines	Other underground pipelines may carry a variety of products and may be in private ownership. There is still a network of 'Government' pipelines which ships aviation fuel for both military and civil users.	No underground pipelines in close proximity to the building - not relevant	N / A	US05
US06	Proximity to telecommunications facilities	Electromagnetic interference may emanate from or be caused to telecommunications facilities such as radar and microwave transmitters.	No telecommunications facilities in close proximity to the building	N / A	US06
US07	Overhead telecommunication lines	Overhead telecommunications lines do not present a particular hazard in and of themselves as they run at low voltages however disruption to networks can have serious 'knock-on effects', not necessarily in the immediate vicinity of a construction site.	No overhead telecommunication lines in close proximity to the building	N / A	US07
US08	Underground telecommunication lines	The same strictures apply as with overhead lines. Lines may include highly secure installations such as international telecommunications fibre optic lines or Ministry of Defence lines, damage to which can cause widespread disruption.	No underground telecommunication lines in close proximity to the building	N / A	US08
US09	Underground water pipelines	Water supply is controlled by regional and local supply/ distribution companies. Some companies include water and waste water (sewerage) within their remit and some are water supply only. Disruption to water mains may create issues including flooding, damage to buildings/ infrastructure and pollution.	No underground water pipelines in close proximity to the building - not relevant to proposed refurbishment works.		US09
US10	Underground drainage culverts / sewers / drains	Such pipelines are likely to present health hazards to those entering into or working on them including the risk of contracting water-borne diseases. Drowning is also an ever-present risk in large/ deep tanks and chambers.	Underground surface water sewer and underground foul sewer are located on the site, running east to west. Contractor to make allowance for protective measures to be put in place when access equipment is in use in these areas.		US10
US11	Other hazard - designer to define		placeholder		US11
US12	Other hazard - designer to define		placeholder		US12
US13	Other hazard - designer to define		placeholder		US13
OTHER SITE-WIDE HAZARDS - Reference prefix 'OS'					
OS01	Presence of underground voids and other underground features	Undiscovered / uninvestigated voids can lead to sudden collapses in the ground, especially when new loadings are applied. These can include old mine workings, drainage installations, air raid shelters and the like.	No underground voids or other underground features in close proximity to the building - not relevant to proposed refurbishment works.	N / A	OS01
OS02	Land liable to flooding and inundation	Sites may include land adjacent to the sea, estuaries, rivers and lakes but also adjacent to docks, canals and the like.	Site not liable to flooding and inundation.	N / A	OS02
OS03	Poor ground in respect of structural bearing	Poor ground can lead to collapses of excavations, trenches, haul roads and site works generally.	On a previous phase of curtain walling refurbishment an area of ground collapsed around an existing drain location under the weight of the lifting machinery used for the curtain wallin. Contractor to be aware that poor ground around drain runs may be present, precautions to be taken to protect the surface finish and provide a stable base for lifting from. Structural Engineer to advise any further measures required.		OS03
OS04	Possibility of buried explosives	These may include unexploded wartime bombs and mines as well as 'lost' caches of explosive materials such as shells, grenades and bullets.	Not relevant to refurbishment works	N / A	OS04
OS05	Contaminated land	'Brownfield' sites, especially those in former industrial areas, may be heavily contaminated with a wide variety of polluting materials. Sites used for motor trade purposes may have been polluted by petrol, diesel and oils.	Not relevant to refurbishment works	N / A	OS05
OS06	Contaminated existing structures inc. presence of asbestos	Crocidolite and amosite asbestos types were banned in 1985. Chrysotile asbestos use was only finally banned in construction in 2000. Always consider that asbestos may be present in buildings constructed before 2000. Building owners have a legal duty to manage asbestos under The Control of Asbestos Regulations.	Riverside Type 3 Asbestos report ref. J237536 confirms ACMs are present. Chrysotile asbestos has been identified in the boarding to the rear of the glass façade, within the existing floor tiling/ adhesive backing and the putty/ mastic to the window frames. The contractor shall report immediately to the contract administrator if any further suspected asbestos materials are discovered at a later date. Such materials shall not be disturbed and safe methods of removal agreed with the contract administrator.		OS06
OS07	Site subject to extreme weather events	These may include sites locally exposed to high winds or surge tides	Building not subject to extreme weather events	N / A	OS07
OS08	High ambient noise levels	High ambient noise levels from neighbouring site activities may cause distraction to construction workers and prevent warning sounds being heard, for example from vehicle/ plant horns. Sudden noises such as caused by aircraft overflying the site at low level may also be problematical.	Site not exposed to loud ambient noise levels.	N / A	OS08
OS09	Hazards arising from the Client's existing site activities	Industrial clients in particular may have a whole range of processes being undertaken in their properties producing, heat, fumes, flames, gases and ash together with liquid toxic wastes	Site not exposed to hazards arising from existing site activities.	N / A	OS09
OS10	Potentially dangerous electromagnetic radiation	Be aware of radio, radar and microwave transmitters which require safety stand-off distances. Equipment on existing building roofs may have to be switched off during construction activities.	No known electromagnetic radiation on or in close proximity to site.	N / A	OS10

OS11	Poor air quality	This hazard may arise from the client's site activities, from neighbouring site activities or during local air pollution events such as regular 'smogs'.	No known poor air quality.	N/ A	OS11
OS12	Potentially dangerous site flora	This category can include invasive species such as Japanese Knotweed which can damage buildings and pavings and species such as Giant Hogweed, the sap of which causes skin burns.	No known dangerous site flora.	N/ A	OS12
OS13	Potentially dangerous site fauna	This can include vermin and their products, for example bird droppings. Potentially dangerous animals include gulls. In some locations, both coastal and inland, gulls will 'dive bomb' people and construction operatives working on roofs can be at particular risk if gulls are nesting close by.	No known dangerous site fauna.	N/ A	OS13
OS14	Other hazard - designer to define		placeholder		OS14
OS15	Other hazard - designer to define		placeholder		OS15
OS16	Other hazard - designer to define		placeholder		OS16

Section 2 - Hazards to be mitigated and/ or controlled that occur in the Construction Phase - Reference prefix 'CH'

Ref.	Hazard	General Notes & Prompts	Designer's Mitigation / Control Notes	RAG	Ref.
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Note - It is the responsibility of the Principal Contractor to plan, co-ordinate and control site activities to eliminate or reduce risks to health and safety for its workers in the construction phase. Notwithstanding, it is also the duty of the Designers to consider the health and safety implications of their designs at all project stages and play a full role in eliminating or reducing risks to health and safety which may occur on the construction site. Review the listed hazards against your design and specification choices and record your contribution to eliminating, mitigating or controlling the risks to health and safety that will occur during the construction phase.

CH01	Drowning	Could your design be modified such that buildings and external works are not immediately adjacent to bodies of deep water or so that workers do not have to work directly over the water?	No known deep bodies of water identified.	N/ A	CH01
CH02	Other water-related health risks inc. diseases	Could your design be modified such that workers are less exposed to working around bodies of water which could be contaminated with sources of pollution, whether chemical or biological?	No known other water-related health risks to consider.	N/ A	CH02
CH03	Injury from collapse of ground and/ or building substructures	Could your design be modified such that workers are less exposed to working in deep excavations or where the ground conditions are unstable? The civil/ structural engineer should also be able to make a contribution to such mitigations.	The proposed refurbishment works do not involve any excavation works. Contractor to be aware that poor ground around drain runs may be present, precautions to be taken to protect the surface finish and provide a stable base for lifting from. Structural Engineer to advise any further measures required.		CH03
CH04	Injury from collapse of building superstructures	Could your design be modified such that workers are less exposed to collapses? For example, could masonry walls - which can be unstable before being fully tied together or before the mortar has set - be replaced with framed or stud partitions?	The project involves small areas of infill using SFS and a masonry outer leaf at first, second and third floor, Contractor to ensure that appropriate measures are in place during construction to mitigate risk to workers and building users below..		CH04
CH05	Injury from impact by site vehicles / site plant movements	Could your design be modified such that there is more space around the building on the site to permit safer manoeuvring of vehicles/ plant such as lorries, excavators, dumpers, telehandlers, MEWPs and so on? Can you make better use of the site to permit segregation of pedestrians?	The existing building is set back from the main vehicular access drive, vehicle and plant use to be carefully planned to ensure safe manoeuvring Contractor to ensure construction traffic and management plan created to separate vehicle and operatives wherever possible. Vehicle and plant use to be carefully planned, particularly with respect to access to rear of the building where access is restricted Contractor to ensure that appropriate measures are in place during construction to mitigate risk to workers.		CH05
CH06	Injury related to falling objects	Could your design be modified such that workers are less exposed to falling objects? For example, is prefabrication of cladding and roofing into larger physical units a possibility to reduce the opportunities for smaller components - e.g. roof tiles - to fall?	The façade refurbishment involves the prefabrication of large units of glazing/ panels to form the curtain walling replacement. Areas of infill to the external walls have designed as SFS with a masonry outer leaf. Contractor to ensure that appropriate measures are in place during construction to mitigate risk to workers and provide method statements where necessary.		CH06
CH07	Injury related to falls from height	Could your design be modified such that workers are less exposed to falls from height? For example, can the cladding and roofing design contribute to guarding against falls by means of parapets? Could the permanent stairs be used during construction to obviate use of temporary stairs?	Due to the nature of the project being the refurbishment of an existing building, the existing stairs can be used throughout the construction period. The existing curtain walling is to be replaced to the rear elevations including the side and front elevation of centre dance. There are some areas of flat roof to the rear of the building which may provide safe access/ working area to the floors above. Contractor to ensure that appropriate measures are in place during construction to mitigate risk to workers and provide method statements where necessary.		CH07
CH08	Injury from chemicals and the like	Could your design be modified such that workers are less exposed to hazardous materials? For example, could liquid coatings such as paints be specified as water-based products rather than solvent-based?	Water-based paints and non-hazardous materials/ products to be specified where possible.		CH08

CH09	Respiratory injury from site operations inc. cutting concrete and the like	Could your design be modified to reduce concrete cutting/ drilling/ grinding by better planning and/ or specification? For example, ideally all holes through concrete floor slabs for services should be pre-planned and cast insitu to avoid subsequent concrete drilling operations.		N/ A	CH09
CH10	Injury from exposure to excessive noise	Could your design be modified to reduce exposure to noise? For example, bored piling is a potentially quieter operation than percussive piling. The civil/ structural engineer should also be able to make a contribution to such mitigations.	No injury from exposure to excessive noise envisaged - no requirement for foundations	N/ A	CH10
CH11	Burns / scalds / cuts	Could your design be modified to reduce the occurrences of 'hot works'? For example, can steel components be bolted together rather than welded? Can metal pipework be specified to obviate soldering? The relevant engineers should also be able to contribute to such mitigations.	Any hot works required to be assessed by the contractor and detailed in their method statements		CH11
CH12	Injury from slips / trips / falls	Could your design be modified such that the site can be more readily kept in a clean, tidy and workmanlike state. For example, large quantities of waste being generated - e.g. timber offcuts, plasterboard - may result in trip hazards if not constantly tidied away to skips.	Due to the nature of the project being the refurbishment of an existing building the project involves an extensive amount of stripping out. Contractor to ensure that there is adequate disposal systems in place to mitigate tripping hazards. Safe routes to be maintained for personnel. Contractor to ensure that appropriate measures are in place during construction to mitigate risk to workers.		CH12
CH13	Trapping inc. in confined spaces	Could your design be modified to reduce the occurrences of confined spaces? For example could one large service riser be substituted for a number of smaller risers?	Existing risers/ plant positions are to be retained.	N/ A	CH13
CH14	Injury from fire	Could your design be modified to reduce opportunities for fires to be started? For example, could a cold-applied roof membrane be specified instead of a 'torch-on' type? Could masonry be substituted for timber-framed construction which has a high fire load before covering in?	The facade refurbishment will be a combination of replacement curtain walling, SFS and masonry outer leaf infill. Any existing steel framing exposed and requiring to be encased and/ or coated with intumescent paint in line with advice from the BCO.		CH14
CH15	Musculo-skeletal injuries form heavy lifting and the like	Could your specification be modified such that workers do not have to repetitively lift heavy weights? For example, can smaller unit sizes of masonry blocks - 'midi blocks' - or concrete paving slabs be specified?	Due to the nature of the project being the refurbishment of an existing building the works requires the lifting of heavy sections of glazing/ panelling, specialist lifting equipment is to be used to lift materials into place.. Contractor to ensure that appropriate measures are in place during construction to mitigate risk to workers.		CH15
CH16	Vibration injuries from vibrating tools	Could your design be modified such that workers do not constantly have to break out concrete or masonry? For example, can service holes in concrete be pre-planned and cast insitu not have to be cut out later?		N/ A	CH16
CH17	Other hazard - designer to define		placeholder		CH17
CH18	Other hazard - designer to define		placeholder		CH18
CH19	Other hazard - designer to define		placeholder		CH19

Section 3 - Register of Residual Risks after Handover in the Use, Maintenance and Demolition Phases

Which site-wide issues from the Design and Construction Phases have remained as Residual Risks in the completed building?

Ref.	Residual Risk	General Notes	Designer's Mitigation / Control Notes	RAG	Ref.
	Residual Risk arising from a Site Feature Hazard				
RR0 1	Item - define		placeholder		RR0 1
RR0 2	Item - define		placeholder		RR0 2
RR0 3	Item - define		placeholder		RR0 3
RR0 4	Item - define		placeholder		RR0 4
RR0 5	Item - define		placeholder		RR0 5
RR0 6	Item - define		placeholder		RR0 6
RR0 7	Item - define		placeholder		RR0 7
RR0 8	Item - define		placeholder		RR0 8
RR0 9	Item - define		placeholder		RR0 9
RR1 0	Item - define		placeholder		RR1 0
	Residual Risk arising from Utilities & Services				
RR1 1	Item - define		placeholder		RR1 1
RR1 2	Item - define		placeholder		RR1 2
RR1 3	Item - define		placeholder		RR1 3
RR1 4	Item - define		placeholder		RR1 4
RR1 5	Item - define		placeholder		RR1 5
RR1 6	Item - define		placeholder		RR1 6

RR1 7	Item - define		placeholder		RR1 7
RR1 8	Item - define		placeholder		RR1 8
RR1 9	Item - define		placeholder		RR1 9
RR2 0	Item - define		placeholder		RR2 0
	Residual Risk arising from Other Site Hazards				
RR2 1	Item - define		placeholder		RR2 1
RR2 2	Item - define		placeholder		RR2 2
RR2 3	Item - define		placeholder		RR2 3
RR2 4	Item - define		placeholder		RR2 4
RR2 5	Item - define		placeholder		RR2 5
RR2 6	Item - define		placeholder		RR2 6
RR2 7	Item - define		placeholder		RR2 7
RR2 8	Item - define		placeholder		RR2 8
RR2 9	Item - define		placeholder		RR2 9
RR3 0	Item - define		placeholder		RR3 0

What are the Residual Risks associated with the finished building itself?

Ref.	Residual Risk in the finished building(s)	Notes	Designer's Mitigation / Control Notes	RAG	Ref.
RR3 1	Risks associated with access to high areas - externally	These are common residual risks and likely to be present	placeholder		RR3 1
RR3 2	Risks associated with access to high areas - internally	These are common residual risks and likely to be present	placeholder		RR3 2
RR3 3	Risks associated with cleaning high areas - externally	These are common residual risks and likely to be present	placeholder		RR3 3
RR3 4	Risks associated with cleaning high areas - internally	These are common residual risks and likely to be present	placeholder		RR3 4
RR3 5	Risks associated with replacing building fabric - externally	These are common residual risks and likely to be present	placeholder		RR3 5
RR3 6	Risks associated with replacing building fabric - internally	These are common residual risks and likely to be present	placeholder		RR3 6
RR3 7	Risks associated with maintaining M&E plant - internally	These are common residual risks and likely to be present	placeholder		RR3 7
RR3 8	Risks associated with maintaining M&E plant - externally	These are common residual risks and likely to be present	placeholder		RR3 8
RR3 9	Risks associated with dismantling / removing M&E plant	These are common residual risks and likely to be present	placeholder		RR3 9
RR4 0	Risks associated with demolishing building structures	These are common residual risks and likely to be present	placeholder		RR4 0
RR4 1	Risks associated with incorporated building materials	These are common residual risks and likely to be present	placeholder		RR4 1
RR4 2	Item - define		placeholder		RR4 2
RR4 3	Item - define		placeholder		RR4 3
RR4 4	Item - define		placeholder		RR4 4
RR4 5	Item - define		placeholder		RR4 5
RR4 6	Item - define		placeholder		RR4 6
RR4 7	Item - define		placeholder		RR4 7
RR4 8	Item - define		placeholder		RR4 8
RR4 9	Item - define		placeholder		RR4 9
RR5 0	Item - define		placeholder		RR5 0
RR5 1	Item - define		placeholder		RR5 1

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 ₂ emissions.	<p>Will the decision have an impact on energy use?</p> <p>Will the decision impact on carbon emissions?</p> <p>Most day-to-day activities use energy. The main environmental impact of producing and using energy such as electricity, gas, and fuel (unless it is from a renewable source) is the emission of carbon dioxide.</p>
Impact on local green and open spaces and biodiversity	<p>The proposal may lead to localised impacts on the local green and open spaces which may have an impact on local biodiversity, trees and other vegetation in the area.</p> <p>Will the proposal lead to loss (or creation) of green and blue infrastructure?</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?

Project Title: Swanshurst School Curtain Walling Replacement Works				
Department: Children & Families	Team: Education Infrastructure			Person Responsible for assessment: Vonni Steer
Date of assessment: 25.09.2023		Is it a new or existing proposal? Existing proposal		
Brief description of the proposal: Grant award to approve funding to replace curtain walling to the Central Block at Swanshurst School.				
Potential impacts of the policy/development decision/procedure/ on:	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?
Natural Resources- Impact on natural resources including water, soil, air	✓			The nature of the project, being a façade refurbishment project, means that there is no specific impact on water, soil. There is an indirect positive impact on air quality as increase energy efficiency, we will burn less gas to heat the building.
Energy use and CO ₂ emissions	✓			The long-term impact of the works will be a reduction in the use of gas in relation to heating as the energy efficiency of the block will increase. The completion of the façade refurbishment of this block will enable the monitoring of energy usage to establishment reduction in energy costs and CO ₂ emissions.
Impact on local green and open spaces and biodiversity			✓	The nature of the project, being a façade refurbishment project, means that there is no specific impact on natural resources including water, soil, air.

Use of sustainable products and equipment	✓			Materials are specific to curtain walling replacement and sustainability data is available from the manufacturer. The manufacturer complies with the requirements of ISO 14001
Minimising waste	✓			Waste material from existing façade, metal work & glass could be recycled but is not suitable for re-use due to age of materials.
Council plan priority: a city that takes a leading role in tackling climate change			✓	The curtain walling replacement scheme across the whole site is focussed on refurbishment thereby prolonging the life of the site rather than demolition and rebuild.
Overall conclusion on the environmental and sustainability impacts of the proposal	The façade refurbishment aspiration is to deliver carbon reduction across the site and also energy usage for the school.			

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

Birmingham City Council

Cabinet Committee

Date 14 November 2023



Subject: **Draft Birmingham Physical Activity Strategy -
Creating an Active Birmingham**

Commissioner Review

The Commissioners have reviewed this report and the recommendations are supported.

Birmingham City Council

Report to Cabinet

14 November 2023



Subject: DRAFT BIRMINGHAM PHYSICAL ACTIVITY STRATEGY - CREATING AN ACTIVE BIRMINGHAM

Report of: Dr Justin Varney, Director of Public Health

Relevant Cabinet Member: Cllr Mariam Khan - Health and Social Care

Relevant O &S Chair(s): Cllr Mick Brown - Health and Adult Social Care

Report author: Ibrahim Subdurally-Plon, Service Lead (Physical Activity)

Email: Ibrahim.Subdurally-Plon@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: 012030/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

1 Executive Summary

- 1.1 The Creating an Active City Forum is a sub-forum of the Health and Wellbeing Board. The purpose of the Forum is to work together to increase physical activity at a population level across Birmingham by ensuring that a joint action plan is developed and delivered.

- 1.2 The Forum has created the draft Birmingham Physical Activity Strategy - Creating an Active Birmingham.
- 1.3 The draft strategy has been developed by the Physical Activity Team in the Public Health division, with input and perspectives from system partners and members of the Creating a Physically Active City Forum. These include internal council partners such as the Neighbourhood team. External partners include Sports England, Swim England, University of Birmingham among others.
- 1.4 The draft strategy has also been informed by the Physical Activity Needs Assessment which brought research and evidence together in understanding the current local picture and opportunities for action.
- 1.5 Hard to reach voices have been included in the draft strategy through the Seldom Heard Voices (SHV) project.
- 1.6 The draft strategy aligns with the Sports strategy, Culture Strategy and Active Travel/Cycling and Walking Strategy.
- 1.7 The draft strategy sets out the Creating an Active City forum's ambitions for the next 10 years (2024-2034). The draft strategy is based on one of the 5 themes of the Birmingham Joint Health and Wellbeing Strategy – Creating a Bolder, Healthier City 2022-2023 – Active at Every Age and Ability.
- 1.8 It includes ambitions, objectives, and potential actions to be taken, along with system partners, indicators, and leaders who will help us achieve them. Throughout the strategy is a commitment to undertake change across the city and across socio-economic groups to improve health through physical activity and reduce health inequalities. This is done through improving physical activity throughout the life course and regardless of residents' abilities.
- 1.9 The Creating a Physically Active City Forum sets out several ambitions that as a city we are working together to achieve:
 - i. Reduce the percentage (%) of adults who are physically inactive to less than 20% by 2030.
 - ii. Increase the percentage (%) of adults walking or cycling for travel at least three days a week by at least 25% by 2030.
 - iii. Increase the percentage (%) of physically active children and young people to the national average by 2030.
 - iv. Reduce the inactivity gap between those living with disabilities and long-term health conditions and those without by 50% by 2030.
 - v. Reduce the inactivity gap between different ethnic communities by 50% by 2030.
- 1.10 The draft strategy will achieve the forum's ambitions through 5 priorities:

- i. Active people - Creating and promoting access to opportunities taking a life course approach across multiple settings to enable people to engage in regular physical activity.
 - ii. Active environment - creating and protecting the places and spaces that promote and engage people of all ages and abilities in activity.
 - iii. Active societies - changing the narrative around physical activity across the city building insight and evidence into policy, commissioning, planning decisions and communication messages and marketing campaigns.
 - iv. Active systems - creating a more integrated and interconnected system by strengthening our local leadership, governance, partnerships and workforce capabilities.
 - v. Closing the gap - continuing to develop a better understanding of local barriers and enablers to increase activity across the city and ensure we focus on the least active groups as identified in the Physical Activity Needs Assessment.
- 1.11 The purpose of the consultation is to seek residents' views on The Creating an Active Birmingham Strategy 2024 – 2034. And aims to support residents in Birmingham to be Active at Every Age and Ability. It will assess support for our vision and key objectives, our vision to embed actions across the city, our forum's ambitions and to be our tool for decision-making and policy prioritisation.
- 1.12 Cabinet is asked to give permission to launch a public consultation exercise to seek comments on the draft Creating an Active Birmingham Strategy 2024 – 2034.

2 Recommendations

- 2.1 It is recommended that Cabinet:
- 2.1.1 Gives approval to consult on The Creating an Active Birmingham Strategy 2024 – 2034, as set out in this cover report and appended documents.

3 Background

- 3.1 The Creating an Active City forum is a sub-forum of the Health and Wellbeing Board, a statutory body created under the Health and Care Act 2012.

4 Options considered and Recommended Proposal

Public consultation exercise.

5 Consultation

- 5.1 The consultation draft has been developed in partnership with a wide range of stakeholders through the Creating an Active City Forum and the Sport Birmingham Partnership. Internally there has been close working with the Sport and Leisure teams, Active travel teams and the wider public health division.
- 5.2 A seven-week public consultation process is planned, and the consultation will build upon best practice methods developed by the Public Health Division food system team in their consultations on the Birmingham Food System Strategy. The Consultation plan will offer a range of social media and online forums, targeted community engagement, wider stakeholder engagement, ward forums and utilise existing community trusted engagement channels.
- 5.3 Permission is sought from Cabinet to launch a public consultation exercise to seek views on the draft Creating an Active Birmingham Strategy.

6 Risk management

Risk Analysis			
Identified Risk	Likelihood	Impact	Actions to Manage Risk
Lack of resident and partner engagement in the development of the draft strategy and its priorities.	Low	Medium	The draft Strategy has been co-produced with partners and received support from many organisations prior to consultation. Full public consultation exercise to gauge support is planned.
Council's current financial situation may pose a challenge in using paid means of advertisings.	High	Low	The consultation plan has been revised to propose alternative non-paid advertising. Utilising existing

			partnership and online communication routes
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7 Compliance issues

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

- 7.1.1 The draft Creating an Active Birmingham Strategy links to the Council's priorities in becoming a bolder, healthier city.

7.2 Legal implications

- 7.2.1 None identified.

7.3 Financial Implications

- 7.3.1 Due to the council's current financial situation, expenses incurred during the consultation will be limited to £5K and the cost of officer time. Printing costs will be no more than £1000 and the reserve will be held to fund face to face interviews with individuals from groups of interest who are not confident about using online questionnaires (See **Appendix 4** for details of the questionnaire to be used).
- 7.3.2 The budget for the consultation and officer time are funded through the Public Health Ring Fenced Grant as this is a Public Health led strategy and will not create any additional cost to the Birmingham City Council General Fund.
- 7.3.2 Alternative means of advertising have been proposed instead of traditionally paid for routes and they focus on harnessing the relationships that our partners have with members of the public. **Appendix 5** sets out details of the Consultation Plan.

7.4 Procurement implications

- 7.4.1 None identified.

7.5 Human resources implications

- 7.5.1 None identified; consultation support will be delivered through existing staff.

7.6 Public sector equality duty

- 7.6.1 The public sector equality duty drives the need for equality assessments (Initial and Full). An initial assessment should be prepared from the outset based upon available knowledge and information. If there is no adverse

impact, then that fact should be stated within the Report and the initial assessment document appended to the Report duly signed and dated.

- 7.6.2 An Equality Impact Assessment (EIA) has been completed on 04/10/2023 and is appended.

7.1 Environmental and Sustainability Implications

- 7.1.1 An Environmental and Sustainability Impact Assessment is not required as report is requesting to undertake a public consultation.

8. Appendices

Appendix 1: Consultation Draft Creating an Active Birmingham Strategy brochure

Appendix 2: Draft Physical Activity Needs Assessment

Appendix 3: EIA Creating an Active Birmingham Strategy consultation.

Appendix 4: Creating an Active Birmingham Strategy public consultation plan.

Appendix 5: Draft Creating an Active Birmingham Strategy public consultation questionnaire

Appendix 6: Draft Creating an Active Birmingham Strategy Plan for Action

9. Background Documents

- 9.1 Draft Creating an Active Birmingham Strategy 2024 – 2034
- 9.2 Physical Activity Needs Assessment.

CREATING AN ACTIVE BIRMINGHAM STRATEGY

Birmingham Physical Activity Strategy
2024-2034

A BOLDER **HEALTHIER** BIRMINGHAM



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FOREWORD

Being active and enjoying physical activity has many benefits for our physical and mental health. Physically active people are less likely to suffer from health conditions such as cancer, heart disease and diabetes. In addition, being physically active has a positive impact on our mental wellbeing. It is important that we build activity into our daily lives from early years through to older age.

However, in Birmingham not everyone is meeting the daily recommendations for physical activity. Across the city there are also health inequalities that exist, with some communities and wards not being as active as others and therefore not experiencing the benefits that come from being active. For this reason, we are working in partnership with stakeholders from across the city through the Creating An Active City Forum. This will support all people living in Birmingham to become more active and to create places that ensure being active is an easy choice.

This strategy sets out our vision for Birmingham to be an active city and how we will enable everyone to move more, creating a bolder, healthier city. The strategy provides a framework for collective action, working across a wide range of partners and communities, putting them at the heart of action. As a partnership we will work together over the next ten years to break down the barriers faced within our communities and create opportunities for large scale, lasting change. The legacy from the Commonwealth Games, the new regional transport plans, and work to create beautiful green spaces in the city all make a huge contribution to supporting local people to build physical activity into their everyday lives. However, we can and should be doing more. Together we can drive the bold changes needed to prioritise physical activity to enable everyone in our city to be active at every age and ability.



Cllr Mariam Khan

A handwritten signature in black ink, appearing to read 'Mariam Khan'.

INTRODUCTION

Birmingham is a wonderfully diverse city, with a vibrant and growing population. It has a well-established and varied physical activity landscape including a wealth of community groups, clubs and facilities, physical activity providers, community organisations and venues. In addition, Birmingham has a rich sporting heritage ranging from top international athletics, world championship snooker, international badminton, and most recently Birmingham hosted the 2022 Commonwealth Games. There is lots to celebrate and build upon in the city.

Birmingham has ambitious plans which play an instrumental role in developing a more active city; the clean air zone in the city centre, which has led to the innovative Low Traffic Neighbourhoods scheme has created spaces and places that are more accessible and safer enabling people to be more active in different ways. This has provided an increased focus on active travel, supporting people to walk and cycle in their local communities. Through the Future Parks Accelerator, the City of Nature Alliance has been established to implement the work that the accelerator identified. It is anticipated that over the next 25 years, this Alliance will help deliver Birmingham's vision to become a 'City of Nature'.

In contrast, Birmingham is the 7th most deprived local authority in the country, and the most deprived authority in the West Midlands. Across Birmingham there are stark inequalities that exist between neighbourhoods relating to health outcomes, living conditions and life chances. Through the creation of opportunities and an environment that supports people to build activity into everyday life we have an opportunity to address these inequalities. By prioritising physical activity, we have the potential to improve the health and wellbeing of our residents, contribute to our climate change ambitions and support our city economy to thrive.



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BACKGROUND

Why do we need a physical activity strategy?

Physical Activity is important to all of us. There is clear evidence that being active regularly can reduce symptoms and complications for people with health conditions. The Chief Medical Officer recommends that all adults should be achieving at least 150 minutes of moderate physical activity a week and minimise the amount of time they are sedentary.

Not everyone within the city is meeting the daily recommendations for physical activity. There are also several inequalities that exist across the city, with some communities and wards being less active than others and therefore not experiencing the many benefits that come from being active. We can and should be doing more; together we can drive the bold changes needed to prioritise physical activity and sport so everyone in our city can be active and enjoy the benefits this brings.

This citywide, co-produced strategy captures how we will work together to create a movement across the city to enable everyone to be active at every age and ability by building physical activity into everyday life and making it an easier choice.



WHY DO WE NEED A PHYSICAL ACTIVITY STRATEGY

There are significant inequalities in physical activity in Birmingham

Birmingham adults –

481,400

(55%) of all adults (16 years +) living in Birmingham are active (at least 30 mins activity per day)

Birmingham children –

71,800

(42%) of children & young people (5-16 years) living in Birmingham are active (at 60 mins activity per day)

UNDERREPRESENTED GROUPS

Inequalities in Physical Activity exist across a number of underrepresented groups



People with a disability or long term condition are a third more likely to be inactive compared to people without (44% v 28%)

People from an Asian (excl. Chinese) background are nearly twice as likely to be inactive compared to a white British background (43.1% compared to 26.5%)

DEPRIVATION

Physical inactivity is strongly linked to deprivation



People from lower socio-economic groups (SEG) are more inactive than those from higher SEG

The proportion of adults living in IMD1 who are inactive is nearly double (39%) those living in IMD 10 (21%)

AGE



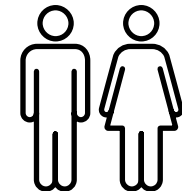
You are more likely to be inactive if you are a younger or older person living in the city

Children and young people – 2 in 5 (38%) children & young people living in Birmingham are inactive

Older people - 2 in 5 (39%) of older adults (aged 55 and above) are inactive

GENDER

Women and girls are more likely to be inactive



Overall 1 in 3 (35%) women are inactive compared to 1 in 4 (28%) of men

Only 1 in 3 (35%) girls are meeting the CMO guidelines for PA compared to nearly 1 in 2 (47%) boys

HOW WILL WE KNOW THE STRATEGY MAKES A DIFFERENCE?

We want to create Birmingham as an active city, where physical activity is an easy choice. The strategy focuses on developing opportunities for people to build physical activity into everyday life, through active living, active recreation, and active travel. It complements other strategies and plans in place across the city which collectively come together to ensure a whole system approach is taken to increasing physical activity.

Reduce	Increase	Increase	Reduce
Inactivity	Physical activity	Cycling and Walking	Inequalities in physical activity

HOW IS THE STRATEGY BEING DEVELOPED AND OUR PRINCIPLES ?

The strategy has been co-produced with a wide range of stakeholders who have an interest in and are involved in physical activity across the city. A series of stakeholder meetings, surveys and workshops have been organised to bring people together and to involve them in the development of the strategy and delivery plans.

The principles developed during these conversations are to:

- Implement a whole system approach to physical activity in Birmingham.
- Take a life course approach and focus on the unmet needs using data, intelligence and insight to focus on geographies and communities where inequalities exist.
- Adopt a community centred approach and empower local people to lead, embedding the voice and influence of local people across the system.

- Focus on early help and prevention and ensure interventions are tailored and person-centred.
- Develop local, accessible activity opportunities, built on local community assets.
- Provide senior level commitment to embed physical activity in policy to ensure multiple outcomes are met around health, climate change, air quality through strong strategic collaboration.
- Support a more sustainable, strategic, and joined up approach to funding opportunities.



STRATEGY VISION AND PRIORITIES



We will create a bold, healthy, and active city where people have access to a wide range of opportunities and a supportive environment to enable them to become more active. Birmingham will be a city where physical activity improves people's lives and the places in which they live.

By working collaboratively with partners from across Birmingham we will inspire, motivate, and make it easier for everyone to be active at every age and ability. Recognising that some people will require more support than others to be active.

**Birmingham will achieve this
by focussing on five areas:**

**Active People
Active Society
Active Environment
Active System,
and Closing the Gap**

MAKING A PLAN FOR CHANGE:

How partners and people in the city can make things better?

Active People

By creating and promoting access to physical activity opportunities taking a life course approach across multiple settings we will enable more people to engage in regular activity.





Active Environment

By creating and protecting the places and spaces that promote and engage people of all ages and abilities in activity we will enable more people to engage in regular activity.



Active Society

By changing how we talk about physical activity across the city, building insight and evidence into policy, commissioning, planning decisions and communication messages and marketing campaigns we will enable more people to engage in regular activity.

Active System

By creating a more connected system and strengthening our local leadership, governance, partnerships and workforce capabilities we will enable more people to engage in regular activity.



Closing the gap

By continuing to develop a better understanding of local barriers and enablers to increase activity across the city and ensure we focus on the least active groups as identified in the Physical Activity Needs Assessment we will enable more people to engage in regular activity.



HOW CAN YOU HAVE YOUR SAY?

We would like to hear what you think about this draft strategy;

About Our Vision statement

About The Principles by which we will work

About Our Priorities

And say what A Plan for Action could include

You could also become part of a virtual Physical Activity Citizen Panel which will shape the Plan of Action in the city

Please use this link to complete a questionnaire which will help us Create an Active Birmingham QR code

[Link to BeHeard](#)

We look forward to hearing from you

Physical Activity Needs Assessment

Birmingham Public Health
October 2023

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Foreword

Being active every day should be easy, fun, efficient and just the normal way of being in Birmingham. Yet too often the environment around us, social and physical, makes it easier to be sedentary and inactive and this is a major factor behind the shorter life expectancy of our citizens caused by diseases that can be prevented or reduced through physical activity. The reality is that moderate physical activity every day can reduce the risk of over 40 different clinical conditions including dementia, type two diabetes, heart disease and many forms of cancer and it also improves mental wellbeing. If you are living with a long term health condition, being physically active can improve symptoms like fatigue and pain, can reduce complications and can help manage the stress and anxiety associated with ill health. At every age and every ability getting active every day can make a difference, even at the end of life. But being active isn't just good for health, there is a wide range of evidence showing positive impacts including improving educational attainment, reducing loneliness, boosting economic and environmental sustainability for local communities.

There are many different ways to get active, the majority of us will achieve a healthy level of moderate physical activity through everyday utility based activity, the short walk to the shops, commuting to work on public transport or cycling with the kids to school, and top up with fun recreational activities like sport, dance and play. This is why it is so important that this strategy is an umbrella for the broad range of activities through which we can all get active every day, the type of activity will be different for different individuals and may change as we age and our commitments and social networks change. Becoming an active city is one of the key steps to giving every citizen the opportunity to live a healthier, happier life, and making the changes to bring this strategy to life will require all of us to play our part to create a more active future.



A handwritten signature in black ink, consisting of a stylized 'J' and 'V' followed by a horizontal line.

Director of Public Health
Dr Justin Varney

Executive Summary

This Physical Activity Needs Assessment (PANA) forms part of a rapid review to understand the needs of all citizens living in Birmingham in relation to physical activity. It has been developed to provide an evidence base to inform the development of a coordinated and integrated strategy and delivery plans to address the physical activity needs within Birmingham.

The needs assessment takes a life course approach and seeks to understand the levels of physical activity and inactivity in children, young people, adults, and older people living in Birmingham. The needs assessment draws on multiple sources of evidence and data including national and local policies and strategies, research literature, national and local data sources and qualitative evidence gathered from stakeholders and residents.

