

BIRMINGHAM CITY COUNCIL

CABINET

TUESDAY, 13 DECEMBER 2022 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 meeting You Tube site (www.youtube.com/channel/UCT2kT7ZRPFCXq6_5dnVnYlw) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

2 APOLOGIES

To receive any apologies.

3 DECLARATIONS OF INTERESTS

Members are reminded 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.

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4 **MINUTES**

To confirm and sign the Minutes of the meeting held on the 8 November 2022.

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.

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6 **CORPORATE SAFEGUARDING POLICY**

Report of Strategic Director for Children & Families

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7 **CHILDREN'S TRAVEL SERVICE CASUAL / AGENCY TRANSPORT GUIDES PROCUREMENT STRATEGY**

Report of Strategic Director for Children & Families

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8 **HOUSING STRATEGY 2023-2028**

Report of Strategic Director - City Housing

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9 **DRUIDS HEATH REGENERATION UPDATE**

Strategic Director of Place, Prosperity and Sustainability

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

Report of the Director of Council Management.

<u>229 - 252</u>	11	<u>FINANCIAL MONITORING REPORT MONTH 7 2022/23</u>
		This report is from Director of Council Management
<u>253 - 292</u>	12	<u>CUSTOMER SERVICE PROGRAMME – NEXT PHASE</u>
		Director, Digital and Customer Services
<u>293 - 326</u>	13	<u>FULL BUSINESS CASE – BIRMINGHAM MUSEUM AND ART GALLERY WORKS FUNDED BY THE MUSEUM ESTATES AND DEVELOPMENT (MEND) FUND</u>
		Report of the Strategic Director - City Operations
<u>327 - 342</u>	14	<u>NEW BUILD - ATLAS WORKS DEPOT, TYSELEY</u>
		Report of Strategic Director, City Operations
<u>343 - 360</u>	15	<u>COVID RECOVERY SUPPORT FOR SPORT AND LEISURE CONTRACTS (S0034A)</u>
		Report of the Strategic Director - City Operations
<u>361 - 440</u>	16	<u>REGULATED ADULT SOCIAL CARE COMMISSIONING STRATEGY - CARE HOMES, SUPPORTED LIVING AND HOME SUPPORT SENSORY LOSS 2023+</u>
		Report of Strategic Director for Adult Social Care
<u>441 - 456</u>	17	<u>APPLICATION FOR MOVING TRAFFIC ENFORCEMENT POWERS</u>
		Strategic Director of Place, Prosperity and Sustainability
<u>457 - 464</u>	18	<u>APPOINTMENTS TO OUTSIDE BODIES</u>
		Report of the City Solicitor and Monitoring Officer.
<u>465 - 478</u>	19	<u>KEY DECISION - PLANNED PROCUREMENT ACTIVITIES (JANUARY 2023 – MARCH 2023) AND QUARTERLY AWARDS (JULY – SEPTEMBER 2022)</u>
		Report of Assistant Director - Procurement
<u>479 - 486</u>	20	<u>NON KEY DECISION PLANNED PROCUREMENT ACTIVITIES (JANUARY 2023 – MARCH 2023) AND QUARTERLY AWARDS (JULY - SEPTEMBER 2022)</u>
		Report of Assistant Director - Procurement
	21	<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.

487 - 500

21A **USE OF HOUSEHOLD SUPPORT FUND**

Report of Director for Adult Social Care

BIRMINGHAM CITY COUNCIL

CABINET MEETING TUESDAY, 8 NOVEMBER 2022

MINUTES OF A MEETING OF THE CABINET COMMITTEE HELD ON
TUESDAY 8 NOVEMBER 2022 AT 1000 HOURS IN COMMITTEE
ROOMS 3&4, COUNCIL HOUSE, VICTORIA SQUARE, BIRMINGHAM, B1
1BB

PRESENT: -

Councillor Liz Clements, Cabinet Member for Transport
 Councillor John Cotton, Cabinet Member for Social Justice, Community Safety and Equalities
 Councillor Brigid Jones, Deputy Leader of the City Council
 Councillor Mariam Khan, Cabinet Member for Health and Social Care
 Councillor Majid Mahmood, Cabinet Member for Environment
 Councillor Karen McCarthy, Cabinet Member for Children, Young People and Families
 Councillor Yvonne Mosquito, Cabinet Member for Finance and Resources
 Councillor Sharon Thompson, Cabinet Member for Housing and Homelessness
 Councillor Ian Ward, Leader of the City Council

ALSO PRESENT:-

Councillor Robert Alden, Leader of the Opposition (Conservative)
 Councillor Jon Hunt, Leader of the Opposition (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) (online)
 Richard Brooks, Director, Strategy Equalities and Partnerships
 Deborah Cadman, Chief Executive
 Paul Clarke, Assistant Director (Programmes, Performance and Improvement)
 Domenic De Bechi, PFI Contract Manager (online)
 Susan Harrison, Director for Children and Families, BCC
 Kevin Hicks, Assistant Director
 Kathryn James, Assistant Director
 Robert James, Strategic Director, City Operations
 Paul Kitson, Strategic Director, Place, Prosperity and Sustainability
 Paul Langford, Interim Director, Housing Management
 Sara Pitt, Director of Finance (Deputy Section 151 Officer), Council Management Directorate
 Steve Sandercock, Assistant Director, Procurement (online)
 Ashley Skinner, Principal Surveyor (online)
 Dr Justin Varney, Director of Public Health
 Errol Wilson, Committee Services

NOTICE OF RECORDING/WEBCAST

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

17. Apologies for absence were submitted on behalf of Councillor Jayne Francis, Cabinet Member for Digital, Culture, Heritage and Tourism; Andy Couldrick, Chief Executive, Birmingham Children's Trust; Julie Griffin, Managing Director, Housing; Rebecca Hellard, Director, Council Management and Darren Hockaday, Interim Director, People Services.
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DECLARATIONS OF INTERESTS

18. 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.

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

MINUTES

19. **RESOLVED:** -

The Minutes of the meeting held on 11 October 2022, having been previously circulated, were confirmed and signed by the Chair.

EXEMPT INFORMATION – POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC

20. The Chair advised that the report at Agenda items 6, 8, 11 and 15 contained exempt appendices 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. appendices did not contain any exempt information within the meaning of Section 100I of the Local Government Act 1972.

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.

ARDEN CROSS INTERCHANGE TRIANGLE DEVELOPMENT PARTNER APPOINTMENT

The Chair introduced the item and commented that Cabinet would no doubt recalled that Cabinet had agreed the report on the 18 May 2021 to approved agreements for the appointments of agents to market the Arden Cross site and to initiate a development partner selection process to select one or more entities to undertake that development.

The Chair added that further to the advice of Arden Cross Limited (ACL) appointed Property Consultant, Jones Lang LaSalle (JLL) for the procurement of a development partner for the site this was now being progressed and the recommendations of the JLL report was attached at Exempt Appendix 4 to the report.

The Chair then drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 1)

A brief discussion ensued. Following discussions by Cabinet, it was

21. **RESOLVED: -**

That Cabinet:-

- (a) Approved the appointment of a development partner for the Arden Cross Interchange Triangle Site as detailed in the Exempt Appendix 3 to the report;
- (b) Approved ACL reverting to the under bidders in the event of failure to complete and proceed to completion;

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- (c) Approved the proposed terms and completion of the Commercial Terms of the Development Agreement by ACL as set out in Exempt Appendix 5 to the report;
- (d) Authorised the Leader of the Council in conjunction with the Strategic Director of Council Management and Strategic Director Place, Prosperity and Sustainability to agree final terms and Development Agreement (DA) to be entered into by ACL;
- (e) Noted ACL's revenue budget for 2022/23 and approved Birmingham City Council's (BCC) contribution as per the terms of the ACL Shareholders Agreement, identified at Exempt Appendix 7 to the report;
- (f) Authorised the City Solicitor (or their delegate) to negotiate, execute and complete all relevant documentation required to give effect to the above recommendation; and
- (g) Authorised the Assistant Director of Investment and Valuation or nominated appointee (Head of Property and Valuation) to carry out preparatory work and enter into any relevant negotiations involving the Council.

CORPORATE PLAN 2022-2026: MONITORING AND REPORTING PERFORMANCE AND DELIVERY

Councillor Brigid Jones, Deputy Leader of the City Council introduced the item and drew the attention of Committee to the information contained in the report highlighting the key points.

(See document No. 2)

An extensive discussion by the Cabinet Members and Members of the Oppositions then ensued. Following discussions it was

22. RESOLVED: -

That Cabinet:-

- (i) Agreed the draft Corporate Performance and Delivery Plan as the basis for performance and delivery reporting to Cabinet; and
- (ii) Noted the intention to commence the new performance and delivery reporting to Cabinet from December 2022.

HIGHWAY MAINTENANCE AND MANAGEMENT PFI CONTRACT

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

(See document No. 3)

Following discussions by Cabinet, it was

23. RESOLVED: -

That Cabinet:

- (i) Noted:-
 - (a) the submission to Department for Transport (DfT) of an update Outline Business Case (UOBC) contained in Appendix A to the report (Exempt Information); and
 - (b) the updated position in this report regarding progress with delivering capital investment works and procurement of the long-term replacement subcontract;
- (ii) In respect of the Specified Licence service:-
 - (a) approved that the service is to be entirely delivered by the Council, as described in paragraphs 3.14 to 3.17;
 - (b) accepted the implications for the transfer of staff under the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations 2014, as set out in paragraph 7.5; and
 - (c) authorised the City Solicitor (or their delegate) to negotiate and complete all necessary documentation to give effect to the above recommendation;
- (iii) In respect of the A34 / A45 Carriageway works, noted:-
 - (a) the Council entering into a Memorandum of Understanding with the West Midlands Combined Authority, formalised in accordance with the Council's Procurement and Governance Rules paragraph 4.59 vii for negotiation without competition of the carriageway works on the A34 / A45 as part of SPRINT, that was undertaken during the period May 2022 to July 2022, as described in paragraphs 3.18 to 3.19, 4.2 and 7.4.2 to 7.4.6 of this report; and
 - (b) that a breach of Part D2 of the Procurement and Contract Governance Rules in Part D of the Constitution will be recorded.
- (i) Noted the allocation of up to £5m of the Financial Resilience Reserve (FRR) as detailed in the month 5 Financial Monitoring Report on this Cabinet Agenda is used to fund the costs of the Cost-of-Living Emergency;

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- (ii) Noted the approval of the delegation of expenditure on the Cost-of-Living Emergency, as set out in in the Month 5 financial monitoring report on this Cabinet agenda, to the Director of Strategy, Equality and Partnerships and the Section 151 officer, in consultation with the appropriate Cabinet Members;
 - (iii) Approved the delegation of procurement decisions to the Director of Strategy, Equality and Partnerships and the Section 151 officer, in consultation with the Assistant Director of Corporate Procurement and the appropriate Cabinet Members;
 - (iv) Approved the creation of a Cost-of-Living Strategic Response Group chaired by the Director of Strategy, Equality and Partnerships which will oversee the Cost-of-Living delivery workstreams including the responding to addressing immediate priority actions; and
 - (v) Noted that progress updates will be presented to future Cabinet Meetings.
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ACCEPTANCE OF SEND COMMISSIONER'S RECOMMENDATIONS

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

(See document No. 4)

Following discussions by Cabinet, it was

24. RESOLVED: -

That Cabinet:-

- (i) Noted the Council's acceptance of the recommendations made by the SEND Commissioner in his report dated February 2022; and
 - (ii) Noted the action plan, updated in August 2022, that sets out how the recommendations will be addressed.
-

FINANCIAL MONITORING REPORT 2022/23 QUARTER 2 (UP TO 30 SEPTEMBER 2022)

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

(See document No. 5)

Following discussions by Cabinet, it was

25. RESOLVED: -

That Cabinet:-

- (i) Approved an increase in the Capital Budget for 2022/23 of £29.0m as set out in paragraph 4.7 resulting in a revised capital budget of £723.4m;
- (ii) Noted that the Council faces a number of challenges in 2022/23. However, the Council is in a strong robust position with strong financial control processes in place. Reserves are healthy and within recommended limits; and
- (iii) Noted the Treasury Management and Investment Portfolio Reports that are included in Appendix A at Annex 2 and 3 to the report.

DIGITAL STRATEGY 2022-25 – TECHNOLOGY ROADMAP

In the absence of Councillor Jayne Francis, Cabinet Member for Digital, Culture, Heritage and Tourism, Councillor Yvonne Mosquito, Cabinet Member for Finance and Resources presented the item and drew the attention of Cabinet to the information contained in the report.

(See document No. 6)

Following discussions by Cabinet, it was

26. RESOLVED: -

That Cabinet:-

- (i) Endorse the enterprise architecture approach, the associated technology roadmap and platform+agile approach (Appendices A & B) to the report;
- (ii) Endorse the establishment of a governance framework which includes a single Technical Design Authority to approve all new technology procurements and ensure that we have first looked at the re-use of existing solutions, platforms, or capabilities before considering new investments (Appendix C) to the report.
- (iii) Approved the planned procurement for the Microsoft 365 E5 enterprise licence and Microsoft Azure cloud platform subscription services to meet planned demand over the next three years (Appendix D & E) to the report; and
- (iv) Delegated authority to the Director, Digital & Customer Services in consultation with the Strategic Director, Council Management, the Assistant Director, Procurement, the City Solicitor and Monitoring Officer (or their delegates) to implement all necessary agreements.