In Birmingham inequalities in physical activity are linked to:

- Age – you are more likely to be inactive if you are a younger (under 16) or older person (over 55) living in the city
- Deprivation – physical inactivity is strongly linked to deprivation across the life course in Birmingham
- Gender – women and girls are more likely to be inactive than men and boys.
- Ethnicity – Some ethnic minorities in Birmingham have lower rates of physical activity participation
- COVID – the pandemic had a significant impact on participation in physical activity across the life course both locally and nationally.

Children and Young People

- 2 in 5 children and young people (38%) aged 5-16 years in Birmingham are less active (completing less than 30 minutes of activity a day), compared to the national rate of 30%. Within the less active group, one fifth are taking part in no physical activity at all.
- More children living in the most deprived decile are classified as being less active (37%) than those from the least deprived decile (28%).
- The pandemic had a significant impact on levels of inactivity in children and young people living in the city. This is especially apparent in boys.
- More girls are classified as less active (33%) than boys (42%). Only 1 in 3 girls are meeting the recommended levels of activity each day.

Adults

- 1 in 2 (55%) people living in Birmingham are meeting the recommended levels of physical activity (an average of 150+ minutes a week), compared to 63% nationally. However, 33% of the Birmingham population are classified as inactive (completing less than 30 minutes of physical activity per week), and 1 in 4 (25%) are totally inactive (completing no physical activity at all).
- Analysis of levels of activity by IMD shows a clear correlation between deprivation and inactivity. The proportion of adults living in the most deprived decile who are inactive is double (38%) those living in the least deprived (19%).

Introduction

Physical activity plays an important role in our lives and society. However, not enough of us are meeting the recommended levels of physical activity each day. Physical inactivity is one of the top ten causes of disability and disease in England and is attributed to 6% of deaths globally. In the UK, inactivity causes 1 in 6 deaths and costs an estimated £7.4 billion a year.

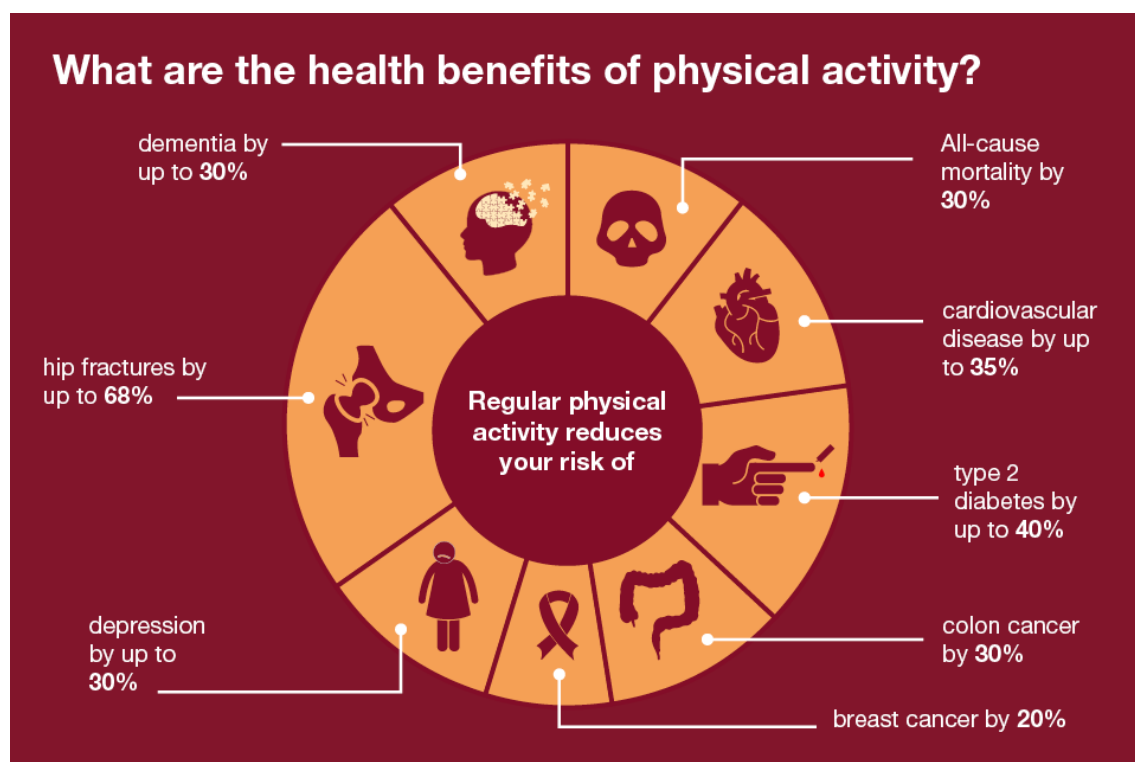
This Physical Activity Needs Assessment (PANA) forms part of a rapid review, providing a snapshot of physical activity levels in Birmingham to understand the needs of all citizens living in the city. It has been developed to provide an evidence base to inform the development of a coordinated and integrated strategy and delivery plans to address the physical activity needs within Birmingham.

The needs assessment takes a life course approach and seeks to understand the levels of physical activity and inactivity in children, young people, adults, and older people living in Birmingham. The needs assessment draws on multiple sources of evidence and data including national and local policies and strategies, scientific literature, national and local data sources and qualitative evidence gathered from stakeholders and residents.

Background

Physical inactivity in Birmingham

Physical inactivity is one of the leading risk factors for the development of diseases such as cancer, heart disease, stroke and diabetes. It is thought to increase the risk of these conditions by 20–30%. The World Health Organisation estimates that four to five million deaths per year could be averted if the global population was more active.



The UK analysis of the Global Burden of Disease, Injuries and Risk Factors Study found physical inactivity and low physical activity to be the fourth most important risk factor in the UK for premature death from any cause. In the UK, it causes one in ten premature deaths from coronary heart disease and one in six deaths overall¹.

Nationally it is estimated that 1 in 3 adults, 1 in 2 children and young people are not doing enough physical activity. There are several inequalities that exist with women and girls, older adults and people living with disabilities less likely to be active leading to them missing out on the wide-ranging benefits that physical activity brings and having a negative impact on their health.

In addition, physical inactivity brings wider issues for society. It has a significant financial burden on the NHS and leads to loss of productivity for the country. There is an estimated UK annual cost of £7.4 billion attributed to physical inactivity, with an estimated direct cost to the NHS of between £0.9 and £1.2 billion².

Definitions

Physical Activity refers to all movement. Popular ways to be active include walking, cycling, wheeling, sports, active recreation, dancing, and play, and can be done at any level of skill and for enjoyment by everybody.

Moderate and Vigorous Activity can be differentiated by the 'talk test': being able to talk but not sing indicates moderate intensity activity, while having difficulty talking without pausing is a sign of vigorous activity.

Muscle and Bone Strength and Balance underpin physical function, particularly in later life. It is important to work all major muscle groups during muscle strengthening activities. Bone strengthening involves moderate and high impact activities to stimulate bone growth and repair. Balance training involves a combination of movements that challenge balance and reduce the likelihood of falling.

Sedentary Behaviour refers to individual behaviours in which energy expenditure is very low with sitting and lying being the dominant mode of posture.

Purpose

The purpose of the PANA is to:

- Determine the scale of physical activity and inactivity in Birmingham
- Gather local intelligence relating to physical activity needs and to the current provision for physical activity
- Identify inequalities and improve outcomes by supporting a targeted approach
- Identify and prioritise the most effective support for those in the greatest need to inform planning and delivery
- Inform the development of the physical activity strategy and delivery plans.

Approach

The figure below sets out the process that has been undertaken to bring together the PANA. This process ensures:

- there is an evidence base provided for the development of local strategies and plans

- the evidence base has been informed by the most up to date data, intelligence, evidence and insight in relation to physical activity^{3,4}.



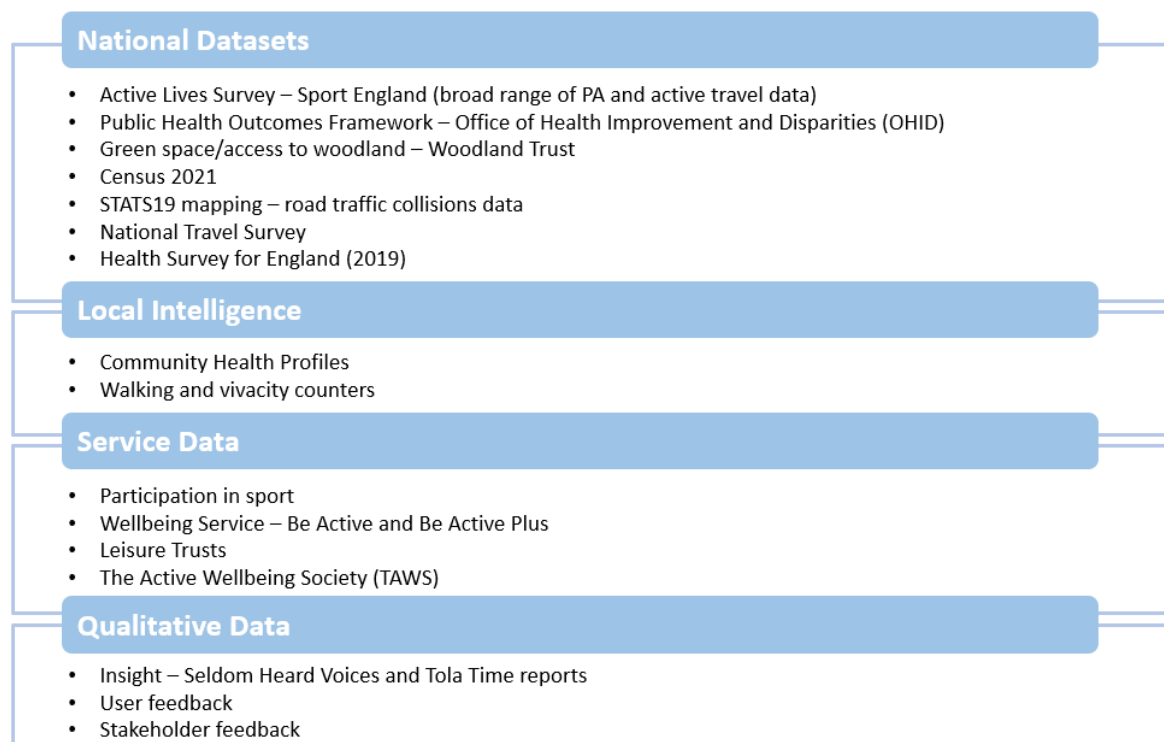
Review of existing evidence, policies and guidance

The following evidence, national and local strategies, policies, and guidance have been reviewed to provide an understanding in relation to the current evidence base and best practice.

- Physical activity evidence review
- Global and national policies
 - Global Action Plan on Physical Activity 2018-2030 More active people for a Healthier World (World Health Organisation)
 - Everybody Active, Every Day - An evidence-based approach to physical activity (Public Health England)
- Regional and local strategies and assessments
 - Creating a Bolder Healthier Birmingham 2022-2030
 - Joint Strategic Needs Assessment
 - Birmingham Sports Strategy and Transport Strategy
 - Commonwealth Games Legacy Plan
- Guidance
 - UK Chief Medical Officers' Physical Activity Guidelines
 - NICE Guidance e.g., NG90 Physical Activity and the Environment, PH84 Quality Standard: Physical activity; encouraging activity in all people in contact with the NHS

Analysis of existing datasets

As part of the data analysis a range of data and evidence has been considered. Figure 2 outlines the data and evidence sources that have been drawn upon.



The data has been analysed to provide the physical activity profile by:

- *Life course:*
 - Children and young people
 - Adults
 - Older People
- *Geography and overall demographics*
- *Key health needs related to physical activity*

Where appropriate comparisons have been made with England, West Midland region and Nearest Neighbours to provide benchmarking information

Evidence Base

Physical activity evidence reviewⁱ

In July 2022, the UK Health Security Agency (UKHSA) worked with the Public Health Team to complete a search across three databases for the following questions:

- Which interventions show highest levels of physical activity increases?
- Which interventions work best for certain demographic groups?

A review of the results identified three major intervention types. These were exercise referral schemes (ERS), digital interventions, and place-based interventions. With these themes identified, further searches were completed to identify recent papers and relevant guidelines on these three topics. The findings from the review are summarised below.

Place-based interventions

Place-based initiatives can be described as “any intervention, policy, programme or action that aims to improve health and reduce health inequalities and is delivered at a local or regional level, excluding interventions at a national level”.

Place-based approaches enable resources to be targeted towards the most disadvantaged areas and communities, supporting people to make healthier choices and have better health outcomes. Whilst place-based interventions have the potential to increase levels of PA in the population, evidence of effectiveness is limited, and systematic reviews present mixed results with mostly positive, albeit small increases in PA.

Place-based interventions fall into three overlapping categories:

- Improving the physical built environment
- Improving the social environment
- Improving the economic environment

Key findings include:

- Environmental factors act as both enablers and barriers to PA in all age groups.
- Modifying the built environment can contribute to increased levels of PA for all ages.
- Interventions to promote walking and cycling as active transport deliver positive results on PA outcomes.
- Closer proximity to the intervention is associated with better outcomes.
- Transport links impact levels of activity – providing opportunities for active travel helps people incorporate PA into everyday life.
- Park-based interventions increase park use and subsequent PA behaviours and are most effective when promotion and marketing is implemented alongside physical change.
- Engaging with communities to tailor interventions increases positive effects.
- Green space interventions can integrate with social prescribing and ERS.
- Environmental approaches generate a wide range of co-benefits, improving many aspects of environment and health.
- Multiple systems need to be addressed together to improve levels of PA.

ⁱ See Appendix 1

Exercise Referral Schemes (ERS)

ERS are well-established and popular health interventions which aim to encourage sedentary individuals to increase their PA by providing supervised exercise over a set period, typically 10-12 weeks alongside behaviour change techniques. Participants receive specialist advice and support alongside personalised, supervised exercise. Referral route is via GPs or other health professionals following brief advice in primary care.

Key findings include:

- ERS can be effective in the short term, but data on long-term effects is limited.
- ERS can positively influence a range of physical health outcomes as well as mental wellbeing and perceptions of health.
- Interventions should be person-centred and offer a choice of activities – participants are more likely to commit to an individually tailored programme.
- Adherence is often poor - social support, group activities, and involvement of PA specialists may aid adherence.
- Multicomponent interventions, early consideration of barriers to PA, and lower expectations of change are also associated with increased adherence.
- NICE guidelines recommend exercise referral for sedentary or inactive people who have a health condition or other health risk factors.
- Public Health Scotland recently published guidance to enhance service quality and build the evidence base. To be used in support of NICE guidelines, the six standards inform design, delivery, and commissioning of PA referral services:
 - Partnership working
 - Local delivery models
 - Learning and workforce development
 - Data systems
 - Monitoring and evaluation
 - Sharing learning and good practice

Digital interventions

Digital interventions (also referred to as technology-enhanced interventions; e-health; mHealth) are increasingly used as behaviour change interventions to promote PA. Technologies include websites, wearables and mobile applications. Digital approaches can deliver bespoke interventions using nudge techniques and have the capacity to engage otherwise hard to reach populations. However, evidence suggests they are strongest as part of a wider intervention rather than standalone intervention.

Key findings include:

- Multiple reviews suggest digital interventions can be effective to reduce sedentary behaviour and increase PA.
- Digital interventions are as effective as conventional methods for PA promotion and can be used in all age groups.
- NICE recommend they could be considered as optional adjunct to existing services although their effectiveness can be variable. Effectiveness is enhanced when combined with other delivery methods, such as face-to-face contact.
- Interventions may not be equivalently effective for people of high and low socioeconomic status, with no evidence of efficacy in low socioeconomic groups – further research is required to meet the needs of these populations.

- High attrition is common in studies, and likely to be even higher in real life settings, strategies are required sustain usage.
- For evaluation, the objective measures utilised by digital interventions can capture effects more accurately than self-reporting.

Which interventions work best for demographic groups?

There is a general lack of evidence with regards to targeted interventions, for the purpose of reducing health inequalities. Further review is required, particularly post-Covid as for some of these groups, access to physical activity clubs and organisations was severely impacted by the pandemic and has not recovered to pre-pandemic levels. In a study to understand inequalities across and within protected characteristic groups, Public Health England (PHE) (2021)⁵ identified three major themes to consider:

1. Enablers, barriers and identifying opportunity
2. Community consultation, engagement, and partnership
3. Holistic approach for protected characteristics and intersectionality

PHE recommended the following be considered when designing services or creating opportunities to increase physical activity in protected characteristic groups:

- Appropriate engagement
- Knowledge of the local community
- Meaningful consultation
- Community role models
- Flexible client-centred approach
- Providing a diverse choice
- A holistic approach
- Measuring impact
- Partnership working

Global and National Policy, Strategy and Guidance

Global Action Plan on Physical Activity 2018-2030 More active people for a Healthier World⁶ - The World Health Organisation [Global Action Plan on Physical Activity](#) contains 4 strategic objectives and 20 policy actions that are universally applicable across countries to improve physical activity uptake.

The plan recognises that each country is at a different starting point in their efforts to reduce levels of physical inactivity and sedentary behaviour and responds to the requests by countries for updated guidance, and a framework of effective and feasible policy actions to increase physical activity at all levels. It also responds to requests for global leadership and stronger regional and national coordination, and the need for a whole-of society response to achieve a paradigm shift in both supporting and valuing all people being regularly active, according to ability and across the life course. The action plan was developed through a worldwide consultation process involving governments and key stakeholders across multiple sectors including health, sports, transport, urban design, civil society, academia and the private sector.

The four strategic objectives provide a universally applicable framework for the 20 multidimensional policy actions, each identified as an important and effective component of a population-based response to increasing physical activity and reducing sedentary behaviour. In combination, they capture the whole-of-system approach required to create a society that intrinsically values and prioritises policy investments in physical activity as a regular part of everyday life.

1. Active societies - Create a paradigm shift in all of society by enhancing knowledge and understanding of, and appreciation for, the multiple benefits of regular physical activity, according to ability and at all ages.
2. Active environments - Create and maintain environments that promote and safeguard the rights of all people, of all ages, to have equitable access to safe places and spaces, in their cities and communities, in which to engage in regular physical activity, according to ability.
3. Active people - Create and promote access to opportunities and programmes, across multiple settings, to help people of all ages and abilities to engage in regular physical activity as individuals, families and communities.
4. Active systems - Create and strengthen leadership, governance, multisectoral partnerships, workforce capabilities, advocacy and information systems across sectors to achieve excellence in resource mobilisation and implementation of coordinated international, national and subnational action to increase physical activity and reduce sedentary behaviour.

Everybody Active, Every Day: A Framework for Physical Activity⁷

Everybody Active, Every Day (EAED) is a national evidence-based approach to physical activity developed by Public Health England. The framework aims to support all sectors to embed physical activity into the fabric of daily life and make it an easy, cost-effective, and 'normal' choice in every community in England. It aims to improve physical and mental health as well as reduce health inequalities by increasing physical activity levels across the population. Published in October 2014, the EAED framework called for action across four specific domains of:

1. Active society - creating a social movement.
2. Moving professionals - activating networks of expertise.
3. Active environments - creating the right spaces.
4. Moving at scale - interventions that make us active.

A two-year update was released in 2017, *Everybody active everyday: two years on*⁸, which highlights the progress made against each of the four domains.

Guidelines for Physical Activity

Physical activity guidelines: UK Chief Medical Officers' report⁹

The Chief Medical Officers in the UK have developed [guidelines](#) on the frequency, intensity and type of physical activity people should be doing to improve their health. The document aims to help health professionals, policymakers and others working to promote physical activity, sport and exercise for health benefits. The guidelines are split into age groups from infants (less than 1 year) through to older adults (aged 65 and above) and outline the following recommendations:

- Early Years (infants who are not yet walking) – physical activity should be encouraged from birth, particularly through floor-based and water-based activities in a safe environment.
- Early Years (0-5 years, those that are capable of walking) – should be physically active for at least 180 minutes spread throughout the day
- Children (5-18 years) – should take part in at least 60 minutes of moderate to vigorous physical activity each day and include muscle and bone strengthening activities three times a week.
- Adults (19-64 years) - should accumulate at least 150 minutes (2 1/2 hours) of moderate intensity activity each week and include muscle strengthening activities at least two days a week.
- Older adults (aged 65+) - should maintain or improve their physical function by undertaking activities aimed at improving or maintaining muscle strength, balance and flexibility on at least two days a week. Each week, older adults should aim to accumulate 150 minutes (two and a half hours) of moderate intensity aerobic activity.
- Pregnant women – should accumulate at least 150 minutes of moderate intensity activity each week and include muscle strengthening activities twice a week.
- Disabled adults – should aim for at least 150 minutes of moderate intensity activity each week and include strength and balance activities on at least two days each week.

In addition to the above guidelines the CMO guidelines recommend minimising sedentary behaviour.

NICE Guidelines

NICE have published a number of evidence-based documents relating to physical activity which have been developed by independent committees, including professionals and lay members, and consulted on by stakeholders and provide recommendations to guide decisions at a local level across a wide range of stakeholders.

[Promoting physical activity in the workplace](#) PH13 (2008) - this guideline covers how to encourage employees to be physically active. The aim is to increase the working population's physical activity levels.

[Promoting physical activity for children and young people](#) PH17 (2009) - this guideline covers promoting physical activity for children and young people aged under 18 at home, preschool, school and in the community. It includes raising awareness of the benefits of physical activity, listening to what children and young people want, planning and providing spaces and facilities, and helping families build physical activity into their daily lives.

[Walking and cycling: local measures to promote walking and cycling as forms of travel or recreation](#) PH41 (2012) - this guideline covers how to encourage people to increase the amount they walk or cycle for travel or recreation purposes.

[Physical activity: brief advice for adults in primary care](#) PH44 (2013) - this guideline covers providing brief advice on physical activity to adults in primary care. It aims to improve health and wellbeing by raising awareness of the importance of physical activity and encouraging people to increase or maintain their activity level.

[Exercise referral schemes to promote physical activity](#) PH54 (2014) - this guideline covers exercise referral schemes for people aged 19 and older, particular, in those who are inactive or sedentary. Quality Standard; Physical Activity: encouraging activity in all people in contact with the NHS PH84 (2015)

[Physical activity and the environment](#) NG90 (2018) - this guideline covers how to improve the physical environment to encourage and support physical activity. It includes:

- Active Travel
- Public Open Spaces
- Buildings
- Schools

[Physical activity: encouraging activity in the community](#) QS183 (2019) – this quality standard covers how local strategy, policy and planning and improvements to the built and natural physical environment such as public open spaces, workplaces and schools can encourage and support people of all ages and all abilities to be physically active and move more.

Local Strategies and Plans

[Creating a Bolder Healthier Birmingham 2022-2030](#) – physical activity is one of five core themes to support the achievement of the vision to create a city where every citizen, whoever they are, wherever they live and at every stage of life, can make choices that empower them to be happy and healthy.

[Birmingham Sports Strategy](#) – a new strategy is currently in development and aims to create a shared vision for sport across the city with the ambition of getting more people physically active and participating in sport, providing opportunities from grassroots sports through to elite performance.

[Birmingham Transport Strategy](#) - The Birmingham Transport Plan 2031 describes what the city needs to do differently to meet the demands of the future. A key component of the plan is around prioritising active travel in local neighbourhoods and ensuring walking, cycling and active travel become the first choice for short journeys.

[A Bolder, Healthier Future for the People of Birmingham and Solihull Strategy for Health and Care 2023 - 2033](#) - Birmingham and Solihull's Integrated Care Strategy outlines five clinical areas to focus on:

- Circulatory disease
- Infant mortality
- Respiratory disease
- Cancer
- Mental health

Birmingham 2022 Commonwealth Games Legacy Plan - Birmingham 2022 Commonwealth Games organisers and its partners developed a national Legacy Plan, which outlined a series of ambitions to leave a lasting, positive impact on jobs, skills, education, culture, physical activity and investment across the West Midlands and the UK. The plan boosted investment across Birmingham and the West Midlands, to engage people who face multiple barriers and look to approach these challenges in new ways.

The picture in Birmingham

The population of Birmingham has grown over the last 10 years; the 2021 Census showed that there were 1,144,922 people living in the city compared to 1,073,045 in 2011 Census¹⁰. This is a growth of approximately 6% over the last 10 years.

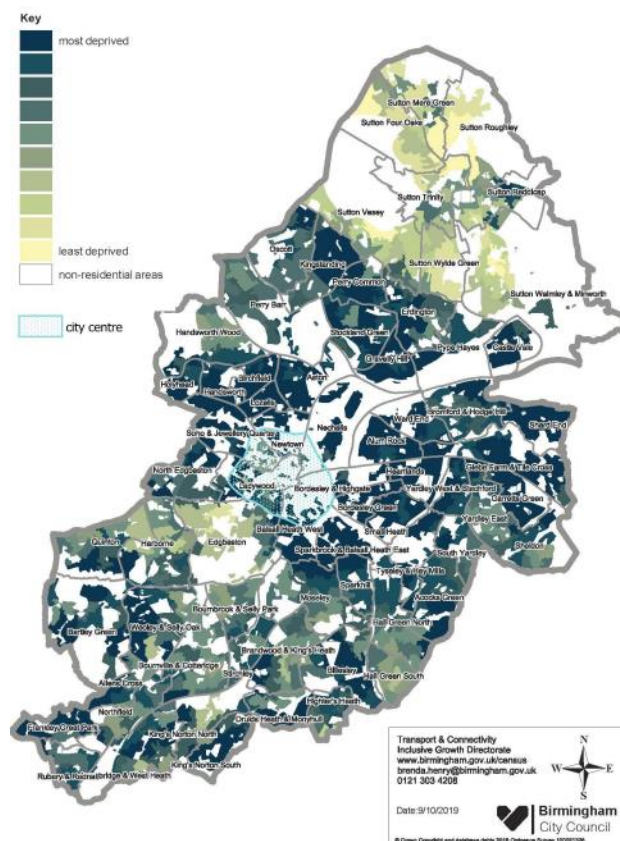
There are slightly more females living in the city (49% male compared to 51% female). Birmingham is a younger city with the largest age group for both genders being 20-24 years. The population under the age of 24 is 419,038, representing 37% of the population, compared to the over 65 population which represents 13% of the total population (147,488).

Birmingham is one of the UK's most diverse cities; figures from the 2021 census show that the city's ethnic minorities represent 51.4% of the population. Birmingham is one of the first 'super diverse' cities in the UK where citizens from ethnic minorities make up more than half the population.

Birmingham has high levels of deprivation and is the 7th most deprived Local Authority nationally. 43% of the population live in Lower Super Output Areas (LSOAs) in the 10% most deprived in England, with just over half of children (51%) under the age of 16 years living in the 10% most deprived areas.

The map below shows deprivation by LSOA in Birmingham. Two of Birmingham's LSOAs are in the 100 most deprived LSOAs in the country. There are 7 LSOAs in the city that are extremely deprived and ranked amongst the top 1% of deprived areas nationally.

Figure x: 2019 English Index of Multiple Deprivation – Birmingham LSOAs¹¹



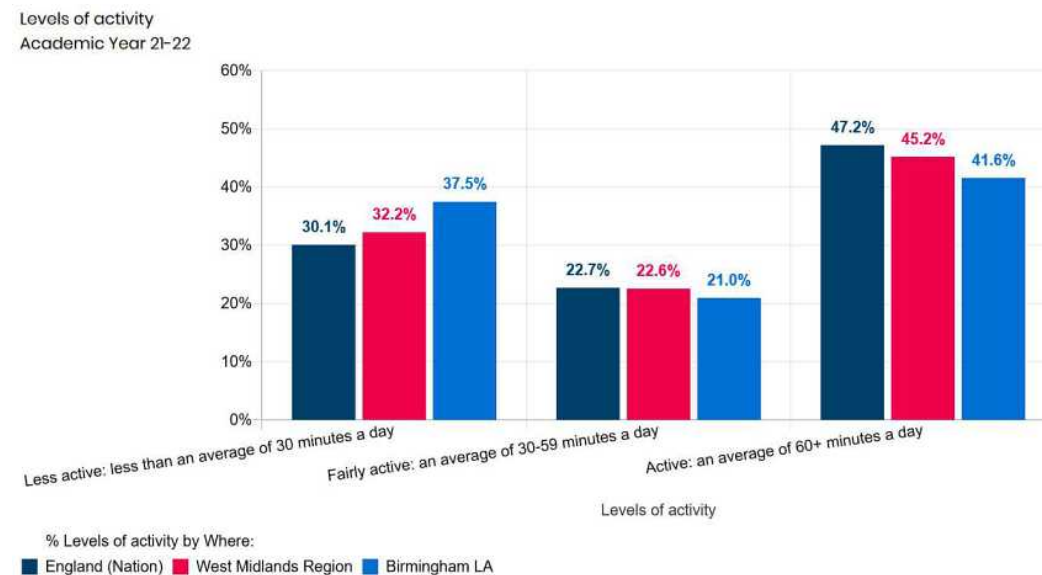
Physical Activity Needs Across the Life Course

Physical Activity Levels in Children

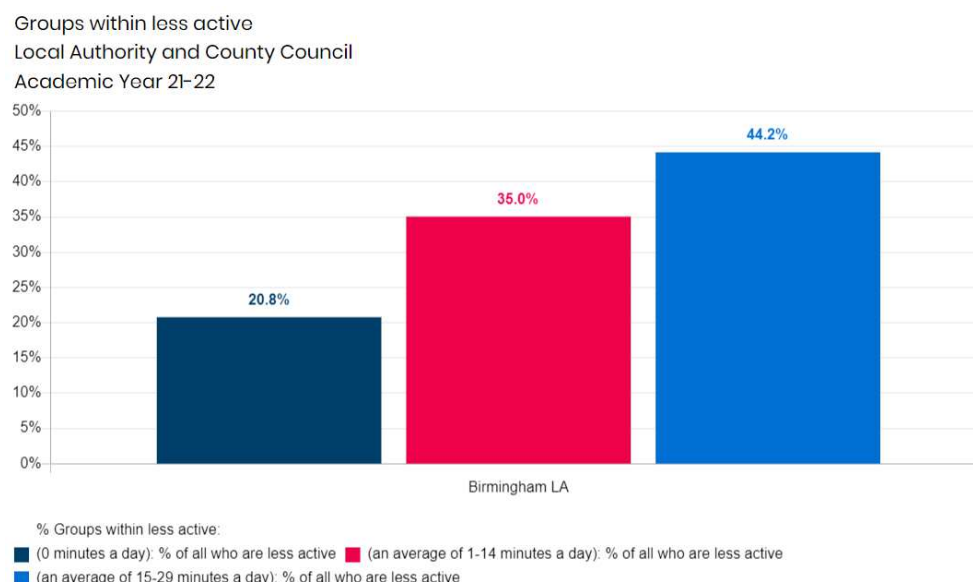
Overall picture

Data from the Active Lives Survey 2023¹² shows 42% of children (ages 5-16) in Birmingham are physically active and meeting the recommended guidelines of 60+ minutes per day. This is lower than both the West Midlands (45%) and England (47%) as a whole.

Almost 2 in 5 children (38%) are classified as less active, higher than the proportions across the West Midlands (32%) and nationally (30%).



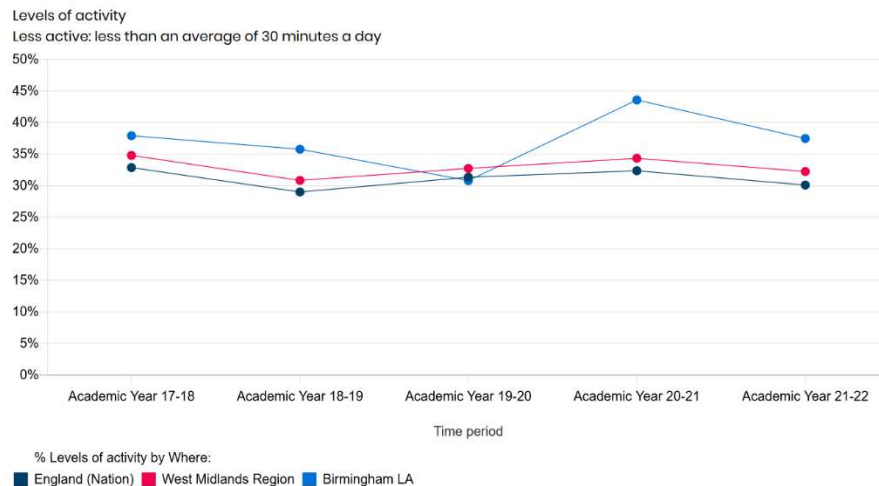
Further analysis of the less active group of children in Birmingham shows a fifth of this group (21%) were totally inactive, completing no physical activity at all.



Analysis of trends over time shows in the 7-year period 2015-2022, the level of physical inactivity in Birmingham children was falling, however, this trend did not continue. Instead, the proportion of

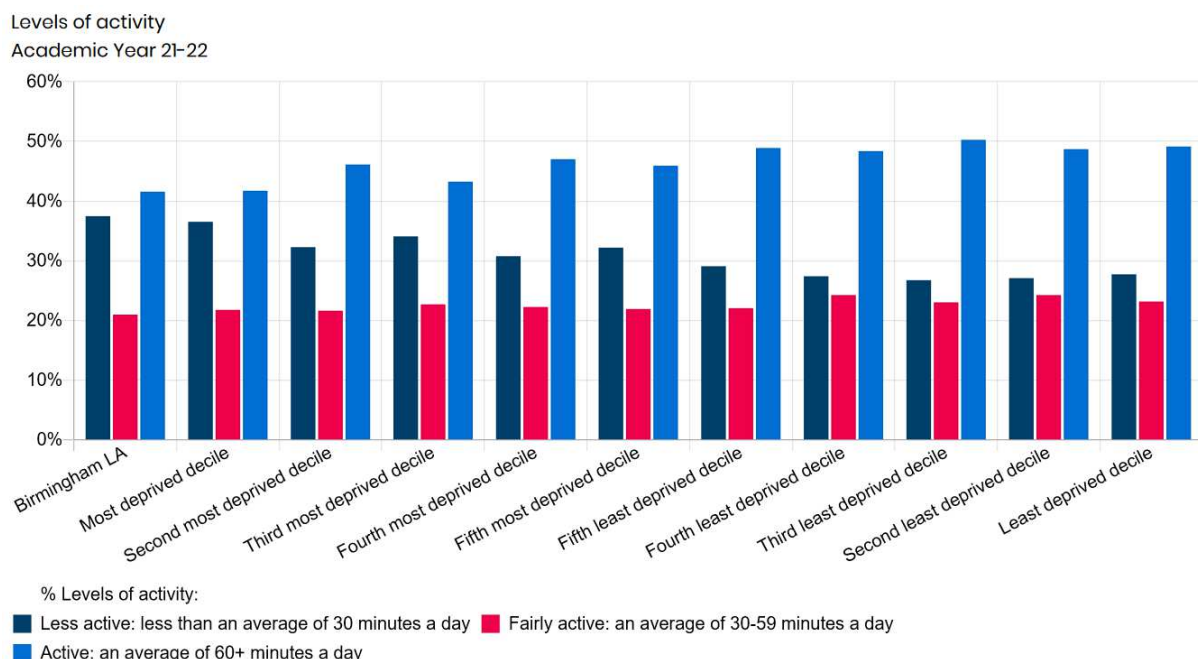
children classified as less active increased significantly during the pandemic, from 31% to 44%. This jump in less active children was much greater in Birmingham compared to the slight increases observed across the West Midlands or England.

The proportion of children in Birmingham classified as less active has now reduced and has returned to the same level as it was in 2017 (38%). There is still a gap between Birmingham and the rest of the region and nationally, with Birmingham's levels of less active children post-pandemic being higher than the West Midlands (32%) and England (30%).



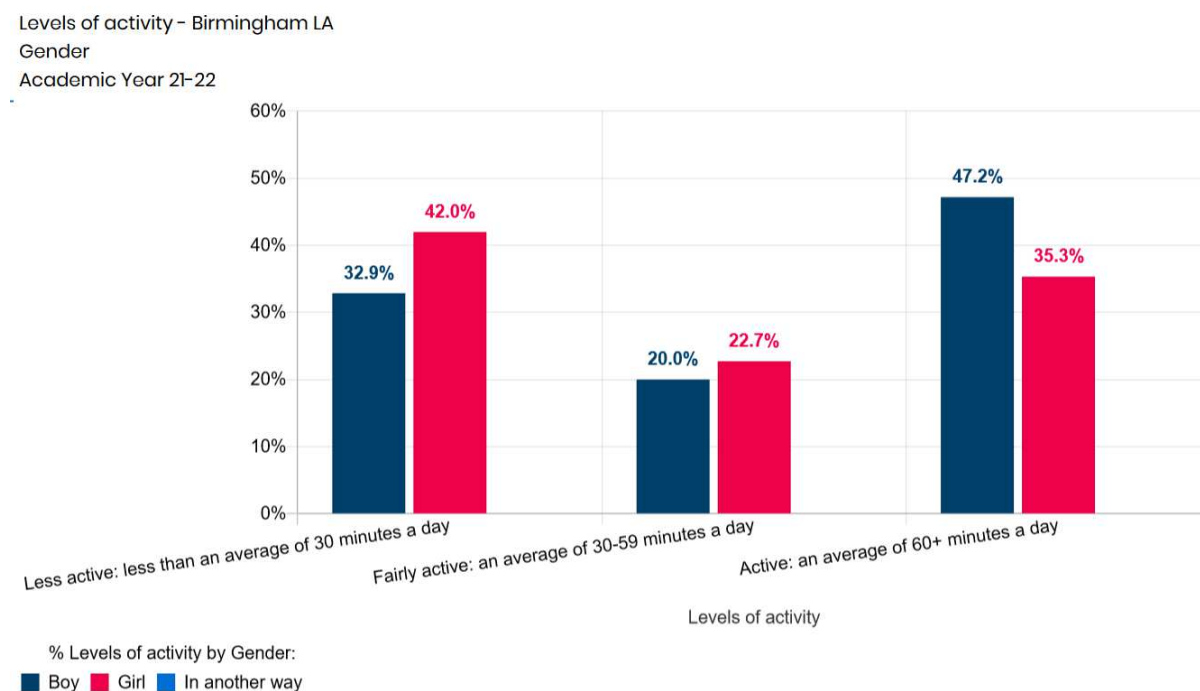
Income Deprivation

Results from the Active Lives Survey using the Income Deprivation affecting Children Index shows a correlation between deprivation and inactivity. The chart below shows children living in the most deprived decile are more inactive (37%) than those from the least deprived decile (28%). This mirrors national evidence which indicates that children from lower socio-economic groups have lower rates of physical activity participation.