HOUSING REPAIRS, MAINTENANCE AND INVESTMENT 2024

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

(See document No. 7)

Following discussions by Cabinet, it was

27. RESOLVED: -

That Cabinet:-

- (i) Approved commencement of the procurement for Responsive Repair & Maintenance Services, Gas Servicing and Capital Improvement Work Programmes (as including Major Housing Repairs, Maintenance and Investment 2024 Adaptations to Council Housing Stock) regarding the Council's housing stock in all areas of Birmingham as detailed in this report subject to approval of the Procurement Strategy;
- (ii) Delegated authority to the Strategic Director for City Housing, in conjunction with the Assistant Director Corporate Procurement (or their delegate), the Strategic Director of Council Management (or their delegate), and the City Solicitor (or their delegate) and in consultation with the Cabinet Member for Finance and Resources and the Cabinet Member for Housing and Homelessness, to approve the procurement strategy;
- (iii) Authorised the Strategic Director of City Housing in conjunction with the Assistant Director Corporate Procurement (or their delegate), the Strategic Director of Council Management (or their delegate), and the City Solicitor (or their delegate) to award the contract to the successful bidder(s);
- (iv) Delegated authority to the Strategic Director for City Housing, in conjunction with the Assistant Director Corporate Procurement (or their delegate), the Cabinet Member for Housing and Homelessness, the Strategic Director of Council Management (or their delegate), and the City Solicitor (or their delegate) to take up the option to extend the contract for one period of five years subject to satisfactory performance and the achievement of contractual cost and prescribed Key Performance Indicators, or not take up an option to extend and to re-procure any contract(s) as necessary;
- (v) Authorised the Strategic Director of City Housing in conjunction with the Assistant Director Corporate Procurement (or their delegate), the Strategic Director of Council Management (or their delegate), and the City Solicitor (or their delegate) to activate the contingency plan (as set out at Section 6.4 to the report) if a delay in the procurement puts at risk the new contracts being in place from the 1st April 2024 to comply

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with the statutory obligation to carry out the repairs and maintenance of its housing stock;

- (vi) Delegated authority to the Strategic Director for City Housing, in conjunction with the Assistant Director Corporate Procurement (or their delegate), the Strategic Director of Council Management (or their delegate), and the City Solicitor (or their delegate) to review depot usage with consideration for disposal, with the capital receipts ringfenced to the Housing Revenue Account for housing investment, any request for disposal/ringfencing will be submitted to Cabinet for approval; and
- (vii) Authorised the City Solicitor to execute and complete any documents to give effect to the above.

QUARTERLY ASSURANCE UPDATE (PERIOD 3 – JUNE 2022 TO END OF SEPTEMBER 2022) PROCUREMENT AND CONTRACT GOVERNANCE RULES

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

(See document No. 8)

Following discussions by Cabinet, it was

28. RESOLVED: -

That Cabinet noted the report and accompanying information.

SOCIAL HOUSING DECARBONISATION FUND WAVE 2 – APPROVAL TO BID AND APPROVAL TO SPEND

Councillor Sharon Thompson, Cabinet Member for Housing and Homelessness introduced the item and drew the attention of Cabinet to the information contained in the report highlighting the key points.

(See document No. 9)

Following discussions by Cabinet, it was

29. RESOLVED: -

That Cabinet:-

- (i) Approved, subject to due diligence in relation to affordability of the confirmed total costs, and not exposing risks to the HRA for financial resilience, delegating to the S151 Officer, in consultation with the relevant Cabinet Members (The Leader, Cabinet Member for Housing

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and Homelessness and Cabinet Member for Finance and Resources) the following:

- (a) an application for SHDF Wave 2 funding of up to £23.3m;
- (b) the use of HRA revenue to fund additional Capital borrowing up to £99.0m as required, in addition to existing planned investment, making up the required match funding of £129.3m;
- (ii) Delegated authority to the Strategic Director of City Housing to receive any awarded grant and take decisions as required regarding the identification of appropriate areas for delivery and profiling and tenure split of grant monies based on the proposals submitted to the Department of Business, Energy and Industrial Strategy (BEIS);
- (iii) Delegated Authority to Strategic Director City Housing in conjunction with the Director of Council Management (or their delegate) to make further bids to SHDF or related government grant funding for the delivery of retro fit interventions; and
- (iv) Authorised the City Solicitor (or delegate) to negotiate, execute and complete all necessary legal documentation to give effect to the above recommendations.

KEY DECISION PLANNED PROCUREMENT ACTIVITIES (NOVEMBER 2022 – JANUARY 2023) AND QUARTERLY CONTRACT AWARDS (APRIL – JUNE 2022)

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

(See document No. 10)

Councillor Robert Alden, Leader of the Opposition (Conservative) referred to the planned procurement for both remediation and clearance as well as highway improvements at the Bordesley Park (former Wheels site), and commented that the report to Cabinet on the 28 June 2022, which gave authority for the potential disposal of the site to a developer, stated that “The sale of the subject property will remove remediation (the site is a former landfill site) and financial risks and ongoing management liability from the Council. The successful tenderer has the resources and experience to deliver the development of the site and will bear the associated risks going forward”.

Paul Kitson, Strategic Director, Place, Prosperity and Sustainability undertook to investigate the issue and respond directly to Councillor Alden outside the meeting.

Following discussions by Cabinet, it was

30. **RESOLVED: -**

That Cabinet:-

- (i) 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;
- (ii) Noted the contract award decisions made under Chief Officers delegation during the period April 2022 – June 2022 as detailed in Appendix 4 to the report.

KEY DECISION PLANNED PROCUREMENT ACTIVITIES (DECEMBER 2022 – FEBRUARY 2023)

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

(See document No. 10)

It was

31. RESOLVED: -

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.

OTHER URGENT BUSINESS

32. No item of urgent business was raised.

The meeting ended at 1142 hours.

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CHAIRPERSON



Birmingham City Council

Report to Cabinet

13th December 2022

Subject: CORPORATE SAFEGUARDING POLICY

Report of: Sue Harrison, Director of Children's Services

Relevant Cabinet Members: Cllr Mariam Khan - Adult Social Care and Health

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

Report author: Sue Harrison,
Director of Children and Families
Email: Sue.M.Harrison@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: 010735/2022		
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 provides a Corporate Safeguarding Policy for consideration and approval by Cabinet.

- 1.2 This report also sets out the Council's statutory responsibilities for safeguarding children and the arrangements the Council has put into place to support the implementation of refreshed Corporate Safeguarding arrangements.

2 Recommendations:

- 2.1 That Cabinet:
- 2.1.1 Approves and adopts the Corporate Safeguarding Policy 2022, which will be implemented with immediate effect.
 - 2.1.2 Approves the proposal to ensure the Corporate Safeguarding Policy is reviewed on an annual basis (or sooner in the event of changes to local or national policy) as part of the work programme of the Corporate Safeguarding Network.
 - 2.1.3 Notes the work that has already taken place and planned to support the implementation of refreshed arrangements.

3 Background

- 3.1 Section 11 of the Children Act 2004 places duties on local authorities to ensure their functions, including any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children (refer to 4.3 for '*Responsibilities of individuals*').
- 3.2 Statutory Guidance 'Working Together to Safeguard Children' (2018) sets out the arrangements that should be in place in organisations that reflect the importance of safeguarding and promoting the welfare of children. As set out in the first sentence of the statutory guidance: *"Nothing is more important than children's welfare. Children who need help and protection deserve high quality and effective support as soon as a need is identified"*.
- 3.3 Chapter 2 of the Statutory Guidance 'Working Together to Safeguard Children' (2018) details the common features which must be demonstrated by agencies in order to fulfil their commitment to safeguard children and promote the welfare of children. It also sets out the arrangements that should be in place in the Council that reflect the importance of safeguarding and promoting the welfare of children including:
- a clear line of accountability for the commissioning and/or provision of services designed to safeguard and promote the welfare of children
 - a senior board level lead with the required knowledge, skills and expertise or sufficiently qualified and experienced to take leadership responsibility for the organisation's/agency's safeguarding arrangements
 - a culture of listening to children and taking account of their wishes and feelings, both in individual decisions and the development of services

- clear whistleblowing procedures, which reflect the principles in Sir Robert Francis' Freedom to Speak Up Review and are suitably referenced in staff training and codes of conduct, and a culture that enables issues about safeguarding and promoting the welfare of children to be addressed
- clear escalation policies for staff to follow when their child safeguarding concerns are not being addressed within their organisation or by other agencies
- arrangements which set out clearly the processes for sharing information, with other practitioners and with safeguarding partners
- a designated practitioner (or, for health commissioning and health provider organisations/agencies, designated and named practitioners) for child safeguarding. Their role is to support other practitioners in their organisations and agencies to recognise the needs of children, including protection from possible abuse or neglect. Designated practitioner roles should always be explicitly defined in job descriptions. Practitioners should be given sufficient time, funding, supervision and support to fulfil their child welfare and safeguarding responsibilities effectively
- safe recruitment practices and ongoing safe working practices for individuals whom the organisation or agency permit to work regularly with children, including policies on when to obtain a criminal record check
- appropriate supervision and support for staff, including undertaking safeguarding training
- creating a culture of safety, equality and protection within the services they provide

In addition:

- employers are responsible for ensuring that their staff are competent to carry out their responsibilities for safeguarding and promoting the welfare of children and creating an environment where staff feel able to raise concerns and feel supported in their safeguarding role
- staff should be given a mandatory induction, which includes familiarisation with child protection responsibilities and the procedures to be followed if anyone has any concerns about a child's safety or welfare
- all practitioners should have regular reviews of their own practice to ensure they have knowledge, skills and expertise that improve over time

3.4 As part of the commitment to ensuring that robust arrangements are in place across all aspects of the organisation, a new Corporate Safeguarding Policy has been developed, in line with statutory requirements.

4 Corporate Safeguarding Policy

- 4.1 The Corporate Safeguarding Policy (Appendix one) has been developed to provide guidance for all Birmingham City Council staff, Elected Members, volunteers and individuals, consultants and agencies contracted (and sub-contracted) by Birmingham City Council who may come across concerns regarding the safeguarding and protection of children, young people and adults within the context of their work.
- 4.2 The Corporate Safeguarding Policy sets out the legal framework and wider safeguarding context that the City Council should operate within for example Birmingham Safeguarding Children Partnership Procedures and Practice Standards, West Midlands Child Protection and Safeguarding Procedures and Birmingham Adult Safeguarding policies and procedures.
- 4.3 ***Responsibilities of individuals***
- 4.3.1 Every Councillor, every member of staff, every volunteer and every contracted service provider, has a responsibility to adhere to the procedures and guidance set out in this policy.
- 4.3.2 Each department needs to be aware of how their staff interact with children and with adults at risk, providing appropriate training on safe working practices and on creating safe environments. Staff should be alert to any indications that a child or adult at risk may need to be safeguarded from harm and know who to contact if they have concerns.
- 4.3.3 This means that every service within the Council has a key role to play and has to take full ownership of their safeguarding responsibilities.
- 4.3.4 The Council has already established a Corporate Safeguarding Network, chaired by the Director of Children's Services, as the designated person with overall responsibility for safeguarding of children and young people at Birmingham City Council. All Directorates have nominated representatives to participate in the work of the Network.
- 4.4 The Corporate Safeguarding Network has been identified as the key group to lead the work of implementing and embedding the Corporate Safeguarding Policy, reporting progress to the Corporate Leadership Team.
- 4.5 A Quality and Performance Framework will be established to enable the Network and senior leaders to monitor related performance, for example, take up of mandatory safeguarding training and compliance with DBS policies.
- 4.6 It will be important to ensure that the Corporate Safeguarding Policy remains up to date, reflecting local and national policy and statutory guidance. On that basis it is proposed the Corporate Safeguarding Policy is reviewed on an annual basis (or sooner in the event of changes to local or national policy) as part of the work programme of the Corporate Safeguarding Network.

- 4.7 Ensuring the new Corporate Safeguarding Policy is fully embedded across the Council will be one of a range of activities the Council will be undertaking to ensure children are firmly at the heart of Birmingham through the Year of Change 2023.

5 Risks

- 5.1 Local Authorities have a vital role in the safeguarding and protection of children and adults at risk of harm or abuse. The lack of corporate safeguarding policy and procedures, including the robust implementation of these across the workforce could result in the council failing to fulfil its statutory duties towards children and young people.
- 5.2 Ultimately, without the Corporate Safeguarding Policy and its robust implementation and embedding across the workforce, there is a risk that opportunities to safeguard children, young people and vulnerable adults may be missed.

6 Consultation

- 6.1 An initial high-level review of the draft Corporate Safeguarding Policy was carried out by Legal Services (Education and Adults) and Internal Audit prior to being shared with the Children and Families Senior Leadership Team on 20 May 2022 to formulate a corporate approach towards the policy and pending significant input and amendment from other areas of the Council. A copy of the draft policy was sent to each Directorate in preparation for it to be discussed at the Council Leadership Team meeting 6 June 2022 who approved it in principle subject to final amendments.
- 6.2 The Corporate Safeguarding Policy has been further developed in consultation with members of the Corporate Safeguarding Network, officers across the Council and Birmingham Children's Trust, including heads of safeguarding in children's and adult social care, legal services, human resources, finance, communications, procurement, commissioning, performance, and policy.
- 6.3 The Cabinet Member for Children, Young People and Families and Cabinet Member for Social Justice, Community Safety and Equalities have also been consulted.

7. Compliance Issues

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

- 7.1.1 The Corporate Safeguarding Policy is a key policy document that will contribute to the Council's outcome of A Bold Safe Birmingham, in particular the priority: Protect and Safeguard Vulnerable Citizens.

7.2 Legal Implications

- 7.2.1 Birmingham City Council's local authority functions mean that it has an overarching responsibility for safeguarding and promoting the welfare of all children and young people in its area. The law requiring this is set out under the 1989 and 2004 Children Acts, the Education Act 2002 and government guidance including the statutory guidance Working Together to Safeguard Children (July 2018).
- 7.2.2 For adults at risk the Care Act 2014 as well as the Mental Capacity Act 2005 sets out a clear legal framework for how local authorities and other parts of the health and care system should protect adults at risk of abuse or neglect. It includes a duty for Birmingham City Council to make enquiries, or request others to make them, when we think an adult with care and support needs may be at risk of abuse or neglect and they need to find out what action may be needed.

7.3 Financial Implications

- 7.3.1 There are no direct financial implications arising from this report.

7.4 Procurement Implications

- 7.4.1 The Corporate Safeguarding Policy provides guidance for all Birmingham City Council staff, Elected Members, volunteers and individuals, consultants and **agencies contracted (and sub-contracted) by Birmingham City Council** who may come across concerns regarding the safeguarding and protection of children, young people and adults within the context of their work.

7.5 Human Resources Implications

- 7.5.1 The Corporate Safeguarding Policy sets out the Council's responsibilities regarding safer recruitment, training for staff and responsibilities. Through implementation of the policy, safeguarding training, recruitment practice and relevant job descriptions will be reviewed in line with the policy and compliant with Section 11, Children Act 2004, which sets out the arrangements for safeguarding and promoting the welfare of children and applies to all key local bodies named under section 11(1) of the Act. One of the key features of these arrangements is ensuring safer recruitment procedures are in place and managers are aware of them and comply.
- 7.5.2 Birmingham City Council corporate safeguarding training will become mandatory for all Directorates from 2023 with a refresher required every 2 years.

7.6 Public Sector Equality Duty

- 7.6.1 The recommendations in this report will support the Council to fulfil its obligations under the Equality Act. We will have regard to the public sector

equality duty at all stages of the programme set up, mobilisation and delivery. An Equality and Impact Assessment has been undertaken in the development of this report (**Appendix 2**).

8. Appendices

8.1 Appendix 1 - Corporate Safeguarding Policy 2022.

8.2 Appendix 2 – Equality and Impact Assessment

9. Background Documents

[Children Act 1989](#)

[Education Act 2002](#)

[Children Act 2004](#)

[Mental Capacity Act 2005](#)

[Care Act 2014](#)

[Statutory Guidance: Working Together to Safeguard Children 2018](#)

Birmingham City Council

Corporate Safeguarding Policy

Date of publication: 13 December 2022



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1. Important Contact Numbers

Children's Social Care Services (Birmingham Children's Trust)	0121 303 1888
Outside of office hours Children's Social Care (Birmingham Children's Trust)	0121 675 4806
Adult Social Care Services	0121 303 1234
Outside of office hours Adult Social Care	0121 675 4806
West Midlands Police	101 (or in an emergency 999)
NSPCC (National Society for the Prevention of Cruelty to Children)	0808 800 5000
Local Authority Designated Officer (Allegations against a professional or someone working with children and young people)	0121 675 1669

2. Purpose and Scope

- 2.1 This policy provides guidance for all Birmingham City Council staff, Elected Members, volunteers and individuals, consultants and agencies contracted (and sub-contracted) by Birmingham City Council who may come across concerns regarding the safeguarding and protection of children, young people and adults within the context of their work.
- 2.2 It supports Birmingham City Council in achieving Corporate Plan (2022-26) priority 8: "Support and enable all children and young people to thrive" and priority 10: "Protect and safeguard vulnerable citizens"
- 2.3 The policy is relevant to all of Birmingham City Council's work it delivers, commissions and funds.

3. Legal Framework

- 3.1 Birmingham City Council's local authority functions mean that it has an overarching responsibility for safeguarding and promoting the welfare of all children and young people in its area. The law requiring this is set out under the 1989 and 2004 Children Acts, the Education Act 2002, and complemented by government guidance including the statutory guidance in Working Together to Safeguard Children (July 2018) and Keeping Children Safe in Education (September 2022).
- 3.2 For adults, Local authorities have a number of statutory powers and duties to safeguard adults in cases of abuse and neglect. Some of these powers are contained in the Care Act 2014 which sets out a clear legal framework for how local authorities and other parts of the health and care system should protect adults at risk of abuse or neglect. It includes a duty for Birmingham City Council to make enquiries,

or request others to make them, when we think an adult with care and support needs may be at risk of abuse or neglect and they need to find out what action may be needed. Outside of the Care Act, local authorities have various statutory powers to take more coercive action in safeguarding cases under a range of mental health and public health powers, inherent jurisdiction and the criminal law.

- 3.3 For children, local authorities have a range of statutory powers and duties to safeguarding the welfare of children under the Children Act 1989 and Children Act 2004, which places a duty on the local authority to safeguard children and to make arrangements through key agencies to co-operate to improve the well-being of children and young people in their area. In Birmingham, some of these functions are delegated by the Council to Birmingham Children's Trust who deliver children's social care on behalf their behalf.

4. Wider context

- 4.1 This policy also sits in a wider context of safeguarding policies, procedures, and guidance which may apply to the Council and its officers. These includes:
- Birmingham Safeguarding Children Partnership Procedures & Practice Standards
<https://lscpbirmingham.org.uk/professionals>
 - West Midlands Child Protection and Safeguarding Procedures
<https://westmidlands.procedures.org.uk/>
 - Working Together to Safeguard Children
[Working together to safeguard children - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/working-together-to-safeguard-children)
 - Keeping Children Safe In Education
[Keeping children safe in education - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/keeping-children-safe-in-education)
 - Liberty Protection Safeguards
<https://www.gov.uk/government/publications/liberty-protection-safeguards-factsheets/liberty-protection-safeguards-what-they-are>
 - Prevent Duty & Extremism Guidance
<https://proceduresonline.com/trixcms1/media/3766/bct-csc-prevent-guidance-june-2018-181119.pdf>
 - Care Act 2014
[Care Act 2014 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2014/16/contents)
 - Adult Safeguarding: Multi-agency policy & procedures for the protection of adults with care & support needs in the West Midlands.
[WM Adult Safeguarding PP v20 Nov 2019.pdf](https://www.warwickshire.gov.uk/media/3766/bct-csc-prevent-guidance-june-2018-181119.pdf)
 [\(safeguardingwarwickshire.co.uk\)](https://www.warwickshire.gov.uk/safeguardingwarwickshire.co.uk)
 - Information Sharing Protocol Safeguarding Adults
[Information Sharing Protocol | Birmingham Safeguarding Adults Board \(bsab.org\)](https://www.birmingham.gov.uk/info/20126/10000/information-sharing-protocol-safeguarding-adults)

- Birmingham Safeguarding Adults Board Procedures
<https://www.bsab.org/professionals/>
- Any other Council service specific policies from time to time in force.

5. Overview

- 5.1 It is a duty of Birmingham City Council to ensure that children/young people and adults are safeguarded from harm. The Director of Children's Services has professional responsibility for children's services, including operational matters, although children's social care is commissioned by the Council to be delivered by Birmingham Children's Trust, including statutory work under Section 17 and Section 47 of the Children Act 1989; and the Director of Adults is responsible for adults' services.
- 5.2 Everyone has a responsibility to safeguard the welfare of children, young people, and adults at risk, whatever the role of the individual, or Birmingham City Council service or Directorates they work in.
- 5.3 Each Directorate needs to be aware of how their staff interact with children/young people and with adults at risk, providing appropriate training on safe working practices and on creating safe environments. Staff should be alert to any indications that a child or adult at risk may need to be safeguarded from harm and know who to contact if they have concerns.
- 5.4 Organisations that Birmingham City Council contracts with will be required through either legislation and/or the terms of their contract to have appropriate safeguarding policies in place for their staff.
- 5.5 The significance of safeguarding to the wider organisation is recognised and where safeguarding risks are identified Directorates and services must ensure these are recorded in their Risk Registers and where appropriate escalated into the Corporate risk register.
- 5.6 Birmingham City Council will work with the appropriate statutory bodies when an investigation into child abuse or a safeguarding adult's investigation is necessary.
- 5.7 For this policy to be effective it is essential that each Birmingham City Council Directorate as well as agencies and people working within them have an applied understanding of what safeguarding means, knows that safeguarding is everyone's responsibility, knows the signs and symptoms of potential harm, how to access safeguarding procedures, advice, and guidance, and is committed to making an informed contribution to safeguard children, young people, and adults at risk.
- 5.8 Birmingham City Council will ensure their staff are appropriately trained for the roles they undertake.

6. Safeguarding

- 6.1 Any allegations or concerns that children/young people and adults may be suffering harm should be raised with Birmingham Children's Trust or Adult Social Care service. There is no such thing as information being given "in confidence" – there is a duty of care and legal responsibility for the Council to respond to safeguarding concerns or

incidents. If a child or adult is in immediate danger, you should always call the police. (Refer to sections 11 and 12 below for ways to make contact with these agencies).

Children and young people at risk

6.2 Working Together to Safeguard Children statutory guidance defines safeguarding and promoting the welfare of children as:

- protecting children from maltreatment
- preventing impairment of children's health or development
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care.

The definition of a child and/or young person for the purpose of this document is anyone under the age of 18 years.

6.3 It should be noted that a child that has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate for children and young people, does not change his or her status or entitlement to services or protection under the Children Act 1989.

Safeguarding adults at risk

6.4 Adult safeguarding is working with adults with care and support needs to keep them safe from abuse or neglect. It is an important part of what many public services do, and a key responsibility for Birmingham City Council.

6.5 Adult safeguarding is aimed at people with care and support needs who is experiencing, or may, be at risk of abuse or neglect. We will work in partnership with local services, partners, agencies and other appropriate stakeholders to take steps to protect those at risk.

6.6 An adult at risk is a person who is or may be in need of care and support by reason of mental or other disability, age, or illness, and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation.

6.7 An adult at risk may therefore be a person who:

- is elderly and frail due to ill health, physical disability, or cognitive impairment
- has a learning disability
- has a physical disability and/or a sensory impairment
- has mental health needs including dementia or a personality disorder
- has a long-term illness/condition
- misuses substances or alcohol
- is a carer, such as a family member/friend, who provides personal assistance and care to adults and is subject to abuse
- is unable to demonstrate the capacity to make a decision and is in need of care and support.

(This list is not exhaustive)

7. Signs of abuse

7.1 Staff will be able to recognise abuse. Under the Care Act 2014 the main forms of abuse are divided into the following categories:

- **Physical abuse** – including assault, hitting, slapping, pushing, misuse of medication, restraint or inappropriate physical sanctions.
- **Domestic violence** – including psychological, physical, sexual, financial, emotional abuse; so called 'honour' based violence.
- **Sexual abuse** – including rape, indecent exposure, sexual harassment, inappropriate looking or touching, sexual teasing or innuendo, sexual photography, subjection to pornography or witnessing sexual acts, indecent exposure and sexual assault or sexual acts to which the adult has not consented or was pressured into consenting.
- **Psychological abuse** – including emotional abuse, threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, cyber bullying, isolation or unreasonable and unjustified withdrawal of services or supportive networks.
- **Financial or material abuse** – including theft, fraud, internet scamming, coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits.
- **Modern slavery** – slavery, human trafficking, forced labour and domestic servitude. People are bought and sold for sexual exploitation, forced labour, street crime, cannabis cultivation, grooming and pimping, domestic servitude, forced marriage or even the sale of organs and human sacrifice.
- **Discriminatory abuse** – including forms of harassment, slurs or similar treatment; because of race, gender and gender identity, age, disability, sexual orientation or religion.
- **Organisational abuse** – including neglect and poor care practice within an institution or specific care setting such as a hospital or care home, for example, or in relation to care provided in one's own home. This may range from one off incidents to on-going ill-treatment. It can be through neglect or poor professional practice as a result of the structure, policies, processes and practices within an organisation.
- **Neglect and acts of omission** – including ignoring medical, emotional or physical care needs, failure to provide access to appropriate health, care and support or educational services, the withholding of the necessities of life, such as medication, adequate nutrition and heating
- **Self-neglect** – this covers a wide range of behaviour neglecting to care for one's personal hygiene, health or surroundings and includes behaviour such as hoarding. It involves no other perpetrator.
- **Sexual Exploitation** – this covers exploitative situations where a person receives 'something' as a result of them performing or having performed on them, sexual activities.

7.2 Children may be vulnerable to neglect and abuse or exploitation from within their family and from individuals they come across in their day-to-day lives. These threats can take a variety of different forms, including sexual, physical and emotional abuse;

neglect; domestic abuse, including controlling or coercive behaviour; exploitation by criminal gangs and organised crime groups; trafficking; online abuse; sexual exploitation and the influences of extremism leading to radicalisation. Whatever the form of abuse or neglect, practitioners should put the needs of children first when determining what action to take.

- 7.3 Children, young people and adults at risk can be influenced by those who would seek to radicalise them. Birmingham City Council has a legal duty to work to prevent people from being drawn into terrorism. This “prevent duty” is led by the Prevent Co-ordinator (BCC Community Safety and Resilience Service) but safeguarding children/young people and adults from the risk of radicalisation extends to all staff. As such all staff should recognise the risk of radicalisation as a safeguarding issue and respond to signs of this as they would to other abuse.