Gender

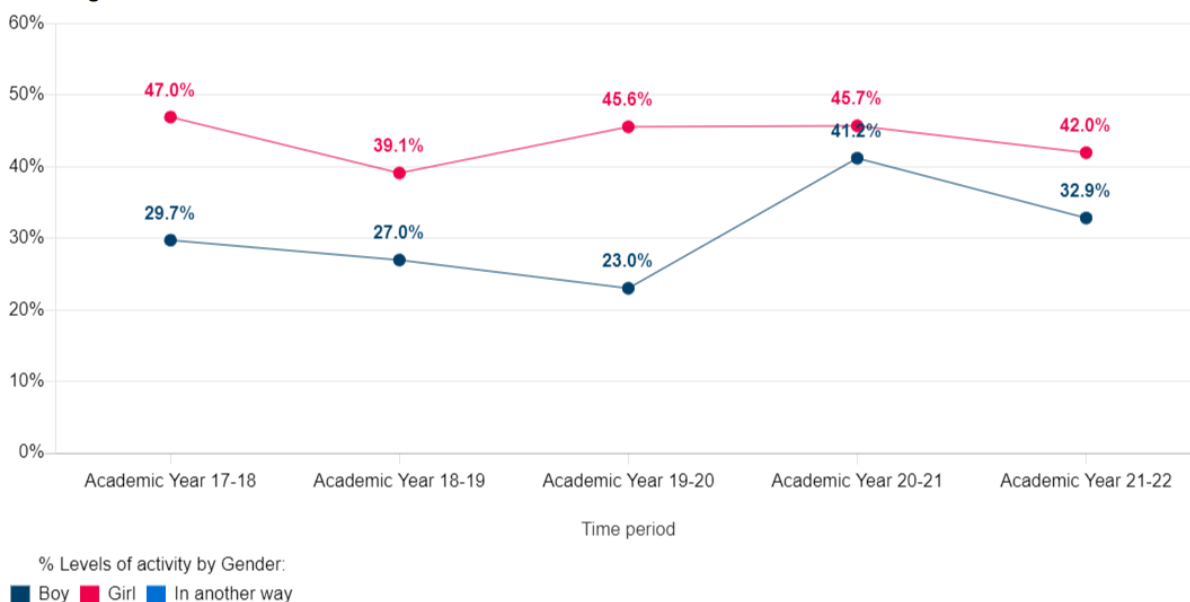
Results from the Active Lives Survey shows that in children only 1 in 3 (35%) of girls met the recommended amount of physical activity each day. This picture improved for boys with nearly half (47%) of all boys aged 5-16 years taking part in at least 60 minutes of physical activity each day. On the other hand, Birmingham girls are more likely to be less active (42%) compared to boys (33%).



When looking at the trends over time by gender we can see that in the academic year 19-20, the proportion of less active girls (46%) was double that of boys (23%). This gap has now narrowed largely due to the impact the pandemic had on the activity levels in boys living within the city. The prevalence of less active boys had been decreasing year on year up until the pandemic, when it rose sharply from 23% to 41%. In 2021-22 levels of less active children have fallen but have not recovered to pre-pandemic levels.

In comparison, the proportion of less active girls remained static over the pandemic period and were similar to the levels observed in 2019-20. Levels have fallen again in the academic year 2021-22, however there is still a 10% gap between the genders.

Levels of activity : Less active: less than an average of 30 minutes a day - Local Authority and County Council - Gender
Birmingham LA



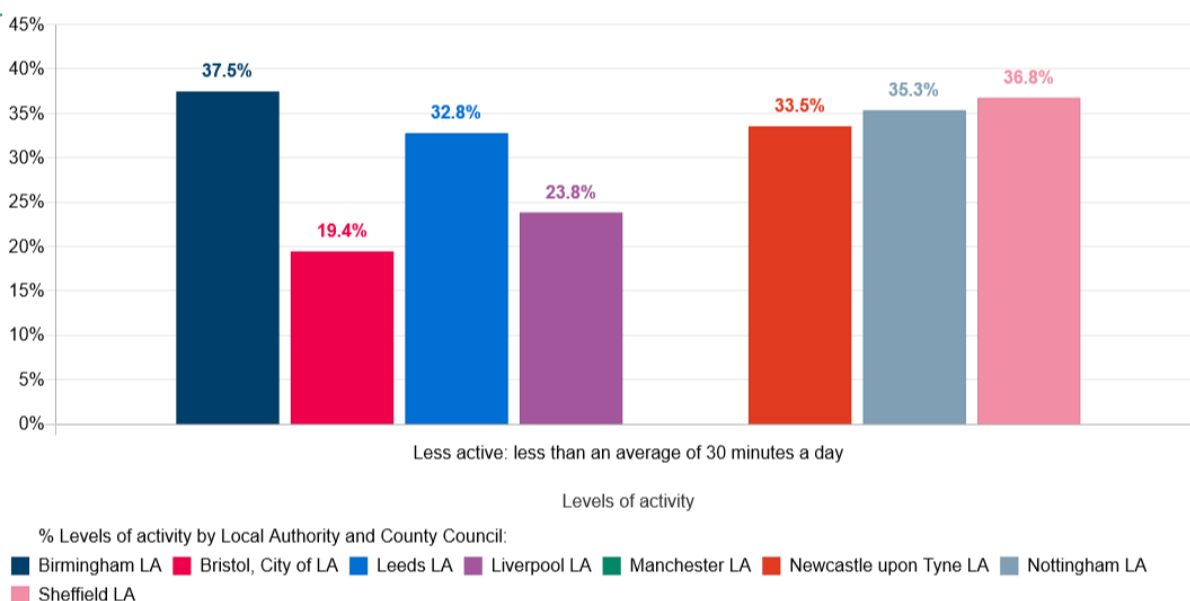
Ethnicity

Comparison to similar Local Authority areas

Benchmarked against the Core Cities, data from the 2021-22 academic year shows that Birmingham has the highest level of less active children.

Children taking part in less than 30 minutes of physical activity a week – comparison with Core Cities

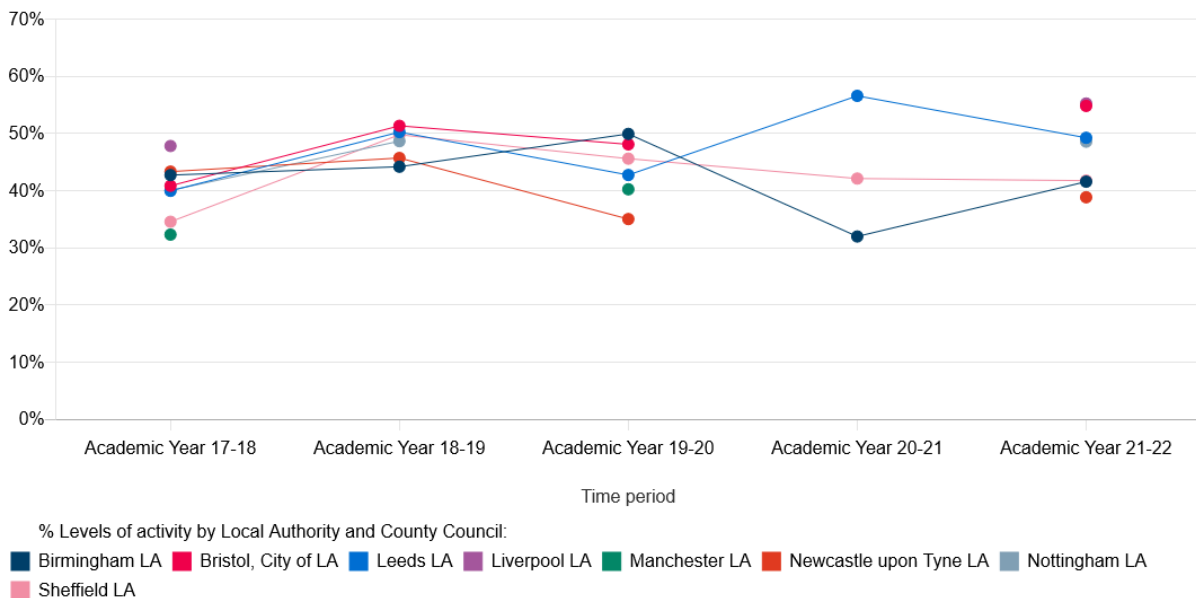
Levels of activity
Local Authority and County Council
Academic Year 21-22



Analysis of trends over time also show that the pandemic had the largest impact on Birmingham's physical activity levels when compared to the Core Cities. Between 2017-2020, the proportion of active children was steadily increasing, however the impact of the pandemic was most striking in Birmingham with levels falling to the worst performing Core City. The most recent data shows signs of post-pandemic recovery.

Levels of activity - Local Authority and County Council

Active: an average of 60+ minutes a day

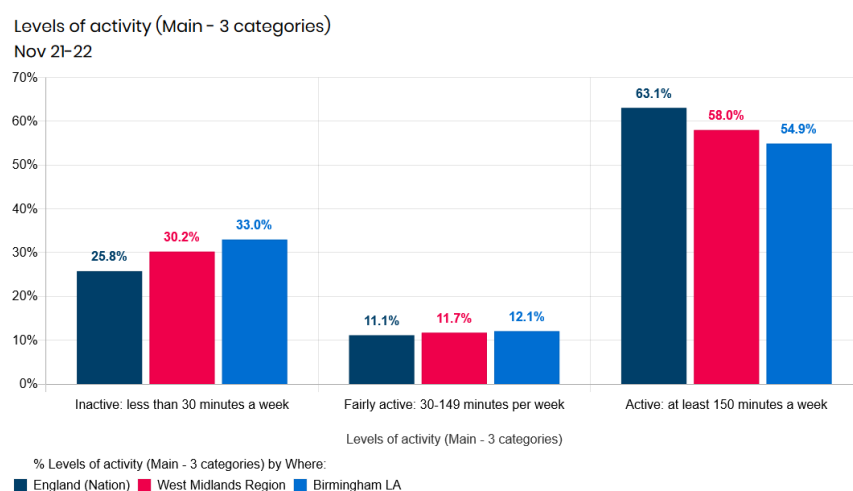


Physical Activity Levels in Adults

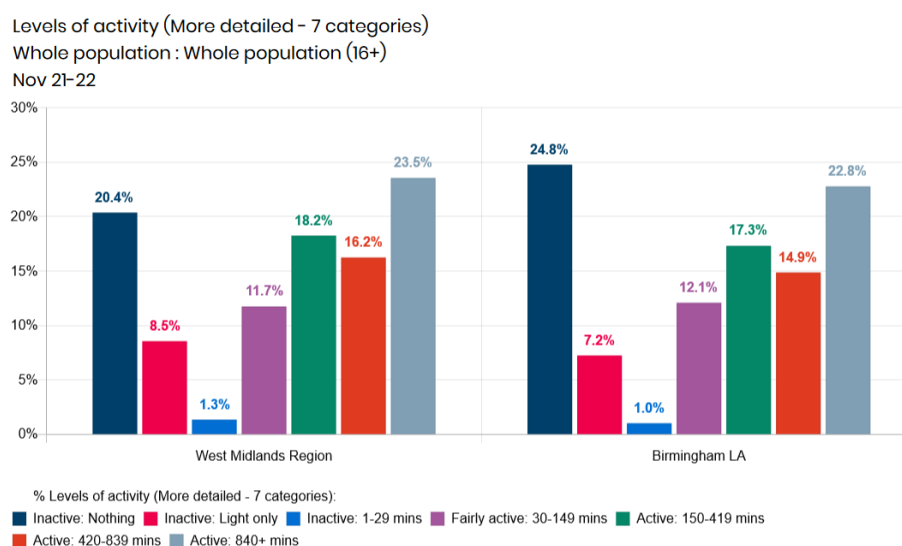
Overall Picture

55% of the adult (aged 16+) population in Birmingham were physically active compared to 58% of adults in the West Midlands and 63% in England as a whole (Active Lives Survey, 2023).

A third of adults were classified as inactive, higher than the proportions across the West Midlands (30%) and nationally (26%).

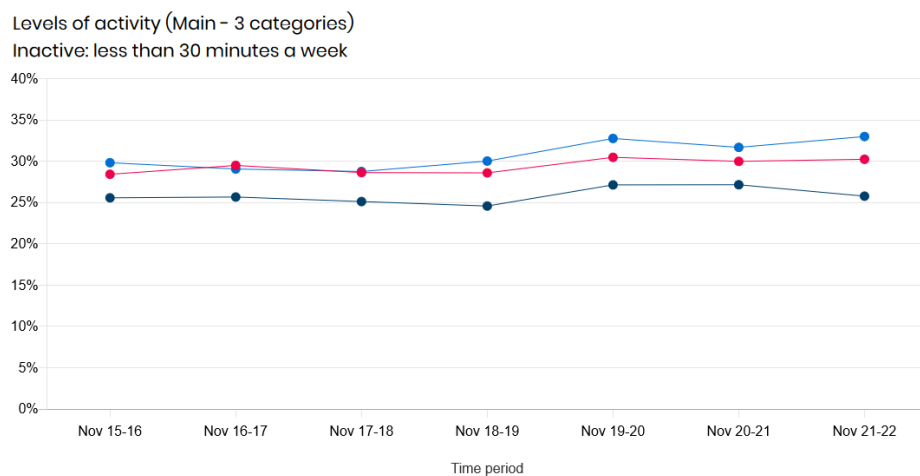


More detailed analysis of activity in 7 categories shows almost a 1 in 4 (25%) of the Birmingham population are totally inactive, completing no physical activity at all. This is compared to around 1 in 5 (20%) of the West Midlands population.



Analysis of trends over time shows in the 7-year period 2015-2022, the level of physical inactivity in Birmingham increased over this time from 30% to 33%. The gap between Birmingham's inactivity

levels and regional and national figures narrowed during the pandemic, however this has widened again and is most prominent between Birmingham and the rest of the country where there is a 7% difference.

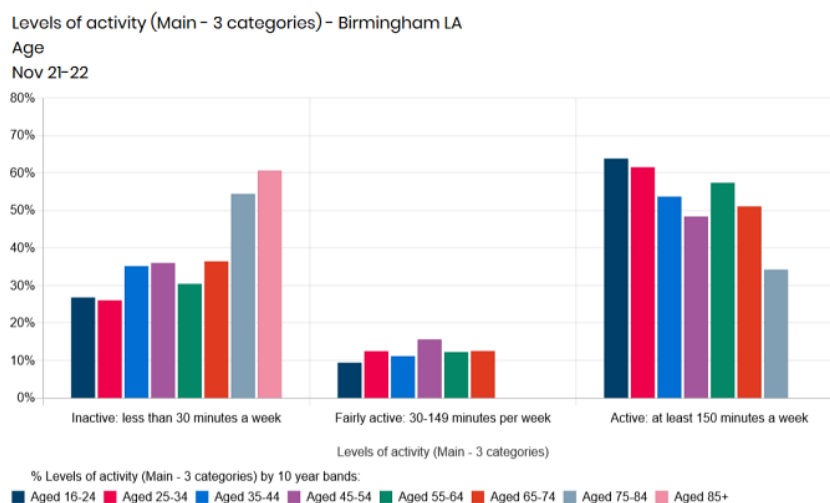


% Levels of activity (Main - 3 categories) by Where:
 ■ England (Nation) ■ West Midlands Region ■ Birmingham LA

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
England	25.6%	25.7%	25.1%	24.6%	27.1%	27.2%	25.8%
West Midlands	28.4%	29.5%	28.6%	28.6%	30.5%	30.0%	30.2%
Birmingham LA	29.8%	29.1%	28.8%	30.0%	32.8%	31.7%	33.0%

Age

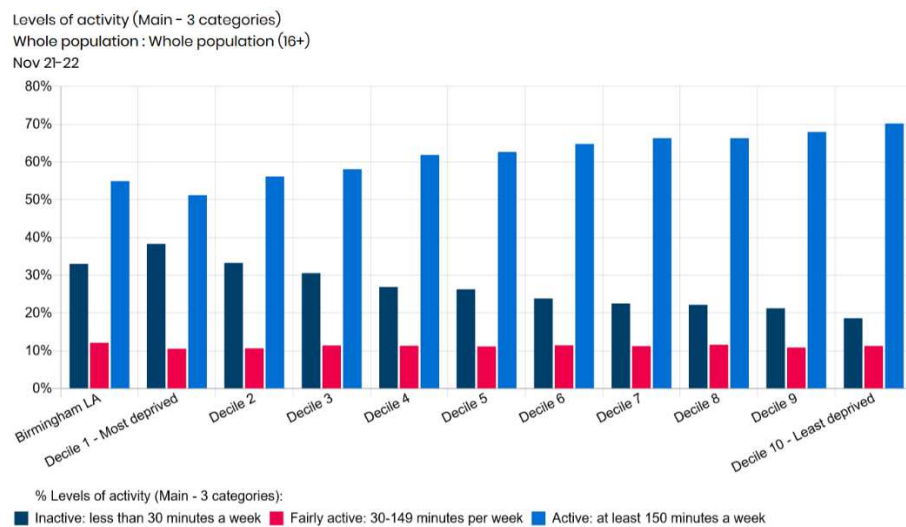
Inactivity increases with age; around 1 in 4 people aged 16-34 are inactive, rising to 1 in 2 aged 75-84 and nearly 2 in 3 aged 85+. In a variation from the general pattern, inactivity also appears to increase between the age of 35-54 age groups before falling again in the 55-74 age groups. People in midlife having multiple roles therefore this reduction in activity could be due to a range of factors including working arrangements and caring responsibilities for both children and/or older relatives.



% Levels of activity (Main - 3 categories) by 10 year bands:
 ■ Aged 16-24 ■ Aged 25-34 ■ Aged 35-44 ■ Aged 45-54 ■ Aged 55-64 ■ Aged 65-74 ■ Aged 75-84 ■ Aged 85+

Deprivation

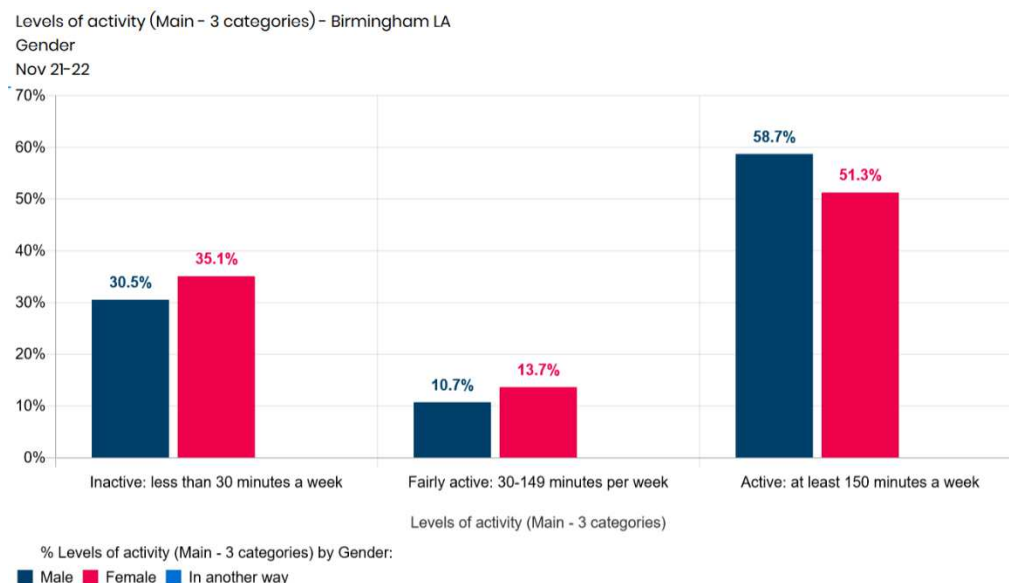
Analysis of levels of activity by IMD shows a clear correlation between deprivation and inactivity. Adults living in the most deprived deciles are the most inactive within the city, compared to those living in the least deprived IMD deciles who are more physically active. The proportion of adults living in IMD 1 who are inactive is double (38%) those living in IMD 10 (19%). Fairly active remains constant across all IMD deciles.



Gender

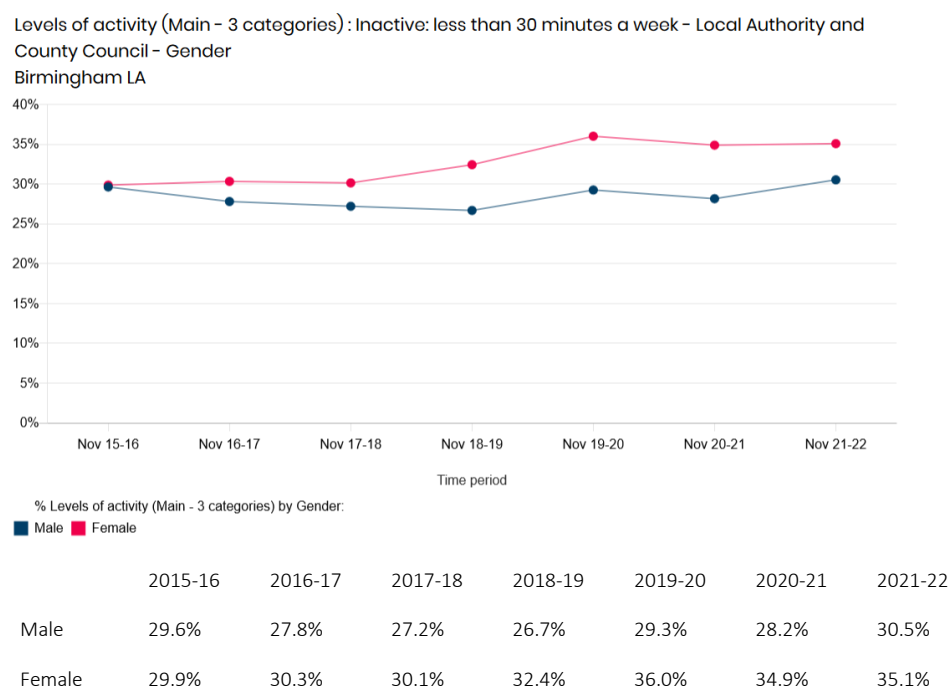
The Active Lives Survey shows that 51% of women and 59% of men meet the recommendations for levels of physical activity each week.

Females are less physically active than men with more than one third (35%) inactive, compared to around 31% of male respondents.



Inactivity has increased in both genders over the past 7 years. However, it is worth noting that at the beginning of this period the percentage of inactive males started to decrease until around the time of the pandemic, at which point it began to increase. For females, there has been a steady increase over the 7-year period.

At the start of the 7-year period, the prevalence of males and females who were inactive was the same (30%) however over the last 7 years, the gender gap has widened, with currently 4% more females inactive compared to males.



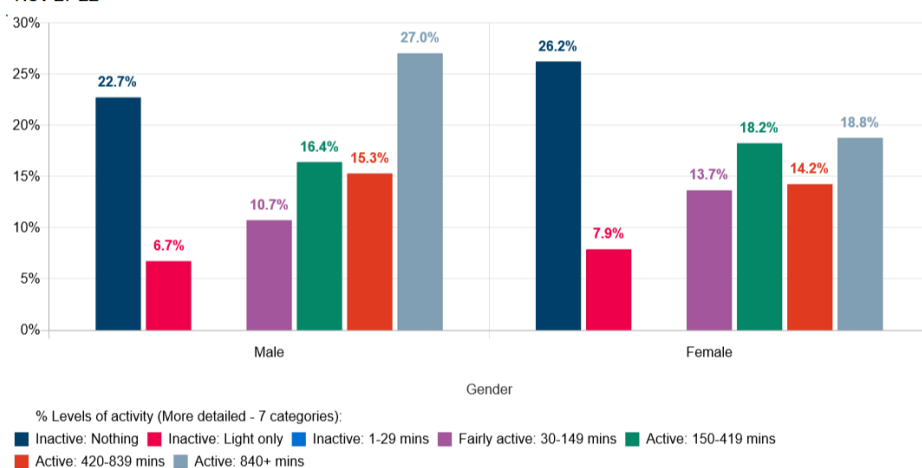
More detailed analysis of 7 activity categories shows this gender difference is more marked, with more than a quarter of females being completely inactive. The highest levels of activity (active more than 840 minutes per week) are reported in males (27%), with just 19% of females achieving this level of activityⁱⁱ.

ⁱⁱ Sample sizes for missing category (inactive 1-29 minutes) did not meet the threshold for analysis.

Levels of activity (More detailed - 7 categories) - Birmingham LA

Gender

Nov 21-22



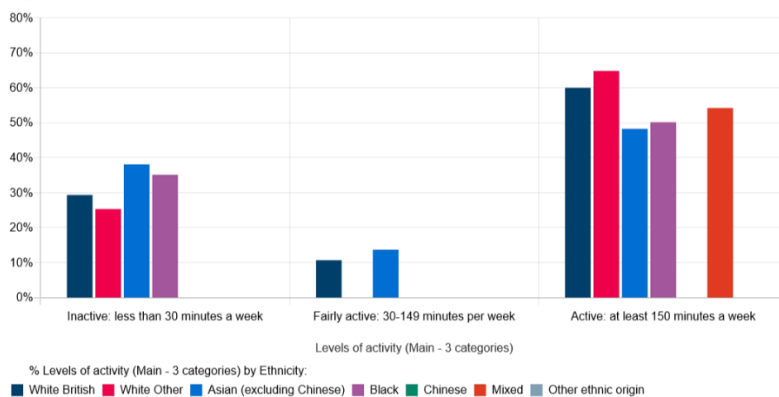
Ethnicity

The data available for levels of activity in ethnic groups is limited, but UK evidence consistently shows that South Asian and Black ethnicities are least likely to be active. The data available from the Active Lives Survey for Birmingham shows higher levels of inactivity reported in Asian (38%) and Black ethnic groups (35%)ⁱⁱⁱ.

Levels of activity (Main - 3 categories) - Birmingham LA

Ethnicity

Nov 21-22



ⁱⁱⁱ Sample sizes for missing ethnic groups did not meet the threshold for analysis.

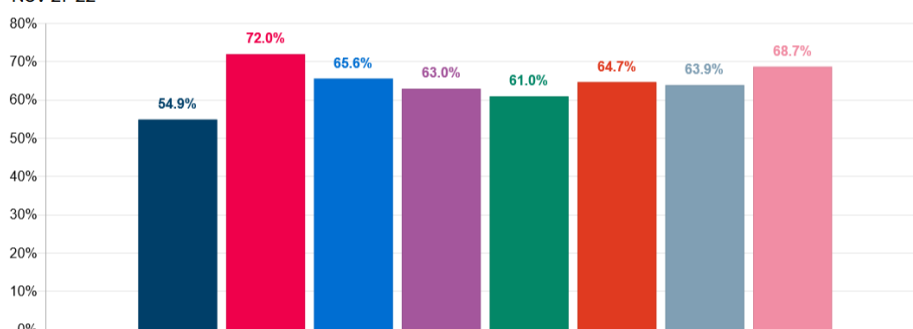
Comparison to Core Cities

Birmingham has the lowest levels of adults meeting CMO guidelines compared to all Core Cities.

Levels of activity (Main - 3 categories)

Local Authority and County Council

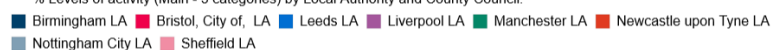
Nov 21-22



Active: at least 150 minutes a week

Levels of activity (Main - 3 categories)

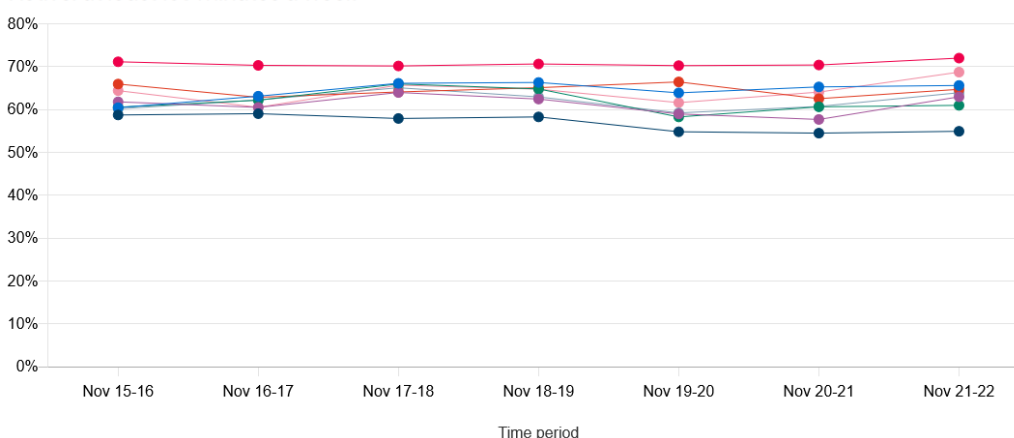
% Levels of activity (Main - 3 categories) by Local Authority and County Council:



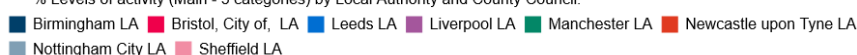
Trends over time show that Birmingham consistently performs worst of all Core Cities. Since 2015/16, the proportion of active adults has been steadily falling and Birmingham is the only Core City showing a decrease during this period.

Levels of activity (Main - 3 categories) - Local Authority and County Council

Active: at least 150 minutes a week



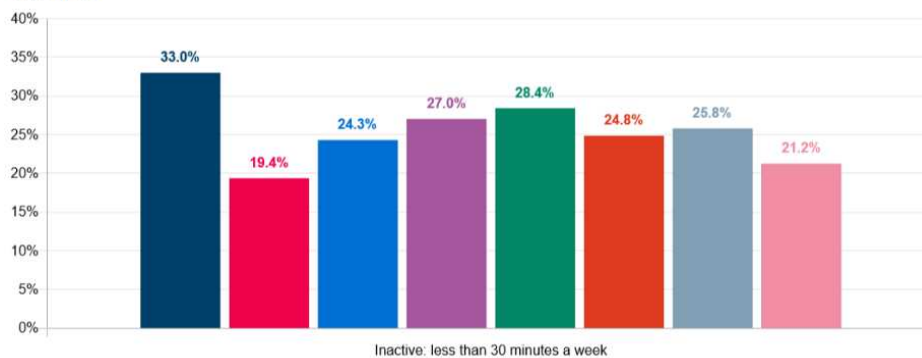
% Levels of activity (Main - 3 categories) by Local Authority and County Council:



	Nov 15-16	Nov 16-17	Nov 17-18	Nov 18-19	Nov 19-20	Nov 20-21	Nov 21-22
Birmingham LA	58.7%	59.0%	57.9%	58.3%	54.8%	54.5%	54.9%
Bristol, City of, LA	71.2%	70.3%	70.2%	70.6%	70.3%	70.4%	72.0%
Leeds LA	60.4%	63.1%	66.1%	66.3%	63.9%	65.3%	65.6%
Liverpool LA	61.8%	60.5%	64.0%	62.5%	59.0%	57.7%	63.0%
Manchester LA	60.6%	62.2%	66.0%	64.8%	58.3%	60.6%	61.0%
Newcastle upon Tyne LA	66.0%	62.9%	64.1%	65.1%	66.5%	62.5%	64.7%
Nottingham City LA	60.2%	62.2%	65.1%	62.9%	59.2%	60.7%	63.9%
Sheffield LA	64.4%	60.5%	65.7%	64.8%	61.6%	64.1%	68.7%

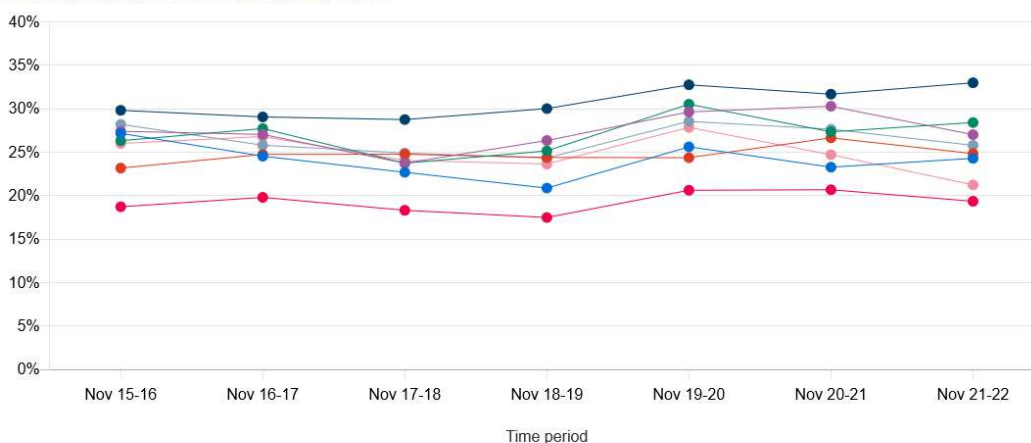
Birmingham has the highest proportion of inactive adults compared to all other Core Cities, and trends over time show this has been consistent since 2015-16.

Levels of activity (Main - 3 categories)
Local Authority and County Council
Nov 21-22



% Levels of activity (Main - 3 categories) by Local Authority and County Council:
Levels of activity (Main - 3 categories)
■ Birmingham LA ■ Bristol, City of, LA ■ Leeds LA ■ Liverpool LA ■ Manchester LA ■ Newcastle upon Tyne LA
■ Nottingham City LA ■ Sheffield LA

Levels of activity (Main - 3 categories) - Local Authority and County Council
Inactive: less than 30 minutes a week

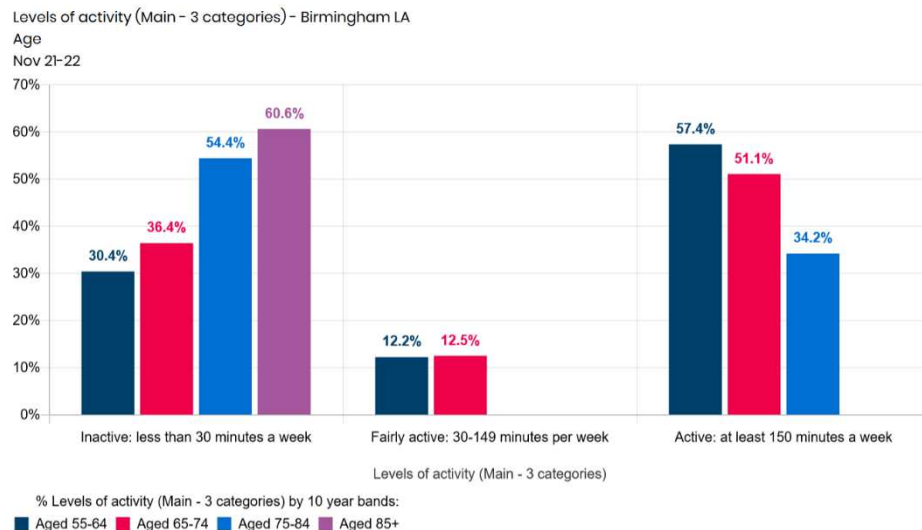


% Levels of activity (Main - 3 categories) by Local Authority and County Council:
■ Birmingham LA ■ Bristol, City of, LA ■ Leeds LA ■ Liverpool LA ■ Manchester LA ■ Newcastle upon Tyne LA
■ Nottingham City LA ■ Sheffield LA

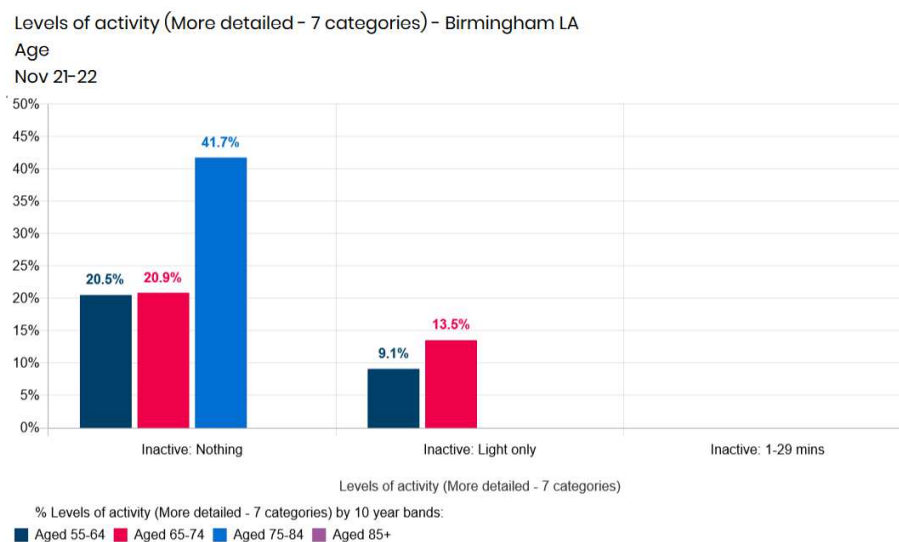
	Nov 15-16	Nov 16-17	Nov 17-18	Nov 18-19	Nov 19-20	Nov 20-21	Nov 21-22
Birmingham LA	29.8%	29.1%	28.8%	30.0%	32.8%	31.7%	33.0%
Bristol, City of, LA	18.7%	19.8%	18.3%	17.5%	20.6%	20.7%	19.4%
Leeds LA	27.2%	24.5%	22.7%	20.9%	25.6%	23.3%	24.3%
Liverpool LA	27.4%	27.1%	23.7%	26.4%	29.6%	30.3%	27.0%
Manchester LA	26.3%	27.7%	23.7%	25.2%	30.5%	27.4%	28.4%
Newcastle upon Tyne LA	23.2%	24.8%	24.8%	24.4%	24.4%	26.7%	24.8%
Nottingham City LA	28.2%	25.8%	24.9%	24.3%	28.6%	27.7%	25.8%
Sheffield LA	26.0%	26.8%	24.1%	23.6%	27.9%	24.7%	21.2%

Older People

Levels of inactivity increase with age, with around one third of adults aged 55-64 reported as inactive, increasing to more than half (54%) of the 75-84 age group, and more than two thirds (61%) of the 85+ age group^{iv}.



More detailed analysis of the inactive group shows a significant proportion of people in older age groups do no physical activity at all – around 1 in 5 in (21%) the 55-74 age groups, doubling to 2 in 5 (42%) in the 75-84 age groupⁱⁱⁱ.



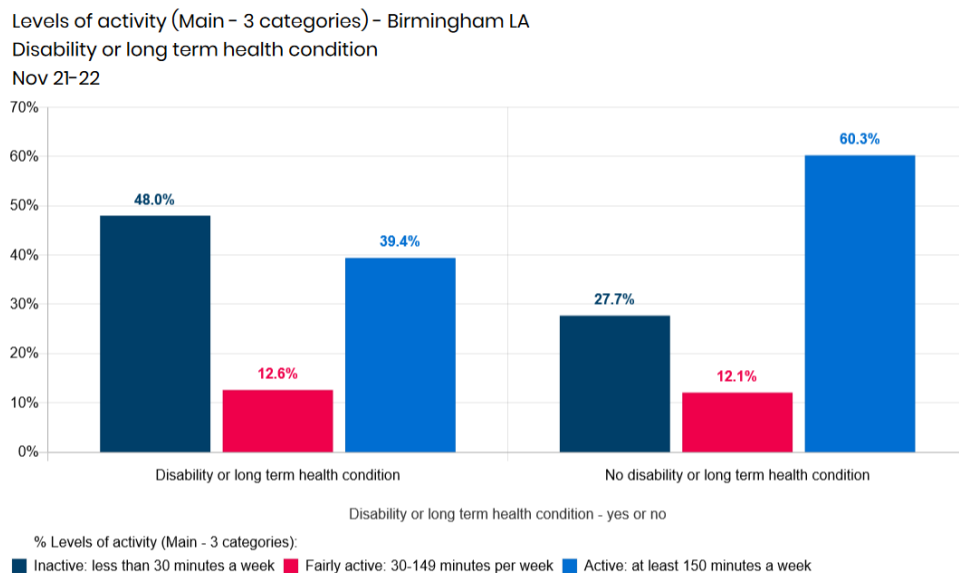
A recent study, informed by a systematic review and meta-analysis of all published frailty interventions in primary care, showed that a simple, low-cost, home-based intervention can reverse frailty and significantly improve muscle strength, bone mass, activity levels, and slowness in three months. The intervention included twenty minutes of daily activity at home, alongside consumption

^{iv} Sample sizes for missing categories did not meet the threshold for analysis.

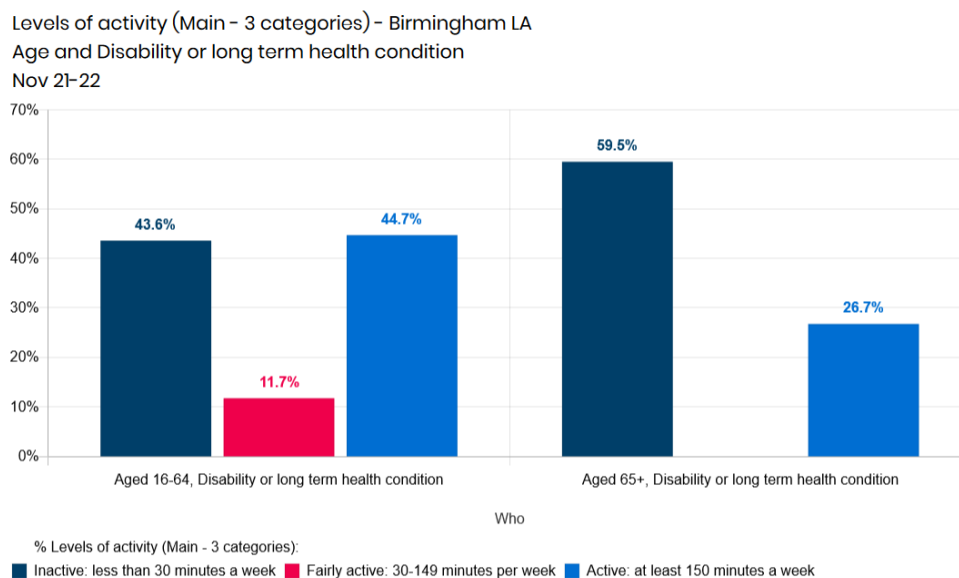
of sufficient protein (1.2g/kg bodyweight) in a normal daily diet. The authors believe this approach could yield substantial benefits if rolled out across the community¹³.

Disability

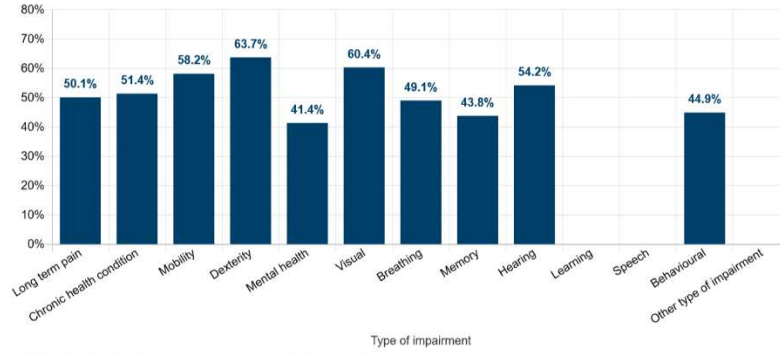
Almost half (48%) of people with a disability or long-term health condition report as inactive, compared to 28% of people without. Only 1 in 5 (39%) people with a disability meet recommended levels of physical activity.



Levels of inactivity in people with a disability or long-term health condition increases with age, with more than 1 in 5 (44%) of 16-64 year olds reporting inactivity, increasing to 3 in 5 (60%) of those aged 65+. The inverse is true for people with a disability or long-term health condition meeting recommended levels, with 45% of ages 16-64 completing at least 150 minutes of physical activity a week, falling to just 27% of over 65s.

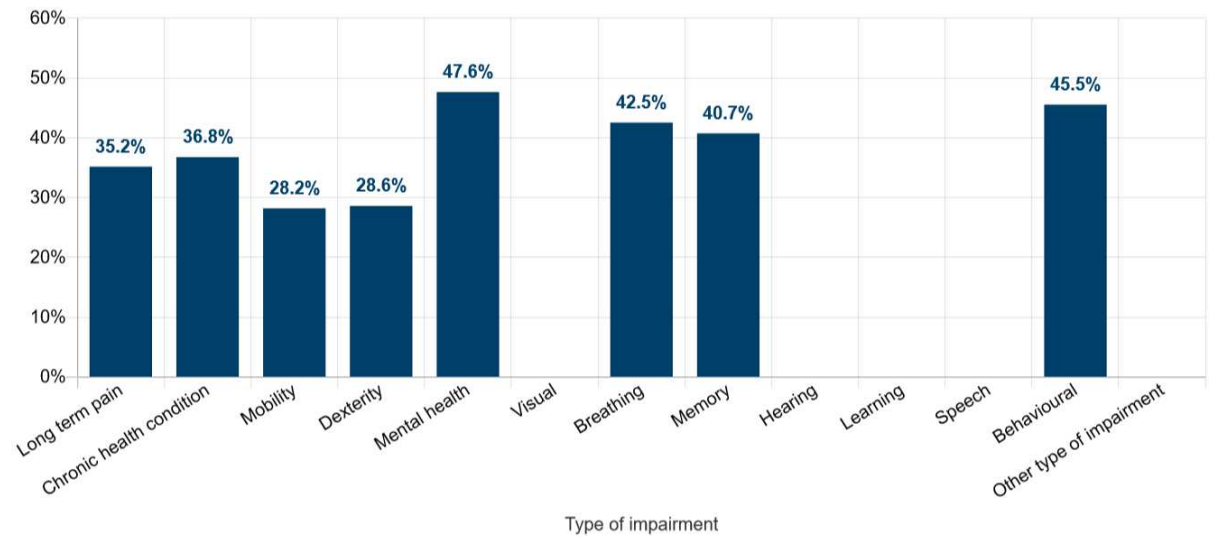


Levels of activity (Main - 3 categories) : Inactive: less than 30 minutes a week
 Local Authority and County Council - Disability or long term health condition
 Nov 21-22



% Levels of activity (Main - 3 categories) by Local Authority and County Council:
 ■ Birmingham LA

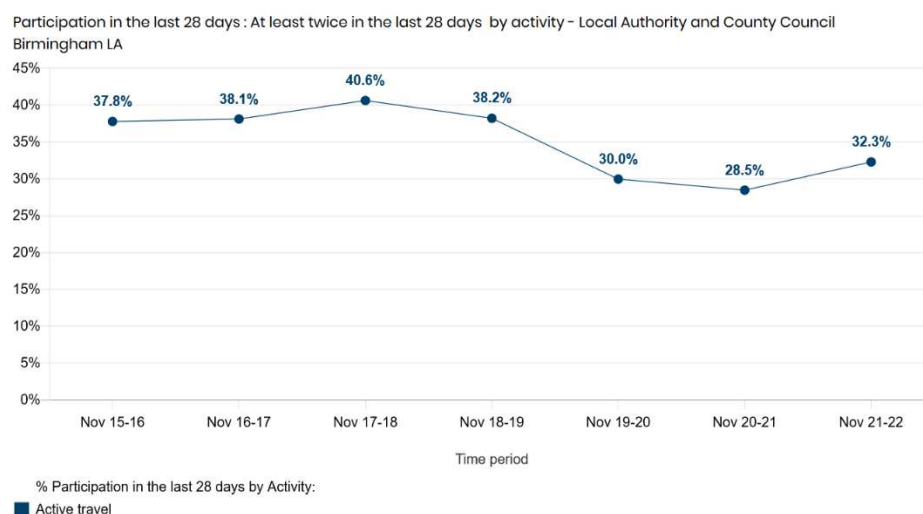
Levels of activity (Main - 3 categories) : Active: at least 150 minutes a week
 Local Authority and County Council - Disability or long term health condition
 Nov 21-22



% Levels of activity (Main - 3 categories) by Local Authority and County Council:
 ■ Birmingham LA

Active Travel

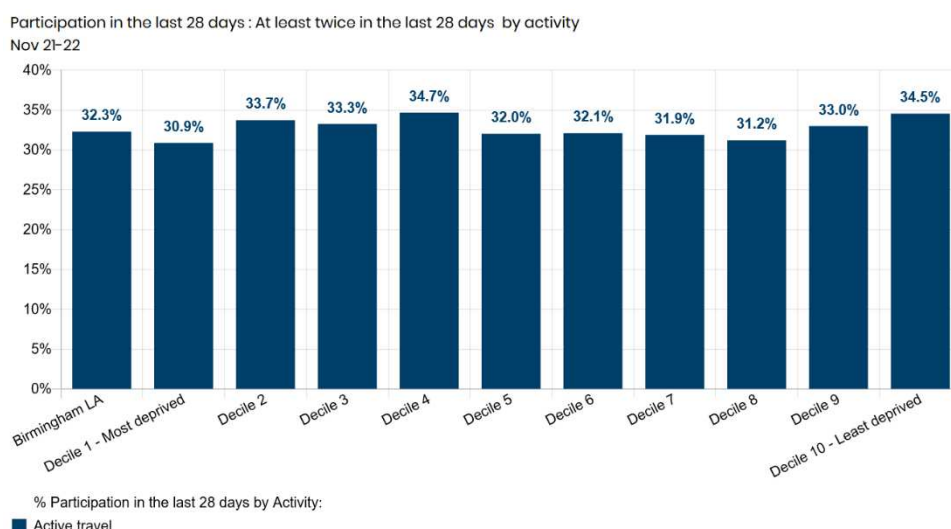
Participation in active travel has decreased over the period 2015-2022, but is showing some signs of recovery since the pandemic.



Data from the Census 2021 shows 7% of the Birmingham population travel to work on foot, and 1% by bike. Active travel to work has increased since the 2011 Census, when around 6% were travelling on foot, and close to 1% by bike.

Method of travel to workplace	2021	
Total: All usual residents aged 16 years and over in employment the week before the census	442,418	
Work mainly at or from home	114,058	25.8%
Underground, metro, light rail, tram	977	0.2%
Train	9,220	2.1%
Bus, minibus or coach	43,123	9.7%
Taxi	6,673	1.5%
Motorcycle, scooter or moped	1,118	0.3%
Driving a car or van	202,963	45.9%
Passenger in a car or van	21,557	4.9%
Bicycle	5,741	1.3%
On foot	31,483	7.1%
Other method of travel to work	5,505	1.2%

Participation in active travel is lowest in decile 1, the most deprived area, but there is little variation across all deciles.



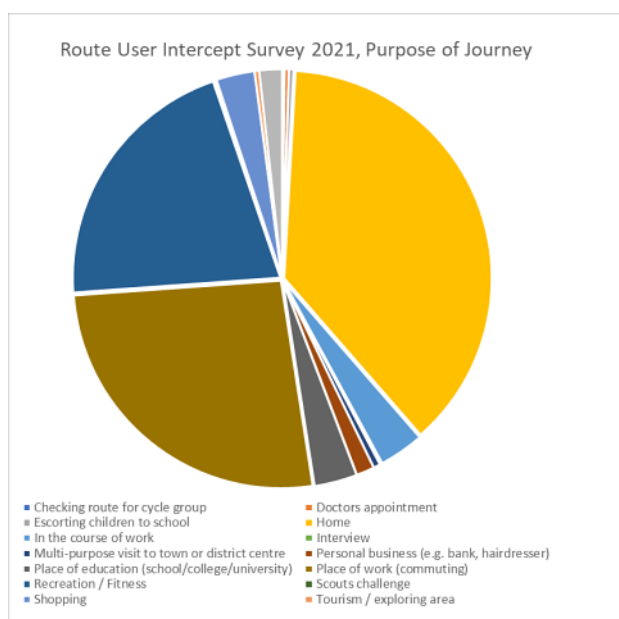
Sustrans Walking and Cycling Data

Cycling in Birmingham

The 2021 Route User Intercept Survey questioned 571 cyclists on their travel behaviour at 16 sites across the city. The majority of participants (83%) were white, followed by 9% Asian, 5% black, 3% Mixed and less than 1% other. Most participants were male (72%), with 26% being female and just under 1% identifying as other. Participant age breakdown was 25% aged 45-54, 22% aged 35-44, 18% aged 25-34, 14% aged 55-64, 12% aged 18-24 and 7% aged 65+. 14-15- and 16-17-year-olds accounted for less than 1% of survey participants each. Most survey participants were in full-time employment (64%), with 13% working part-time, 11% full time students, 7% retired and 4% unemployed.

If not cycling, participants reported other modes of transport to complete the journey may have been bus (29%), car or van (24%), rail (15%), walk or run (9%), taxi (2.9%) or e-scooter (1%). 19% stated they would not have made the journey if not by cycle. The presence of a cycle route did not increase use of the route for 65% of participants, with 21% reporting it had in part, and 14% reporting yes, totally.

The purpose of the participants' journeys is shown in the chart below.



Road Traffic Collisions in Birmingham

Data on road traffic collisions is published annually by the Travel Planning team, and as the impact of the Physical Activity Strategy progresses, these indicators may decrease. The most recent data is in the appendix and can be used as a baseline to measure improvement.

Key health needs related to physical activity

Service and Place Based Provision in Birmingham

Birmingham has a well-established and varied physical activity landscape including a wealth of community groups, clubs and facilities, physical activity providers, community organisations and venues.

This section of the PANA provides a snapshot summary of the current physical activity service and place-based provision that is available in the city. The list is not intended to be a complete picture but to give an overview of the types and variety of activity there is within the city.

To support the development of this section a:

- Survey was shared with partners to identify the range of services, initiatives and place-based physical activity opportunities that are available across the city.
- Framework was developed to help identify the themes in provision across the city. This framework was used to capture the wide range of opportunities and identify any gaps in provision.

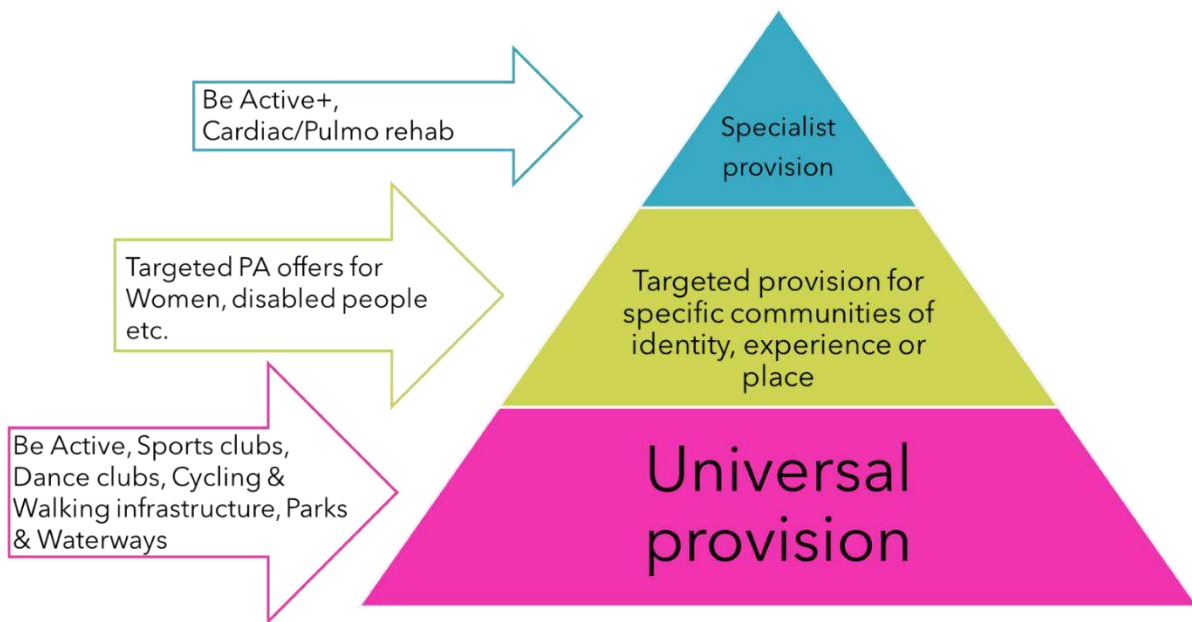


Figure 4: Service mapping themes for physical activity provision

Universal Provision

Green and blue spaces

Green and blue spaces are important for both the physical and mental health benefits that they bring. Spending time in the natural environment encourages physical activity and improves mental health and wellbeing.

Birmingham is one of the greenest cities in Europe with over 600 publicly accessible blue and green spaces across the city. Connecting these spaces are 160 miles (257km) of canals and 400km of urban brook courses.

Green and blue spaces owned by Birmingham City Council are managed through the work of the Parks Service, its partners and an increasing number of volunteers. The Ranger Service also help engage the wider community through conservation land management, educational sessions and a wide range of events and activities.

It is estimated that over 58 million visits are made to Birmingham's parks and green spaces each year. Nearly six out of ten (59.9%) of Birmingham residents visit green spaces on a weekly basis, with a further 17.5% visiting at least monthly.

Birmingham's parks and green spaces are an incredibly important asset to engage and encourage the citizens of Birmingham to be more active. The most popular reasons for visiting green spaces in Birmingham are:

1. To walk or walk the dog (57.6%)
2. Peace and quiet and to relax (54.1%)
3. To experience nature and wildlife (48.%)

Future Parks Accelerator

To maximise the potential of parks and green spaces the Future Parks Accelerator, a collaboration between the National Lottery Heritage Fund, the National Trust and the Department for Levelling Up, Housing and Communities (DLUHC) has been working with communities to build a sustainable future for the UK's urban parks and green spaces. One of the projects within the accelerator is Naturally Birmingham, which has been working to create a plan for the sustainable provision, maintenance and use of green and blue spaces in the city.

City of Nature Plan

In February 2022 a 25-year [City of Nature Plan](#) was approved by Cabinet which brings together all the work of the Naturally Birmingham Project and aims to change the way Birmingham treats its natural environment and how it thinks about the future of its parks and green spaces. The delivery plan sets out how the Birmingham Fair Parks Standard will be applied to all parks, ensuring all those falling below the thresholds are brought up to standard and ensuring all parks move from red to green by 2047.

Play Space

Parks provide outdoor play space and facilities for children and young people within the city. Birmingham's parks host a range of opportunities for children and young people to be more physically active through play equipment, bike tracks, Multi-Use Games Area (MUGA) and skate parks. In 2018, the Parks Service held 256 public play facilities across the city.

The [Outdoor Play Facilities Policy 2020](#) outlines a number of objectives to ensure new and existing play areas are inclusive, safe, meet community needs and provide for different ages. Where possible

the policy states that a new play area provided by the City Council should aim to be a maximum walking distance of 800 meters from all households, aiming to improve the accessibility for children, young people and their families.

Playing Pitches

There are a wide range of playing pitches across Birmingham available which provide access to high-quality facilities so everyone can play sport and be physically active. These include football, cricket, rugby, hockey, and lacrosse as well as other 3G and grass sports pitches.

A [Playing Pitch Strategy](#) is in place to protect and enhance the existing supply of sports playing pitches, as well as provide extra new sites wherever possible to promote sport at all levels. The strategy also outlines an aim to maximise community use of education facilities, improving quality and securing developer contributions for projects.

Allotments

Birmingham has 113 allotment sites and nearly 7,000 plots, more than any other local authority in the UK. Over 90% of the sites are managed by independent Allotment Associations, the rest are managed by the Birmingham District Allotment Confederation. There are multiple benefits to having an allotment which extend beyond the physical activity involved in gardening and growing. People who have allotments are also more likely to eat fruit and vegetables and feel connected with nature.

In addition to formal allotments, there are a wealth of community-based initiatives such as Fruit and Nut Village, on the Rea Valley and in Druids Heath, which engage the local community in growing and promoting knowledge of growing and green open space.

Active Design

New guidance on how the design of our environments can help people to lead more physically active and healthy lives has been published by Sport England in partnership with Active Travel England (ATE) and the Office for Health Improvement and Disparities (OHID).

The third iteration of our [Active Design guidance](#), has been produced to help create 'active environments'. The guidance seeks to help planners, designers and everyone involved in delivering and managing our places to create and maintain environments that encourage people to move more.

A wide range of opportunities and initiatives have been or are being developed in Birmingham to ensure the design of the city enables communities to build more physical activity into their everyday lives including:

15-minute neighbourhoods

The aim of the 15-minute neighbourhoods project is to enable all residents with access to a good quality green environment and are able to access all the good services they need to live full, healthy, and happy lives, all within a short walk or public transport journey of their home. At the moment, this is a pilot scheme but if it is successful, it may be rolled out across the whole city. 15-minute neighbourhoods are mentioned as an aspiration in the Our Future City Plan and the developing local development plan review.

Walking and cycling infrastructure

The Birmingham Transport Plan 2031 describes what the city needs to do differently to meet the demands of the future. A key component of the plan is around prioritising active travel in local neighbourhoods and ensuring walking, cycling and active travel become the first choice for short

journeys. The Walking & Cycling Strategy and Road Safety Strategy both contribute towards the delivery of this and provide further detail around what is required in these areas of work.

West Midlands Walking and Cycling Index 2021

The Walking and Cycling Index (formerly Bike Life) is the biggest assessment of walking and cycling in urban areas in the UK and Ireland. It is delivered by Sustrans in collaboration with 18 cities and urban areas. Each city reports on the progress made towards making both walking and cycling more attractive, everyday ways to travel. The Walking and Cycling Index reports every two years, and a second report has been published for the West Midlands produced in partnership with Transport for West Midlands.

BCC Commissioned services and activities

Birmingham City Council support physical activity provision and opportunities across the relevant functions including public health, sport, planning, transport, social care, and economic development.

The Council commissions several universal services including local sports and fitness provision and the provision of free physical activity programmes provided at leisure Centres across the city through opportunities such as Be Active. The Be Active scheme offers all Birmingham residents access to free swimming, group exercise classes and gym sessions.

Be Active Plus is a 12 week programme of support offered to any individual with a long term condition and can be a follow on intervention post NHS funded rehabilitation provision.

Public Health commissions some provision from The Active Wellbeing Service. Details about the work of this service are set out in the section of this report about targeted interventions.

The Council has huge potential to engage with local community groups to activate organisations and maximise opportunities to engage individuals and communities to become more physically active. This could be through building on existing work:

- The Every Step Matters programme has expanded the Daily Mile concept outside of school settings, with one-mile tracks installed in eight Birmingham parks in wards with diverse communities and low levels of physical activity. Alongside community engagement and regular led walks, the one-mile tracks provide a supportive environment to help combat the negative effects of physical inactivity within these communities.
- Ward planning activities which could have a focus on maximising the use of community assets to enable easier access to physical activity opportunities within trusted venues in local communities.
- Training for front line staff – the Public Health Team has been working with clinical champions who are delivering free, peer-to-peer online training sessions to healthcare professionals. An opportunity exists to adopt a similar model and work across the Council to ensure front line staff are knowledgeable, skilled and confident to support physical activity across communities. The Council and its staff are in a unique position to reach into communities to support local residents to engage in more activity and where relevant, signpost to physical activity opportunities within their community.

Voluntary and Community Sector

The Active Wellbeing Society (TAWs)

The Active Wellbeing Society is a community benefit society and cooperative working to build healthy, happy communities living active and connected lives. They deliver a wide range of free activities and services aimed at improving wellbeing at an individual and community level including:

- Big Birmingham Bikes (Community cycling clubs) run in partnership with Cycling UK, Big Birmingham Bikes supports Community Cycle Clubs across the city with activities such as cycle training and led rides.
- Bikeability - cycling training programme for all levels of cycling on and off road for all levels of cyclists.
- Parkride Sessions - inclusive family cycling project that provides the whole family the opportunity to enjoy the great outdoors through cycling together.
- Active Parks - supports participants to engage in a wide range of physical activities to improve health and wellbeing whilst having a lot of fun. This includes walks, Zumba, Tai Chi and tennis.
- Active Streets - supports participants to engage in a wide range of physical activities on their street (after closing the road). This can improve health and wellbeing whilst having a lot of fun.
- Step Back out – a co-designed intervention with local communities to support people to come back out following Covid-19. Activities include one-to-one support in green spaces or joining walking, picnics and running groups.

Sports Clubs

A wide range of sport and physical activity opportunities are provided by sports clubs and community groups across Birmingham each week. Sport Birmingham have developed a database which has captured over 780 clubs and community groups running activities across the city.

Parkrun

Parkrun is a free volunteer led physical activity events held in parks. It is a weekly community event where anyone can participate in a walk, jog or run a 5k course in a range of parks across the city. Birmingham hosts six Parkruns around the city. There are also 2 Junior Parkruns in Birmingham, a 2k run dedicated to 4-14 year olds and their families every week.

Birmingham 2022 Commonwealth Games Legacy

Birmingham 2022 Commonwealth Games organisers and its partners developed a national Legacy Plan, which outlined a series of ambitions to leave a lasting, positive impact on jobs, skills, education, culture, physical activity and investment across the West Midlands and the UK. The plan boosted investment across Birmingham and the West Midlands, to engage people who face multiple barriers and look to approach these challenges in new ways. This included projects like the 'Active Communities Local Delivery Pilot' in partnership with The Active Wellbeing Society. This project supports physical activity in deprived communities to help close the inequality gap, focusing on deprivation, age, and ethnicity. It will be part of this wider strategy that will work on culturally competent approaches to promote physical activity. The project includes a number of universal projects including:

- Workforce, Sport Birmingham - Workforce supports the new and existing workforce through training and development of our people and leaders, focusing on the skills needed to do whole systems change. Workforce's objectives are to develop the skills needed to create system change; to support organisational development to help community organisations

become more resilient; to embed key ways of working across workforce, projects, partners & stakeholders; to build core skills/competencies across workforce to enable them to be effective.

- Community Networker Project
 - Colebridge Trust receives funding to operate as a Community Networker with the Active Communities programme. Networkers reach into communities and build strong trusted relationships, bringing people together to deliver a range of activities which grow confidence and skills. Their objectives are to bring local people together to foster connections and co-create services with the community.
 - Witton Lodge Community Association also receives funding and a range of 'network' models have been tested within the programme. They are more actively connecting with Locally Trusted Organisations (LTOs) who have established trust and credibility within their local communities, leveraging their existing relationships and knowledge to achieve its goals.

Targeted Provision

Children and young people

Bring it on Brum! Holiday Activity and Food Programme

Bring it on Brum! is a programme funded by the Department for Education designed for families in Birmingham to help children, young people and their parents to have fulfilling, active, fun-filled and healthy school holidays. Part of the new Holiday Activities and Food programmes, Bring it on Brum! is the biggest scheme of its kind in the country, and has over 130 providers running physical activity provision through the holidays. The programme is aimed at young people aged between 4-16 years old who receive benefits-related free school meals. Benefits-related free school meals (FSM) are available to pupils if their parents are in receipt of one of the qualifying benefits and have a claim verified by their school or local authority.

Racketscubed

University of Birmingham in partnership with Racketscubed are providing squash and badminton sessions for underprivileged primary school children, whilst also providing extra tuition in STEM subjects and food.

Primary League Kicks

Birmingham City FC Community Trust provide sporting activities to 8–18-year-olds alongside routes into education, employment, and training.

Why Teens Podcast, Sutton Coldfield YMCA

The YMCA's podcast 'Why Teens' is produced by and for young carers. The podcast aims: to offer support and respite for young carers by creating a community to reach out to one another; to offer young carers opportunities to take ownership and gain additional skills through learning how to produce and host the podcast.

Podcasting with young people can foster a positive environment that promotes physical activity, providing motivation, guidance, and inspiration for them to lead active lifestyles.

The project is co-created by and with young people. This includes hosting all the podcasts, upskilling, new content creation and even reaching international audiences.

Role Models and Inspirational Stories: Podcasts can feature stories of young individuals who have achieved success or overcome challenges through physical activity. By sharing these inspiring

narratives, young listeners can be motivated to emulate their role models and engage in activities that promote physical fitness.

Educational Content: Podcasts targeting young people can provide educational content on the importance of physical activity, its benefits, and tips for staying active. By offering valuable information and insights, podcasters can motivate listeners to incorporate physical activity in their lives and adopt healthier habits.

Participation/Demonstration Episodes: Some podcasts may incorporate practical episodes where hosts or guests engage in physical activities while recording. This can include activities like going for a walk, exploring nature, visiting local sessions or trying out new activities. By sharing their experiences, podcasters can inspire young listeners to get involved in similar activities.

People living with physical and learning disabilities

Inclusive Cycling

The Active Wellbeing Society (TAWS) provide cycling services to people with disabilities and differing needs.

Fit for All

Fit for All is run by the Children's quarter, a cooperative alliance of community groups, schools, volunteers, and voluntary organisation working to make inclusive school holiday times for children with priority given to disabled and vulnerable children who are eligible for free school meals.

The Inclusive Sports Academy

The Inclusive Sports Academy is funded through the Active Communities Programme and aims to raise awareness and enhance the lives of children, young people, and adults with Special Education Needs and Disabilities (SEND). They deliver physical activity and wellbeing sessions to improve the wellbeing and health of participants, alongside volunteering opportunities to increase their civic activity. Their objectives are to use activity sessions to provide young SEND people with opportunities to prepare them for employment.

Beat it Percussion

This project, funded through the Active Communities Programme, aims to use sound, rhythm and movement to improve mental health and wellbeing and help those with disability become more active. Beat it Percussion's objectives are to work with residents in areas of high indices of multiple deprivation, including older adults with ageing-related conditions.

Drumming involves rhythmic movements that require coordination, strength, and endurance, making it a great form of exercise and introduction to movement, civic engagement and connecting people into wider networks and physical activity.

Delivery takes place in local community settings, inclusive to all, taster opportunities, skills sharing sessions, trust building and social connections that reduces loneliness and opens up opportunities of support and further participation with new friendships.

ATHAC Access to Heritage Art and Culture

ATHAC provides supported access to heritage, arts and culture in creative ways. Their objectives are to increase physical activity levels of participants, by incorporating movement incrementally through weekly sessions. In addition, they aim to work with sports sector organisations to understand the barriers faced by young disabled people, encouraging them to learn how to adapt their approaches; to include practical life skills into sessions to further prepare participants.

The project encourages alternative activity that is incorporated into art work and educational learning outside the traditional school setting. This has included everyday health changes such as water consumption, healthier snacks, table tennis and packed lunches and having a sport coach advise and support design and ideas for a more active environment that suits the needs of the groups, this has included food diaries and reflection on current physical activity to aspirational activity opportunities. On these journeys they have been creative in the use of photography and artwork. This has prompted visits to the art galleries, outdoor spaces and further afield to outdoor centres where the group have learnt about trees, planting and nature. These sessions have encouraged the group from what was a very sedentary lifestyle to a more engaging participatory delivery that enables more connection and increase in physical activity.

Sessions have included martial arts one-to-one sessions to lead the way for these young people to be included in some of the out of reach sessions previously due to costs or accessibility due to individual needs. Bikes has also been an area of development for ATHAC for adapted bikes to be accessible so the whole family can participate in bike sessions in the local park spaces. Partnership working to strengthen this opportunity across the city to enable more inclusive sessions that are reachable for all.

Women and girls

The International Working Group (IWG) on Women & Sport

The International Working Group (IWG) on Women & Sport is the world's largest network dedicated to advancing gender equity and equality in sport, physical education and physical activity. It is fully aligned to the 17 United Nations Sustainable Development Goals.

Established in 1994, the IWG advocates and runs programmes globally year-round. The IWG Secretariat & World Conference 2022 – 2026 quadrennial will be hosted by Birmingham and the West Midlands in the United Kingdom, with the IWG World Conference on Women & Sport to be held in Birmingham in 2026. On August 5, 2022, we opened a circle of leadership where the IWG UK took over Secretariat leadership globally.

A consortium with representation from IWG Women & Sport, Sport England, Sport Birmingham, NEC Birmingham, ICC Birmingham, University of Birmingham, Birmingham City Council and West Midlands Growth Company has been established to lead on the development of a Strategic Plan for IWG in the UK. This will aim to establish how to make the most of the unique opportunity that IWG presents for the region.

Säheli Hub

The Säheli Hub mainly offer a women-only environment for group fitness both indoor and outdoor. Säheli is a Social Enterprise, most of the women who deliver the service are local, trained and mentored by Säheli to offer a professional, happy experience for individuals starting out on their active journey. They offer a number of women-only activities including bell boating and kayaking, running groups and a cycling club, working in partnership with Big Birmingham Bikes, Cycling UK and Active Parks to deliver women-only cycling sessions in three parks.

This Girl can

Service designed to get more active and feeling confident doing so. Sessions are currently being run on zoom but may change to in-person. Activities include Zumba, Soca, Active Mums, Yoga, and menopause matters.

Older people

Active Club

The University of Birmingham Sport and Fitness provides sport activities for people over the age of 50. Gentle exercise and low impact sessions, tailored to suit all levels of fitness, Active Club sessions are tailored for older adults looking to get active in a sociable and supportive environment.

Age UK Birmingham

Age UK Birmingham offers services for older people and their carers across the whole of the Birmingham City Council Area. They offer a range of physical activity opportunities tailored to meet the needs of older people in the city. These include Walking Football programme, walking groups and pilates. The activities are designed to improve strength, balance and coordination as well as provide opportunities for social connection to reduce isolation among the older population.

Culturally Diverse Communities

The 'Beaming Brandwood' project

Our Scene aims to connect local neighbourhoods in Brandwood through activities in green spaces. The 'Beaming Brandwood' project's objectives are to promote physical and social activity through themed walks, collaborations with local schools, and seasonal craft projects; raise community spirit and morale; to generate movement and participation by people living outside the immediate neighbourhood; engaging south Asian communities.

Creating a series of new walking and fitness trails with a smiling-making twist, to help people get active, get social, have a laugh and enjoy our wonderful Brandwood green spaces and neighbourhoods together. All trails are being co-designed and tested with local residents and groups.

Specialist Provision

Be Active Plus

A support exercise programme for people with a variety of chronic conditions. The exercise referral scheme is commissioned by Birmingham Public Health. Participants are referred via their GP and receive specialist support to enable them to increase their physical activity and improve the management of their conditions.

Live Well Taking Control

Live Well Taking Control is a not-for-profit programme of the Health Exchange which provides the Diabetes Prevention Programme across Birmingham. It provides specialist support from health coach over 9 months via a smart phone app (Liva's App). The programme is for people living with pre-diabetes to help them to avoid developing Type-2 diabetes through simple diet, exercise and lifestyle changes.