8. What this means for our work

- 8.1 In their day-to-day work, officers employed by Birmingham City Council will endeavour to safeguard children, young people and adults by:
- reporting in a timely way any concerns or suspicions that a child or young person, or an adult is being or is at risk of being abused.
 - always giving a high priority to actions to protect a child/young person or an adult from abuse
 - reporting without delay concerns or allegations
 - ascertaining the wishes and feelings of children/young people and adults, valuing them, listening to, and respecting them
 - sharing information about safeguarding and good practice with children/young people, parents, adults at risk, carers, staff, and volunteers
 - sharing information about concerns with agencies who need to know, and involving parents and children/young people or adults at risk and carers appropriately
 - providing effective management for staff and volunteers through supervision, support, and training
 - providing senior management commitment and accountability to safeguard and promote the welfare of children/young people and of adults
 - being clear about the authority’s responsibilities for safeguarding and promoting the welfare of children/young people and adults
 - involving adults, carers, children and young people and families in planning and developing services
 - ensuring services for children/young people and adults are safe and accessible
 - attending staff training and continuing professional development
 - following safe recruitment, vetting procedures, and responding to allegations against staff
 - providing effective inter-agency working to safeguard and promote the welfare of children/young people and adults at risk
 - reviewing our policy and good practice annually.

- 8.2 Birmingham City Council will support safeguarding work by ensuring all its staff, Members, individuals, consultants and agencies contracted by them:
- understand their legal and moral responsibility to protect children, young people, and adults from harm, abuse, and exploitation
 - have an appropriate understanding of child protection and adult safeguarding as part of their training and induction if they work directly with children and young people or with adults
 - understand their duty to report concerns that arise about a child or young person or adult, or a member of staff's conduct towards a child/young person or adult at risk.
- 8.3 Birmingham City Council will ensure that any procedures relating to the conduct of staff are implemented in a consistent and equitable manner.
- 8.4 Safeguarding is delivered and achieved through good interagency and multi-disciplinary working within Birmingham City Council and with other organisations. Standards of practice in work with children, young people, adults and their families or carers are regularly reviewed in line with relevant national guidance. Working effectively with partners and other agencies means:
- supporting the Birmingham Safeguarding Children Partnership and the Birmingham Safeguarding Adults Board to carry out their duties in partnership with other local organisations
 - commissioned organisations, including the voluntary sector, providing services to children, young people, adults at risk, their families, or carers and to schools demonstrating standards of safeguarding compliant with the policies and procedures of Birmingham City Council.
 - information is shared efficiently and effectively in respect of issues that may affect the safety and welfare of children, young people, or adults at risk.
 - concerns are shared early in order to prevent any problems escalating.
 - ensuring that Birmingham City Council has a network of Directorate designated safeguarding leads who can act as trained and accessible safeguarding advocates to support staff to make alerts.

9. Safe Recruitment

- 9.1 The Council is committed to safe recruitment practices and recognises that this fits into an overall corporate approach to safeguarding across a range of functions that need to operate together in order to be effective. This applies to employees, volunteers, work placements, elected members, licencing, school transport arrangements and any other regulated positions.
- 9.2 The Council's safe recruitment process includes pre-employment vetting which involves establishing full employment histories; proof of identity; satisfactory references; health assessment; checks of qualifications; asylum and immigration checks; and criminal record checks with the Disclosure and Barring Service.
- 9.3 The Council's website will contain links to the current versions of safer recruitment policies that are in force.

10. Safeguarding Training

- 10.1 All new members of staff will:
- receive induction training (when relevant to their role) which should include how to identify and report safeguarding concerns within the appropriate levels of confidentiality.
 - be expected to undertake awareness raising/training on safeguarding children and adults with care and support needs at a level appropriate to their role
 - undertake safeguarding refresher training when required (from 2023 this will become mandatory every 2 years).
- 10.2 All managers who participate in recruitment and selection will have undertaken the appropriate training. For those working with children, young people and vulnerable adults this should also include the safer recruitment element.

11. Responsibilities of individuals

- 11.1 Corporate safeguarding is everybody's business in every directorate within the Council. However, certain employees have particular roles, outlined below.
- 11.2 The Lead Member for Children's Services holds political accountability for all local authority children's services, including education and social care.
- 11.3 Our Chief Executive holds the council's overarching responsibility for ensuring that there are effective safeguarding arrangements for children, young people and adults; that policies and procedures are in place and that they are robust, up to date and fit for purpose; that there are effective corporate governance arrangements and that all statutory requirements are met.
- 11.4 The Director of Children's Services is the designated person with overall responsibility for safeguarding of children and young people. In addition, the Director of Children's Services (as agreed by the Corporate Leadership Team on 6th June 2022) will act as Corporate Safeguarding Lead (as per the requirements set out under Section 11 of the Children Act 2004 and described in Working Together to Safeguarding Children 2018 statutory guidance and Keeping Children Safe in Education guidance September 2022). The Director of Children's Services will work closely with members of the Executive Team within Birmingham Children's Services in view of the commissioned arrangements in respect of children's social care functions as outlined above.
- 11.5 The Director of Adult Social Services is the designated person with overall responsibility for safeguarding adults. The Head of Service for Adult Safeguarding will act as the Adults Services representative at the Corporate Safeguarding Network
- 11.6 The Director for Human Resources (HR) is responsible for ensuring that robust safe staffing procedures are in place for undertaking the relevant checks which form part of the safer recruitment and selection process e.g. criminal records/DBS, right to work checks etc. As well as overseeing employee disciplinary investigations if any concerns, disclosures or allegations of abuse by an employee are made.

11.7 All employees of Birmingham City Council and Elected Members are to:

- understand and apply this policy and procedure in their activities
- identify opportunities and undertake appropriate training to support them in their role
- act appropriately at all times and be able to challenge inappropriate behaviour in others
- be able to recognise harm
- know how to report any concerns in a timely and appropriate way.

11.8 In addition, Chief Officers, senior managers, and designated safeguarding leads of the City Council should ensure they have sufficient oversight of Birmingham City Council's safeguarding responsibilities particular to their areas. They should ensure they:

- have a working knowledge of relevant legislation and guidance with respect to safeguarding and promoting the welfare of children/young people and adults at risk and how this applies to their Service and or Directorate
- are responsible for communicating to all staff the importance of safeguarding and promoting the welfare of children and adults and that it is everybody's responsibility to do so
- have effective working relationships with other parts of the Council and with other agencies in order to safeguard and promote the welfare of children and adults at risk.
- report identified training needs of staff to managers with responsibility for staff training and offer opportunities to undertake appropriate safeguarding training
- that the policy and procedure is adhered to; and
- ensure that all staff know how to access the whistle blowing procedures.
- where an individual's role requires it, comply with the requirements of the Birmingham City Council's DBS policy and procedures
- Chief Officers will provide safeguarding assurance to the Corporate Leadership Team monthly through a line of sight update provided by the Corporate Safeguarding Network (with representation from every Directorate).
- Chief Officers and their services will participate in Section 11 audits in line with the Birmingham Safeguarding Children Partnership audit programme.

12. Acting on concerns

12.1 **If you think a child, young person or adult is at risk of immediate harm call 999.**

12.2 If you have concerns about the safety and/or welfare of a:

- i. **child or young person** who lives in the Birmingham area phone the Children's Advice & Support Service (CASS) on 0121 303 1888 or via secure email: CASS@birminghamchildrenstrust.co.uk. CASS provides a single point of contact for professionals and members of the public who want to access support or raise concerns about a child. They will listen, assess your concerns, and can take action if a child is at risk.

They are available Monday to Thursday: 8:45am to 5:15pm and Friday: 8:45am to 4:15pm.

Outside of normal office hours call 0121 675 4806 for the Emergency Duty Team.

- ii. **an adult** who lives in the Birmingham area with care and support needs, phone the Adult Social Care Contact Centre on 0121 303 1234 or via email: CSAdultSocialCare@birmingham.gov.uk
Text Relay: Dial 18001, followed by the full national phone number

They are available Monday to Friday from 9am to 5pm

If you believe that the referral you are making is urgent and needs to be responded to when Adult Social Care staff are not routinely available, please contact our Out of Hours team on 0121 464 9001 or 0121 675 4806 or email AMHPoutofhours@birmingham.gov.uk.

13. Responding to concerns and allegations in respect of people in positions of trust

- 13.1 Where an allegation is made in relation to a person working in a position of trust with children or young people you must contact the Local Authority Designated Officer (LADO). You can make a referral by calling 0121 675 1669 or via email: Ladoteam@birminghamchildrenstrust.co.uk
- 13.2 Where an allegation is made in relation to a person working in a position of trust with adults with care and support needs, you must contact the Adult Social Care Contact Centre by calling 0121 303 1234 or via email: CSAdultSocialCare@birmingham.gov.uk

Guidance is available: <https://www.bsab.org/downloads/download/12/person-in-a-position-of-trust-pipot-framework>
- 13.3 Any suspected immediate risk to any child or children, or adult at risk should be responded to immediately and the case referred to Children's Advice & Support Service (CASS) or Adult and Communities Access Point (ACAP) using the contact details given above.

14. Oversight and challenge

- 14.1 Support, coordination and challenge of Birmingham City Council's actions, services and responsibilities to safeguard are overseen by the independently chaired Birmingham Safeguarding Children Partnership and Birmingham Safeguarding Adults Board.
- 14.2 Children's Safeguarding Partnership Audits are undertaken annually where all local agencies and organisations who provide services to children and young people are asked to self-assess the extent to which they meet the safeguarding requirements and standards as set out in Section 11 of the Children Act 2004.

- 14.3 Birmingham Safeguarding Adults Board Scrutiny and Governance Committee and meets eight times a year to review annual Assurance Summaries from each partner organisation, covering a statement of their work, good practice, the citizen's voice and any concerns or themes they have around adult safeguarding. It covers strengths, weaknesses and risks, identifies any learning and development needs and how well the services are meeting the principles of [Making Safeguarding Personal \(MSP\)](#), [Risk Enablement](#) and [Care Act](#) expectations.
- 14.4 Elected Member oversight is provided by the Cabinet Member for Health & Social Care.

Title of proposed EIA	Corporate Safeguarding Policy
Reference No	EQUA1023
EA is in support of	New Policy
Review Frequency	Annually
Date of first review	30/11/2023
Directorate	Education and Skills
Division	N/A
Service Area	N/A
Responsible Officer(s)	Maria J Barnett
Quality Control Officer(s)	Kerry Madden
Accountable Officer(s)	Helen X Price
Purpose of proposal	Publish the Corporate Safeguarding Policy, which sets out the Council's statutory responsibilities for safeguarding and protecting children and adults and the arrangements the Council has put into place to support the implementation.
Data sources	relevant reports/strategies; relevant research; Other (please specify)
Please include any other sources of data	This compliments the existing Safeguarding Policy Frameworks for Children and Adults and does not replace them. Extensive consultation has been undertaken with members of the Corporate

Safeguarding Network, officers across the Council and Birmingham Children's Trust, including heads of safeguarding in children's and adult social care, legal services, human resources, finance, communications, procurement, commissioning, performance and policy.

ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS

Protected characteristic: Age

Service Users / Stakeholders; Wider Community

Age details:

No negative impact identified or affected by application of this policy.

The policy has been designed to affect children differentially and positively (under the age of 18) and also adults at risk of abuse or neglect (over the age of 18). This policy seeks to protect and promote the welfare of all children, young people and adults and address discrimination, harassment and victimisation effectively.

The policy summarises the respective procedures and guidance in relation to

	safeguarding children and adults.
Protected characteristic: Disability	Service Users / Stakeholders; Wider Community
Disability details:	No negative impact identified or affected by application of this policy as it seeks to protect and promote the welfare of all children, young people and adults at risk of abuse or neglect.
Protected characteristic: Sex	Not Applicable
Gender details:	No negative impact identified or affected by application of this policy.
Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	No negative impact identified or affected by application of this policy.
Protected characteristics: Marriage and Civil Partnership	Not Applicable
Marriage and civil partnership details:	No negative impact identified or affected by application of this policy.
Protected characteristics: Pregnancy and Maternity	Not Applicable
Pregnancy and maternity details:	No negative impact identified or affected by application of this policy.

Protected characteristics: Race

Not Applicable

Race details:

No negative impact identified or affected by application of this policy. This policy seeks to protect and promote the welfare of all children, young people and adults at risk of abuse or neglect.

Protected characteristics: Religion or Beliefs

Not Applicable

Religion or beliefs details:

No negative impact identified or affected by application of this policy. This policy seeks to protect and promote the welfare of all children, young people and adults at risk of abuse or neglect.

Protected characteristics: Sexual Orientation

Not Applicable

Sexual orientation details:

No negative impact identified or affected by application of this policy. This policy seeks to protect and promote the welfare of all children, young people and adults at risk of abuse or neglect.

Socio-economic impacts

No negative impact identified or affected by application of this policy. This policy seeks to protect and promote the welfare of all children, young people and adults at

Please indicate any actions arising from completing this screening exercise.	risk of abuse or neglect. No actions identified. Whilst the Council acknowledges the higher representation groups of individuals with specific characteristics affected by safeguarding, this policy compliments the existing Safeguarding Policy Frameworks for Children and Adults and does not replace them.
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	This policy compliments the existing Safeguarding

Policy Frameworks for Children and Adults and does not replace them. Extensive consultation has been undertaken with members of the Corporate Safeguarding Network, officers across the Council and Birmingham Children's Trust, including heads of safeguarding in children's and adult social care, legal services, human resources, finance, communications, procurement, commissioning, performance and policy.

The aim of this policy is to protect and promote the welfare of the children and adults at risk of abuse or neglect and to provide clear guidance for the Council, its officers, elected members and volunteers.

Safeguarding children and adults is the responsibility of all BCC employees. The ultimate beneficiary from this policy will be the local community in terms of reassurance as to how the council deals with safeguarding issues.