Fitfans

Fit fans is a 12-week lifestyle change programme funded by the EFL Trust and run by the Birmingham City FC Community Trust. The programme is aimed at increasing physical activity, losing weight, and living a more active lifestyle for people aged between 35-65 years and with a BMI above 28.

Better: Healthwise

Healthwise is a physical activity referral scheme dedicated to keeping participants living with a health condition fit and healthy through physical activity support and guidance. They offer:

- Physical activity on referral - Health professionals can refer patients to low-cost programmes to help improve, manage, or prevent conditions like diabetes, hypertension, and depression.
- Cardiac rehab scheme – this scheme is designed for those people who may have had a cardiac event. Referral is made by their GP or from a Phase 3 team at the local hospital.
- Adult weight management course – a 12-week weight management programme designed to explore motivation, nutrition and techniques to change behaviour.
- Family weight management course – a 10-week weight management course for families to attend providing both nutritional and physical activity advice.
- Falls prevention classes – designed to help older people develop strength and balance to reduce the risk of falls and injury.
- COPD health and training – a programme designed for those people living with COPD.
- Cancer rehabilitation programme – for people that have survived cancer to encourage them to be more physically active.

Lived Experience

Birmingham Council commissioned focus groups as part of the Seldom Heard Voices project and Tola time project to generate insight to inform the development of the approach to creating an Active City in Birmingham. A series of targeted focus group conversations took place about physical activity, especially exploring beliefs and attitudes, with communities that are rarely heard.

The following summary reflects the participants' views on these themes and highlights where there are implications for the approach taken and opportunities for action.

Seldom Heard Voices Focus Groups		
Community	Insight	Implications for Approach/Action
d/Deaf and hard of hearing	Communication is a barrier. Taster classes and encouragement from friends seen as an enabler as was access to a parks or green spaces.	Walking opportunities especially if part of a d/Deaf group. Referral routes through trusted professionals or organisations such as Healthcare Professionals or BID.
Older People	Enjoyment is as important as health. Motivation was high to take part in activities outside/accessing green space. Information about location and cost was key. PA was seen as key to managing health conditions and maintaining independence.	Access to specific sessions aimed at older people especially activities utilising green space. Information and advice provided through trusted sources with a focus on where to access and cost . Social aspects of physical activity and the benefits to maintaining health and independence should be the focus of messages.
LGBTQ+	Mental health was cited as a key barrier to PA alongside other unique and substantial barriers such as homophobia, transphobia, exclusion, and discrimination.	Use of trusted sources of information and advice e.g. Birmingham LGBT network. Co-production of meaningful and practical solutions to eliminate discrimination and develop inclusive opportunities.
Long Term Conditions	Cost is a barrier. Medical professionals strongly inform beliefs around physical activity and are a trusted sources of advice about physical activity. Confidence about being physically active is low and additional support is needed.	Referral routes and support should be through trusted sources such as healthcare professionals. Specific groups for people with LTCs that GPs endorse and opportunities to 'buddy' with someone to offer additional support when starting to become more active. Access to free , local activities in their area is important.
Asylum seekers and refugees	Information about what activities are available and where free facilities can be found be found.	Information and advice about free opportunities. Planning of activities to consider the asylum/refugee journey and the specific needs associated with it and a PA workforce who understand this.
Young Women	Family, media and social media are influences on this group's view of physical activity. Barriers to participation include financial and lifestyle (work or education time	Already familiar with how to access physical activity opportunities. Information often sought through "new" technologies (social media, open to using fitness apps), but can be overwhelmed by information, so a focused

	<p>pressures, for example). Other activities can be a priority over considering physical activity opportunities. This group understands the benefits of being active on physical and mental health however. Safety is a consideration for this group (some opportunities not taken up because they are considered not safe – using parks at night, for example). No continuity between physical activity from school age into adulthood. Body image is a consideration for this group and perceptions about what women should look like.</p>	<p>approach might be beneficial, with more targeted information sharing about what is available. Access to activities that are not necessarily gym or swim orientated – a wider variety of opportunities may make physical activity more appealing.</p>
Adults of Working Age with Mental Health Conditions	<p>Some members of this group understand physical activity can be beneficial to help their mental health needs, however some find their mental health condition affects their levels of motivation to engage with activity. This group is likely to engage mostly in active travel rather than more formal physical activity. Barriers include finance and cost being prohibitive factors to formal activity. This group can feel other people's perception can be a barrier to them engaging in activity, particularly formal activity. There is a feeling that activities are not targeted at this group and therefore "not for them". There appears to be a lack of information accessible to this demographic.</p>	<p>Recommendations may include sharing of information across community support groups to connect resources and strengthen knowledge about availability of opportunities targeted to this group. Provision of information about free activities. Provision of accessible information about being active and what opportunities might be available. Consideration of providing opportunities that are targeted specifically at this group (gym, swim sessions in "relaxed" atmospheres, for example). Sustainable opportunities, such as walking groups, gardening, etc. to provide ongoing active lifestyles. Publicity around physical activity should focus on the mental health benefits as well as physical.</p>
Teenagers	<p>This group understands physical activity and what the benefits are. However, are less likely to be familiar with formal guidance and recommendations. This group may participate in formal exercise but are more likely to use active transport (although not seen as exercise).</p>	<p>Actions could include supporting students with maintaining physical activity to support mental health. Accessibility to opportunities giving young people the chance to try different activities that they may not normally have access to (other than traditional sports, for example). Information about activities should appropriately targeted to this age group, for example providing information about health benefits (physical and mental) and associated benefits of active travel (such as climate change). Consider reward-based initiatives to encourage physical activity - use of apps, for example with benefits such as discounts</p>

		etc. Having more events in parks and green spaces was also noted as a driver.
3 rd /4 th Generation Migrants	This demographic may adapt their physical activity to meet the needs of their families. Information about physical activity is gained through online resources. This group is aware of the benefits of physical activity and where to find information about it.	Time and lifestyle pressures may impact this demographic in accessing opportunities. Opportunities for active travel may be missed due to perceived time constraints, the commute of school run may be carried out by car, for example.
First Generation Migrants	This demographic's choices are influenced by family and friends and sometimes to a greater extent than managing their own health needs. Active travel (walking) is a main mode of transport, but not necessarily seen as exercise. Insights suggest this group has limited interest in cycling but may be interested in swimming. Appears to be some reluctance to accept some health advice/messaging (from healthcare professionals for example).	Members of this group have been informally advised by family, friends , etc. therefore, could be influential with key messages about the benefits of physical activity. Intergenerational and/or involvement of family members. There is some reluctance to engage with formal advice.
Unemployed	Barriers to participation for this demographic include safety, cost, time constraints and accessibility in terms of location. Some members of this group have other responsibilities (parenting and caring, for example), that may take priority over engaging in physical activity.	Targeting this demographic to increase awareness of physical activity and benefits to health and wellbeing, whilst taking barriers to participation into account. Provide messaging around the use of the technology (apps) to encourage physical activity and share.
Chinese, Vietnamese, Korean Migrants	This demographic has a lower-than-average rate of participation in physical activity. There is an understanding physical activity is important for health, but less likely to have engaged with formal messaging/guidelines. Due to tradition, this community may engage more with traditional therapy where others may have engaged with their GP. Barriers include safety, cost of equipment, weather.	Engagement maybe required with community therapists/groups to promote messaging. This group may engage/have greater trust with community therapists/groups than council/NHS messaging. Increasing awareness of opportunities and engaging with population in community languages.

Tola Time

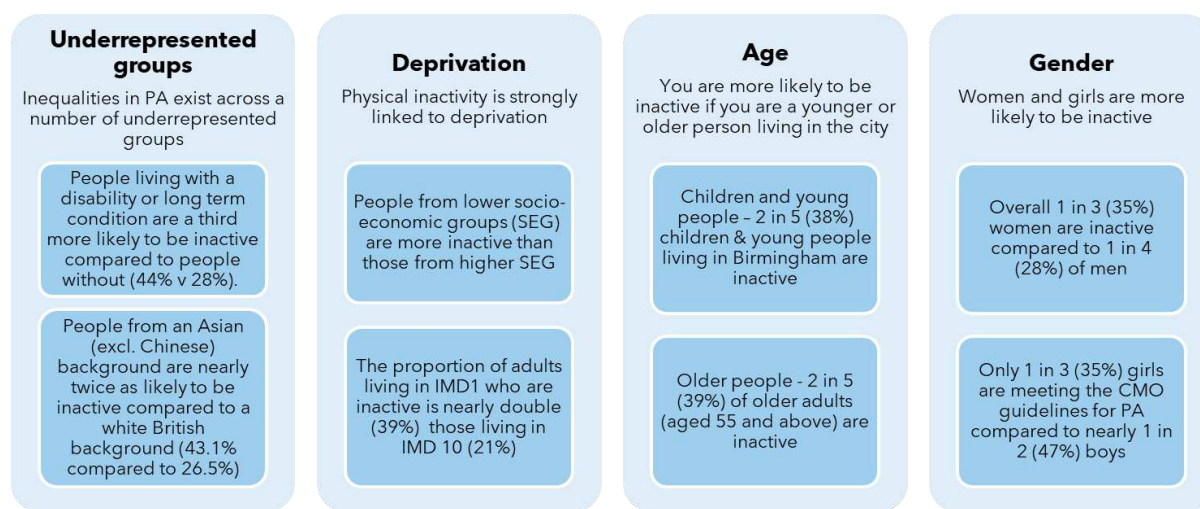
Community	Insight	Implications for Approach/Action
African Caribbean	Highly engaged in walks focussing on discovering green spaces which had been co-designed with members and walks to learn about the African Caribbean heritage within the city.	Co-production approach to ensure ownership and meeting the communities' interests and needs. Asset-based approach designed around the assets within the communities.
Indian (Hindu and Sikh)	Uptake of physical activity was good. Participants were willing to engage with a wide range of other opportunities. Supporting elders within the community struck a chord across the community.	Intergenerational and/or involvement of elders
Pakistani and Kashmiri	Taking part in physical activity within their kinship groups is important, indicating that the community prefers to do activities with some privacy. This is especially so for women.	Engagement is amplified if other family members participate .
Somali	Physical activity sessions participated in, but they do not always feel completely welcome by other minority communities. In addition, opportunities provided by other communities do not always cater for their needs. Cross reference GAPP and EAED to develop further	A tailored approach aimed specifically at the Somali community may help to improve engagement and uptake
Young people	Young people are more likely to engage in physical activity if their friends or colleagues are participating.	The social element of physical activity is core to them engaging

Findings and opportunities for action

This section summarises the findings and recommendations of the PANA for Birmingham. It is important to recognise that this has been a rapid needs assessment process using current and readily available data. In addition, the volume of provision and activity across the system means that the mapping of current services and place-based provision is by no means fully comprehensive. Therefore, several of the recommendations highlight areas where further work can be carried out to build on the emerging evidence base that the PANA has developed.

The diagram below summarises the inequalities which exist in Birmingham.

What are the inequalities within Birmingham?



Insight from local communities

Insight gathered from these seldom heard communities suggests that the following should be considered when designing services or creating opportunities to increase physical activity in these groups:

- Develop knowledge and understanding of the local community to ensure needs are understood.
- Undertake appropriate engagement before developing provision and co-produce activities with communities to ensure they are tailored to meet their needs.
- Use trusted organisations and relationships to provide information and activities to increase engagement and maintain commitment.
- Provide a diverse choice, which takes a flexible, person-centred approach.
- Where appropriate targeting activities for specific communities so they can be tailored to meet their needs and maximise engagement.
- Making use of technology to provide easily accessible and clear information to inform and engage people in activity.

Opportunities for Action

Data and Intelligence

- This Needs Assessment was a rapid review and there are other data sources that could be collated and reviewed. Further analysis of local data sets is recommended as the proposed Creating an Active City Strategy develops.
- Data is not available for children living with a disability or ethnicity – this gap needs to be addressed.

Policy and infrastructure

- Implement a whole system approach to physical activity by bringing partners together to develop an integrated and coordinated physical activity strategy for the city.
- Audit of current practice and interventions against policy and guidance e.g. the Sport England Active Design checklist to support the development of the strategy and delivery plans.
- Investment prioritised and targeted to PA opportunities that meets needs and ensures progress is made to close the inactivity gap.
- PA to be considered and embedded in all relevant policies and strategies .

Life Course Approach

- Efforts should focus on children, young people and their families to ensure positive experiences and the right foundations for habits are built that last a lifetime.
- The current and future health needs of the over 65's should be considered as a priority to ensure there is a focus on strength, balance and coordination as well as improving physical and mental wellbeing to support people to live independently for as long as possible.

Underrepresented Groups

- There is no data available for physical activity levels by ethnicity or disability for children though the Active Lives Survey. Consideration should be given to alternative data sources and ways of capturing this information to ensure a full understanding about activity levels is developed.
- Recommendations for engaging seldom heard communities made through this needs assessment should be shared and implemented to ensure opportunities are tailored to meet their needs.

Communications and marketing

- Develop our understanding about the barriers and enablers where insight currently is not available e.g. active play or for groups with unmet needs such as people living with disabilities.
- Working in partnership, across a wide range of stakeholders and communities, to change our culture to one which values physical activity, sport, and movement.
- Develop insight-led communication messages and marketing campaigns to support a shift in attitudes and motivation.

Capacity Building

- Share findings from the PANA widely to support improved understanding and to enable more targeted approach.
- Identify training needs and develop appropriate training opportunities for frontline professionals.

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Monitoring and evaluation

- Establish robust systems to monitor the reach and impact of the strategy to demonstrate the impact it is having on addressing the inequalities that exist across the city in relation to physical activity. This could be through regular analysis and reporting on relevant public health indicators and routinely collected data.
- Ensure appropriate evaluation of any commissioned activities related to physical activity this includes monitoring residents use of facilities and uptake of opportunities, activities and programmes across the city.

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- ¹³ Travers J., Romero-Ortuno R., Langan J., *et al.* (2023) Building resilience and reversing frailty: a randomised controlled trial of a primary care intervention for older adults. *Age and Ageing* 52(2). <https://doi.org/10.1093/ageing/afad012>

Appendix

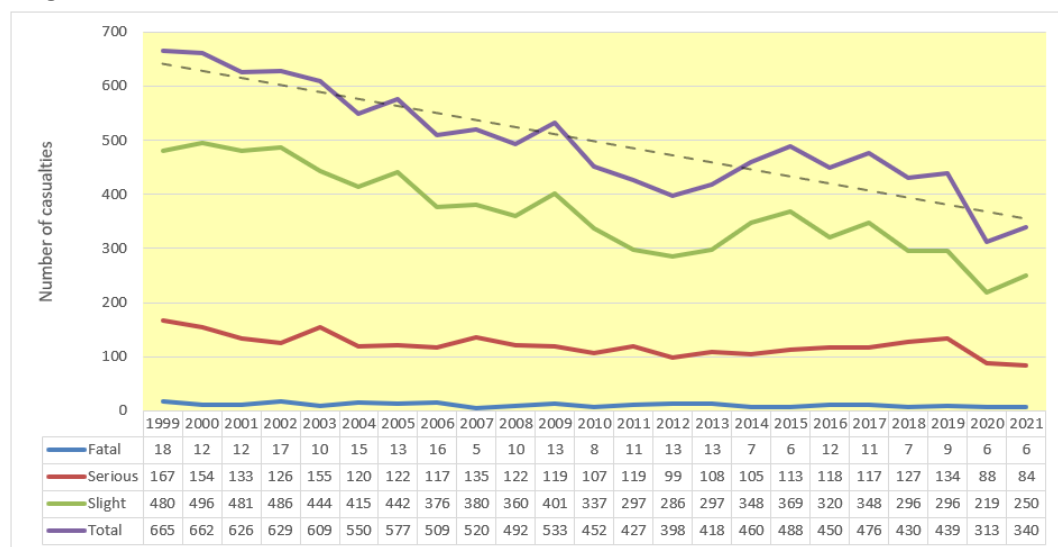
Road Traffic Collisions in Birmingham

- Recorded casualties have declined sharply in most categories between 1999 and 2012, but progress has slowed since then.
- The effects of lockdown during the pandemic are visible in the data. Fewer people travelled during periods of lockdown, which may have contributed towards the marked decreases in the number of recorded casualties.

Adult Pedestrians

Figure 1 shows casualty figures for adult pedestrians (aged 16+). Total figures are generally down since 2000, with a low of 398 in 2012. The figures during the pandemic were the lowest on record, reflecting the exceptionally low volumes of traffic on Birmingham's roads during periods of lockdown.

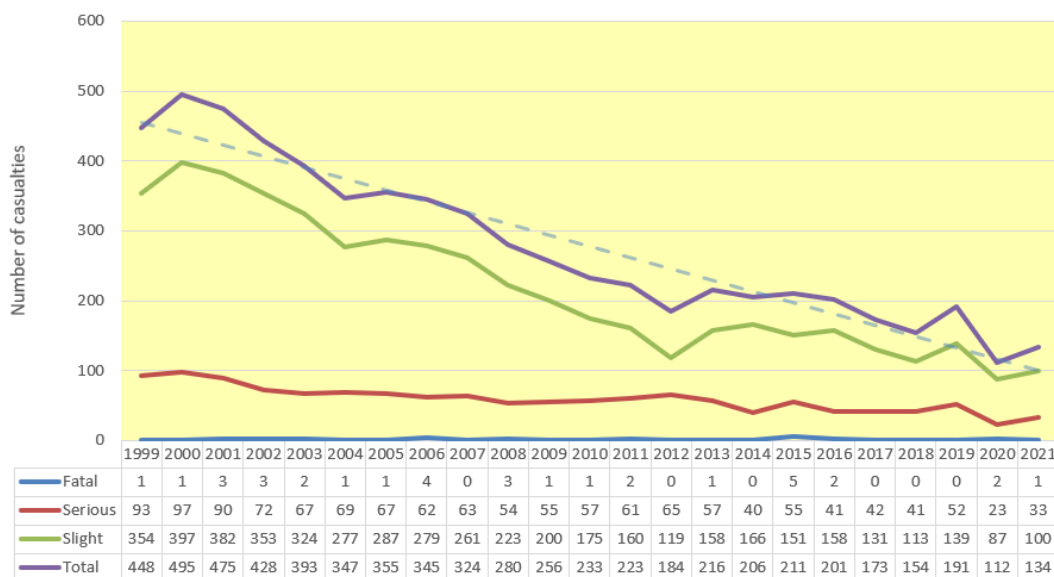
Figure 1: Adult Pedestrian casualties in road traffic collisions in Birmingham, 1999 – 2021, with long term trend



Child Pedestrians

Figure 2 shows casualty figures for child pedestrians (aged under 16 years). Casualties decreased from 495 in 2000 to a low of 154 in 2018 – the lowest pre-COVID figure on record. In most years, the child pedestrian figures were lower than the previous year.

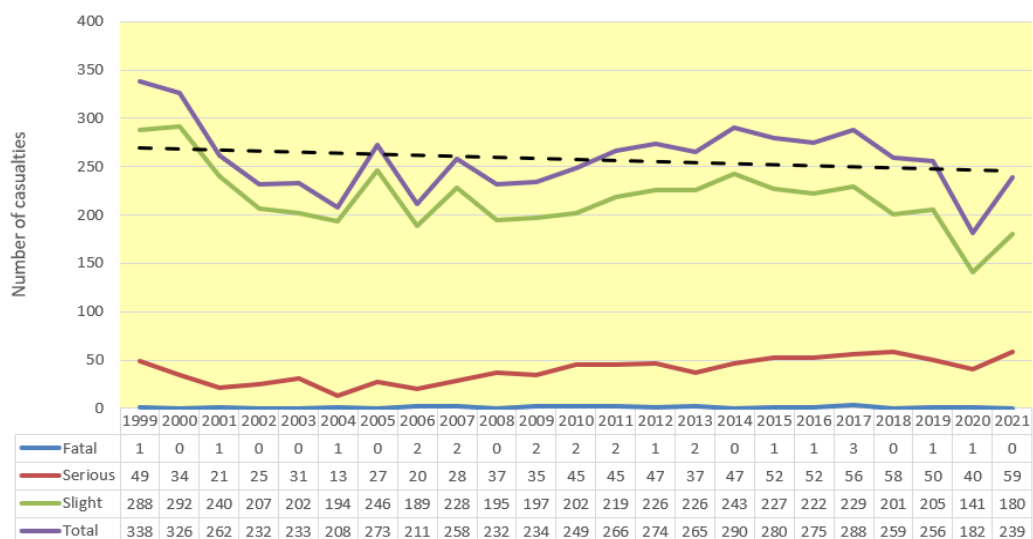
Figure 2: Child pedestrian casualties in road traffic collisions 1999 – 2021, with long term trend



Cyclists

Figure 3 shows cycling casualties, which have risen in recent years from a pre-pandemic low of 208 in 2004. The 2020 figure of 182 casualties was the lowest on record, likely due to low levels of traffic during the pandemic.

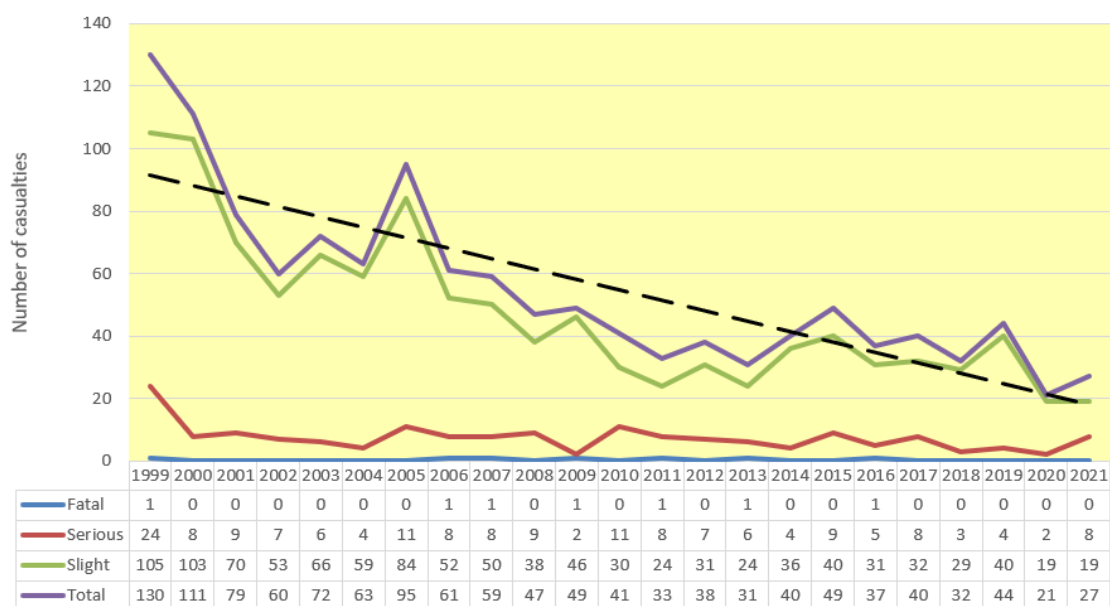
Figure 3: Cyclist casualties in road traffic collisions 1999 – 2021, with long term trend



Child Cyclists

Figure 4 shows casualty figures for child cyclists (aged under 16 years). Casualty figures have fallen from 130 in 1999 to 45 or below in all but one year since 2011.

Figure 4: Child cyclist casualties in road traffic collisions 1999 – 2021, with trend line



Title of proposed EIA	Creating an Active Birmingham Strategy EIA
Reference No	EQUA1202
EA is in support of	New Policy
Review Frequency	Annually
Date of first review	01/05/2024
Directorate	Strategy Equality and Partnerships
Division	Public Health
Service Area	
Responsible Officer(s)	<input type="checkbox"/> Lynda Bradford
Quality Control Officer(s)	<input type="checkbox"/> Humera Sultan
Accountable Officer(s)	<input type="checkbox"/> Mary Orhewere
Purpose of proposal	To ensure our strategy minimises the risk of inequalities being widened
Data sources	Survey(s); Consultation Results; relevant reports/strategies; Statistical Database (please specify); relevant research
Please include any other sources of data	<p>1.Active Lives Adult Survey Nov 21-22 (Sport England, 2023)</p> <p>2.Physical activity: applying All Our Health Updated (Office for Health Improvement and Disparities (OHID, March 2022)</p> <p>3.Initial findings from Covid19 Health & Wellbeing Impact Survey (J. Varney, August 2020)</p> <p>4.Physical activity: exercise referral schemes (National institute for Health and Care Excellence, 2014)</p> <p>5.Physical activity referral standards (Public Health Scotland, 2022)</p> <p>6.Behaviour change: digital and mobile health interventions (National Institute for Health and Clinical Excellence, 2020)</p> <p>7.Healthy Communities: place-based built environment interventions to reduce health inequalities by increasing</p>

physical activity (Cambridge Centre for Housing & Planning Research, 2022)

8.Moving Matters – interventions to increase physical activity (National Institute for Health Research, 2019)

9.Physical Activity: encouraging activity in the community [QS183] (National Institute for Health and Care Excellence, 2019)

10.Place-based approaches for reducing health inequalities: main report (Public Health England, 2021)

11.Understanding and addressing inequalities in physical activity (Public Health England, 2021)

12. Pregnancy And Exercise - StatPearls - NCBI Bookshelf ([nih.gov](https://pubmed.ncbi.nlm.nih.gov/))

ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS

Protected characteristic: Age

Service Users / Stakeholders;
Employees; Wider Community

Age details:

38% of children and young in Birmingham are inactive.

39% of adults 55+ are inactive

As part of the Closing the Gap Priority in The Strategy there will be a specific workstream that focuses on actions which will increase physical activity in children and young people.

Protected characteristic: Disability

Service Users / Stakeholders;
Employees; Wider Community

Disability details:

People living with a disability or long term condition are a third more likely to be inactive compared to people

Protected characteristic: Sex

Gender details:

without (44% v 28%). Those with disabilities report having fewer access to opportunities for physical activity.

As part of the Closing the Gap Priority in The Strategy there will be a specific workstream that focuses on actions which will increase physical activity in those with impairments, physical or mental health related.

Service Users / Stakeholders;
Employees; Wider Community

35% of women are inactive compared to 28% of men.

35% of girls are meeting the CMO guidelines for PA compared to 47% boys

Women and girls report feelings of lack of safety when walking and cycling which impacts on their levels of physical activity. Other factors such as, sexism from coaches, concerns about sweating, and looking unattractive when hot impact on activity levels.

As part of the Closing the Gap Priority in The Strategy there will be a specific workstream that focuses on actions which will increase physical activity in women and girls.

Protected characteristics: Gender Reassignment

Gender reassignment details:

Service Users / Stakeholders;
Employees; Wider Community

Trans people report engaging in less physical activity than non-trans people – this is related to issues around body image concerns and access to adequate changing facilities.

As part of the Closing the Gap Priority in The Strategy there will be a specific workstream that focuses on actions which will increase physical activity in people from the LGBTQ+ community and will include those who identify as Trans.

Protected characteristics: Marriage and Civil Partnership

Not Applicable

Marriage and civil partnership details:

No issues identified.

Protected characteristics: Pregnancy and Maternity

Service Users / Stakeholders;
Employees; Wider Community

Pregnancy and maternity details:

Research suggests that only 40% of pregnant women exercise.

As part of the Closing the Gap Priority in The Strategy there will be a specific workstream that focuses on actions which will increase physical activity in women and girls. Maternity and pregnancy will be addressed as part of this workstream.

Protected characteristics: Race

Service Users / Stakeholders;
Employees; Wider Community

Race details:

People from an Asian (excl. Chinese) background are nearly twice as likely to be inactive compared to a white British background (43.1% compared to 26.5%).

As part of the Closing the Gap Priority in The Strategy there will be a specific workstream that focuses on actions which will increase physical activity in people from the Asian community and other non white communities that have lower than the general population levels of physical activity.

Protected characteristics: Religion or Beliefs

Service Users / Stakeholders;
Employees; Wider Community

Religion or beliefs details:

Belonging to a particular religion or belief can help support increasing levels of physical activity.

Differences in physical activity noted within some religious or belief groups will be picked up as part of the Closing the Gap Priority in The Strategy.

Protected characteristics: Sexual Orientation

Service Users / Stakeholders;
Employees; Wider Community

Sexual orientation details:

Mental health is cited as a key barrier to physical activity alongside other unique and substantial barriers such as homophobia, transphobia, exclusion, and discrimination.

As part of the Closing the Gap Priority in The Strategy there will a specific workstream that focuses on actions which will increase physical activity in those from LGBTQ+ communities and it will consider the impact of sexual orientation on physical activity as part of its remit.

Socio-economic impacts

Twice as many people living in the most deprived areas of Birmingham are inactive compared to those living in the least deprived areas of Birmingham.

39% of adults living in IMD1 localities in Birmingham are inactive compared to only 21% of adults living in IMD 10 localities in Birmingham.

As part of the Closing the Gap Priority in The Strategy there will be a specific workstream that focuses on actions which will increase physical activity in localities in Birmingham with the highest levels of deprivation.

Please indicate any actions arising from completing this screening exercise.

The level of inactivity in some groups in Birmingham are significantly lower than others and these inequalities exist because of a range of factors including access to services and resources that support people to be physically active. In recognition of this, the strategy has a key priority called 'Reducing the gap' which aims to carefully consider how to prevent physical activity inequalities widening.

Please indicate whether a full impact assessment is recommended

What data has been collected to facilitate the assessment of this policy/proposal?	Local data from the Canal Trust, Road Traffic Accidents, Sustrans, and The Active Wellbeing Service
Consultation analysis	To be determined post Cabinet in November 2023. Pre cabinet consultation with a range of seldom heard voices suggests that there are lots of opportunities to reduce the inequalities associated with physical activity.
Adverse impact on any people with protected characteristics.	<p>None identified – the strategy clearly recognises the need for targeted action in these groups within 'closing the gap priority'.</p> <p>The strategy is an inclusive population level initiative and supports all the needs of people with protected characteristics. The workstream 'Closing the Gap' will be dedicated to reducing physical activity health inequalities and will give in depth consideration of the protected characteristics as part of its remit.</p>
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	<p>No – already the strategy pays high regard to tackling inequalities.</p> <p>All the way through development and delivery there has been a consideration of the protected characteristics and some of the delivery plan will be targeted to decrease inequalities between different communities.</p>
How will the effect(s) of this policy/proposal on equality be monitored?	A creating a physically active city (CPAC) dashboard is being developed and will have some equality metrics. Data collection from local services will continue and grow, as well as review of data from national surveys.

What data is required in the future?

Focus groups with seldom heard voices of Birmingham residents should be repeated to understand changes being made within particular groups. Also need to develop processes to collect local physical activity data about children and young people.

Are there any adverse impacts on any particular group(s)

No

If yes, please explain your reasons for going ahead.

No

Initial equality impact assessment of your proposal

This strategy will have a positive impact on equalities for Birmingham residents.

Consulted People or Groups

Formal consultation to be completed post Cabinet. Seldom heard voices focus groups held with:

- Deaf and hard of hearing
- Older People
- LGBTQ+
- Long Term Conditions
- Asylum seekers and refugees
- Young Women
- Adults of Working Age with Mental Health Conditions
- Teenagers
- 3rd/4th Generation Migrants
- First Generation Migrants
- Unemployed
- Chinese, Vietnamese, Korean Migrants
- Individuals with autism
- Pregnant and post natal women
- Unpaid Carers
- People with a Physical or mobility disability
- People with Learning Disability

Informed People or Groups

Summary and evidence of findings from your EIA

Nearly all protected characteristics show some inequality with respect to physical activity. The strategy put forward is cognisant of this and includes a particular theme around closing this gap. This strategy will have

a positive impact on equalities for Birmingham residents.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

Yes

Quality Control Officer comments

Decision by Quality Control Officer

Submit draft to Accountable Officer?

Yes

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

Reasons for approval or rejection

Reviewed and approved.

Please print and save a PDF copy for your records

Yes

Content Type: Item

Version: 34.0

Created at 11/10/2023 11:19 AM by ☐ Lynda Bradford

Last modified at 13/10/2023 10:43 AM by Workflow on behalf of ☐ Juvinder Nar

Close

Appendix 4: Creating and Active Birmingham Strategy Consultation Plan

The public Consultation for Creating an Active Birmingham Strategy will be launched on the 20th of November following Cabinet approval to go out for consultation. The Consultation plan set out below will be supported by members of the Creating a Physically Active City Forum and other stakeholders and partners in the City to ensure that as many communities and citizens in Birmingham can bring their voice to inform how the strategy will be finalised and then implemented.

We want to know if our vision statement is meaningful. Do we have the right principles by which we will work? Are our priorities explained? and What should a plan for Action include?

All of these questions are captured in a Questionnaire (see Appendix 5 for details) that will be hosted on BeHeard and can be completed online. As not all individuals and communities are able or are interested in digital communication, we will be arranging a number of face-to-face conversations across the city, working with partners. Members of the Public Health Physical Activity team will be attending venues like libraries, community centres, mosques and other religious venues, school forums and community service locations.

The Consultation will start on the 20th November 2023 and will run for 7 weeks ending on the 15th January 2024.

The consultation plan has been designed to facilitate public engagement in as many ways as we can to reduce without incurring large costs. Staff time, a small amount of printed materials and some payment for completing interviews with harder to hear individuals will be the sum of expense.

The intention is to work via partner engagement avenues to ensure all groups including seldom heard voices and localities get represented. Mapping attendance at events will allow us to identify (using Power BI) which parts of the city have not been represented in our feedback as we proceed, and additional activities can be planned over the 7-week period if needed where gaps are seen.

The table below sets out different important groups we want to inform and who can help us find and encourage individuals to complete our questionnaire and give their views about the strategy,

This Consultation will be launched with a press release at the outset and the Be Heard platform will go live at the same time.

On the BeHeard site there will be a link to the Creating an Active Birmingham Strategy document (Appendix 1), the Creating an Active Birmingham Strategy Questionnaire and five short webinars that explain how actions to support each priority area will together create an action plan for change.

The types of communication the consultation will use are outlined in the table below:

STAKEHOLDER(s)	METHOD(s)
Public	<ul style="list-style-type: none"> • Press release. • Birmingham City Council website • Be Heard (online consultation platform) • Social media accounts (Birmingham City Council and Healthy Brum)

	<ul style="list-style-type: none"> • Community/stakeholder meetings and listening events. • Ward forums • Interviews. • Drop-in events (face-to-face); to be held throughout Summer 2022
Educational centres <ul style="list-style-type: none"> • Early years settings and nurseries • Children's Centres • Primary schools • Secondary schools • Special Educational Needs settings 	<ul style="list-style-type: none"> • E-mail • School noticeboard • Connecting with network groups • Engagement sessions with head teacher forums (as appropriate) • Interviews
Further education settings <ul style="list-style-type: none"> • Colleges • Universities • Student Unions 	<ul style="list-style-type: none"> • Be Heard (online consultation platform) • Social media accounts (Birmingham City Council and Healthy Brum) • E-mail • Connecting with network groups • Interviews
Community settings <ul style="list-style-type: none"> • Community centres • Allotments • Shared spaces • Third sector • Initiatives • Ward Forums 	<ul style="list-style-type: none"> • Press release. • Birmingham City Council website • Be Heard (online consultation platform) • Social media accounts (Birmingham City Council and Healthy Brum) • Community/stakeholder meetings and listening events. • E-mail • Connecting with network groups • Interviews
Birmingham City Council department	<ul style="list-style-type: none"> • E-mail and engagement sessions (where appropriate) • Birmingham City Council Intranet and Yammer
Workplace and employers <ul style="list-style-type: none"> • Organisation policy makers • Workplace health initiatives 	<ul style="list-style-type: none"> • Be Heard (online consultation platform) • Social media accounts (Birmingham City Council and Healthy Brum) • E-mail • Connecting with network groups

Birmingham MPs	<ul style="list-style-type: none"> Email
BCC Councillors	<ul style="list-style-type: none"> E-mail and engagement sessions (where appropriate)
Town/Parish Councils <ul style="list-style-type: none"> Sutton Coldfield New Frankley 	<ul style="list-style-type: none"> E-mail
Regional partners <ul style="list-style-type: none"> WMCA WMCA local authorities Neighbouring county councils 	<ul style="list-style-type: none"> E-mail and engagement sessions (where appropriate)
Research, innovation and other Partners <ul style="list-style-type: none"> Knowledge hubs Innovation companies Charities Industry organisations and network 	<ul style="list-style-type: none"> Be Heard (online consultation platform) Social media accounts (Birmingham City Council and Healthy Brum) E-mail Connecting with network groups
Private/paid public physical activity centres. <ul style="list-style-type: none"> Edgbaston Priory Club Beeches pool and leisure centres Stechford leisure centre Birmingham community leisure trust 	<ul style="list-style-type: none"> Email and physical engagement sessions
Health Care Services <ul style="list-style-type: none"> Birmingham and Solihull NHS Trust Solihull Primary Care NHS Trust Birmingham and Solihull Mental health Trust. 	<ul style="list-style-type: none"> Email and physical engagements sessions
Community Centres <ul style="list-style-type: none"> Kings' Health community centre Sheldon community centre Summerfield community centre. Mere Greenwood community centre. 	<ul style="list-style-type: none"> Email and physical engagement sessions

Vulnerable population <ul style="list-style-type: none"> • People with autism • People with visual impairments • People with learning disabilities • Unpaid carers • Pregnant women • Birmingham Childrens Trust • Age UK 	<ul style="list-style-type: none"> • Physical engagement and workshops
Sports Authority <ul style="list-style-type: none"> • Sports England • CWG Birmingham • AVFC foundation • Birmingham County FA • England Squash 	<ul style="list-style-type: none"> • Email
Physical activity-oriented organisations <ul style="list-style-type: none"> • Sustrans • The Mind West Midlands physical activity network • Youth City Board • Saheli hub • The Active Wellbeing Society • Transport for West Midlands 	<ul style="list-style-type: none"> • Email

Questionnaire About the Creating an Active Birmingham Strategy

A draft Creating an Active Birmingham Strategy has been developed and sets out how, together we can address low levels of physical activity in Birmingham and is intended to direct our actions in Birmingham over the next ten years (2024 – 2034).