QUALITY CONTROL SECTION

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

EQIA reviewed. In agreement with content provided by Responsible Officer. The Corporate Safeguarding Policy has been extensively consulted upon with Council colleagues.

Decision by Quality Control Officer

Proceed for final approval

Submit draft to Accountable Officer?

No

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

17/11/2022

Reasons for approval or rejection

EQIA approved
overall impact neutral

Please print and save a PDF copy for your records

Yes

Content Type: Item

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Birmingham City Council

Report to Cabinet

13th December 2022



Subject: CHILDREN'S TRAVEL SERVICE CASUAL / AGENCY
TRANSPORT GUIDES PROCUREMENT STRATEGY

Report of: Sue Harrison - Strategic Director for Children and
Families

**Relevant Cabinet
Member:** Cllr Karen McCarthy - Children Young People &
Families
Cllr Yvonne Mosquito - Finance & Resources

Relevant O &S Chair(s): Cllr Kerry Jenkins - Education and Children Social
Care
Cllr Akhlaq Ahmed - Resources

Report author: Edward Harper
Contracts and Commercial Workstream Lead
Email Address: edward.harper@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: 010734/2022		
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 provides an overview of the current contractual arrangements and recommendations for the procurement of casual / agency travel guides used to support the front-line Birmingham City Council ("BCC") Children's Travel Service.
- 1.2 The report details the options explored and the recommendations to meet the key imperatives which will be to establish a sustainable mechanism for the ongoing, compliant procurement of casual / agency guides, with the required number of providers to meet the demands of the service, in the most cost-effective manner.
- 1.3 These recommendations support what is a critical front-line service. Consistency, compliance and safeguarding are key factors in its development alongside driving increased value for money to help move the service towards a balanced budget. The plan is suitably flexible to recognise other transformation projects underway, notably the project in relation to the future target operating model for the delivery of guides.

2 Recommendations

That Cabinet; -

- 2.1 Approves the procurement of a Council framework for a four-year period commencing 1st June 2023 (prior to the start of the 2023/24 academic year) with expiry date of 31st May 2027.
- 2.2 Approves the use of the Crown Commercial Services RM6238 framework as an interim arrangement to award contracts to 5 of the current 8 providers for a 12-month period while a compliant Council framework is procured.
- 2.3 Approves a waiver of the procurement and governance rules (as per the attached waiver at Appendix 1) to the value £560,139.00 to enable guide contracts to be awarded to the remaining 3 current providers as an interim arrangement for a 12-month period while the Council procures a compliant framework.
- 2.4 NOTES: That these interim arrangements (2.2 and 2.3 above) are to avoid any disruption to service provision while procurement activities are undertaken, maximising continuity for children with SEND.
- 2.5 Authorises the Director for Children and Families (or their delegate), in conjunction with the Strategic Director of Council Management (or their delegate) and the City Solicitor & Monitoring Officer (or their delegate) to:
 - 2.5.1 Approve the procurement strategy report prior to publication of the opportunity for a Council framework;
 - 2.5.2 Approve the award of contract to providers to be admitted to the Council framework; and
 - 2.5.3 Approve any call off contract relating to the Council framework.

3 Background

- 3.1 Local authorities must meet the statutory requirements relating to home to school transport and sustainable travel. The Birmingham City Council (“BCC”) Children’s Travel Service is the biggest service of its kind in the country providing transport services to support over 4,500 children and young people with Special Educational Needs and Disabilities (“SEND”). There are over 1,200 transport routes operated each day and approximately, as at early September 2022, 920 of these routes require guides to support the needs of these children.
- 3.2 BCC has its own in-house team of guides, which currently numbers 402 FTE of permanent and fixed term contract employees. The remaining requirement is met through commissioning guides (alongside transport) from a number of approved transport providers; a pool of relief/casual guides centrally managed by BCC; members of school staff who occasionally act as guides; and through accessing casual/agency guides from a number of providers.
- 3.3 The latter category, of accessing casual/agency guides from a number of providers, is the focus of this report. As of September 2022, BCC utilised 8 (eight) of these providers to provide 138 casual guides on 138 routes supporting approximately 950 children with SEND. These guides are accessed where the other sources are unavailable e.g., when all in-house guides (less those not available due to long term sickness, maternity leave etc.) have already been allocated to routes. Whilst work is underway to reduce the number of casual guides required through work around maximising the utilisation of the in-house team of guides and through route optimisation; assuming a continued level of demand, and assuming continued prices, expenditure with these providers is forecast to be in the region of £1.573m per year.
- 3.4 For several years BCC has procured agency guides via a BCC agency framework P0188 (“Supply staff to schools agency contract”) alongside informal purchasing arrangements to ensure service continuity. The expiry of the BCC agency framework on 31st August 2022 and the recognition of these informal purchasing arrangements led to a final call-off from the framework together with a waiver being issued by the Head of Service authorised by the Director of Children’s Services in September 2022. This permitted arrangements to continue on a temporary basis until 31 December 2022 to enable children with SEND to get to school safely at the start of this academic year 2022/2023.

- 3.5 The below table identifies the five suppliers that were on the expired framework P0188 and to which we are currently seeking approval to use the CCS framework to award them. The other three suppliers have never been on a framework and are subject to waiver approval.

Agency / Operator	Part of BCC P0188 Framework
Aspire	Yes
Balfor	Yes
Connaught	Yes
eYears	Yes
Teacher Active	Yes
ABC Teachers	No
CERT	No
Green Destinations	No

- 3.6 As per paragraph 3.4 above, in September 2022 final call-offs were made with the 5 (five) providers on the (now expired) BCC P0188 agency framework. In the same month the internal waiver approval process was utilised for the 3 (three) providers who were not on this framework.
- 3.7 As part of the BCC Children's Travel Service Improvement Programme, work is underway to determine the future target operating model for guides. This project will undertake a detailed analysis of the options, their benefits and their various costs. The recommendations contained within this Cabinet Report reflect the need for a continued supply of agency staff while this project takes place to ensure continued and consistent service delivery. The recommendations of this report also offer a suitably flexible solution which can "flex" to any agreed outcome of the future target operating model for guides. Officers involved in the future target operating model for guides project are supportive of this report's recommendations.
- 3.8 It is clear, that due to the expiry of the BCC P0188 agency framework and the informal purchasing arrangements that a formalised, compliant procurement solution is required. The current value of this procurement is anticipated to be in the region of £1.573m per year and therefore, in addition to the importance of these guides to the safe and secure delivery of the service, there is a requirement to ensure that the solution is compliant with procurement rules pertaining to a contract of this value.
- 3.9 Significant work has gone into establishing an operationally robust Children's Travel Service for this academic year (2022/23). Agency guides have had to be procured in order to ensure the safe transportation of approximately 950 children on (at September 2022) 138 routes. These agency guides have undergone additional checks through the BCC Compliance process to check their DBS status and obtain a badge to confirm they are visibly approved to be on home to school transport prior to their allocation to a route. Relationships are already

being built with the children and their parents/carers for this academic year. Therefore, maintaining consistency for this academic year while the procurement process is undertaken (for the longer term) is a key outcome of these recommendations. Allowing the time in this academic year to implement the longer-term solution will also allow the transition to any new arrangements to be effectively communicated with parents/carers and children.

- 3.10 This report recommends a plan which will establish a sustainable mechanism for the ongoing procurement of agency guides in the most cost-effective manner beyond 31 December 2022. The recommended plan has two parts. The first part contains short term arrangements for a maximum period of one year which permits the time to develop and undertake the second part of the plan which is to establish a dedicated and robust BCC framework for the procurement of casual/agency travel guides. Through this proposed framework it is anticipated that BCC will establish a clear and consistent specification that, through market engagement, will include a larger than present cohort of providers, thereby increasing competition; and having absolute cost transparency. Robust procedures for accessing this framework will also be established.
- 3.11 These recommendations support what is a critical front-line service. Consistency, compliance and safeguarding are key factors in its development alongside driving increased value for money to help move the service towards a balanced budget. The plan is suitably flexible to recognise other transformation projects underway, notably the project in relation to the future target operating model for the delivery of guides.

4 Options Considered and Recommended Proposal

4.1 Option 1 – Do Nothing.

- 4.1.1 Due to the expiry of the BCC P0188 agency framework together with the informal purchasing arrangements, it is clear, that a formalised, compliant procurement solution is required. At present the temporary extension of these arrangements runs until 31 December 2022 and cannot be extended further (see option 4). Should nothing be done, then BCC would be operating in a legally non-compliant way running the risk of provider legal challenge and the risk of non-continuation of casual guide provision which is integral to successful service delivery and BCC fulfilling its legal obligations to provide suitable travel arrangements to facilitate eligible children's attendance at school. Option 1 therefore is not viable.

4.2 Option 2 – Establish a new, legally compliant, framework, commencing the tender process as soon as possible without any short term, interim arrangements during the procurement process.

- 4.2.1 The temporary extension of the current arrangements runs until 31 December 2022. There is insufficient time to undertake a robust and compliant tender process between the date of this report and the end of December 2022. This option therefore would produce the risk of there being a "gap" between the end

of the current extension and the commencement of any new procurement solution. During this period BCC would be operating in a legally non-compliant way running the risk of provider legal challenge and the risk of non-continuation of casual guide provision which is integral to successful service delivery and BCC fulfilling its legal obligations to provide suitable travel arrangements to facilitate eligible children's attendance at school. Option 2 therefore is not viable.

4.3 Option 3 - Establish a new legally compliant framework for BCC, commencing the tender process as soon as possible together with short term, interim arrangements to ensure continuity of service while the procurement process takes place.

4.3.1 The current value of this procurement is anticipated to be in the region of £1.573m per year and therefore, in addition to the importance of these guides to the safe and secure delivery of the service, there is a requirement to ensure that the solution is compliant with procurement rules pertaining to a contract of this value. It has been explored with wider Council stakeholders that there are no current plans to re-establish the BCC P0188 agency framework which not only provided transport guides but a wider offer of supply staff to schools.

4.3.2 This option recommends a procurement that is 100% focused on transport guides and tailored to the needs of the service; highlighting the importance of this provision to the service and the specific requirements that need to be met in terms of training and safeguarding. In order to permit the appropriate time to undertake this procurement process, ensuring robust input from internal and external stakeholders, the design of a comprehensive specification and generating interest from the marketplace to create increased competition, interim arrangements need to be put in place.

4.3.3 It has been identified that 5 (five) of the current guide providers are on the Crown Commercial Service Framework RM6238, which is compliant with the Department for Education (DfE) Keeping Children Safe in Education standards. This framework expires on 4 July 2025 therefore this provides an immediate solution to the continuation of service for 47% of those that require casual/agency guides (65 routes and approximately 447 children based on the 3 months leading up to September 2022). Exploratory meetings have taken place between BCC Corporate Procurement and the Crown Commercial Service and it has been clarified that BCC can undertake direct awards to the current 5 (five) existing providers who are on the Framework. There also exists the option to access all other providers on the Framework through further mini competition. There will be the ability to draw financial comparisons between the rates currently being paid by BCC to these providers and these providers' submitted Framework prices. Should their Framework prices be less than those currently charged, then BCC shall, as a minimum, utilise these cheaper prices. Should the current rates being paid by BCC be less than the Framework prices, then these can be the starting point for discussions around direct award. Therefore, by accessing this Framework it may give BCC the opportunity to reduce their cost base in the short

term. These arrangements will stay in place until 31 December 2023 to allow for any delays in the procurement timetable of the establishment of the dedicated four-year framework.

- 4.3.4 For the other 3 (three) current guide providers who are not on the Crown Commercial Service Framework RM6238, in order to continue to access their services, thereby ensuring consistency of service for the children with SEND during this academic year, a waiver/breach to the procurement and contract rules is requested so that BCC can continue to access the required services from these providers. Again, these arrangements will stay in place until 31 December 2023 to allow for any delays in the procurement timetable of the establishment of the dedicated four-year framework.
- 4.3.5 With this short-term plan in place (4.3.3 and 4.3.4 above), BCC shall work to establish their own dedicated four-year framework which will be ready for use at the very latest by 31 December 2023 (the end of the short-term arrangements). It is recommended however that this new framework will be in place prior to the start of the new academic year, 2023/24, that is to say prior to 1 September 2023. Delegated authority will be given to officers to appoint providers to this framework and also to undertake call-offs from this framework up to a maximum value of £1.8m per year. Whilst the current annual value of the requirement is in the region of £1.573m, and work is underway to reduce the requirement, it is recommended that this increased level of expenditure is permitted to provide sufficient flexibility over the course of the next 4 years. This will also allow sufficient flexibility to manage seasonal pressures which may result in increased levels of sickness within the cohort of in-house, BCC guides.
- 4.3.6 Consideration was given as to whether a framework or a dynamic purchasing system (DPS) was the preferred procurement mechanism. Discussions with the Service identified the need for service call-offs to be undertaken at pace; it often being the scenario that a member of staff has called in sick early in the morning and therefore an agency guide is required to be in position very quickly, often within a few hours. It was therefore identified that there was insufficient time to fulfil the requirements of a DPS; that is to say to undertake mini-competition, whereas the framework would provide the mechanism for direct awards. It was also viewed that sufficient interest in the market could be generated to ensure that the 4-year framework would have sufficient providers to meet the needs of the service. As part of the initial consultation (see para 5.2) 25 current and potential providers were identified and contacted; the majority of whom demonstrated significant interest in the framework opportunity.
- 4.3.7 The benefits for BCC of establishing their own dedicated framework, during the course of next year, are multiple, as it will allow BCC to tailor its requirements to the market through the production of a comprehensive specification ensuring robust input from internal and external stakeholders and generating further interest from the marketplace to create increased competition. During the course of next year, the Guides Target Operating Model project will have been

implemented and a clearer indication of the requirement can be provided to the market. These recommended short-term arrangements will also provide as much consistency as possible to the children with SEND and their parents/carers during this academic year. The current value of this procurement is anticipated to be in the region of £1.573m per year and therefore, in addition to the importance of these guides to the safe and secure delivery of the service, there is a requirement to ensure that the solution is compliant with procurement rules pertaining to a contract of this value.