Our vision is to create a bold, healthy, and active city where people have access to a wide range of opportunities and a supportive environment to enable them to become more active. Birmingham will be a city where physical activity improves people's lives and the places in which they live. By working collaboratively with partners from across Birmingham we will inspire, motivate, and make it easier for everyone to be active at every age and ability. Recognising that some people will require more support than others to be active.

Creating an Active Birmingham cannot be achieved by the Council alone and will involve input from a range of organisations and individuals across a variety of settings. We want to strengthen engagement and co-production through consulting on the draft document. We would like to know whether you think our approach is right and to receive feedback which can further shape our thinking and start the process of creating a Plan for Action for the Strategy.

Through this consultation questionnaire we are asking you, Birmingham's citizens, strategic partners, and key agencies (including current service providers), to give your views on our approach.

The items we would like your views on are as follows:

Our Vision statement

The Principles by which we will work

Our Priorities

A Plan for Action

When you are completing this questionnaire please have a look at the draft strategy document located on Be Heard. Link to be added for 20th November start of consultation

Question One: Vision statement

Our vision is to create a bold, healthy, and active city where people have access to a wide range of opportunities and a supportive environment to enable them to become more active. Birmingham will be a city where physical activity improves people's lives and the places in which they live. By working collaboratively with partners from across Birmingham we will inspire, motivate, and make it easier for everyone to be active at every age and ability. Recognising that some people will require more support than others to be active.

Do you agree or disagree with the vision statement?

- ☐ Agree
- ☐ Disagree
- ☐ Other

If you chose Other, kindly let us know your reason/s

Question Two: Our Principles

The key principles developed so far are to:

- Implement a whole system approach to physical activity in Birmingham.
- Provide senior level commitment to embed physical activity in policy to ensure multiple outcomes are met around health, climate change, air quality through strong strategic collaboration.
- Take a life course approach and focus on the unmet needs using data, intelligence and insight to focus on geographies and communities where inequalities exist.
- Adopt a community centred approach and empower local people to lead, embedding the voice and influence of local people across the system.
- Focus on early help and prevention and ensure interventions are tailored and person-centred.
- Develop local, accessible activity opportunities, built on local community assets.
- Support a more sustainable, strategic, and joined up approach to funding opportunities.

Do you agree or disagree with these principles?

- ☐ Agree
- ☐ Disagree
- ☐ Other

If you chose other, or would like to say why you agree or disagree kindly tell us your reason/s

Question 3 Our Priorities

This strategy has 5 priorities:

1. **Active People:** By creating and promoting access to physical activity opportunities taking a life course approach across multiple settings, we will enable more people to engage in regular activity.
2. **Active Environments:** By creating and protecting the places and spaces that promote and engage people of all ages and abilities in activity we will enable more people to engage in regular activity.
3. **Active Society:** By changing how we talk about physical activity across the city, building insight and evidence into policy, commissioning, planning decisions and communication messages and marketing campaigns we will enable more people to engage in regular activity.
4. **Active Systems:** By creating a more connected system and strengthening our local leadership, governance, partnerships and workforce capabilities we will enable more people to engage in regular activity.
5. **Closing the Gap:** By continuing to develop a better understanding of local barriers and enablers to increase activity across the city and ensure we focus on the least active groups as identified in the Physical Activity Needs Assessment we will enable more people to engage in regular activity.

Do you agree or disagree with the priorities?

- ☐ Agree
- ☐ Disagree
- ☐ Other

If you chose other, or would like to say why you agree or disagree kindly tell us your reason/s

Question Four A Plan for Action

The strategy will create a Plan of Action to Implement change themed around the five Priorities: Active People; Active Society; Active Environment; Active System; and Closing the Gap. These priorities have been based on the international evidence-base.

What do you think a Plan for Action should include?

Please give us your suggestions

Any other comments

Do you have any more comments about this strategy? If yes, please fill out the box below.

About you

We would like you to tell us some things about you to get a good understanding of the variety of people who are answering these questions.

To do that we require a few responses about yourself including personal and special category data.

While Birmingham City Council feels that the questions asked in this consultation are anonymous and there is little risk of you being identified as an individual unless you choose to be, we will ensure that any personal/category data provided is processed

in line with our privacy statement. This means your information will be kept confidential and no personally identifiable information will be published. The data may be presented in tables or graphs using summary results but will be anonymous as will any quotes you provide.

Any personal information on the form will be kept safe and is protected by law. We can only process your personal data with your consent. By providing a response you consent to the use of any such personal and special category data in the manner stated above.

If you agree to join our **Virtual Physical Activity Citizens** Forum will we retain your email address for communication purposes and details will be stored safely in compliance with Birmingham City Council data protection rules.

For further information on your personal data, please refer to Birmingham City Council's privacy policy on our website at: www.birmingham.gov.uk/privacy

Are you making this response on behalf of yourself or an organisation?

- ☐ On my own behalf
- ☐ On behalf of an organisation

If on behalf of an organisation, tell us which organisation the response is from

Please tick one box that best describes your interest view point in the consultation.

- ☐ A member of the public
- ☐ Health or Care professional
- ☐ Public Health specialist
- ☐ An Academic
- Other (please state)

Do you live, work, study or socialise in Birmingham? (Please tick all that apply)

- ☐ Live in Birmingham
- ☐ Work in Birmingham
- ☐ Study in Birmingham
- ☐ Socialise in Birmingham

Which age group applies to you?

- ☐ 0-9yrs
- ☐ 10-19yrs
- ☐ 20-29yrs
- ☐ 30-39yrs
- ☐ 40-49yrs
- ☐ 50-59yrs
- ☐ 60-69yrs
- ☐ 70-79yrs
- ☐ 80-89yrs
- ☐ >90yrs
- ☐ Prefer not to say

What best describe your gender?

- ☐ Male
- ☐ Female
- ☐ Non-binary
- ☐ Prefer not to say

Other (please state)

The Equality Act (2010) defines a disabled person as someone with a 'physical or mental impairment which has a substantial and long-term adverse effect on his/her ability to carry out normal day to day activities'

Do you identify as a person with a disability?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Do any of these conditions affect your day to day activities?
Please tick whichever relate to you.

- ☐ Dexterity (e.g. lifting, carrying objects, using a keyboard)
- ☐ Hearing (e.g. deafness or partial hearing)
- ☐ Learning or understanding or concentrating
- ☐ Memory
- ☐ Mental Health
- ☐ Mobility (e.g. walking short distances or climbing stairs)
- ☐ Neurodiversity (e.g. Autism, ADHD, Dyslexia etc.)
- ☐ Stamina or breathing or fatigue
- ☐ Vision (e.g. blindness or partial sight)
- ☐ No/none of these conditions affect my day-to-day activities
- ☐ Other (please state)

What is your ethnic group?

- ☐ White British
- ☐ White British
- ☐ Other White
- ☐ Bangladeshi
- ☐ Chinese
- ☐ Indian
- ☐ Pakistani
- ☐ Other Asian
- ☐ African
- ☐ Caribbean
- ☐ Black British
- ☐ Other Black
- ☐ Arab
- ☐ Latin American
- ☐ Irish
- ☐ Gypsy or Irish Traveller
- ☐ Roma
- ☐ Central and Eastern European
- ☐ Western and Southern European
- ☐ Any other ethnic group – free text box
- ☐ Do not wish to answer

What is your religious belief?

- ☐ Buddhism
- ☐ Christianity
- ☐ Hinduism
- ☐ Judaism
- ☐ Islam
- ☐ Sikhism
- ☐ No religion
- ☐ Prefer not to say
- ☐ Other (please state)

Do any of the following life experiences apply to your life?

- ☐ Veteran
- ☐ Homelessness
- ☐ Care Leaver
- ☐ Carer
- ☐ Refugee
- ☐ First generation migrant
- ☐ Other (please state)

What is your sexual orientation? (Please tick one box only)

- ☐ Bisexual
- ☐ Gay
- ☐ Lesbian
- ☐ Heterosexual / Straight
- ☐ Prefer not to say
- ☐ Other (please state)

Thank you for completing the questionnaire.

Here are a some details about **what will happen next.**

The draft strategy has been developed by the Physical Activity Team in the Public Health division, with support from the Creating an Active City forum, stakeholder groups, and best practice from international organisations such as the World Health Organisation. It has also been informed by research and insights through projects such as Birmingham Seldom Heard Voices.

The strategy will be managed by the Creating an Active City Forum (previously known as the Physically Active City Forum), a sub forum of the Health and Wellbeing Board, who will ensure the city of Birmingham works with partners to meet the aims for 2034.

As part of delivering the Strategy we want to set up a

virtual **Physical Activity Citizen Forum** where members of the public can be sent information about the Strategy as it progresses its work and starts implementing change. You will be able to comment upon proposals as the work progresses and to participate in developments over the ten years of the strategy.

Would you like to become part of the Physical Activity Citizens Forum?

- ☐ Yes
- ☐ No

If you chose Yes, please put your email address in the box below and one of the Physical Activity team in Birmingham City Council will contact you.

If you have any further comments or views on this strategy, please contact the

Physical Activity Team on ph.physicalactivity@birmingham.gov.uk.

Creating an Active Birmingham Plan for Action

The Creating an Active Birmingham Strategy (previously known as the Physical Activity Strategy) aims to set out a vision for Birmingham to be more active. It proposes a framework for collective action working with a wide range of partners and communities to help local people to build physical activity into their everyday lives and break down the barriers which prevent individuals and communities being active every day.

The Strategy is being informed by a Physical Activity Needs Assessment which has gathered information about the activity of the people in Birmingham, taking a life course approach. Conversations with Stakeholders on three occasions, review of national and international Physical Activity policy and conversations with Groups Seldom Heard, have informed the five themes for the Strategy: Active People; Active Society; Active Environments; Active System; and Closing the Gap.

The plan for action set out below sets out 3 high level actions against each of the five strategy priorities, informed by three stakeholder workshops held over the last ten months.

Following delivery of the public Consultation Plan planned for delivery between 20th November 2023 and 15th January 2024, each of the actions noted below will be added to, as communities and residents bring their voice to conversations held so far.

Strategy Theme	Actions	Example	By Whom?	When?
Active People We will create and promote access to opportunities taking a life course approach across multiple settings to enable people to engage in regular physical activity.				
	1. Ensure pathways of care for older people allow individuals to more effectively get access to support to be physically active	Falls Prevention assessments automatically refer residents to Be Active Plus	NHS Providers and Leisure Team	October 2024
	2. Recognise the role of play and culture to increase children and adults physical activity	Expand and better promote intergenerational activities such as trails through the city that connect points of interest.	Parks, Museums, Arts organisations	July 2024

3. Develop the potential of workplaces to reduce inactivity	Create a healthy workplace initiative in the city and recruit businesses to participate	Birmingham Chamber of Commerce, Private Companies, NHS, BCC	October 2024
Active Society We will change the narrative around physical activity across Birmingham, building insight and evidence into policy, commissioning, planning decisions and communication messages and marketing campaigns.			
1. Regularly promote messages about being active every day	Create a physical activity promotion plan every year and scale up national and local campaigns	Public Health	April 2024
2. Plans are informed by data.	Capture better physical activity data about children and young people	Children and Young People's Services and Public Health	April 2025
3. Ensure Birmingham City Council and NHS funding supports physical activity	Hardwire into contracts the expectation that all services support physical activity, and require providers to state how and what they do?	BCC Commissioners and contract managers and NHS Integrated Care Board	October 2024
Active Environments We will create and protect the places and spaces that promote and engage people of all ages to be active across the life course.			
1. Build on good practice & existing infrastructure, using assets already there.	Increase the number of Active Parks in the city	Neighbourhoods Team	Jan 2024
2. Increase the number of people participating in active travel.	Escalate the expectation that people in Birmingham will not drive for short journeys, by use of incentives and disincentives e.g. considerably increase the cost of parking in the city centre	Transport Team, Public Health	July 2024

3. Create more opportunities for exercise where people live.	Increase the number of planning approvals that require infrastructure to support physical activity	Planning Team	July 2024
Active System We will create a more integrated and interconnected system by strengthening our local leadership, governance, partnerships, and workforce capabilities.			
1. Improve Co-ordination and joint working between partners	Set up a Creating an Active Birmingham Forum that has the right leadership and organisational representation to enhance impact.	Public Health	November 2023
2. Monitor and evaluate	Agree a set of metrics and create a dashboard to demonstrate change over time	Public Health informed by current stakeholder organisations	November 2023
3. Improve workforce knowledge of the benefits of physical activity and how to have the conversations	Create a programme of workforce development that informs all organisations across the city	Sport Birmingham, NHS, BCC	July 2024
Closing the Gap Continue to develop a better understanding of local barriers and enablers to increase activity across the city and ensure we focus on the least active groups as identified in the Physical Activity Needs Assessment			
1. Work with Communities to make the difference	Via BeHeard create a Physical Activity citizens forum who will co-produce implementation of the strategy over the next 10 years	Public Health	July 2024
2. Tackle Inequalities in activity by focusing on the groups with the highest level of inactivity.	Tailor programmes of work that target: people living with a disability or long term condition; children and young people; over 65s; women and girls	All Health and Wellbeing Board member organisations	April 2024

3. Investment and joined up funding.	Create better co-ordination of bids for external funding to bring more resources to support physical activity into the city.	All Health and Wellbeing Board member organisations	July 2024
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Lynda Bradford: Interim Physical Activity Lead 25.09.2023

Birmingham City Council
Cabinet Committee

Date 14 November 2023



Subject: Technology Roadmap Critical Investments 2023-24

Commissioner Review

The Commissioners have reviewed this report and the recommendations are supported.

Birmingham City Council

Report to Cabinet

14th November 2023



Subject:	TECHNOLOGY ROADMAP – CRITICAL INVESTMENTS 2023-24
Report of:	Richard Brooks, Director of Strategy, Equality and Partnerships
Relevant Cabinet Member:	Councillor Saima Suleman, Digital, Culture, Heritage and Tourism
Relevant O & S Chair(s):	Councillor Jack Deakin, Finance and Resources Overview & Scrutiny Committee
Report author:	James Gregory, Head of Delivery, Digital & Technology Services James.e.gregory@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: 011810/2023		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Exempt information – relates to discretion to exclude public: information falling within the categories outlined in 12A of the Local Government Act 1972 (as amended) Paragraph 3. Information relating to the financial or business affairs of any particular person (including the Council):</p> <p>Appendix A – Technology Roadmap Critical Investment 2023-24 Project Detail Proforma</p> <p>Appendix D – Technology Roadmap DTS Projects Paused and Deferred</p>		

1 Purpose of Report

- 1.1 To inform Cabinet of critical investment that is required in the technology landscape to support the delivery of the Digital Strategy and to maintain the robustness and safety of our systems and people.
- 1.2 To seek Cabinet approval for the investment required to deliver the immediate critical needs.
- 1.3 To note the list of deferred items where it is believed short term risk can be taken in light of spend controls.
- 1.4 To inform Cabinet of further discovery work to be undertaken to further quantify the risks and opportunities around deferred items and to develop a further business case and cabinet report where risk cannot be further tolerated or where savings opportunities exist.
- 1.5 To seek Cabinet approval for the investment required to conduct discovery work outlined in 1.4 and any subsequent business case and cabinet report arising from that work.
- 1.6 To seek authority for the Chief Information Officer (CIO) to incur spend of up to the agreed value to progress the proposed projects.
- 1.7 To inform Cabinet how updates will be provided on progress of these projects.

2 Recommendations

That Cabinet approve the following:

- 2.1 Notes the investment rationale in light of the current spend control position across the Council, provided in section 4.
- 2.2 Notes the projects and investments that have been paused and/ or deferred, totalling £15.763M in **Appendix D** in light of current spend controls.
- 2.3 Approves the investment required to maintain our technology estate and deliver the Must Do Immediate Implementations priorities of £8.006M in section 4. Individual spend items will be required to go through spend control approval processes in place within the Council for further scrutiny and challenge before expenditure is committed.
- 2.4 Approves the investment case to develop a business case for secondary Must Do Discovery Activity of £0.789M in Section 4. The outcome of the discovery activities may provide a further report to Cabinet in early 2024 outlining any further investment driven from these activities. Individual spend items will be required to go through spend control approval processes in place within the Council for further scrutiny and challenge before expenditure is committed.

- 2.5 Approves the investment request for the items Digital and Technology Services (DTS) have identified as Should Do requirements of £1.87M in section 4. Individual spend items will be required to go through spend control approval processes in place within the Council for further scrutiny and challenge before expenditure is committed.
- 2.6 Delegates authority to the CIO to raise orders to the value approved (£10.664M) to implement the required changes once individual items have been through spend control and approval processes in place within the Council for further scrutiny and challenge.

3 Background

- 3.1 In 2016, in support of the ICT and Digital Strategy 2016-2021, Cabinet approved an investment programme to modernise the Council's technology estate. The programme was designed to update aging infrastructure and to enable the termination of the BCC/Capita joint venture. This series of projects and programmes delivered key components such as:
- The transition of the IT&D service back to BCC control.
 - The exit of the Capita data centres where our server estate was hosted.
 - Upgrade of the server estate to modern lower cost technology.
 - Introduction of Microsoft Azure cloud environments.
 - Upgrade of the underlying application operating systems and databases to bring the Council back onto supported platforms.
 - Upgrade of the Council's laptop operating systems to Windows 10 and wider laptop refresh.
 - Upgrade and refresh of Corporate Firewall Technology.
 - Upgrade of the Council's corporate telephony solution to Microsoft Teams.
- 3.2 This work was successfully undertaken, within budget and within a timescale that allowed the requisite savings to be achieved while also delivering a step change to the underlying infrastructure that supports the delivery of the majority of the Council's services.
- 3.3 Much of the work relating to the previous ICT and Digital Strategy was undertaken in 2018-2021 to facilitate the in-sourcing of the ICT service to the Council. The 2022-25 Digital Strategy submitted to cabinet in March 2022 set the next evolution the Digital Strategy focusing on:
- Theme A: Creating online services that are easy to use.
 - Theme B: Improving our data and evidence-based decision making.
 - Theme C: Giving our Council teams the right digital tools to do their jobs.
 - Theme D: Building the Council's digital and data skills.
 - Theme E: Building the best technology and infrastructure to support the Council services.

- 3.4 With the new DTS organisational structure in place through the “Shaping the Future” programme, the DTS team have been focusing on delivering the initial investment request to support these themes with the new structures.
- 3.5 However, with the spend controls introduced there has had to be a strong internal review and refocus on the level and type of investment required to help the Council meet its financial challenge.
- 3.6 As such at this stage many of the wider investments that were planned to support the Digital Strategy have been removed at this time or drastically scaled back to focus on areas that are:
- Technically reaching end of life and require refresh to address security, compliance and /or reliability concerns.
 - Investments required to support technical capacity constraints affecting service delivery.
 - Address areas that the Council has no option but to address (such as the Digital Switchover).
 - Address areas that are reaching key contractual end dates and require re-procurement.
 - Address areas that require investigation/ discovery exercises now to prevent reaching higher than necessary refresh or extension costs in the next 3 years.
- 3.7 **Appendix D** records the original scope that was being developed for the Digital Strategy and how this has been amended in the light of the spend controls with items deferred or paused to support the Council’s wider immediate objectives. This represents an estimated total deferred spend of £15.763. Further updates on progress against plan for the Digital Strategy 2022-25 will be provided through the Corporate Plan Monitoring process and through annual updates to Cabinet as well as regular engagement with the Cabinet Member for Digital, Culture, Heritage and Tourism.
- 3.8 All of the investments in the must do immediate investment or discovery category meet either one or both of two key themes on the Digital Strategy: Theme C: giving our Council teams the right tools to do their jobs or Theme E: Building the best technology to support Council services. Table 1 shows the detail on how each project will support those outcomes and how it will be measured. One investment in the should do discovery category relates to Theme A: Creating online services that are easy to use.
- 3.9 This report breaks down the investment needs into three categories:

- Category 1 – Must Do Immediate Implementation are the elements that require immediate investment and where the solution and costs are largely known. The investment is requested now in order to start replacing these critical items immediately.
- Category 2 – Must Do Immediate Discovery are a group of needs that are also of high importance, but which require further scoping work to ascertain options and costs. This report requests investment to fund the scoping work which may result in a follow-up report to Cabinet in early 2024 to request funding for delivery once the detailed solution and costs are known.
- Category 3 – Should Do represents the areas that that DTS strongly recommend the Council should invest in now to prevent future increased costs and provide wider efficiency benefits to support the Council but could potentially be deferred. It should be recognised DTS have already removed projects that can be deferred (see **Appendix D**).

4 Options Considered and Recommended Proposal

- 4.1 In relation to the immediate needs, DTS have ascertained that the 'do nothing' option presents a significant risk to the ability to maintain critical Council applications and infrastructure and to keep them safe and secure.
- 4.2 Outlined in table 1 below are the recommended projects for the Council to proceed with, split into the 3 categories of **Must Do** – Immediate Implementation, **Must Do Discovery** and **Should Do** (both implementation and discovery) along with a brief summary. More detailed pro-formas can be found in **Appendix A**.
- 4.3 In relation to the additional business cases, the discovery will ascertain the risk of not upgrading each element and the report will provide a balanced view of cost/risk for each element along with a recommendation.
- 4.4 Overall responsibility for the delivery of the projects to time and budget and delivering the benefits will sit with the Chief Information Officer, Cheryl Doran, with updates on the performance of the projects reported to cabinet via the annual updates on the Digital Strategy against the key outcomes specified against the projects. Quarterly updates will also be provided via the Corporate Plan monitoring process.

Table 1 – Recommended Projects Summary and their alignment to the Digital Strategy

No	Area	High Level Description	Is this essential spend and what are the key outcomes	High Level Resource plan	Owner of Costs and Benefits
	Must Do - Immediate Implementation				
1.1	3 Year DTS Hardware Contingency Fund	<p>DTS currently has no budgetary capacity to fund urgent hardware purchases or fixes (server capacity, switch capacity, peripherals etc) without seeking additional capital investment through lengthy process when immediate purchase is required.</p> <p>This has three main impacts:</p> <ol style="list-style-type: none"> 1) Hardware components (such as server capacity/ back up capacity) are over-procured from large original capital bids to mitigate impact of lengthy capital bid process. This results in assets that are not being used fully utilised and higher up front costs (and in many cases higher ongoing licence costs) for capacity that is not being effectively used 2) Hardware components (such as peripheral devices/ network switches) are bought and held in stock and so are not being utilised effectively to drive value for the organisation. In addition hardware components held in stock have shorter effective life once bought into service 3) This regularly has a delaying impact on projects and prevents DTS from being able to respond to business needs quickly for capacity requirements, associated licencing and peripherals. <p>It is recommended that a hardware contingency fund is allocated to the DTS budget of £1M over a three year period to allow future project costing to be more aggressive and to allow hardware to be 'slim provisioned' and 'run hotter'. This will enable growth risks to be quickly addressed without procuring potentially unused capacity up front. The fund should only be accessed with approval from the CIO and Finance business partner and reported annually in the Digital Strategy Update to cabinet.</p>	<p>Strategic Alignment: Supports Digital Strategy Theme E: Building the best technology and infrastructure to support the Council services, but is also required to maintain an operational safe and secure IT landscape</p> <p>Spend against this contingency fund would be by exception only for essential /critical items</p> <p>The key results that this contingency fund drives are:</p> <p>A) A medium to long term reduction in over provision of hardware at project delivery level. Infrastructure projects will demonstrate a saving against the provision of this fund by providing the comparative infrastructure cost should this not be in place.</p> <p>B) Reduction in historic or obsolete hardware</p> <p>Both A & B will be reported annually in the Digital Strategy updates along with an assessment on the adequacy of the fund for risk mitigation based on the previous years operational demands and pipeline of projects</p>	The delivery of items from this fund is targeted to form part of standard BAU operations. As such there should be no wider organisational capacity issues.	Deputy Chief Information Officer – Paul Busst
1.2	Mobile Phone Refresh, Contract Renewal and Reduction	The corporate mobile phone and data contract expires in February 2024 and must be re-procured. In addition a significant number of smart phone devices (circa 3600) will go out of formal support next year and be unable to have their operating system updated creating a security and compliance risk on the estate. A further set of devices are expected to be announced as out of support in 2025 (circa 3000) and will require	<p>Strategic Alignment: Supports Digital Strategy Theme C: Giving our Council teams the right digital tools to do their jobs and Theme E: Building the best technology and infrastructure to support the Council services, but is also required to maintain an operational safe and secure IT landscape</p> <p>This spend is deemed essential for:</p>	Costs have been included for additional resource to support the project and provide necessary short	Project Owner Head of Delivery: James Gregory

No	Area	High Level Description	Is this essential spend and what are the key outcomes	High Level Resource plan	Owner of Costs and Benefits
		<p>replacement as they will also represent a security risk. The remainder of the estate will be out of support within the life of the new contract.</p> <p>The renewal of the contract presents the opportunity to substantially reduce the mobile estate due to the successful roll out of MS Teams Telephony at the start of 2023. This new capability on the estate enables staff that are predominantly hybrid or office workers to utilise their laptop to make external calls and so reduces the need for the level of mobile phone usage across the business. It is forecast that current mobile phone usage across the estate can be reduced from 7,000 smart phones to a maximum of 5,000. This provides a reduction in annual revenue charges estimated at £325k per annum through a lower cost tariff and reduction in user base, in conjunction with a cost avoidance for the procurement of handsets of £766k</p> <p>A further reduction in the estate will be targeted by the project through migration to Teams Voice use and Bring Your Own Device policy to further reduce usage below 5000 as the project progresses through delivery.</p> <p>High Level Cost Estimate Breakdown (to be validated through procurement process): Device replacement over the life of the contract: £2.691M Delivery Costs (supplier/ internal): £0.345M Total: £2.937M</p>	<ul style="list-style-type: none"> Security of the estate Supporting the delivery of essential services Reducing operational costs <p>Key results:</p> <p>A) Reduction of Smart Phone Usage from circa 7000 users by a minimum of 30%, giving a cost avoidance of £766k</p> <p>B) Revenue Cost Reduction of £325k per annum for airtime and data through lower cost tariff and reduced number of users</p> <p>C) New contract procured to remain in compliance with corporate policy</p> <p>D) Mobile phone estate refreshed in line with device/ security end of life to remain compliant with security policies</p>	term capacity. A full hand over and skills transfer to BCC staff has been factored in.	<p>Operational Owner</p> <p>Head of Technology Practice – Colleague Experience: Phil Giann</p>
1.3	Analogue Line Replacement (Digital Switchover)	<p>The council has circa 1500 analogue phone lines under contract with DTS which will need to be replaced as a result of the Digital Switchover by 2025 to ensure that services continue to be supported. The timelines for switchover will be governed by the telco cessation of services.</p> <p>The existing analogue phone lines provide not only voice telephony services, but also support data/ alarm services such as some building management systems, sprinkler alarm systems and emergency lift alarms.</p> <p>It is expected that the analogue lines will be cut over to either utilise the new Microsoft Teams Corporate Telephony solution (circa 900) deployed at the start of 2023 or, where appropriate specialist digital SIM card boxes (circa 600).</p>	<p>Strategic Alignment: Supports Digital Strategy Theme E: Building the best technology and infrastructure to support the Council services, but is also required to maintain an operational safe and secure IT landscape</p> <p>This spend is deemed essential for:</p> <ul style="list-style-type: none"> Supporting the delivery of essential services Reducing operational costs <p>Key results:</p> <p>A) DTS contracted analogue phone lines migrated to Digital Service to enable service continuity by 2025</p>	Costs have been included for additional resource to support the project and provide necessary short term capacity. A full hand over and skills transfer to staff has been factored in.	<p>Project Owner</p> <p>Head of Delivery: James Gregory</p> <p>Operational Owner</p> <p>Head of Technology Practice – Colleague Experience: Phil Giann</p>

No	Area	High Level Description	Is this essential spend and what are the key outcomes	High Level Resource plan	Owner of Costs and Benefits
		<p>The project will also be looking to cease any lines that no longer provide business value as part of the process by reviewing their usage with the business.</p> <p>The current annual forecast for the service is £210k per annum and this is forecast to reduce £162k per annum.</p> <p>High Level Cost Estimate Breakdown 3rd Party Cabling & Hardware Components: £1.667M Delivery Costs (supplier/ internal): £0.431M Total: £2.098M</p>	<p>B) £48k per annum saving against current contractual arrangements</p> <p>C) Reduction in overall phone lines through review of usage</p>		
1.4	LAN Switch/ Router Replacement (Digital Switchover)	<p>There are two elements to this project</p> <ol style="list-style-type: none"> Currently there are circa 60 key network switches across the BCC estate that are reaching end of life and will no longer be supported by the supplier. Continuing to use these devices presents a potential security risk and these must be replaced There is a requirement to replace circa 180 small routers across the estate that will not support the Digital Switch Over by 2025. Without replacement the service to these sites will cease to work in 2025. The project will also work with the business areas to cease any circuits that are no longer providing business value <p>High Level Cost Estimate Breakdown Switch Hardware: £0.648M Router Hardware: £0.28M Delivery Costs (supplier/ internal): £0.220M Total: £0.896M</p>	<p>Strategic Alignment: Supports Digital Strategy Theme E: Building the best technology and infrastructure to support the Council services, but is also required to maintain an operational safe and secure IT landscape</p> <p>This spend is deemed essential for:</p> <ul style="list-style-type: none"> Supporting the delivery of essential services Maintaining a robust cyber security posture <p>Key results:</p> <ol style="list-style-type: none"> Hardware reaching end of life is replaced to maintain cyber security posture Replacement of routers to sites to enable digital cut over 	<p>Costs have been included for additional resource to support the project and provide necessary short term capacity. A full hand over and skills transfer to staff has been factored in.</p>	<p>Project Owner Head of Delivery: James Gregory</p> <p>Operational Owner Head of Technology Practice - Networks & Security: Bipin Parmar</p>
1.5	Firewall Capacity Remediation	<p>The corporate Firewalls were last refreshed during 2018/2019.</p> <p>Changes in working practices since 2020 have created a capacity constraint on the firewalls due to:</p> <ol style="list-style-type: none"> A large number of staff accessing the corporate network from outside of core sites due to hybrid working practices The application estate moving towards external/ cloud hosting <p>This capacity constraint has caused sporadic operational connectivity and performance disruption for BCC end users (staff and partners) and citizens.</p>	<p>Strategic Alignment: Supports Digital Strategy Theme E: Building the best technology and infrastructure to support the Council services, but is also required to maintain an operational safe and secure IT landscape</p> <p>This spend is deemed essential for:</p> <ul style="list-style-type: none"> Supporting the delivery of essential services 	<p>Delivered by BAU resource</p>	<p>Operational Owner Head of Technology Practice - Networks & Security: Bipin Parmar</p>

No	Area	High Level Description	Is this essential spend and what are the key outcomes	High Level Resource plan	Owner of Costs and Benefits
		<p>While a wider network and security strategy is currently under production to deliver long term improvements and security enhancements, immediate tactical investment in the existing firewall solution is required to address the current issues.</p> <p>Estimated costs of £300k are required for services and licencing for the remediation activities.</p>	<ul style="list-style-type: none"> Maintaining a robust cyber security posture <p>Key results:</p> <p>A) Improvement in network uptime B) Maintain cyber security posture</p>		
1.6	PSN Audit Remediation Provision	<p>The Public Service Network (PSN) provides access to central government services (i.e. DWP). As part of being granted access to the network the Council have to be certified. The a response from PSNA is expected during in Q4 2023/ Q1 2024</p> <p>In order to remain connected to the PSN network any remediation actions required from the audit will have to be delivered in a timely fashion. As such a provision is required so that the work identified can begin immediately in order to rectify the audit recommendations and remain complaint.</p> <p>A provision of £250k has been made for remediation activities once we have received the response back from PSNA.</p>	<p>Strategic Alignment: Supports Digital Strategy Theme E: Building the best technology and infrastructure to support the Council services, but is also required to maintain an operational safe and secure IT landscape</p> <p>This spend is deemed essential for:</p> <ul style="list-style-type: none"> Supporting the delivery of essential services Maintaining a robust cyber security posture <p>Key results:</p> <p>A) Maintain connectivity to PSN network to run services B) Maintain / improve security posture</p>	Delivered by BAU resource	<p>Operational Owner</p> <p>Head of Technology Practice - Networks & Security: Bipin Parmar</p>
1.7	Minimum Laptop Refresh	<p>The Council runs a 5 year laptop refresh programme, after which time devices are re-purposed via the Birmingham Device Bank. In line with wider Council spend controls this full refresh policy has now been paused in order to sweat the existing assets with a view to moving to a 6 year / obsolete device policy.</p> <p>However there are circa 750 devices on the estate that are not of a sufficient specification to be upgraded to Windows 11 and must be replaced in order to facilitate the medium term upgrade of devices to Windows 11.</p> <p>The initiative will be supported by top-down communications and recycling/re-use of laptops across the organisation</p> <p>The cost of replacement of these devices is £0.524M</p>	<p>Strategic Alignment: Supports Digital Strategy Theme E: Building the best technology and infrastructure to support the Council services, but is also required to maintain an operational safe and secure IT landscape</p> <p>This spend is deemed essential for:</p> <ul style="list-style-type: none"> Supporting the delivery of essential services Maintaining a robust cyber security posture <p>Key results:</p> <p>A) Fewer new devices purchased B) High rates of reuse of devices</p>	Delivered by BAU resource	<p>Operational Owner</p> <p>Head of Technology Practice – Colleague Experience: Phil Giann</p>

No	Area	High Level Description	Is this essential spend and what are the key outcomes	High Level Resource plan	Owner of Costs and Benefits
			C) Take advantage of price breaks in the market		
	Must Do - Discovery				
2.1	Server Estate Road Map Discovery	<p>The server estate that hosts the Council's corporate and line of business applications was refreshed in 2020 will be reaching its natural technical refresh point in 2025/26. The future strategy for the estate and associated options and cost implications must be understood and planned in order to avoid potential stranded costs given the lead time on potential major refresh and migration works. This work will deliver the business case to provide:</p> <ul style="list-style-type: none"> Short term options for sweating existing assets in line with spend controls vs accelerated move to cloud Cost Comparison of Cloud (Azure) to on Premise including Cloud Readiness assessment Enterprise Database options SAAS Indicative costs for applications remaining on Premise Legacy Application Discovery and recommendations Write up of Business Case and cost modelling <p>High Level Cost Estimate Breakdown 3rd Party Supplier Support: £0.140 Delivery Resource (supplier/ internal): £0.254 Total: £0.394M</p>	<p>Strategic Alignment: Supports Digital Strategy Theme E: Building the best technology and infrastructure to support the Council services, but is also required to maintain an operational safe and secure IT landscape</p> <p>This spend is deemed essential for:</p> <ul style="list-style-type: none"> Supporting the delivery of essential services Maintaining a robust cyber security posture <p>Key Results:</p> <p>A) Roadmap for Infrastructure refresh B) Cost model to ensure agile but cost effective of running of core infrastructure through to 2030/31. C) Further savings identified for both short term and medium term implementation. Initial High level business case indicates a potential saving of £2M over a 5 year period which will be tested as part of the discovery exercise</p>	Costs have been included for additional resource to support the project and provide necessary short term capacity. A full hand over and skills transfer to staff has been factored in.	<p>Project Owner</p> <p>Head of Delivery: James Gregory</p> <p>Operational Owner</p> <p>Head of Function - Platform: David Moorcroft</p>
2.2	Internal DNS Discovery	<p>DNS (domain name service) is a core technology component for running Council services.</p> <p>The current DNS solution for the Council helps to route traffic across the network and has become highly fragmented through organic growth over the years, affecting wider end user experience and creating complications for day to day operational management and problem solving.</p> <p>A discovery exercise is required to identify a consolidated solution to simplify the current solution and drive wider technical efficiency.</p>	<p>Strategic Alignment: Supports Digital Strategy Theme E: Building the best technology and infrastructure to support the Council services, but is also required to maintain an operational safe and secure IT landscape</p> <p>This spend is deemed essential for:</p> <ul style="list-style-type: none"> Supporting the delivery of essential services 	Costs have been included for additional resource to support the project and provide necessary short term capacity. A full hand over and skills transfer to staff	<p>Project Owner</p> <p>Head of Delivery: James Gregory</p> <p>Operational Owner</p>

No	Area	High Level Description	Is this essential spend and what are the key outcomes	High Level Resource plan	Owner of Costs and Benefits
		Delivery resource (supplier/ internal) is forecast at £0.089M to deliver the discovery.	<ul style="list-style-type: none"> Maintaining a robust cyber security posture <p>Key results:</p> <p>The discovery exercise will provide a costed solution for this core technology component for running Council services which will:</p> <ul style="list-style-type: none"> Provide more resilience for the delivery of technical services and reduced service interruption Provide an enabler for DTS workforce savings through less effort handling calls 	has been factored in.	Head of Function - Platform: David Moorcroft
2.3	Wi-Fi Refresh Discovery	<p>The majority of the wireless access points deployed across the estate reach end of support in 2024 and will not be able to be upgraded creating both:</p> <ol style="list-style-type: none"> 1) A security risk 2) Increased risk of hardware failure due to age <p>A discovery exercise is required to identify and provide indicative costs for a replacement solution that will also provide compatibility and performance improvements in addition to aligning with wider BCC property rationalisation objectives.</p> <p>Delivery resource (supplier/ internal) is forecast at £0.065M to deliver the discovery.</p>	<p>Strategic Alignment: Supports Digital Strategy Theme E: Building the best technology and infrastructure to support the Council services, but is also required to maintain an operational safe and secure IT landscape</p> <p>This spend is deemed essential for:</p> <ul style="list-style-type: none"> Supporting the delivery of essential services Maintaining a robust cyber security posture <p>Key results:</p> <p>The discovery exercise will provide a costed solution for the WiFi Refresh enabling.</p> <ol style="list-style-type: none"> A) More resilience for the delivery of services B) Enabler for workforce savings C) Enhance / maintain the Security posture 	Costs have been included for additional resource to support the project and provide necessary short term capacity. A full hand over and skills transfer to staff has been factored in.	<p>Project Owner</p> <p>Head of Delivery: James Gregory</p> <p>Operational Owner</p> <p>Head of Technology Practice - Networks & Security: Bipin Parmar</p>
2.4	Front Line Worker Discovery	Frontline Worker Discovery has been added to the request for funding to provide a provision to support wider projects that will be triggered across the council as part of spend controls and subsequent efficiency initiatives.	<p>Strategic Alignment: Supports Digital Strategy Theme C: Giving our Council teams the right digital tools to do their jobs</p> <p>This spend is deemed essential for:</p>	Costs have been included for additional resource to support the project and provide	Chief Information Officer – Cheryl Doran

No	Area	High Level Description	Is this essential spend and what are the key outcomes	High Level Resource plan	Owner of Costs and Benefits
		<p>This project will understand the needs of users who are not routinely given technology to complete their work.</p> <p>The resource (supplier/ internal) to deliver the discovery is estimated at £0.132M</p>	<ul style="list-style-type: none"> Supporting the wider Financial Recovery Plan <p>Key results:</p> <p>A) Enabling Council efficiency savings by enabling staff to do more through technology</p> <p>B) A user needs assessment for targeted solutions to improve productivity and communications with employees</p>	necessary short term capacity. A full hand over and skills transfer to staff has been factored in.	
2.5	Intranet Design	<p>A discovery undertaken in 2022 described the unsuitability of the Council's intranet for its intended purpose given advances in technology since its implementation. Serving as the main information hub for the staff, the Intranet's existing configuration hampers seamless access to information. This, in turn, diminishes its adoption rate within the system and leads to a rise in unorganised inquiries across the Council. By strategically investing in the enhancement of the Council Intranet, significant improvements in staff efficiencies could be achieved.</p> <p>The options exercise will assess solutions available to enhance users' experiences of the intranet and to make working life more efficient for those dependent on the intranet.</p> <p>The resource (supplier/ internal) to deliver the design is estimated at £0.109M</p>	<p>Strategic Alignment: Supports Digital Strategy Theme C: Giving our Council teams the right digital tools to do their jobs</p> <p>This spend is deemed essential for:</p> <ul style="list-style-type: none"> Supporting the wider Financial Recovery Plan Supporting the improvement in corporate services as a hub for information on policies and procedures <p>Key result</p> <ul style="list-style-type: none"> Intranet design options appraisal including potential for reduced 3rd party supplier and support costs 	Costs have been included for additional resource to support the project and provide necessary short term capacity.	<p>Operational Owner</p> <p>Head of Technology Practice – Strategy and Architecture: Robert Walker</p>
	Recommended by DTS as Should Do				
3.1	ITSM Procurement & Implementation	<p>The current contract for the IT Service Management (ITSM) solution comes to an end in June 2024 and a formal procurement needs to be undertaken to either replace the existing solution or continue with the current platform based on value for money.</p> <p>The ITSM platform with Software Asset Management (SAM) and workflow capability in order to support the delivery of key DTS functions such as:</p> <ul style="list-style-type: none"> IT Operations Management Incident Problem & Change Management Release management 	<p>Strategic Alignment: Supports Digital Strategy Theme C: Giving our Council teams the right digital tools to do their jobs</p> <p>This spend is deemed essential for:</p> <ul style="list-style-type: none"> Supporting the wider Financial Recovery Plan <p>Key results:</p>	Costs have been included for additional resource to support the project and provide necessary short term capacity. A full hand over and skills transfer to staff	<p>Project Owner Head of Delivery: James Gregory</p> <p>Operational Owner Head of Technology Practice – Colleague Experience: Phil Giann</p>

No	Area	High Level Description	Is this essential spend and what are the key outcomes	High Level Resource plan	Owner of Costs and Benefits
		<ul style="list-style-type: none"> - Wider IT Business processes such as starters, leavers and movers (SLAM) <p>Soft market testing indicates that the market can offer a solution that meets the Councils needs and also provide a saving against what we pay for the existing solution that will be formally tested as part of the procurement process</p> <p>The ITSM solution will also become more critical to be run in an efficient manner if the approach is taken to sweat assets across the estate which will result in an increase in issues reported to DTS for resolution as hardware and software is extended close to and beyond end of life.</p> <p>Savings are forecast of £562k from the DTS 3rd Party and staffing budget.</p> <p>Combined Internal and External Cost Estimate of: £1.770M</p>	<ul style="list-style-type: none"> A) Procurement completed to assess value for money for ITSM solution B) Implementation delivered to release £562k per annum of savings from DTS 3rd party and staffing budget C) Support of wider DTS workforce savings target D) Improved self-service options for IT service desk and higher take up of online access. 	has been factored in.	
3.2	Customer Experience Platform Discovery	<p>Discovery exercise to gain a solid understanding of the needs of Birmingham City Council and the priority programmes such as Early Intervention and Prevention and how these interlink with our digital strategy, as well as the citizens we serve.</p> <ul style="list-style-type: none"> • Collating data and information about the current online services and start to identify patterns, best practice and opportunities for redesign • Conducting research with government and commercial organisations to learn how the best organisations design and provide digital services that work, add value, and reduce waste and cost • Understanding BCC's cultural readiness for digital innovation and transformation and how service culture affects the successful implementation of service redesign • Design service patterns, prototypes, user experience design systems and technical principles that will become our blueprints for the design of BCC's future digital services • Identify common technical capabilities that we can use to enable us to create digital services and experiences that work for users <p>The resource (supplier/ internal) to deliver the discovery is estimated at £0.109M</p>	<p>Strategic Alignment: Theme A Creating online services that are easy to use.</p> <p>This spend is deemed essential for:</p> <ul style="list-style-type: none"> • Supporting the wider Financial Recovery Plan <p>Key results</p> <ul style="list-style-type: none"> A) BCC will have a clear and defined enabling technologies and enabling methodology to achieve our strategic aim of making our online services easy to use for customers B) We will understand the needs of our users - residents and staff and ensure that we define what an effective digital solution looks like, which may involve different technical solutions C) We will have clear designs, patterns and principles for our online estate, including transactional services which will improve our user experience and increase trust in our service 	Costs have been included for additional resource to support the project and provide necessary short term capacity. A full hand over and skills transfer to staff has been factored in.	<p>Operational Owner</p> <p>Head of Function - Products - Kat Sexton</p>

- 4.5 The overall requirement of this paper is for investment in critical infrastructure that does not directly generate savings. However, a subset of the projects do create a saving through their implementation. Based on current data, an indicative return on investment is shown in table 2 below. It will be the project teams aim to increase this return as the projects progress. In addition, the discovery activities (as outlined in table 1) are expected to provide opportunities for reductions in 3rd party budget and wider efficiency savings that will be quantified in their output.

Table 2 - Return on Investment

Area	Investment	Phased Saving						Total £m
		2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	
ITSM Procurement & Implementation	1.770		0.281	0.562	0.562	0.562	0.562	2.529
Mobile Phone Refresh, Contract Renewal and Reduction - initial	2.937		0.325	0.325	0.325	0.325	0.325	2.625
Analogue Line Replacement (Digital Switchover)	2.098	0.008	0.025	0.048	0.048	0.048	0.048	0.218
Total	6.805	0.008	0.631	0.935	0.935	0.935	0.935	4.372

5 Consultation

- 5.1 Consultation has been undertaken with Finance, Procurement and HR colleagues.
- 5.2 All projects submitted have been under internal review by DTS to ensure that they are critical and recommend for investment in the light of spend control.
- 5.3 All proposals have gone through the necessary spend control process and been agreed at Financial Sustainability Board.
- 5.4 The proposals have been approved by the Capital Board.
- 5.5 The Cabinet Member for Digital, Culture, Heritage and Tourism and Chair of Resources Overview and Scrutiny have also been briefed.

6 Risk Management

- 6.1 While the technical delivery of the works represents a significant capital investment by the Council several steps have been taken to ensure the overall risk of the projects are managed as outlined below.
- 6.2 With the exception of the ITSM solution, all implementation projects are utilising existing technology and with lo/no business process change required, meaning DTS are familiar with successfully deploying and supporting it. This de-risks the

overall delivery when compared to the introduction of new technology and associated process change across large staff groups.

- 6.3 To mitigate this risk for ITSM delivery, provision has been made in the budgetary estimate and procurement requirements for the implementation partner to conduct the configuration of the solutions. A prudent approach has also been taken in the financial modelling of the solution.
- 6.4 The projects are separate entities with minimal dependencies and any delivery issues encountered on one project should not propagate into the other projects.
- 6.5 Cost estimates have been prudent and based on existing contracts where possible or supplier quotes.
- 6.6 There is minimal staffing savings attributed to these projects (estimated at between 1-3 FTE) we will engage with the Trade Unions throughout the projects affected and will consult with them wherever there is a change to staff conditions and structure that is identified from the output of Discovery and Design phases.

7 Compliance Issues

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

- It supports the delivery of the DTS Digital Strategy approved by Cabinet Committee March 2022
- Contributes towards Everyone's Battle Everyone's Business Equality Action Plan 2022-23:

Section 4.2 - Deliver responsive services and customer care that is accessible, inclusive to individual's needs and respects faith, beliefs, and cultural differences.

7.2 Legal Implications

- 7.2.1 The actions proposed in this report are within the Council's general power of competence as conferred on it by S.1 Localism Act 2012. The Council is under a duty to deliver Best Value under S.3 Local Government Act 1999 (as amended).

7.3 Financial Implications

- 7.3.1 As shown in table 2 the estimated costs of all recommended investment is £10.664M. This is broken down into:

7.3.1.1 Must Do - Immediate Implementation - £8.006M

7.3.1.2 Must Do – Discovery - £0.789M

7.3.1.3 Should Do - £1.870M

- 7.3.2 While the investment is to address critical hardware and software refresh requirements as part of the digital strategy, an annualised revenue saving of up to £0.935m per annum is expected once the projects complete. It should be noted that at this stage this savings is anticipated to help offset some of the inflationary pressure that is being applied to the DTS budget rather than contribute additional savings in to the MTFP.

Discovery activities of £0.889m will be funded from the medium-term financial plan as one-off spend of £0.492m in 2023/24 and £0.397m in 2024/25. The spend on the capital investment of £9.776m will be an addition to the existing Capital programme. It will need to be funded from prudential borrowing which will have revenue implications (Minimum Revenue Provision and interest payments) that will be funded from the medium-term financial plan. This unbudgeted pressure will add to the savings requirement in what is already an extremely difficult financial position. These are detailed below, and the impact will continue until 2030/31 based on the current profile of spend. The whole capital programme is being reviewed to identify offsetting savings. In addition, the IT service will need to make every effort to maximise revenue savings. We understand all investments detailed in this report have been assessed as essential spend at the minimum viable standard.

Table 3 - MTFP Impact

Year	MTFP impact £m
2024/25	1.15
2025/26	2.028
2026/27	2.27
2027/28	2.27
2028/29	2.27
2029/30	1.12
2030/31	0.242

- 7.3.3 Cabinet is recommended to approve the capital budget for this Investment. Individual items will be required to go through spend control approval processes in place within the Council for further scrutiny and challenge. If the spend control process concludes within the life of these projects, in the absence of spend control board, this scrutiny and challenge will be undertaken in consultation with the Cabinet Member for Digital, Culture, Heritage and Tourism

Table 4 - Investment Overview

No	Area	Investment Requirement £m	Annualised Revenue Saving £m	5 Year Saving (Excluding Investment) £m	Investment Type £m
	Must Do - Immediate Implementation				
1.1	3 Year DTS Hardware Contingency Fund	1.000			Capital
1.2	Mobile Phone Refresh, Contract Renewal and Reduction - initial	2.937	0.325	1.625	Capital
1.3	Analogue Line Replacement (Digital Switchover)	2.098	0.048	0.219	Capital
1.4	LAN Switch/ Router Replacement (Digital Switchover) - Lan Switch	0.896			Capital
1.5	Firewall Capacity Remediation	0.300			Capital
1.6	PSN Audit Remediation Provision	0.250			Capital
1.7	Minimum Laptop Refresh	0.524			Capital
	Total Immediate Implementation	8.006	0.373	1.844	
	Must Do - Discovery				
2.1	Server Estate Road Map Discovery	0.394			Revenue
2.2	Internal DNS Discovery	0.089			Revenue
2.3	Wi-Fi Refresh Discovery	0.065			Revenue
2.4	Front Line Worker Discovery	0.132			Revenue
2.5	Intranet Design	0.109			Revenue
	Total Must Do Discovery	0.789			
	Should Do				
3.1	ITSM Procurement & Implementation	1.770	0.562	2.529	Capital
3.2	Customer Experience Platform Discovery	0.100			Revenue
	Total Should Do	1.870	0.562	2.529	
	Overall Total	10.664	0.935	4.373	

Table 5 – Capital and Revenue Split By Year

No	Area	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
	Capital Investment				
1.1	3 Year DTS Hardware Contingency Fund	0.333	0.333	0.334	1.000
1.2	Mobile Phone Refresh, Contract Renewal and Reduction - initial	1.197	1.148	0.591	2.937
1.3	Analogue Line Replacement (Digital Switchover)	0.583	1.398	0.116	2.098
1.4	LAN Switch/ Router Replacement (Digital Switchover) - Lan Switch	0.768	0.128		0.896
1.5	Firewall Capacity Remediation	0.300			0.300
1.6	PSN Audit Remediation Provision	0.250			0.250
1.7	Minimum Laptop Refresh	0.250	0.274		0.524
3.1	ITSM Procurement & Implementation	1.270	0.500		1.770
	Total Capital Investment	4.951	3.782	1.042	9.776
	Revenue Investment				
2.1	Server Estate Road Map Discovery	0.197	0.197		0.394
2.2	Internal DNS Discovery	0.060	0.030		0.089
2.3	Wi-Fi Refresh Discovery	0.065			0.065
2.4	Front Line Worker Discovery	0.066	0.066		0.132
2.5	Intranet Design	0.055	0.054		0.109
3.2	Customer Experience Platform Discovery	0.050	0.050		0.100
	Total Revenue Investment	0.492	0.397		0.889
	Overall Total	5.443	4.179	1.042	10.664

7.4 Procurement Implications

Outlined in table 6 are procurements that are anticipated to be required.

It should be noted that in the main existing contracts for hardware and software are already in place. If an unexpected procurement is required i.e., for compliance purposes due to headroom on current contract the necessary Planned Procurement Reports will be completed and submitted via the standard Council governance process.

Table 6 – Procurement activity

No	Area	Expected Procurement Route
	Must Do - Immediate Implementation	
1.1	3 Year DTS Hardware Contingency Fund	Existing hardware and software contracts
		PPAR to be submitted
1.2	Mobile Phone Refresh, Contract Renewal and Reduction	The route to market will be via a compliant national or regional framework
1.3	Analogue Line Replacement (Digital Switchover)	Existing hardware, software and service contracts
1.4	LAN Switch/ Router Replacement (Digital Switchover)	Existing hardware, software and service contracts
1.5	Firewall Capacity Remediation	Existing hardware, software and service contracts
1.6	PSN Audit Remediation Provision	Existing hardware, software and service contracts
1.7	Minimum Laptop Refresh	Existing hardware, software and service contracts
	Must Do - Discovery	
2.1	Server Estate Road Map Discovery	No procurements currently expected at this stage. PPAR will be submitted if this position changes
2.2	Internal DNS Discovery	No procurements currently expected at this stage. PPAR will be submitted if this position changes
2.3	Wi-Fi Refresh Discovery	No procurements currently expected at this stage. PPAR will be submitted if this position changes
2.4	Frontline Worker Discovery	No procurements currently expected at this stage. PPAR will be submitted if this position changes
2.5	Intranet Design	No procurements currently expected. PPAR will be submitted if this position changes
	Should Do	
		PPAR Submitted and approved in July 2023 Cabinet
3.1	ITSM Procurement & Implementation	The route to market will be via a compliant national or regional framework
3.2	Customer Experience Platform Discovery	No procurements currently expected. PPAR will be submitted if this position changes

7.5 Human Resources Implications (if required)

- 7.5.1 There is an estimate of between 1-3 FTE efficiency through the introduction of an updated ITSM solution. This will be validated in final product selection and subsequently during implementation.
- 7.5.2 We will engage with the Trade Unions throughout the project for ITSM and will consult with them where-ever there is a change to staff conditions and structure.
- 7.5.3 If redundancy is required the final funding required will be subject to:
- Anticipation of 10% natural wastage due to retirement/ resignation.
 - The Council to offer training in the wider service areas as a whole providing upskilling and knowledge transfer opportunities.
 - Use of effective succession planning.
 - Offering any vacancies across the wider teams, to those at risk.

7.6 Public Sector Equality Duty

- 7.6.1 An initial screening for an Equality Analysis (EA) has been undertaken by the for the Roadmap Critical Investments, however given the differing nature of the projects, individual EA will be performed on a project-by-project basis on mobilisation where required to identify any adverse impacts on the protected groups and characteristics under the Equality Act 2010. The reference number of the overarching EA is EQUA1194.

7.7 Environmental and Sustainability Implications

- 7.7.1 The introduction of updated hardware to the estate may have a small impact on reducing power consumption to contribute toward the Council's wider Net Zero targets. Hardware being purchased will be assessed against the elements of this estate that it is replacing and recorded appropriately.

8 Appendices

- A** – Technology Roadmap Critical Investment 2023-24 Project Detail Proforma
- B** – Technology Roadmap Critical Investment 2023-24 Cost Model
- C** – Technology Roadmap Critical Investment 2023-24 Environmental & Sustainability Assessment
- D** – Technology Roadmap DTS Projects Paused and Deferred

9 Background Documents

- Report to Cabinet of March 2022: Digital Strategy 2022 – 2025
- Report to Council of February 2023 Budget 23/24
- Report to Cabinet of May 2023: Digital Strategy Year 1 Update & Review
- Report to Cabinet of July 2023 PPAR – ITSM Solution

Appendix B - Technology Roadmap Investment

No	Area	Investment Requirement
	Must Do - Immediate Implementation	
1.1	3 Year DTS Hardware Contingency Fund	£ 1,000,000
1.2	Mobile Phone Refresh, Contract Renewal and Reduction - initial	£ 2,937,215
1.3	Analogue Line Replacement (Digital Switchover)	£ 2,097,864
1.4	LAN Switch/ Router Replacement (Digital Switchover) - Lan Switch	£ 896,125
1.5	Firewall Capacity Remediation	£ 300,000
1.6	PSN Audit Remediation Provision	£ 250,000
1.7	Minimum Laptop Refresh	£ 524,300
	Total Immediate Implementation	£ 8,005,504
No	Area	Investment Requirement
	Must Do - Discovery	
2.1	Server Estate Road Map Discovery	£ 393,500
2.2	Internal DNS Discovery	£ 89,250
2.3	Wi-Fi Refresh Discovery	£ 64,875
2.4	Front Line Worker Discovery	£ 132,000
2.5	Intranet Design	£ 109,000
	Total Must Do Discovery	£ 788,625
No	Area	Investment Requirement
	Should Do	
3.1	ITSM Procurement & Implementation	£ 1,770,000
3.2	Customer Experience Platform Discovery	£ 100,200
	Total Should Do	£ 1,870,200
	Overall Total	£ 10,664,329

Annualised Revenue Saving	5 Year Saving (Excluding Investment)	Investment Type		2023/24	2024/25
		Capital		£ 333,000	£ 333,000
£ 325,000	£ 1,625,000	Capital		£ 1,197,357	£ 1,148,018
£ 48,482	£ 218,928	Capital		£ 582,740	£ 1,398,576
		Capital		£ 767,715	£ 128,410
		Capital		£ 300,000	
		Capital		£ 250,000	
		Capital		£ 250,000	£ 274,300
£ 373,482	£ 1,843,928			£ 3,680,812	£ 3,282,304
Annualised Revenue Saving	5 Year Saving (Excluding Investment)	Investment Type			
		Revenue		£ 196,750	£ 196,750
		Revenue		£ 59,500	£ 29,750
		Revenue		£ 64,875	
		Revenue		£ 66,000	£ 66,000
		Revenue		£ 54,500	£ 54,500
				£ 441,625	£ 347,000
Annualised Revenue Saving	5 Year Saving (Excluding Investment)	Investment Type			
£ 562,000	£ 2,529,000	Capital		£ 1,270,000	£ 500,000
		Revenue		£ 50,100	£ 50,100
£ 562,000	£ 2,529,000			£ 1,320,100	£ 550,100
£ 935,482	£ 4,372,928			£ 5,442,537	£ 4,179,404

2025/26	Total
£ 334,000	£ 1,000,000
£ 591,840	£ 2,937,215
£ 116,548	£ 2,097,864
	£ 896,125
	£ 300,000
	£ 250,000
	£ 524,300
£ 1,042,388	£ 8,005,504
	£ 393,500
	£ 89,250
	£ 64,875
	£ 132,000
	£ 109,000
£ -	£ 788,625
£ -	£ 1,770,000
	£ 100,200
£ -	£ 1,870,200
£ 1,042,388	£ 10,664,329

Appendix C – Technology Roadmap Investment – Environmental Sustainability Assessment

Project Title: Technology Roadmap Investment				
Department: Digital & Technology Services	Team: Delivery		Person Responsible for assessment: James Gregory	
Date of assessment: 14/09/2023		Is it a new or existing proposal?: NEW		
Brief description of the proposal: Request to Cabinet for capital and revenue to fund a number of improvements to our ICT landscape. Detail of the projects that will be run using the funding has not yet been defined and new EAs will be developed to cover each specific project within the funding element as the project is raised.				
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			✓	No impact currently identified
Energy use and CO ₂ emissions			✓	No impact currently quantified but it is considered likely that there may be a positive impact relating replacing old technology with new, more energy efficient technology. One of the proposals is also to dramatically reduce the size of our mobile phone estate which will have a positive effect.
Impact on local green and open spaces and biodiversity			✓	No impact currently identified
Use of sustainable products and equipment			✓	No impact currently identified

Minimising waste	✓			No impact currently quantified but one of the proposals is to reduce the number of mobile phones on the estate – many of which are not used; Also a proposal to review the utilisation of cloud technology which generally makes better use of resources since unused capacity can be switched off until needed. Three options for phones we don't need (1) we can 'sell' them back to the new supplier to be re-used; (2) we will sell them on the open market; (3) if they have no residual value they will go into our device bank with our aged laptops to be handed out to the community. Having this process in place ensures that units are not being disposed of unnecessarily,
Council plan priority: a city that takes a leading role in tackling climate change			✓	No impact currently identified
Overall conclusion on the environmental and sustainability impacts of the proposal	The proposed projects are likely to have a positive rather than negative environmental and sustainability effect but the specifics cannot yet be quantified. As each project is established, a new EA will be completed to assess the impact of the specific project			

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

Birmingham City Council

Cabinet Committee

Date 14 November 2023



Subject: **Key Decision Planned Procurement Activities
(December 2023 - February 2024) and Quarterly
Contract Award (July - September 2023)**

Commissioner Review

The Commissioners have reviewed this report and the recommendations are supported.

Birmingham City Council

Report to Cabinet

Date: 14th November 2023



Subject: KEY DECISION PLANNED PROCUREMENT ACTIVITIES (DECEMBER 2023 – FEBRUARY 2024) AND QUARTERLY CONTRACT AWARDS (JULY – SEPTEMBER 2023)

Report of: ASSISTANT DIRECTOR – PROCUREMENT

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

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

Report author: Steve Sandercock, Assistant Director, Procurement
Email Address: steve.sandercock@birmingham.gov.uk

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 011978/2023		
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 December 2023 – February 2024 which are key decisions and all contract award decisions made under Chief Officer's delegation during the previous quarter. Planned procurement activities reported previously are not repeated in this report.

- 1.2 The report enables Cabinet to identify whether any reports for procurement activities should be brought to this meeting for specific executive decision, otherwise they will be dealt with under Chief Officer delegations up to the value of £10m, unless TUPE applies to current Council staff.
- 1.3 Appendix 5 informs Cabinet of the contract award decisions made under Chief Officers delegation during the period July 2023 – September 2023.

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.
- 2.2 Notes the contract award decisions made under Chief Officers delegation during the period July 2023 – September 2023 as detailed in Appendix 5.

3 Background

- 3.1 The report approved by Council Business Management Committee on 16 February 2016 set out the case for introducing this process.
- 3.2 At the 12th July 2022 meeting of Council changes to procurement governance were agreed which gives Chief Officers the delegated authority to approve procurement contracts up to the value of £10m for key decisions over the life of the contract. Where it is likely that the award of a contract will result in staff employed by the Council transferring to the successful contract under TUPE, the contract award decision has to be made by Cabinet.
- 3.3 In line with the Procurement and Contract Governance Rules that form part of the Council's Constitution, this report acts as the process to consult with and take soundings from Cabinet Members and the Resources Overview & Scrutiny Committee.
- 3.4 This report sets out the planned procurement activity over the next few months where the contract value is between the procurement threshold £177,897.50 (excluding VAT) and £10m (excluding VAT) for key decisions. This will give members visibility of all procurement activity within these thresholds and the opportunity to identify whether any procurement reports should be brought to Cabinet for approval even though they are below the £10m delegation threshold.
- 3.5 It should be noted that the procurement threshold has changed from £189,330 to £177,897.50 (excluding VAT) and applies from 1st January 2022 for a period of 2 years.
- 3.6 Individual procurements may be referred to Cabinet for an executive decision at the request of Cabinet, a Cabinet Member or the Chair of Resources Overview & Scrutiny Committee where there are sensitivities or requirements that necessitate a decision being made by Cabinet.
- 3.7 Procurements below £10m contract value that are not listed on this or subsequent monthly reports can only be delegated to Chief Officers if specific approval is sought from Cabinet. Procurements above £10m contract value will still require

an individual report to Cabinet in order for the award decision to be delegated to Chief Officers if appropriate.

- 3.8 A briefing note with details for each item to be procured is listed in Appendix 2. The financial information for each item is detailed in Appendix 3 – Exempt Information.

4 Options considered and Recommended Proposal

- 4.1 The options considered are:

- To identify specific individual procurements as listed in appendix 1 for further consideration, along with clear reason(s) for such additional consideration, to Cabinet around the procurement strategy and contract award .
- To approve the planned procurement activities for all the projects listed in appendix 1 and approve Chief Officer delegations as set out in the Constitution, for the subsequent decisions around procurement strategy and contract awards.– this is the recommended option.

5 Consultation / Engagement

- 5.1 This report to Cabinet is copied to Cabinet Members, Cabinet Support Officers and to Resources Overview & Scrutiny Committee and therefore is the process for consulting with relevant cabinet and scrutiny members. At the point of submitting this report Cabinet Members/ Resources Overview & Scrutiny Committee Chair have not indicated that any of the planned procurement activity needs to be brought back to Cabinet for executive decision.
- 5.2 Approval has been sought from the relevant Spend Control Board prior to inclusion on the PPAR.

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 (MFTP) 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 December 2023 – February 2024
- 2. Appendix 2 – Background Briefing Paper
- 3. Appendix 3 – Exempt Information
- 4. Appendix 4 – Quarterly Awards Schedule (July 2023 – September 2023)
- 5. Appendix 5 - Successful providers appointed to the Flexible Contracting Agreement (FCA) to deliver NHS Health Checks for Lot 1 and to deliver Smoking Cessation Services for Lot 2

APPENDIX 1 – PLANNED PROCUREMENT ACTIVITIES (DECEMBER 2023 – FEBRUARY 2024)

No.	Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources Plus	Finance Officer	Contact Name	Planned CO Decision Date
1	Strategy / Award	Corporate Mobile Phone Services	TBC	The new contract/ contracts will provide hardware (to replace handsets as they become end of life to address security vulnerabilities) and data/ voice services along with associated Enterprise Support, while providing the ability to deliver a 'Lone Worker' solution to assist with the safeguarding of staff in certain roles.	Up to 5 years with appropriate break points (2+1+1+1)	Digital and Technology Services	Digital, Culture, Heritage and Tourism	Lee Bickerton	Chris Nairn	15/12/2023

APPENDIX 2

BRIEFING NOTE ON PLANNED PROCUREMENT ACTIVITIES **CABINET – 14th November 2023**

Title of Contract	Corporate Mobile Phone Services
Contact Officers	Director / Assistant Director: Cheryl Doran, CIO & Assistant Director, Digital and Technology Services Client Officers: Karen Tay, Networks Operations Manager Procurement Officer: TBC - IT Category Manager
Relevant Portfolio	Councillor Cllr Saima Suleman – Cabinet Member for Digital, Culture, Heritage and Tourism
Briefly describe the service required.	<p>There are currently over 7500 mobile phones across the estate (7000 of which are smart devices) supporting the wider council operations for which the current contract expires on 27th February 2024.</p> <p>A project is being commissioned through the DTS Digital Strategy Cabinet Report to reduce this foot print to a maximum of 5,000 to focus on providing mobile phones to only front line/ support works to reduce wider costs. While this is the upper end of the estimate a greater level of reduction will be targeted to further reduce cost.</p> <p>The new Microsoft Teams Based Telephony solution that has been implemented at the start of this year will be expanded to cater for telephony needs of non-front line/ support workers in conjunction with a Bring Your Own Device (BYOD) model.</p> <p>The new contract/ contracts will provide hardware (to replace handsets as they become end of life to address security vulnerabilities) and data/ voice services along with associated Enterprise Support, while providing the ability to deliver a 'Lone Worker' solution to assist with the safeguarding of staff in certain roles.</p>
What is the proposed procurement route?	The route to market will be via a compliant regional or national framework agreement. The final outcome of soft market testing will drive (if we procure) both the data and hardware contracts separately or a single procurement may cover both areas based on value for money.
What are the existing arrangements? Is there an existing contract? If so, when does that expire?	There is currently a contract with VMO2 for the provision of both hardware and data services that expires in February 2024.
Will any savings be generated?	Yes – savings already forecast for in the Technology Roadmap Critical Investment Cabinet report of £325k per annum against the DTS 3rd Party Budget.
Has the In-House Preferred Test been carried out?	Yes – this service cannot be delivered in-house.
How will this service assist the council's commitments to Route to Zero?	No top line savings would be forecast for this exercise.
How do these activities assist the Council with Everybody's Battle; Everybody's Business (EBEB)?	Not applicable as this relates to underlying technical infrastructure.
Is the council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty to provide this service. However, the infrastructure that this service provides supports wider operational delivery of statutory services and the use of mobiles by services will be assessed as part of the project.
Approval via Spend Control Board.	Approval for this requirement was obtained from Section 151 Board on 2 nd October 2023.
What budget is the funding from for this service?	The funding for this service comes from two sources.

	<ol style="list-style-type: none"> 1) The capital implementation costs as sought in Technology Roadmap Critical Investment paper to cabinet being presented in October Cabinet. 2) The ongoing revenue for the existing service from the DTS 3rd Party budget.
Proposed start date and duration of the new contract	The proposed start date is December 2023 for up to 5 years with appropriate break points to allow for regular pricing and value-for-money reviews. This is likely to be a 2+1+1+1 and will be assessed as part of the procurement activities to drive best value.