4.3.8 This Option, Option 3, is the recommended option.

4.4 Option 4 – Extend the current “extension” arrangements to permit time to undertake a full and proper procurement process

4.4.1 This option can most easily be explained as an extension to the current extension arrangements. That is to say, a further contract extension to those providers on the expired BCC P0188 Framework together with a further waiver being required for those other providers not on the framework.

4.4.2 Whilst considered, this option is not a viable one because a contract call off from a framework cannot be extended where the framework has expired. Whilst a call off contract can exceed the framework validity period there is no mechanism in the relevant call off contract for its extension.

4.4.3 This option therefore is not a viable one.

4.5 Option 5 – Fully utilise an existing legally compliant framework of providers

4.5.1 It has been identified that 5 (five) of the current guide providers are on the Crown Commercial Service Framework RM6238 which is compliant with the Department for Education (DfE) Keeping Children Safe in Education standards. This framework expires on 4 July 2025 therefore this provides an immediate solution to the continuation of service for 47% (65 routes and approximately 447 children) of those that require casual/agency guides (based on the 3 months leading up to September 2022). There therefore exists the opportunity to use this Framework to meet the partial needs of the service until its expiry.

4.5.2 However, 3 (three) other current providers who (based on the 3 months leading up to September 2022) provide 53% (73 routes and approximately 503 Children) of the service for those that require casual/agency guides are not on this Framework. Therefore, for more than half of the children and their families/carers who require casual/agency guides, a move to this Framework would mean a change of provider and therefore travel guide just 3 months into their academic year. The importance of consistency cannot be over-estimated and significant work has gone into the Service undertaking additional checks on the current casual staff cohort; and relationships are being built with the children and their parents/carers for this academic year. Maintaining consistency of service for this academic year is a desired key outcome which would not be met by this option.

- 4.5.3 Moreover, the Crown Commercial Service Framework is one which is not tailored to the travel guide market but rather provides a wide range of temporary workers, including but not limited to teachers, educational support staff such as teaching assistants and cover supervisors, headteachers and senior leaders, admin, clerical, finance, IT, maintenance, caterers, cleaners and drivers. This option therefore is less beneficial than those that recommend a tailored procurement process solely focused specifically on the needs of transport guides for BCC.
- 4.5.4 For the reasons set out in 4.5.2 and 4.5.3 above this option is sub-optimal in comparison to Option 3 and is therefore not recommended.
- 4.6 Option 6 – meet the requirements in different ways / alternative provision
- 4.6.1 It was explored whether the requirement of casual guides, currently 138 guides with a contractual annual value of £1.573m, could be met through alternative provision. As set out in the Background section to this report, the alternative options may include meeting this requirement through commissioning guides (alongside transport) from a number of approved transport providers; a small pool of relief/casual guides centrally managed by BCC; and/or members of school staff who occasionally act as guides.
- 4.6.2 The Target Operating Model project currently underway will fully explore these alternatives, comparing their respective financial costs and their benefits. This work has not yet been completed and therefore for this Cabinet Report to recommend an option which precedes the outcome of this project would be unwise. However, any recommended Option should be suitably flexible to “flex” around the outcomes of this Target Operating Model project. This has been reflected through the desire in many of the above options to establish a framework or utilise an existing framework, thereby not committing BCC to any fixed expenditure or demand. So should the outcome of the project be either to expand the in-house guide capacity or move towards increased outsourcing (or anything in between), a framework option would provide the required flexibility.
- 4.6.3 This Option is not viable as it does not provide a solution to the requirement within the available timescales.
- 4.7 Recommended Proposal
- 4.7.1 Option 3 is the recommended Option.
- 4.7.2 It provides consistency to children with SEND and their families and carers during this academic year by permitting BCC to utilise the same current providers. Work that has gone into training the existing Guides and ensuring their compliance (DBS checks etc) at the start of this academic year will not be wasted.
- 4.7.3 The use of the Crown Commercial Service Framework RM6238 provides the opportunity to market test the prices of 5 (five) of the current providers and thereby possibly reduce operating costs. Through obtaining visibility of these Framework costs pressure can also be brought onto those providers not on the

Framework to more closely align their prices (should the Framework prices be cheaper).

- 4.7.4 The Option provides the time for BCC to establish its own Framework, compliant with Public Contracts Regulations 2015, tailored to the requirements of SEND Guide provision. It will also allow new providers entry to provide increased competition. There will be consistent pre-negotiated terms and conditions and transparency of costs.
- 4.7.5 This Option permits the establishment of a new Framework by 1st June 2023. We will work with schools and the Parent Carer Forum to establish an implementation and communication plan which will see changes made and communicated over the Summer, prior to the start of the new academic year 2023/24.
- 4.7.6 Through the proposed Option, clear call-off procedures will be established thereby providing a fully auditable and transparent approach to future expenditure. The Option permits, through delegated authority, the Service to call-off up to a maximum value of £1.8m per year providing sufficient flexibility over the course of the next 4 years for any changing demand requirements.
- 4.7.7 The Option provides all flexibility to reflect any outcome of the Guide Target Operating Model project.

5 Consultation

- 5.1 Officers have taken feedback from the Birmingham Parent Carer Forum (“PCF”) who recognised the need for this procurement and were supportive of the recommended option. The PCF were grateful to hear about the focus on consistency of guide provision and the recognition as to how this strategy would work in parallel with the larger piece of work to review the Target Operating Model for the guide service. It was agreed that, once the recommendations of this report are approved, to undertake further consultation with parents, carers and service users to help develop the specification and also a communication plan to help manage the transition to new arrangements.
- 5.2 During the course of the development of this report, providers have been consulted (both BCC providers and outside). Many of whom have already confirmed their interest in tendering for the opportunity should this recommendation be approved. Once the recommendations of this report are approved, we will undertake further market engagement as part of generating interest in the framework opportunity and shaping the specification. This will be undertaken either via meeting or publication of a PIN notice prior to tender publication.

6 Risk Management

- 6.1 The provision of guides is an integral part of service delivery for the Children’s Travel Service. Changes to personnel can lead to some children having greater difficulties accessing transport services. Many children struggle to adapt with change and therefore unnecessary or frequent changes are often detrimental to an individual’s mental wellbeing and ability to learn. Aligning and controlling any

change to travel arrangements is a key function of the service when handling new academic year travel arrangements which typically would include any necessary planned guide changes. The recommended option therefore attempts to make all efforts to ensure service continuity.

- 6.2 Reputational risk is a significant issue for the service and therefore the recommended option seeks to build on the sustainable building blocks that have been put in place for this academic year, 2022/23.
- 6.3 Should this report not be accepted by cabinet, then, from 1 January 2023, BCC would be operating in a legally non-compliant way. This would therefore run the risk of provider legal challenge and the risk of non-continuation of casual guide provision which is integral to successful service delivery and BCC fulfilling its legal obligations to provide suitable travel arrangements to facilitate eligible children's attendance at school.
- 6.4 Through the work that has been undertaken at 5.2 above, the provider market has been appraised of the plans for a full procurement for a casual / agency pupil guides framework agreement around January/February 2023. This has been positively received by the majority of providers, thereby reducing the risk of provider challenge in the short term.

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 decision supports the delivery of Birmingham as an aspirational city to grow up in as this will aim to continue to support the SEND offer to Birmingham's children and families; modernising, safeguarding and improving outcomes for children.

7.2 Legal Implications

- 7.2.1 Sections 508B and 508C of the Education Act 1996 make provision for local authorities to ensure that suitable travel arrangements are made, where necessary, to facilitate a child's attendance at school. Suitable travel arrangements may include the provision of guides to support eligible children to get to school.

7.3 Financial Implications

- 7.3.1 The allocated budget for the Children's Travel Service in 22/23 is £35.7m. The service is forecast to overspend significantly against this allocated budget. The current year overspend projection includes £1.6m to be spent on 138 casual agency guides, this report is targeted at reducing the cost of agency guides through efficient re-procurement. The cost savings following this re-procurement of guides will reduce the projected overspend for the service.

7.4 Procurement Implications

- 7.4.1 The recommended option to go out to procurement is compliant and in line with the Public Contracts Regulations 2015 as is the use of the Crown Commercial Services Framework (CCS) as an interim measure. The use of those organisations that are not on the CCS Framework could potentially be subject to challenge from other providers not included as part of the interim measures. The risk of challenge is considered low, given the fact that this is only a temporary measure while a more strategic and compliant approach is implemented. To further mitigate this risk, a Voluntary Ex-Ante Transparency Notice (VEAT) will be issued notifying the market of our intention to award these contracts. The procurement process and route to market for the council Framework will be fully detailed in the strategy report.

7.5 Human Resources Implications

- 7.5.1 The HR implications for this project are modest. First and foremost, this report is about maximising the use of agency workers and ensuring proper due diligence is undertaken in terms of the contract award. HR welcome this.
- 7.5.2 The report does not affect BCC staff except that the work detailed herein is likely to allow BCC to better utilise its own staff and deliver the service more efficiently and effectively.
- 7.5.3 An outcome of the project will likely be fewer agency workers acting as Pupil Guides. As part of a redesign of the service, it may be possible for agency workers will be placed on BCC contracts, following a short process in line with BCC recruitment policy, to reduce agency reliance and cost.
- 7.5.4 Where possible, we will also endeavour to create and offer early career roles such as Apprenticeships linked to this work in the service, if this is possible. This will create employment, training, and development opportunities for young people in the city who are under-represented in the Council's workforce.
- 7.5.5 We will ensure that any residual recruitment required by BCC will be conducted in line with the council's recruitment and retention policy and Equalities Strategy and provides equity for all candidates.

7.6 Public Sector Equality Duty

- 7.6.1 An Equality Impact Assessment has been undertaken, has been reviewed for quality assurance and is signed off. There are no negative implications associated with these recommendations.

7.7 Environmental and Sustainability Implications

- 7.7.1 An Environmental and Sustainability Assessment has been completed. There are no environmental or sustainability implications with these recommendations.

8 Appendices

- 8.1 Appendix 1 - Waiver for January 2023 to December 2023.
- 8.2 Appendix 2 - ESA Guidance.
- 8.3 Appendix 3 - Equality Assessment.

9 Background Documents


- 9.1 Waiver for September 2022 to December 2022.

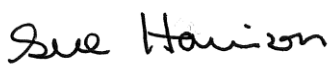

WAIVER FORM

PROJECT / CONTRACT TITLE	Children's Travel Service Casual / Agency Transport Guides	
DESCRIPTION OF CONTRACT (GOODS \ SERVICES PROVIDED)	The provision of trained adult guides to escort or accompany children with additional support needs aged 0 – 25 to an agreed education establishment.	
DIRECTORATE	Children's and Families	
SERVICE AREA	Children's Travel Service	
SERVICE LEAD	Sarah Norman	
DIRECTOR / ASSISTANT DIRECTOR	Sue Harrison	
HEAD OF SERVICE	Sarah Norman	
VALUE	£560,139.00	
CONTRACT PERIOD	1st January 2023 to 31st December 2023	
Please indicate the justification for a Waiver to the Procurement and Contract Rules		
i. Efficiency / expediency in relation to process: Following the Rules in whole or part would not add value to the intended outcomes and would not compromise transparency and accountability.		
ii. Increased cost / loss of income: Following the Rules in whole or part would result in increased costs or loss of opportunity.		
iii. Time constraints beyond the control of the Council: Following the Rules in whole or part would create unreasonable time pressures to deliver outcomes required. In such cases this must not be through poor planning or lack of action on the Council to have created the time constraint		
iv. Avoidance of reputational damage: Failure to act promptly would have a serious, damaging and long-term impact on the reputation of the Council, that from a time perspective the Council cannot afford to be mitigated through a formal tendering process		
v. Request for noting for transparency as a formal Breach of the Rules: Seeking to note this breach in line with Waiver Approval procedure.	See comment below*	
<p>*In order to ensure that sufficient guides are available to enable children with SEND to get to school safely the council has temporarily extended an existing contract beyond its agreed contract term. This is a critical service. A further explanation as to why we are in this position, which has been impacted by Covid recovery and resource issues, will be provided in the Cabinet report referred to below.</p>		