APPENDIX 4 - QUARTERLY CONTRACT AWARD SCHEDULE (JULY 2023 – SEPTEMBER 2023)

Type of Rep	Title of Procurement	Ref	Brief Description	Contract Durat	Directorate	Portfolio Finance and Resources	Finance Offic	Contact Name	Comments - including any request from Cabinet Members for more details	Contractor(s) Awarded to	Value of Contracts - Excluding Extensions	Value of Opti to Extend	Chief Offic	Actual Gg Live date
Delegated Award Report	Household Removals	P0174	For the provision of Removal Services of household goods from one building or dwelling to another. The Removal Services will include Storage Services which comprises of the removal and retrieval of household goods to and from storage facilities (option for short term (six months) storage). This is a complimentary service which is included in the re-housing of tenants. The Provider will be expected to supply boxes and packing of household items including protective covers.	4 years with 1 year option to extend	Place, Prosperity and Sustainability	Leader	Andrew Healey	Jose Vitoria	Presented to Cabinet for info 13/12/2022. Approval to Tender Strategy Report signed 03/02/2023 and delegated the award to CO. Delegated Award Report signed 30/06/2023. Approved by S151 spend control board on 27/09/2023.	Burke Bros Wolverhampton Ltd	£692,000	£865,000	Paul Kitson	01/08/2023
Delegated Award Report	Supply of Bulk Fuels	U63A_2020	For the purchase of bulk fuels via the Eastern Shires Purchasing Organisation (ESPO) Liquid Fuels Framework Agreement (301_22).	4 years	Council Management	Finance and Resources	Carl Tomlinson	Jose Vitoria	Cabinet approved the Tender Strategy for the Supply of Bulk Fuel on 8th September 2020 and delegated the award to CO. This was a 2 times 2 year call off contracts. Delegated Award Report for the 1st call off signed 29/10/2020. Delegated Award Report for the 2nd call off signed 12/07/2023.	Certas Energy UK Ltd	£7,800,000		Steve Sandercock	17/07/2023
Strategy / Award	Supply of Furniture, White Goods and Flooring	P1091	The supply and installation of Furniture, white goods, floor and window coverings in temporary accommodation properties (part of the Housing Options service) and for emergency assistance to vulnerable citizens via community support grants (part of Revenue and Benefits service).	4 years	City Housing	Housing and Homelessness	Andrew Healey	Jayne Baylis / Jose Vitoria	Presented to Cabinet for info 06/09/2022. Strategy / Award Report signed 18/07/2023. Approval was sought from City Housing Directorate Spend Control Board on 11/08/2023.	Furniture Resource Centre Ltd	£8,100,000		Paul Langford	01/08/2023
Delegated Award Report	Lead Consultant and Employer's Agent Services for the Druids Heath Estate Regeneration Scheme	P865	For the provision of Lead Consultant and Employer's Agent services for the Druids Heath Estate Regeneration scheme.	8 years	Place, Prosperity and Sustainability	Leader	Andrew Healey	Deborah Greenhill / Charlie Short	Cabinet approved the amended strategy report 'Druids Heath Regeneration' dated 13/12/2022 and delegated the award to CO. Delegated Award Report signed 26/07/2023.	Arcadis LLP	£1,949,320		Paul Kitson	31/07/2023
Strategy / Award	Refurbishment Works for the Relocation of the Control Centre	P1212	To facilitate the move for the Control Centre which contains the Close Circuit Television, Emergency Planning and Urban Traffic Control equipment and offices from Lancaster Circus to Priestley Wharf, there is a requirement for the refurbishment of the facilities and moving of the equipment and re-installation.	1 year	Digital and Technology Services	Deputy Leader	Lee Bickerton	Juliana Clark / Charlie Short	Cabinet approved the report 'New Location for CCTV and Traffic Control' dated 25/07/2023. Strategy / Award Report signed 04/08/2023. Approved via Directorate DTS Spend board 03/08/2023.	Constellia Public Ltd	£1,745,661		Darren Hockaday	07/08/2023
Delegated Award Report	Public Health NHS Health Check and Smoking Cessation Enhanced Services	P1121	NHS Health Checks (Mandated Service): Currently provided by GPs. Health check-up for adults in England aged 40 to 74, designed to spot early signs of stroke, kidney disease, heart disease, type 2 diabetes, or dementia Smoking Cessation: The current Smoking Cessation services provided on behalf of Birmingham City Council are delivered by 112 GPs and 121 pharmacies. To access the services the service user must be over the age of 12 years, work, live, study, or have a GP practice located in Birmingham.	2 years with an option to extend for a further 2 years.	Public Health	Health and Social Care	Lee Bickerton	Sandra Asiedu / Juliet Grainger	Presented to Cabinet for info 27/07/2022. Approval to Tender Strategy Report signed 23/02/2023 and delegated the award to CO. Delegated Award Report signed 04/08/2023. Approved by S151 Spend Control Board on 08/09/2023.	Please refer to Appendix 5.	£4,582,592	£4,582,592	Justin Varney	09/10/2023
Delegated Extension Award	Framework Agreement for the provision of Minor Adaptations for Disabled People		For the provision of Minor Adaptations for Disabled People.	5.5 months	Adult Social Care	Health and Social Care	Samantha Bloomfield	Timsey Deb	Approval to Tender Strategy Report signed 22/03/2021 and delegated the award to CO. Delegated Award Report signed 28/06/2022 and delegated the 1 + 1 extensions to CO. Delegated Extension Report signed 11/08/2023. Approval for the expenditure has been granted by the Adult Social Care Spend Control Board as it is a Statutory Service and funded from a ring-fenced grant.	1) Able Access UK Limited 2) John Gillespie Contractors Ltd 3) Bickford Construction 4) Hardyman & Co Ltd	£500,000		Graeme Betts	15/08/2023
Delegated Award Report	Support to Return Home from Hospital Service	P1007	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	Samantha Bloomfield	Sarah Feeley / Marie Kennedy	Presented to Cabinet for info 25/04/2023. Approval to Tender Strategy Report signed 07/06/2023 and delegated the award to CO. Delegated Award Report signed 15/08/2023. This is permitted spend under the Mandatory Spend Controls as it is exempt expenditure as is funded from the Better Care Fund grant. Authorisation has been obtained from the Adult Social Care Spend Control Board on 02/08/2023	Claremont Living	£489,300	£350,700.00	Graeme Betts	16/10/2023
Strategy / Award	Birmingham Municipal Housing Trust Development of Housing at Long Nuke Road & Sports Facilities at Senneleys Park, Birmingham	P0762	For the construction and development of 65 new homes at Long Nuke Road, Bartley Green and the provision of sports facilities at Senneleys Park.	25 months	Place, Prosperity and Sustainability	Housing and Homelessness	Andrew Healey	Emmanuel Igenozza / Katharyn Jones	Cabinet Reports 'Birmingham Municipal Housing Trust (BMHT) 10 year Delivery Plan 2019-2029' approved on 14/05/2019 and the Full Business Case (FBC) and Procurement Strategy approved on 11/10/2022 detailed the procurement strategy for this scheme. Strategy / Award Report signed 18/08/2023. This is permitted spend under the Mandatory Spend Controls category 'expenditure funded through ring fenced grants' spending restrictions and authorisation has been received from the Place, Prosperity and Sustainability Spend Control Board on 31/07/2023, the City Operations Spend Control Board on 04/08/2023 and the City Housing Spend Control Board on 04/08/2023	Keon Homes Ltd	£13,194,762		Philip Neil	01/08/2023

Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources	Finance Officer	Contact Name	Comments - including any request from Cabinet Members for more details	Contractor(s) Awarded to	Value of Contracts - Excluding Extensions	Value of Option to Extend	Chief Officer	Actual Go Live date
Delegated Award Report	Children and Young Peoples Travel Service: Framework Agreement for Agency Passenger Assists	P1217	To support over 4,500 children and young people with Special Educational Needs and Disabilities ("SEND").	4 years	Children and Families	Children Young People & Families	Clare Sandland	Edward Harper / Henrietta Jacobs	Cabinet approved the Children's Travel Service Casual / Agency Transport Guides Procurement Strategy on 13/12/2022 and delegated the Strategy to CO. Approval to Tender Strategy Report signed on 04/04/2023 and delegated the award to CO. Delegated Award Report signed on 18/08/2023. Approved by S151 Spend Control Board on 20th September 2023.	1) CERT Solutions Ltd 2) Green Destinations Ltd 3) Balfour Recruitment 4) AFJ Ltd 5) Olympic (South) Ltd t/a HATS Group 6) Delight essentials UK Ltd t/a Dolphin Healthcare Services 7) TeacherActive Ltd 8) Humly Midlands Ltd 9) Ueducate Ltd 10) Aspire People Ltd 11) Taxie Ltd	The value of the overall framework agreement is £7,680,094.52. As a framework agreement there is no commitment to spend. The spend commitment will be made via direct awards and further competitions.		Sue Harrison	04/09/2023
Strategy / Award	Electronic Bill Payment and Prepaid Cards	P1134	The following payment methods for Council Customers: - •Electronic bill payment allows citizens and businesses to make payments to the Council for Housing Rent, Council Tax and Sundry Debts at either the Post Office or retail outlets who offer the PayPoint network. •Direct Payment (DP) Prepaid Cards to enable citizens who receive care packages to pay providers for the services they choose. (This is for the Council and also Birmingham Children's Trust) •A pre-paid non-personalised card used for one-off payments including discretionary payments, emergency payments, crisis loans and social fund payments.	4 years	Council Management	Finance and Resources	Lee Bickerton	Fitzroy Pencil / Stuart Follows	Presented to Cabinet for info 27/06/2023. Strategy / Award Report signed 21/09/2023. Approved by S151 Spend Control Board on 08/09/2023.	Allpay Ltd	£1,750,000		Fiona Greenway	24/09/2023

Appendix 5

Successful providers appointed to the Flexible Contracting Agreement (FCA) to deliver NHS Health Checks for Lot 1

Provider
ACE Medical Partnership - Druids Heath Surgery
Al-Shafa Medical Centre
Alum Rock Medical Centre
Apollo surgery
Baldwins Lane Surgery
Bartley Green Medical Practice
Bordesley Green Surgery (Bid submitted for 2 GP practises)
Bournbrook Varsity Medical Centre
Bournville Surgery
Cavendish Medical Practice
Church Road Surgery - Aston
City Road Medical Centre
Cofton Medical Centre
Cotterills Lane Surgery
Cranes Park Road Surgery
Downsfield Medical Centre
Dr Bhalla & Partners
Dr Khuroo's Practice
Dr Saini & Saini - Soho Health Centre
Dr Walji & Colleagues
Fernley Medical Centre
Firs Surgery
Firstcare Practice
Frankley Health Centre
Garretts Green Lane Surgery
Gate Medical Centre
Greenridge Healthcare Ltd
Greenridge Surgery
Greet Medical Practice
Halcyon Medical
Hall Green Health
Hamd Medical Practice
Handsworth Medical Prctice
Harborne Medical Practice
Heathford Group Practice-Coventry Road Medical Centre
Hockley Medical Practice
Hollymoor Medical Centre
Holyhead Primary Healthcare Centre
Iridium Medical Practice
Jiggins Lane Medical Centre
Karis Medical Centre
Keynell Covert Surgery
Khattak Memorial Surgery
Kings Norton Surgery

Kingstanding Circle Surgery
Kirpal Medical Practice
Ley Hill Health Centre
Maypole Health Centre
Mirfield Surgery - Modality Partnership
Modality Partnership
Moseley Medical Centre
Naseby Medical Centre
Newtown Medical Centre
Northwood Medical Centre
Omnia Practice
Our Health Partnership Central (Bid submitted for 18 GP practises)
Pak Health Centre
Poolway Medical Centre
Poplars Surgery
River Brook Medical Centre
Rotton Park MC
Rowlands Road Surgery
Sandwell & West Birmingham NHS Trust - Heath Street Health Centre
Schoolacre Surgery
Shah Zaman Surgery
Shenley Green Surgery
Soho Road Primary Care Centre
Springfield Surgery
St Clements Surgery
St Heliers Medical Practice
Strensham Road Surgery
Summerfield Group Practice
Sutton Coldfield Group Practice
Swan Medical Centre
Swanswell Medical Centre
The Dove Medical Practice
The Hawthorns Surgery
The Hill GP
The Slieve Surgery
The Wand Medical Centre
Tower Hill Partnership Medical Practice
Tudor Practice Stockland Green
University Medical Practice
Wake Green Surgery
Weatheroak Medical Practice
Weoley Park Surgery
West Heath Surgery
Woodland Road Surgery
Yardley Medical Centre
Yardley Wood Health Centre

**Successful providers appointed to the Flexible Contracting Agreement (FCA)
to deliver Smoking Cessation Services for Lot 2**

Provider
17th Century Health Food Limited (Bid submitted for 3 partners)
ACE Medical Partnership - Druids Heath Surgery
Alfa Chemists Ltd
Alhuda Healthcare Limited
AllCare Pharmacy
Apollo surgery
Asda Stores Ltd (Bid submitted for 4 partners)
Aspire Pharm Ltd t/a Evergreen Pharmacy
Aubrey Road Medical Practice
Baldwins Lane Surgery
Bartley Green Medical Practice
Buckingham and Blackwood (uk) Ltd t/a Buckingham Pharmacy
Cavendish Medical Practice
Chemicare Moseley Limited
Chemicare Stechford Ltd
Church Road Surgery - Aston
City Road Medical Centre
Dispharma Retail Ltd
Downsfield Medical Centre
Dr Khuroo's Practice
Dr Walji & Colleagues
Fakir Pharmacy Cannon Hill
Fernley Medical Centre
Firs Surgery
Frankley Health Centre
Garretts Green Lane Surgery
Gate Medical Centre
Gosrani Services Ltd
Great Wood Pharmacy Ltd
Greet Medical Practice
Greet Pharmacy
Hall Green Health
Hamd Medical Practice
Healthcare Republic Ltd t/a Hall Green Pharmacy
Heathford Group Practice-Coventry Road Medical Centre
HG Ltd Gill Pharmacy
Highfield Pharmacy
Hollymoor Medical Centre
Holyhead Primary Healthcare Centre
Iridium Medical Practice
JPB Medical Ltd
KD Kataria Ltd
Keynell Covert Surgery
Khattak Memorial Surgery
Kingstanding Circle Surgery
Laser pharmacy Ltd

Masters (UK) Limited
Masters UK Limited t/a Masters Pharmacy
Medihealth Limited t/a Medicare Chemist
Medipharma UK Limited
Mirfield Surgery - Modality Partnership
Moseley Medical Centre
Moseleycare Limited - Fakir Chemist
Naseby Medical Centre
Newtown Medical Centre
Noor Pharmacy Ltd
Northwood Medical Centre
Omnia Practice
Our Health Partnership Central (Bid submitted for 12 Partners)
P Chand Limited t/a Five Ways Pharmacy
Pak Health Centre
Pan Healthcare Limited - Church Road
Pan Healthcare Limited T/A Pan Pharmacy CL
Pan Healthcare Limited T/A Pan Pharmacy Cov Road
Pan Healthcare Limited T/A Pan Pharmacy GGL
Pan Healthcare Limited T/A Pan Pharmacy PR
Pharmacy2Home Limited
PharmaStrat Ltd
Poolway Medical Centre
Poplars Surgery
Rahanu Limited - T/A Lodge Pharmacy
Rahanu Ltd T/A Marks Chemist
Richmond Healthcare (Stechford) Ltd
River Brook Medical Centre
RX Healthcare Limited
Sandwell & West Birmingham NHS Trust - Heath Street Health Centre
Schoolacre Surgery
Shah Zaman Surgery
Shelleys Pharmacy Ltd (used to be Khanpharma Ltd)
Sixways Birmingham Ltd T/A Zenith Pharmacy
Soho Enterprises (UK) Ltd
Sparkbrook Enterprise Ltd - Sparkbrook Pharmacy
SPL Corporation Limited T/A Shah Pharmacy
Springfield Surgery
St Clements Surgery
Stag Chemist Birmingham Limited
Stag Chemist Small Heath
Strensham Road Surgery
Swan Medical Centre
Swanswell Medical Centre
The Dove Medical Practice
The Hawthorns Surgery
The Hill GP
The Slieve Surgery
The Wand Medical Centre

Tudor Practice Stockland Green
University Medical Practice
Walkers Pharmacy Ltd
Walmley Healthcare Ltd
Walsall road partnership limited T/A Towerhill Pharmacy
Weatheroak Medical Practice
Weoley Park Surgery
West Heath Surgery
Whites Pharmacy Ltd
Yardley Medical Centre
Yardley Wood Health Centre

Birmingham City Council

Cabinet Committee

Date 14 November 2023



Subject: **Appointments to Outside Bodies**

Commissioner Review

The Commissioners have reviewed this report and the recommendations are supported.

Birmingham City Council

Report to Cabinet

14 November 2023



Subject: APPOINTMENTS TO OUTSIDE BODIES

Report of: City Solicitor

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

Relevant O & S Chair(s): Cllr Sir Albert Bore, Chairman of Co-ordinating Overview and Scrutiny Committee

Report author: Errol Wilson, Committee Services

Tel: 0121 675 0955

e-mail: errol.wilson@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, provide exempt information paragraph number or reason if confidential :		

1 Executive Summary

- 1.1 The report seeks the approval of the Cabinet to the appointment of representatives to serve on outside bodies detailed in the appendix to this report.

2 Recommendations

- 2.1 That Cabinet agrees to appoint representative(s) to serve on the Outside Bodies detailed in the appendix to this report.

3 Background

- 3.1 At a meeting of all Councillors on 11 July 2017, the City Council approved changes to the Constitution that set out those appointments that are reserved to the full City Council to determine. All other appointments of Members and officers to outside bodies shall be within the remit of Cabinet to determine and the proportionality rules will not automatically apply.

4 Options considered and Recommended Proposal

- 4.1 These appointments are a matter for the Cabinet to determine, in accordance with the City Council's current Constitution.

5 Consultation

For appropriate items, the Secretaries to the Political Groups represented on the Council.

6 Risk Management

- 6.1 The main risk of not making appointments might lead to the City Council not being represented at meetings of the bodies concerned. It is always important in making appointments to have regard to the City Council's equal opportunities policies.

7 Compliance Issues:

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

- 7.1.1 The appointments are consistent with the legal and constitutional requirements of the City Council.

7.2 Legal Implications

- 7.2.1 As set out in paragraph 7.1.1 above.

7.3 Financial Implications

- 7.3.1 There are no additional resource implications. Where applicable, those implications arise at the time that the relevant body, or a grant to it, is established.

7.4 Procurement Implications (if required)

- 7.4.1 Not applicable.

7.5 Human Resources Implications (if required)

- 7.5.1 Not applicable.

7.6 Public Sector Equality Duty

- 7.6.1 As set out in paragraph 6.1 above.

8 Background Documents

- 8.1 Report of the Council Business Management Committee to City Council on 11 July 2017 “Revised City Council Constitution”; along with relevant e-mails/ file(s)/correspondence on such appointments.

Attached: Appendix to Report to Cabinet – 14 November 2023 - Appointments to Outside Bodies

APPENDIX 1**APPENDIX TO REPORT TO CABINET 14 November 2023**
APPOINTMENTS TO OUTSIDE BODIES**1. Summary of Decisions**

On 15 August 2017, Cabinet resolved under decision number 004096/2017 that the practice be continued of contacting each representative when their term of office is due to expire to ascertain whether they are willing to be re-appointed and that, unless indicated otherwise in the report to Cabinet, it will be understood that such representatives are not willing to be re-appointed.

2. Annual Appointments

Further to the meeting on the 27 June 2023:-

The Regional Employers Board

Councillor John Cotton (Lab) is to be replaced with Councillor Nicky Brennan (Lab)

Therefore, it is

RECOMMENDED:-

That Cabinet agrees the replacement of Cllr John Cotton (Lab) with Cllr Nicky Brennan (Lab) on the Regional Employers Board for the remainder of the term i.e. 14 November 2023 until 25 June 2024.

Retail Birmingham Limited (Trading as Central BID)

Councillor Mariam Khan (Lab) is to be replaced with Councillor Jayne Francis (Lab)

Therefore, it is

RECOMMENDED:-

That Cabinet agrees the replacement of Cllr Mariam Khan (Lab) with Cllr Jayne Francis (Lab) on the Retail Birmingham Limited (Trading as Central BID) for the remainder of the term i.e. 14 November 2023 until 25 June 2024.

Birmingham City Council Cabinet

14 November 2023



Subject: **Additional Grant Funding for the Typhoo Building
Redevelopment**

Commissioner Review

Commissioners support the recommendations of this report. It recognises that in the immediate future the Council cannot commit to additional borrowing so a one-off payment from retained surplus funds is the only way forward and that once the deal goes unconditional there can be no further claim on council funding as the risk then sits entirely with the developer.

Birmingham City Council

Late Report**Birmingham City Council****Cabinet – 14th November 2023****Subject:** Additional Grant Funding for the Typhoo Building Redevelopment**Report of:** Strategic Director of Place, Prosperity and Sustainability

Report author: James Betjemann, Head of Enterprise Zone and Curzon
 Development, Telephone No: 0121 303 4174
 Email Address: james.betjemann@birmingham.gov.uk

1) Key Decisions not on the Forward Plan / Urgent Decisions

To be completed for Key Decisions not on the Forward Plan 28 days before the Cabinet meeting at which the decision is to be taken.

<i>Reasons for Urgency / why not included on the notification</i>	n/a
<i>Reasons for Immediate Implementation (if applicable)</i>	n/a
<i>Date Chief Executive Agreement obtained</i>	n/a
<i>Date of Leader's Agreement</i>	n/a
<i>Name, Date and any comments of O&S Chair agreement obtained:</i>	n/a

2) Key Decisions not notified on the Notification of Intention to Consider Matters in Private

To be completed for Key Decisions not on the Forward Plan 28 days before the Cabinet meeting at which the decision is to be taken.

<i>Reasons for Urgency / why not included on the notification</i>	n/a
<i>Date of Leader's Agreement</i>	n/a
<i>Name, Date and any comments of O&S Chair agreement obtained:</i>	n/a

3) Late Reports

To be completed for all late reports, i.e. which cannot be despatched with the agenda papers i.e. 5 clear working days' notice before meeting.

<i>Reasons for Urgency / why late</i>	<p>The report is late because of the extended time to give additional scrutiny to this material report.</p> <p>The Cabinet meeting on 12 December, together with the call in period before the decision is cleared, doesn't allow sufficient time for all legals to be signed and executed before the Funder's Committee approval to the Investment under the development agreement expires on 22 December. Therefore, we need Cabinet approval to the additional grant so that all legals can be signed and contracted before this date in December otherwise the scheme will not proceed.</p>
<i>Date Chief Executive Agreement obtained</i>	
<i>Date of Leader's Agreement</i>	

Birmingham City Council

Report to Cabinet

14th November 2023



Subject: Additional Grant Funding for the Typhoo Building Redevelopment

Report of: Strategic Director of Place, Prosperity and Sustainability

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

Relevant O &S Chair(s): Councillor Akhlaq Ahmed, Economy and Skills
Councillor Jack Deakin, Finance and 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: 011894/2023		
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 At the Cabinet meeting on the 25th April 2023 the full business case was approved to award Stoford Digbeth Ltd (SDL) up to £14.3m of Enterprise Zone (EZ) grant funding to redevelop the derelict Typhoo building and deliver a new broadcasting centre for BBC plus additional retail space. Completion of the scheme is scheduled for 2026 and the project objectives and benefits remain unchanged from that approval. In addition, Cabinet also approved £0.429m of EZ funding for associated City Council project related costs.

- 1.2 Following a decline in the financial markets and rising gilt rates Aviva, the purchaser of the Typhoo building, has reduced the purchase price from £63.75m to £57.675m, which is a £6.075m reduction. As a result, additional EZ grant funding of £2.3m has been approved by the EZ Partnership Board to deliver the scheme. The remaining viability gap of £3.775m is being reduced by a reduction in land value of £1.9m by the landowner, Benacre, and a reduction in returned costs of £1.875m to SDL.
- 1.3 Stoford Digbeth Ltd (SDL) and Benacre (2022) LLP are working to redevelop the former derelict Typhoo Tea Factory ("Typhoo") to deliver a new broadcasting centre for the BBC totalling 84,000 sqft. (net internal area), along with 2,780 sqft. additional retail space by 2025. The scheme proposes to deliver this high quality floorspace and approx. 75 FTE net additional employment opportunities within Digbeth and a net additional gross value add (GVA) of approx.£3.9million per annum to the local economy. This increase in local economic activity and productivity is forecast to deliver public benefits of approx. £40.7million. The Business Rates Income Growth is estimated to be a net-additional £1.5m p.a. from 2026 onwards.

2 Recommendations

That Cabinet:

- 2.1 In its role as Accountable Body for the Enterprise Zone (EZ), approves funding of £2.3m to fund the provision of grants to SDL to facilitate the delivery of the former Typhoo Building redevelopment. This will be funded from existing resources within the EZ programme, currently £11.7m in reserves as at 31st March 2023.
- 2.2 Approves additional EZ grant funding of up to £0.099m to fund City Council project related costs which will also be funded from the existing resources within the EZ programme.
- 2.3 Approves the additional EZ grant of up to £2.3m to be awarded to SDL to provide funding for the increased project viability gap for the redevelopment of the Typhoo Factory in line with the Full Business Case (FBC) approved by Cabinet on the 25th April 2023.
- 2.4 Note that £1m of the grant funding will be repayable to the Enterprise Zone should development in future phases on the site be sold before 31st December 2029 and scheme achieves above a developer's profit return above 15%.
- 2.5 Notes that the business rate growth associated with the development will be retained by the programme up to March 2046 and reinvested into other EZ projects
- 2.6 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 On 25th April 2023 Cabinet approved the full business case and awarded Stoford Digbeth Ltd (SDL) up to £14.3m of EZ grant funding to redevelop the derelict

Typhoo building and deliver a new broadcasting centre for the BBC which totals 84,000 sq.ft (net internal area) plus additional retail space of circa 2,780 sq.ft.

- 3.2 Since then, there have been a number of adjustments to the overall financial position and viability of the project as outlined in the table below. The investor along with most of the investment market, had predicted that gilt rates would improve during 2023 as inflation reduces and the economy recovers. However, 20-year gilt rates have continued to worsen.

	April 2023	Current Position	Commentary
Purchase Price	£63,750,000	£57,675,000	Adjustment of £6.075 million in the purchase price from Aviva.
Total Build Price	£38,455,721	£39,150,721	Information below explaining build price increases.

Investor purchase price

- 3.3 The 'original' agreed purchase price between the landowner, Benacre, with Aviva, which was the basis of the grant approval, was £63,750,000. This reflected a yield of 4.54%. Following further decline in the financial markets and rising gilt rates since their bid Aviva confirmed a price adjustment to £57,675,000 – a £6.075m deduction. The current purchase price reflects a yield of 5.00%. Whilst this reflects a £6.075 million reduction, comparatively, in the context of market conditions, this remains a strong position. This price has been approved at their Investment Committee.

Build price

	April 2023	September 2023
Shell & Core	£34,600,000	£35,487,486
Cost 'Buffer'	£500,000	-
Asbestos and Oil Removal	£355,721	£355,721
Public Realm	£3,325,000	£3,325,000
Total	£38,780,721	£39,168,207

- 3.4 The current build price from the contractor BAM is above the estimate which was forecast at FBC stage. SDL have undertaken a thorough value engineering exercise to, as far as possible, minimise costs whilst still satisfying the design committed to the BBC. Nevertheless, the complexity of redevelopment of the building (considering its current condition and locally listed status), along with build price pressures means there is a delicate balance to be struck between build cost, investment price, and returns, to achieve viability. BAM issued a tender price return on 18 September and the value engineering options (which are included in the price), and ground strategy is being worked through before SDL can confirm with a greater degree of certainty that this is now within the appraisal figure above. SDL

remain confident that this can be achieved. However, this will not be definitively confirmed until issue/signing of the final build contract, expected to take place at the end of November 2023.

Viability Gap

- 3.5 Considering the changes to the purchase price and the build contract, with all other factors remaining (relatively) the same there is a total 'gap' of £6,442,487 made up of both the price reduction and the build cost increasing. The table below sets out how this gap will be met.

	Additional Investment
EZ	£2,300,000
Benacre	£1,900,000
SDL	£1,545,605
Associated Savings (Finance and SDLT)	£696,882
Total	£6,442,487

- 3.6 This reflects a 36-64% split between public and private sector input. It has been recognised and entirely appreciated that it needs to be demonstrated that there needs to be relative commitment and sacrifice from all parties in seeking to balance the viability of the project and that it would be entirely unacceptable for any party to be disproportionately benefitting from contributions/adjustments from another. Outlined below is the approach taken by all parties in relation to this viability challenge.
- 3.7 If the additional £2,300,000 of grant is made available, the project achieves a 10% profit on cost and therefore the viability condition, required by the Investor, is satisfied. When the project goes unconditional, no additional grant is required, and cost overruns or project delays will sit with SDL as developer. The value for money calculation has been reworked to consider this increased grant ask and reduced land value, and the BCR is 2.2 which still demonstrates high value for money. This revised calculation needs to be independently evaluated, which will be a condition of this approval to the additional EZ grant.

Aviva

- 3.8 Aviva have committed (with formal investment committee (IC) approval) to a purchase price ahead of the current market conditions, which have moved negatively since the IC approval. They have agreed to hold this price for four months despite the risk of the financial markets worsening. The advice is they would not get IC approval at the same level (let alone an increased level) should they submit again now in the context of gilt rates.

Stoford

- 3.9 SDL are reducing their return by £1.545m to reduce the viability. The margins (10% profit on cost and 2% development management fee) are at the minimum acceptable requirement for satisfaction of the viability condition under the development funding agreement. For the avoidance of doubt this condition is non-

negotiable since it reflects the lowest acceptable level in the market. As a result of the adjusted land price SDL will take a reduction of £1,545,605 in their return. Beyond this, to get to the unconditional date, SDL will have spent over £3,000,000 at risk to enable the project to continue within a timeframe that the BBC deem acceptable. Had these costs not been expended, the BBC would have walked away from the deal.

Benacre (landowner)

- 3.10 Benacre had already agreed to reduce the value of the land to invest in the public realm on the site, however, in recognition of the project's importance they have now agreed to take a nominal land value to help address the viability gap.

BBC

- 3.11 The BBC have agreed to extend their lease by 5 years which increases the project's investment value by £5,200,000 and thus helps to reduce the viability gap.
- 3.12 The BBC's lease at Mailbox expires in 2026. The BBC remain fully committed to signing a 25-year lease, at the redeveloped Typhoo building, subject to final Board approval w/c 16 October 2023 and providing the high quality fit out is achieved and public realm is delivered. They have been working with SDL over the last six months to explore ways to mitigate the delays in taking occupation at Digbeth.

Alternative Grant Funding

- 3.13 Extensive discussions have been held with Homes England and the West Midlands Combined Authority (WMCA). Whilst both have supported the wider scheme, the redevelopment of the Typhoo building does not satisfy their funding requirements/objectives for residential. However, they have indicated there may be available funding for future phases.

Repayable Grant

- 3.14 To ensure the project delivers maximum value for money for the Enterprise Zone it has been agreed that if development on future phases is sold before 31st December 2029 and the project has agreed a developer's profit return above 15% then £1m of the grant will be repaid.
- 3.15 In addition, should Aviva sell the asset within 7 years from signing the agreement for more than the original asset price plus transaction costs, they will share the additional profit 50:50 with the City up to a cap of £2.3m.

Business rates

- 3.16 When sectional completion occurs, the BBC will sign the Occupational Lease whilst they spend a further 12 months installing the technical fit-out. They will still be operating from the Mailbox during this technical fit-out period. Therefore, the BBC will be paying business rates in both the Typhoo building and the Mailbox until their lease expires.
- 3.17 The Business Rates Income Growth is estimated to be £30m, which will be retained by the programme to invest in other projects.

- 3.18 Since the 25th April 2023 the Council on behalf of the EZ has completed a funding agreement with SDL to provide a maximum of £14.3m of EZ grant funding. Following approval of the additional grant funding the Council will agree a variation to the agreement for £2.3m.
- 3.19 The proposed development will contribute to the economy of Birmingham by:
- 3.19.1 Creating opportunities for highly skilled jobs and improving the quality of the built environment.
 - 3.19.2 Increase business and workforce productivity and competitiveness' by creating 470 new net additional employment opportunities.
 - 3.19.3 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'.
 - 3.19.4 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.
 - 3.19.5 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'.
 - 3.19.6 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.
 - 3.19.7 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.
 - 3.19.8 The scheme will also support clean growth in the city centre thanks to making use of embedded carbon, being near public transport infrastructure, and incentivising active modes of transport such as cycling.

3.20 Timescales

Key milestones for the Typhoo Redevelopment are summarised below:

Milestones	Completion Date (FBC)	Revised Completion Date
Detailed Planning Application submitted	21 November 2022	21 November 2022
RIBA Stage 3 (Spatial Coordination)	31 December 2022	14 July 2023

Site Surveys complete	31 March 2023	30 June 2023 (some will continue until start on site)
Detailed Planning Consent	31 March 2023	16 March 2023
RIBA Stage 4 (Technical Design)	31 May 2023	15 September 2023
Contractor Appointment	31 May 2023	24 November 2023
Mobilisation	31 May 2023	27 November 2023
Demolition works commence	31 May 2023	27 November 2023
Main construction works commence	31 May 2023	27 November 2023
Demolition works complete	30 November 2023	30 June 2024
Main construction works complete	31 May 2024	8 August 2025
Typhoo Shell and Core complete	30 April 2025	8 August 2025
BBC Cat A Fit Out	30 April 2025	21 November 2025
BBC Technology Install (by BBC direct)	28 February 2026	31 st March 2027

- 3.21 The project outputs and outcomes detailed which are expected to be delivered as presented in the FBC remain unchanged. However, the timing of achieving them is now expected in November 2025 (was previously April 2025) and November 2036 (previously April 2036) and is tied to the availability and approval of EZ funding.
- 3.22 Commissioners support the recommendations of this report. It recognises that in the immediate future the Council cannot commit to additional borrowing so a one-off payment from retained surplus funds is the only way forward and that once the deal goes unconditional there can be no further claim on council funding as the risk then sits entirely with the developer.

4. Options Considered and Recommended Proposal

- 4.1 Option 1 Business as Usual (Do Nothing / No additional 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 additional grant – This option is not considered achievable. As outlined above other stakeholders are contributing towards the viability gap and it would not be possible to increase this to compensate for a lower level of additional grant funding. In addition, there has been significant value engineering of the build contract to reduce costs and any further changes

would compromise the integrity of the building and the net zero ambitions which are a key requirement of the BBC and Council.

- 4.3 Option 3 Preferred Option – Provide additional EZ grant funding to reduce the increased viability gap. 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.
- 4.4 Option 4 Do Maximum / More additional grant – The project is already receiving a significant level of public investment and is at a level which is higher than would be considered for other projects, but is considered appropriate given the fact the BBC is an internationally recognised brand that will act as a catalyst for growth in the surrounding areas. However, increasing the grant further may compromise the ability to fund other projects.
- 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 the detailed cost benefit analysis has shown that the project still represents high value for money.

5 Consultation

- 5.1 Members of the EZ Partnership Board support the recommendations of this report and provided approval to the additional grant at the Board meeting on the 21st September 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 was included within the full business case approved by Cabinet on the 25th April 2023 which highlights the scheme's strategic risks.
- 6.2 While are set out in Table 1 below.

Table 1

Risk	Mitigation
Construction costs increase.	SDL has completed the two-stage procurement to appoint the contractor and costs have now been fixed following extensive and detailed pricing with SDL, contractor and supply chain.
Securing funding	The funding offer from Aviva is fixed until 22 nd December and provided the lease is signed and EZ funding is in place then the investment can go unconditional, and the project will start on site. If the deal is not completed before the offer expires then the project will not be delivered.

Challenge to Subsidy Control	There is a risk that there may be a challenge to the subsidy control assessment which may impact on the programme. The Council has taken legal advice which confirms that the grant is compliant with the principles assessment.
Agreement for lease not signed	There is a risk the agreement for lease will not be signed, however, extensive discussions have taken place with the BBC Board to address any concerns and the key issue now is to ensure the funding package is in place.

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 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 Our Future City Framework 2040 (OFC) – The project will help to deliver upon the aspirations set out within the OFC 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)
As part of the approval by Cabinet on the 25th April 2023 SDL were certified to the Birmingham Business Charter for Social Responsibility and produced 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. The plan will be updated to reflect the additional grant.

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. The grant funding is considered a lawful subsidy. The principles assessment and supporting evidence was submitted to the Subsidy Advice Unit and they issued their report on 13 July 2023. The grant will need to be put on the Subsidy Control Database once the grant agreement has been entered into. This triggers a period of thirty calendar days for any challenges on the award of subsidy. The additional grant will need to be notified to the Subsidy Advice Unit as a permitted modification. Legal Advice is that this will not require a new subsidy control assessment.

7.3 Financial Implications

- 7.3.1 In line with the Programme's Assurance Framework and Financial Principles, approved by Cabinet on the 6th September 2022, the EZ and City Council, as Accountable Body, can fund the additional grant from existing EZ resources, currently £11.7m in reserves as at 31st March 2023.
- 7.3.2 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, which will be retained by the EZ to be reinvested in other projects. 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.
- 7.3.3 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.
- 7.3.4 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 31st 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 – EZ Offer Letter

Appendix 2 – Equality Impact Assessment EQUA1195

Appendix 3 – Environment and Sustainability Assessment

9. Background Documents

9.1 EZ Investment Plan 2019



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Gerard Ludlow
 Director
 Stoford Properties Ltd
 26-28 Ludgate Hill
 Birmingham
 B3 1DX

g.ludlow@stofords.com (sent via email only)

10 October 2023

Dear Gerard

Enterprise Zone Additional Project Delivery Funding – Former Typhoo Tea Factory Redevelopment

Further to your submission of a request for an additional £3,300,000 of Enterprise Zone (EZ) Capital Funding, and subsequent discussions following EZ Partnership Board on 21 September 2023, I am pleased to inform you that EZ Partnership Board have now approved £2,300,000 EZ grant with the additional gap of £1,000,000 being covered by Stoford Digbeth Limited.

Of this £2,200,000 grant, £1,000,000 will be on a repayable basis if future profits above 15% are crystallised on any Gooch Estate developments in the wider Typhoo Wharf being realised up to 31 December 2029. The funding will be paid as capital grant in accordance with the EZ Assurance Framework process. Stoford Digbeth Ltd as the grant recipient, is solely responsible for meeting any expenditure over this grant amount.

The award of this additional £2,300,000 will be provided under the terms and conditions detailed in a variation to the grant agreement for the original £14,300,000 EZ grant funding already approved and sent under separate cover. Acceptance by Stoford Digbeth Ltd of the award is acceptance of those terms and conditions.

This approval by EZ Partnership Board will require S151 spending control and Cabinet approval on 14 November 2023. Once BCC Cabinet approval has been given and cleared, a permitted modification request to the subsidy already offered will also need to be submitted.

This additional EZ funding is approved in recognition of the worsening of the financial markets, the token land value and the lower than standard development profit weighed against the risk of the project unravelling and the implications this would have for Digbeth and the city. The BBC, located directly alongside the studios of MasterChef and Steven Knight, are the game changers that will put Digbeth on the map.

The revised BCR calculated because of this additional grant funding request will need to be independently verified.

Outputs and Outcomes

The project outputs and outcomes detailed below which are expected to be delivered as presented in the FBC remain unchanged. However, the timing of achieving them is now expected in November 2025 (was previously April 2025) and November 2036 (previously April 2036) and is tied to the availability and approval of EZ funding.

The Social Action Plan you previously submitted will also need to be reviewed and updated to reflect this additional grant funding amount.

Output Description	Quantity	By When
New office space (Grade A, BREEAM 'Outstanding', EPC A)	7,804sqm (GIA)	21 November 2025
New retail space (Grade A, BREEAM 'Outstanding', EPC A)	258sqm (GIA)	21 November 2025
Construction jobs taken up by local workers	28	21 November 2025
Construction jobs taken up by workers from the region	69	21 November 2025
Construction Apprenticeships (young people in the local area)	5	21 November 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
Improved Amenity benefits	£683,925 (Impact value)	30 April 2036
Increase in Business Rates Income of £1.5m per annum from 2026	£1.5m annually	Annually from March 2026

Table 2: Former Typhoo Redevelopment Project Outcomes

Key Milestones

The revised dates to the key milestones from within the Full Business Case are shown below and will be agreed within the variation to the grant agreement. Once agreed any variance from these key milestones should be discussed with the EZ Programme Team and may be subject to a change control process.

Milestones	Completion Date
Detailed Planning Application submitted	21 November 2022
RIBA Stage 3 (Spatial Coordination)	14 July 2023
Site Surveys complete	30 June 2023 (some will continue until start on site)
Detailed Planning Consent	16 March 2023
RIBA Stage 4 (Technical Design)	15 September 2023

Contractor Appointment	24 November 2023
Mobilisation	27 November 2023
Demolition works commence	27 November 2023
Main construction works commence	27 November 2023
Demolition works complete	30 June 2024
Main construction works complete	8 August 2025
Typhoo Shell and Core complete	8 August 2025
BBC Cat A Fit Out	21 November 2025
BBC Technology Install (by BBC direct)	26 March 2027

Table 3: Former Typhoo Redevelopment Project Milestones

Funding profile

The revised funding allocation and claims delivery profile for the £16,600,000 will be finalised as part of the variation to the grant agreement, and once agreed will be considered fixed, and variances from that profile should be discussed with the EZ programme Team and will be subject to a change control process.

Publicity requirements

As part of the funding conditions, you will be required to acknowledge Birmingham City Council as the Funder and Enterprise Zone funding within all publicity materials. Please can you confirm your communications lead by 30 October 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, EZ and Legacy Consultant Programme Manager, will act as the principal point of contact for the project.

Yours sincerely



James Betjemann
Head of Curzon and Enterprise Zone Development

cc. Kerry Billington, Birmingham City Council

Title of proposed EIA	Additional Grant Funding for the Typhoo Building Redevelopment
Reference No	EQUA1195
EA is in support of	New Function
Review Frequency	Two Years
Date of first review	29/11/2024
Directorate	Inclusive Growth
Division	Planning and Development
Service Area	Enterprise Zone
Responsible Officer(s)	<input type="checkbox"/> James Betjemann
Quality Control Officer(s)	<input type="checkbox"/> Richard Woodland
Accountable Officer(s)	<input type="checkbox"/> Simon Delahunty-Forrest
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? N/A

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.

N/A

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

Quality Control Officer comments

Decision by Quality Control Officer

Proceed for final approval

Submit draft to Accountable Officer?

No

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

Reasons for approval or rejection

Please print and save a PDF copy for your records

Yes

Content Type: Item

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Close

Environment and Sustainability Assessment

Project Title: Typhoo Factory Redevelopment		
Department: Place Prosperity and Sustainability	Team: EZ & Curzon Delivery	Person Responsible for assessment: James Betjemann
Date of assessment: 2nd October 2023	Is it a new or existing proposal? New	
<p>Brief description of the proposal:</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 ₂ 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