Please provide details on reasons for applying for a Waiver													
<p>Transport guides form part of the council's HTST accompanying children and young people to and from their education establishments.</p> <p>For several years BCC has procured guide services via the following routes:</p> <ul style="list-style-type: none"> i. BCC Professional Services - P0188 Agency Framework for schools Lot 2 – Education ii. Informal purchasing arrangements with Guide Agencies and Operators <p>This waiver is applicable for contracts with providers that are not on any current framework arrangement with BCC. The providers in question are as follows:</p> <table border="1"> <thead> <tr> <th>Agency / Operator</th> <th>£ Estimated Annual Spend</th> </tr> </thead> <tbody> <tr> <td>Green Destinations Limited</td> <td>£394,725.00</td> </tr> <tr> <td>ABC Teachers</td> <td>£14,820.00</td> </tr> <tr> <td>CERT</td> <td>£150,594.00</td> </tr> <tr> <td>Total</td> <td>£560,139.00</td> </tr> <tr> <td>Amount requested under this waiver to allow flexibility of pupil guide volumes</td> <td></td> </tr> </tbody> </table> <p>This is above the £173k per annum threshold that is required for a competitive tender in line with The Public Contracts Regulations 2015 (legislation.gov.uk)</p> <p>Green Destinations, CERT & ABC Teachers are not part of the recently expired BCC framework and have no contractual agreement to provide guides. Their aggregated spend for twelve months is estimated at £560,139 which is above the £173,000 per annum required for a competitive tender.</p> <p>Birmingham City Council are currently in discussions to agree and implement a strategy for the procurement of a framework agreement to help deliver pupil guides. The lack of expert resource available to the HTST service has impacted on the ability to tender for a new contract before the 31 August 2022 deadline, so a waiver was signed for September 2022 to December 2022 to avoid reputational damage to an already strained service. A cabinet report is being put forward for 13th December 2022 that will set out the strategy for the provision of pupil guides moving forward. A new waiver is required for January 2023 until December 2023. The cabinet paper puts forward a recommendation that cabinet approves the procurement of a council framework for a four-year period commencing September 2023 with expiry date of 31st August 2027.</p> <p>To ensure there is a contract in place and that we can provide a statutory service to the council's most vulnerable children and young people, an interim waiver is required for a maximum period of 12 months to allow enough time for procurement of a BCC owned pupil guides framework agreement. This will be confirmed in the report to Cabinet.</p>		Agency / Operator	£ Estimated Annual Spend	Green Destinations Limited	£394,725.00	ABC Teachers	£14,820.00	CERT	£150,594.00	Total	£560,139.00	Amount requested under this waiver to allow flexibility of pupil guide volumes	
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ABC Teachers	£14,820.00												
CERT	£150,594.00												
Total	£560,139.00												
Amount requested under this waiver to allow flexibility of pupil guide volumes													
Which part or parts of the Procurement and Contract Rules are being sought to be waived?													
We are seeking a waiver to the Negotiated Procedure clause 4.59, as we require negotiations to take place to secure an immediate solution.													
What implications, risk or consequences would apply if a Waiver is not being approved?													
The implications of not approving a waiver are as follows:													

<ol style="list-style-type: none"> 1. The HTST service would become un-operable from January 2023 as the council heavily relies on guides to escort children and young people to their education establishments. This will affect approximately 950 children of the HTST service including 138 routes. 2. The council will not have a formal contract in place to hold agencies and operators to account for service delivery and performance. 3. After recent public dissatisfaction with the HTST service, the council will likely face significant reputational damage for having insufficient guides to provide a HTST service.
<p>What longer terms plans are in place to ensure compliant contractual arrangements will be established prior to the end of the contract awarded under waiver?</p>
<p>A strategy report is due to go to Cabinet in December that will set out the recommended option to procure a BCC framework agreement and the future operating model for pupil guide services.</p>
<p>Other Comments</p>
<p>A report will be taken to Cabinet in December that will set out the strategy for the provision of pupil guides moving forward.</p> <p>The next accessible Cabinet meeting for sign off is in December 2022, for which a report has been submitted.</p> <p>As the service is required for 1st January 2023, there will be a period of “anticipated breach” from January 2023 to December 2023.</p> <p>The Assistant Director of Procurement has been notified of this breach and has approved this course of action – i.e. the use of a waiver pending a subsequent cabinet report under the council’s new Constitution - Part D - Procurement and Contract Governance Rules. This should lead to the Emergency Process being implemented to continue with guides provision until a future procurement strategy/exercise can be implemented.</p> <p>There is a legal risk that other agencies and/or operators could challenge the council’s waiver and award of interim contracts to guide agencies and operators as they have not been tendered for in line with UK Contract and Procurement Regulations. However, to help mitigate this risk the council should implement the following:</p> <p>A VEAT notice will be published as a way of mitigating the above risk.</p> <ol style="list-style-type: none"> i) Include an exemption period of 12 months. ii) The recommendation to cabinet to go out to full procurement in January/February 2023 for a BCC framework agreement for the provision of pupil guides will ensure a compliant solution is in place before the end of the exemption period. iii) Recruit resource to oversee implementation of the guide solution. iv) Draft appropriate terms and conditions to ensure the operational safety and performance of the guide service. <p>It should also be noted that any future tender for guides represents an opportunity to deliver significant savings against the current structure and rates. Following the recruitment of a responsible resource, this should be presented as part of an outline business case.</p>
<p>DECLARATIONS</p>

I the undersigned declare that I have no conflicts of interest which would otherwise prevent my signature to this Waiver.			
Lead Officer	Mike Smith		
Corporate Procurement Comments			
Name / Title		Date	8/11/22

AUTHORISATIONS			
	DIRECTORATE SIGN OFF	CORPORATE SIGN OFF	Date
Over £5,000 up to £100,000	Assistant Director or Head of Service	Relevant Head of Category (Corporate Procurement Service)	Date
Name / Title			
Over £100,000 to £250,000	Assistant Director	Assistant Director – Procurement	
Name / Title			
Over £250,000 to £500k (revenue) or to £1million (capital)**		Section 151 in conjunction with Cabinet Member (Finance)	
Comment (if required)			
Name / Title	Sue Harrison Director Children & Families  04.11.2022	REBECCA HELLARD STRATEGIC DIRECTOR OF COUNCIL MANAGEMENT 	04.11.2022

**** Above these levels and / or Key Decision and / or where deemed required by the Cabinet Member formal sign off is required at Cabinet.**

Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/ decision/development proposal is likely to have on the environment. This assessment must be completed for CLT and Cabinet reports where appropriate. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete.

To complete the assessment, you should consider whether the proposal will have a positive or a negative impact on each of the key themes by placing a (✓) for positive, (x) for negative and (?) for unclear impact, and (N/A) for non-applicable impact. Further guidance on the completion of the template is available on page 3 below.

Project Title:	Children's Travel Service Casual / Agency Transport Guides Procurement Strategy			
Directorate: Children's Services	Team: Children's Travel Service		Person Responsible for assessment: Ed Harper	
Date of assessment: 03/10/22	Is it a new or existing proposal? New			
Brief description of the proposal: There is a requirement to reprocur the provision of casual / agency guides for the Children's Travel Service.				
Potential impacts of the policy/development/ decision 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 - including water, soil, air			X	
Energy use and CO ₂ emissions			X	
Quality of environment			X	
Impact on local green and open spaces and biodiversity			X	
Use of sustainable products and equipment			X	

Minimising waste			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	<p>There are no environmental or sustainability impacts of the proposal.</p> <p>The R20 team will be consulted during the development of the procurement strategy.</p>			

Guidance for completing the template

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 affluent water requires energy and contributes to climate change. Some of the activities including construction or disposal of waste may lead to soil pollution. The decisions may lead to more journeys thereby deteriorating air quality and thus contribution to climate change and greenhouse gases.</p>
Energy use and CO 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>
Quality of environment.	<p>Does the decision impact on the overall quality of the built environment?</p> <p>Decisions may have an impact on the overall setting, character and distinctiveness in the area. For example, if development involves ground digging and excavations etc. it may have an impact on the local archaeology.</p>
Impact on local green and open spaces and biodiversity	<p>The proposal may lead to localised impacts on the local green and open spaces which may have an impact on local biodiversity, trees and other vegetation in the area.</p> <p>Will the proposal lead to loss (or creation) of green and blue infrastructure?</p> <p>For example, selling an open space may reduce access to open space within an area and lead to a loss of biodiversity. However, creating a new open space would have positive effects.</p>
Use of environmentally sustainable products, equipment and packaging	<p>Will the decision present opportunities to incorporate the use of environmentally sustainable products (such as compostable bags, paper straws etc.), recycled materials (i.e. Forest Stewardship Council (FSC) Timber/wood), non-polluting vehicles, avoid the use of single use plastics and packaging.</p>

Minimising waste	<p>Will the decision minimise waste creation and the maximise recycling during the construction and operation of the development/programme/project?</p> <p>Will the decision provide opportunities to improve recycling?</p> <p>For example, if the proposal involves the demolition of a building or a structure, could some of the construction materials be reused in the new development or recycled back into the construction industry for use on another project?</p>
Council plan priority: a city that takes a leading role in tackling climate change and deliver Route to Zero.	<p>How does the proposal or decision contribute to tackling and showing leadership in tackling climate change and deliver Route to Zero aspirations?</p>

If you require further assistance with completing this template, please contact: ESAGuidance@birmingham.gov.uk

Title of proposed EIA	Home to School Casual / Agency Transport Guides Procurement Strategy
Reference No	EQUA993
EA is in support of	New Strategy
Review Frequency	Two Years
Date of first review	05/10/2024
Directorate	Education and Skills
Division	HTS
Service Area	Home to School Transport
Responsible Officer(s)	<input type="checkbox"/> Edward Harper
Quality Control Officer(s)	<input type="checkbox"/> Elena Boon-Grey
Accountable Officer(s)	<input type="checkbox"/> John Elsegood
Purpose of proposal	To fulfil Public Sector Equality Duties in relation to the Cabinet Report for the Procurement Strategy for Home to School Casual / Agency Guides
Data sources	Interviews
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders
Age details:	Children age 4 - 18 and adults with SEND upto 25. The Cabinet Report outlines how these individuals will continue to be supported through the provision of casual / agency guides when permanent staff are not available. The recommendations of the Cabinet Report outline how consistency for these individuals will be maintained whilst the required procurement process is undertaken. There should be no negative impact on this cohort.
Protected characteristic: Disability	Service Users / Stakeholders
Disability details:	Children and Adults with SEND who receive home to school travel support. These individuals have a wide range of disabilities. The Cabinet Report outlines how these individuals will continue to be supported through the provision of casual / agency guides.

The recommendations of the Cabinet Report outline how consistency for these individuals will be maintained whilst the required procurement process is undertaken. There should be no negative impact on this cohort.

Protected characteristic: Sex

Not Applicable

Gender details:

Protected characteristics: Gender Reassignment

Service Users / Stakeholders

Gender reassignment details:

There may be some children supported by the service who have undergone gender reassignment. The recommendations of the Cabinet Report will have no negative impact on these individuals.

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

Service Users / Stakeholders

Race details:

Individuals accessing the service will derive from a number of different races, reflective of Birmingham's diversity. The recommendations of the Cabinet Report will have no negative impact on these individuals.

Protected characteristics: Religion or Beliefs

Service Users / Stakeholders

Religion or beliefs details:

Individuals accessing the service will derive from a number of different religions, reflective of Birmingham's diversity. The recommendations of the Cabinet Report will have no negative impact on these individuals.

Protected characteristics: Sexual Orientation

Service Users / Stakeholders

Sexual orientation details:

Individuals accessing the service may have varied sexual orientation. The recommendations of the Cabinet Report will have no negative impact on these individuals.

Socio-economic impacts

Please indicate any actions arising from completing this screening exercise.

Please indicate whether a full impact assessment is recommended NO

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

Consultation analysis

Adverse impact on any people with protected characteristics.

Could the policy/proposal be modified to reduce or eliminate any adverse impact?

How will the effect(s) of this policy/proposal on equality be monitored?

What data is required in the future?

Are there any adverse impacts on any particular group(s) No

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

Copy of the draft Cabinet
Report: [Agency Guides Cabinet
Report.docx](#)

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing? No

Quality Control Officer comments Reviewed and hapy with the document.

Decision by Quality Control Officer Proceed for final approval

Submit draft to Accountable Officer? Yes

Decision by Accountable Officer Approve

Date approved / rejected by the Accountable Officer 12/10/2022

Reasons for approval or rejection Reviewed and comfortable

Please print and save a PDF copy for your records Yes

Content Type: Item

Version: 76.0

Created at 05/10/2022 03:08 PM by ☐ Edward Harper

Last modified at 13/10/2022 12:26 PM by Workflow on behalf of ☐ John Elsegood

Close

Birmingham City Council

Report to Cabinet

13 December 2022



Subject: HOUSING STRATEGY 2023-2028

Report of: Paul Langford, Interim Strategic Director, City Housing

Relevant Cabinet Member: Cllr Sharon Thompson – Cabinet Member Housing and Homelessness

Relevant O &S Chair(s): Councillor Mohammed Idrees, Housing and Neighbourhoods

Report author: Paul Langford, Interim Strategic Director of City Housing
Paul.Langford@birmingham.gov.uk
 Paul Kitson, Strategic Director of Place, Prosperity and Sustainability
Paul.Kitson@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:009966/2022		
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

This report seeks approval to publish and adopt the refreshed Housing Strategy 2023-2028 for Birmingham. The full strategy can be referenced in Appendix B.

Over the past decade Birmingham has witnessed a surge in development and investment, providing jobs, homes, improved public transport and public spaces that we need as a growing city. The level of investment into the city presents a golden decade of opportunity which we must capitalise on going forward.

We are keen to play our part in strengthening Birmingham's position as a thriving, young and diverse global city, looking to be the 'best in class.'

Our ambitious approach is based heavily on the priorities set out in our Corporate Plan 2022-2026, moving towards a Bolder, Brighter Birmingham.

We recognise this strategy is aspirational and will require a great deal of hard work, collaboration and innovation to make it a reality. The council have approached the development of the strategy in the context of the Council Plan 2019, taking steps to ensure Birmingham is a great place to live.

We have set three clear, priorities which will act as mechanisms for delivery:

- Priority 1- Accelerate the supply of genuinely affordable housing
- Priority 2- Ensure citizens can access and sustain the right home for them
- Priority 3- Enhance neighbourhoods and improve the quality of existing housing

This strategy is a statement of our shared commitment. A partnership approach to delivering the strategy means we will be represented by a wide spectrum of people and organisations with different interests.

We know Birmingham is growing, in terms of its population, economy, and its ambition and we are committed to supporting this process by making sure the citizens of Birmingham have good quality, green and safe homes to live in, enabling communities to thrive.

We all share the same determination to work together so that every citizen lives in a home and a neighbourhood that provides a firm foundation for their life.

2 Recommendations

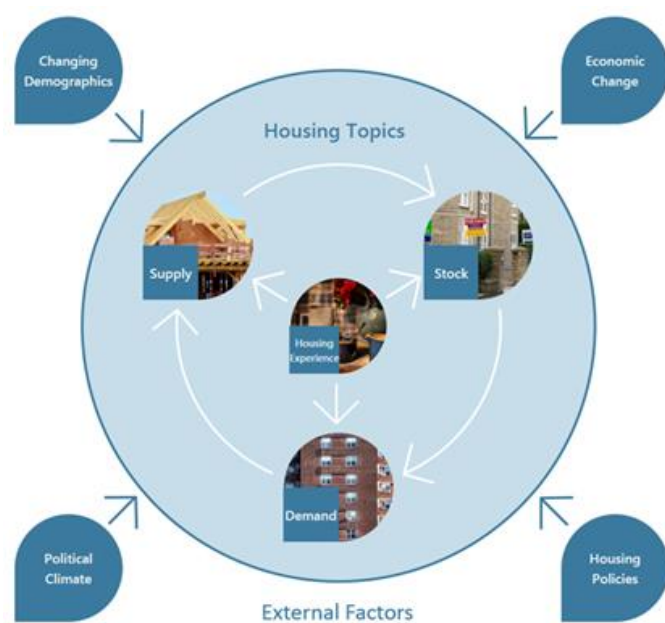
That Cabinet:

- 2.1 Approves the proposed Housing Strategy 2023-2028, including the delivery plan which sets out how key strategic priorities will be delivered.
- 2.2 Notes the nature and variation of challenges faced in Birmingham, understanding that this strategy is the start of a long-term plan to improve outcomes for citizens.
- 2.3 Authorises the Strategic Director of City Housing, in consultation with the Cabinet Member for Housing and Homelessness, to make any additional

minor amendments to the Housing Strategy to ensure factual accuracy and clarity prior to publication.

3 Background

- 3.1. The Council are responsible for the delivery of housing functions, from the management of our 60,000 properties to the delivery of new homes across all tenures. Since the implementation of the Homelessness Reduction Act (2017) and the Grenfell disaster, the housing sector has faced considerable challenge.
- 3.2. This has been compounded by the expectations of the Social Housing White Paper, changes to the National Planning Framework and the development of an overarching Levelling Up White Paper which have all required a rapid response.
- 3.3. In line with the 'Be Bold' approach set out in the Corporate Plan, it is vital that there is a comprehensive and robust Housing Strategy which will set out all the challenges and opportunities affecting the sector and the way in which the Council are proposing to respond. This includes collaboration with tenants, elected Members and colleagues within the Place Prosperity and Sustainability, Adult Social Care and Birmingham Children's Trust.
- 3.4. Birmingham is a unique city that is full of opportunities; the Commonwealth Games and HS2 are projecting the city on an international stage, looking to support local people to improve economic activity.
- 3.5. However, the Levelling Up strategy demonstrates the significant inequalities that we are looking to tackle across the city, narrowing the gap between those who are affluent and those who are on a low income. This means our Housing Strategy must take into consideration a wide range of inter-linking areas to ensure residents have the best possible opportunity to live good, fulfilled lives.
- 3.6. The Housing Strategy is a key component as this document shapes the work of our city in line with the city's key priorities and governs how we will work with our partners to deliver on these. The below diagram demonstrates the areas that will be included in the strategy development and how they fit together. This illustrates how external factors such as legislative change or changing demographics can impact the core functions of housing:
 - Supply- the throughput or flow of housing and tenure types in the local area and how this is made available to local people
 - Stock- the core stock that is available and how this is protected and increased
 - Demand- the population requiring housing in the local area and whether this is met



3.7 This strategy must take into consideration several key areas across the council and will require involvement and consultation from several directorates:

Directorate	Strategy Area
Adult Social Care	<ul style="list-style-type: none"> • Supported Housing • Supporting older people and people with disabilities • Early intervention and prevention
Birmingham Children's Trust	<ul style="list-style-type: none"> • Support for younger people- care leavers • Think Families • St Basils positive pathway model
Place Prosperity & Sustainability	<ul style="list-style-type: none"> • Affordable Housing delivery • Large scale regeneration • Market shaping • Place building and sustainable communities • Inward investment • Supporting growth of community capacity
City Housing	<ul style="list-style-type: none"> • Tenant engagement/co-production • Asset management and HRA business plan • Financial inclusion • Homelessness and allocation of social housing • Whole housing retrofit program, green and sustainable homes • Under occupancy, right to buy

Public Health	<ul style="list-style-type: none"> • Health and wellbeing • Recovery from the pandemic • Anti-poverty/ linked with financial inclusion
Digital and Customer Services	<ul style="list-style-type: none"> • Customer services strategy • Digital cities

3.8 The proposed Housing Strategy 2023-2028 can be found in Appendix B.

4 Options considered and Recommended Proposal

4.1 Do Nothing - If the Council does not approve the proposed Housing Strategy 2023-2028, there is no clear strategic direction setting out how the city will tackle some of the national and local challenges facing Birmingham. This includes where resources will be diverted, and what areas of work need to be prioritised to best support our citizens.

4.2 Approve the proposed Housing Strategy 2023-2028, enabling the delivery of many projects to be accelerated across the city to improve the lives of the citizens of Birmingham.

5 Consultation

5.1 City Housing Liaison Board and local Housing Liaison Boards have been consulted and are supportive of the contents of this report.

5.2 The Poverty Truth Commission have been consulted and are supportive of the contents of this report

5.3 Public consultation has been undertaken via Be Heard and their comments have been taken into consideration as part of the development of the strategy

5.4 A Residents Survey was undertaken as part of the Strategic Housing Needs Assessment and the 1800 responses received have been included in the contents of this strategy

5.5 A Tenant Satisfaction Survey has been undertaken and the 2718 responses received have been included in the contents of this strategy

5.6 A stakeholder engagement session with external partners was undertaken on the 14th July 2022, stakeholder comments have been included in the contents of this strategy

5.7 Member briefing sessions were undertaken on the 20th and 21st September 2022 and their comments have been taken into consideration.

5.8 Internal colleagues at Birmingham City Council have been consulted throughout and their views have been taken into consideration through the development of this strategy.

5.9 The responses from the various consultative processes have been summarised in Appendix A.

6 Risk Management

- 6.1 The Housing Strategy 2023-2028 does not receive the commitment from stakeholders across the city and delivery is not achieved. A robust governance structured supported by the Strategic Director of both City Housing and Place, Prosperity and Sustainability has been mobilised to ensure there is continued assurance around the delivery of the strategy and this will be ongoing.
- 6.2 Legislative change or change in Council priorities may impact the strategic priorities set out in the proposed strategy. Delivery groups will be mobilised across each workstream and will respond flexibly to changing priorities. These will be reported on regularly through an annual report.
- 6.3 The strategy has been developed in conjunction with multiple Directorate areas across the Council and takes into consideration the Corporate Plan and Council Plan.

7 Compliance Issues

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

- 7.1 A Bold Prosperous Birmingham: the strategy highlights how to capitalise on inward investment, increase the supply of affordable housing and our approach to successfully develop and regenerate communities.
- 7.2 A Bold Healthy Birmingham: the strategy improve the health of citizens by ensuring safe, sustainable and suitable homes are delivered. This includes homes for those who have both physical and mental health issues. This also includes those experiencing homelessness.
- 7.3 A Bold Green Birmingham: the strategy sets out how the city's commitment to route to zero will be delivered. This is considered in the context of housing, whereby the city are under pressure to retrofit homes across all tenures.
- 7.4 A Bold Inclusive Birmingham: the strategy sets out how Birmingham will be a more inclusive city. 40% of people will be affected by the cost-of-living crisis. This strategy not only feeds into the corporate Council response to the recent crisis but prioritises initiatives that promote financial resilience and independence across the city.
- 7.5 A Bold Safe Birmingham: the strategy sets out how the city will contribute to safer neighbourhoods. This considers the way in which the Council will manage owned properties, in addition to how exempt accommodation, supported housing and the private sector will be managed.

8 Legal Implications

In England, local housing strategies are currently prepared by local housing authorities. They are set out in specific documents – dissemination of the housing strategy to key service users, key stakeholders and other interested parties is an important part of the strategic housing role. These documents are made available to and appraised by the Government Offices for the Regions to ensure they are “fit for purpose” i.e they can deliver the local authority’s housing function to the standard demanded by Government. They are currently sent to the Government Offices pursuant to section 65 of the Local Government and Housing Act 1989.

9 Financial Implications

The renewed Housing Strategy is funded fully from the £295m per annum ringfenced Housing Revenue Account and borrowing funded from the same. The strategy commits the organisation to progressing towards the objectives laid out, the financial resources to deliver priorities in line with the strategy will be detailed in the HRA Business Plan, which forms a separate report to Cabinet in February, and so the Strategy itself doesn’t commit BCC or the HRA to any financial pressures beyond its means.

10 Procurement Implications

There are no procurement implications from the recommendations in this report. Any procurement(s) resulting from implementation of the strategy and delivery plan will be the subject of separate reports and will need to be compliant with the Council’s Procurement and Contract Governance Rules and the Public Contract Regulations.

11 Human Resources Implications (if required)

There are no HR implications from the recommendations in this report. Any additional resource resulting from implementation of the strategy and delivery plan will be the subject of separate reports and will need to be compliant with the Council’s resourcing procedures.

12 Public Sector Equality Duty

- 12.1 Equality Impact Assessment submitted- EQUA999, no adverse impacts highlighted.

13 Environment Sustainability Assessment

Not required.

14 Appendices

Appendix A – Consultation Responses

Appendix B – Housing Strategy 2023-2028 (*n.b. dates on this appendix will
be amended by Corporate Comms prior to launch*)

Appendix C – Equality Assessment

Owner	Feedback	Accepted Y/N	Comments
Housing Strategy 2022-2027 Consultation Feedback			
External- Poverty Truth Commission	Housing system needs to be more human- focused on treating people with empathy when they are facing a difficult experience and not putting barriers in the way System can be very confusing and this needs to be made more accessible for citizens	Y	Strategy commits to using lived experience in all aspects of delivery- to improve operational services but to make sure citizens have an opportunity to contribute and be part of the aspiration to re-shape the sector
BCC service- City Housing AMA	Need to be focused on improving BCC stock and getting the basics right Not always clear how we are engaging our tenants and giving them a voice- how does this link with TPAS and other service reviews	N	The strategy is citywide- therefore it cannot solely focus on BCC stock. However, there is an acceptance that the previous strategy did not focus enough on stock preservation and the 'managing our assets' section seeks to highlight a clear obligation here. The Tenant Engagement strategy and TPAS partnership is highlighted in the strategy- no further input needed
BCC service- Place & Prosperity	Need to focus more on the retrofit element, highlighting limitations and need to maximise grant funding More focus around regeneration- naming our regeneration projects over the next 5 years around what we can commit to	Y	Retrofit/route to zero now has its own section in priority 3- commitment to maximise inward investment and secure investment to retrofit at least 30% of BCC stock within the next 5 years. Regeneration infographic added being clear about projects in train- this is also reflected in the delivery plan
CHLB	More focus on building social housing- how do we do this? We also need proper engagement in our estates and at the moment people don't want to be involved Item 8 because they feel ignored	Y	Priority 1 sets out plans to increase the supply of affordable housing- this is highlighted as a key priority
Be Heard- public responses	Not enough focus on transport or infrastructure- homes themselves are not enough	Y	This is accepted and covered further in new section regarding regeneration
	People are trying to build- so many objections from local communities getting in the way	N	We cannot remove people's right to object but our role is to support communities to engage as early as possible and cultivate support
	High areas of ASB in our blocks and on our streets- why doesn't the strategy address this?	N	ASB isn't mentioned specifically but is part of a broader focus on sustainable communities- Asset Management strategy will provide specifics
	Where is the funding to deliver the strategy- it all comes down to money?	Y	Comprehensive delivery plan follows the strategy- resources may be needed for delivery but it is too early to tell what that looks like
	We need to lobby against Local Housing Allowance rates or these will always be a barrier	Y	Strategy highlights BCC objection to the government set LHA rates, this is legislated and applies to the whole country
	Too many landlords with property empires in Birmingham- strategy needs to curb this	N	Not necessarily adverse to large landlord with a big portfolio but we want to focus on supporting landlords to let at affordable rents
	HMO and exmpt accommodation need to be a much better standard	Y	Accepted- Selective Licensing scheme and Additional Licensing scheme will improve enforcement in this area
	Personalisation and adjustments for people with disabilities- especially autism and ADHD	Y	Accepted- section highlighting specific difficulties people with autism and ADHD experience, as well as commitment to creatively fund moving forward
	Retrofit has a negative impact on bio-diversity, shouldn't the strategy set this obligation too?	N	Housing need is too great not to retrofit homes- Birmingham has committed to achieve route to zero by 2030 so retrofit projects are vital even with risk to bio-diversity
	We must have direct involvement from citizens and tenants to make this thing real	Y	Our Tenant Engagement strategy and reference to lived experience reflects this within the strategy
	Council needs to improve enforcement, especially around HMOs and exempt accommodation	Y	Working closely with government to improve regulation for both HMOs and exempt accommodation- this includes quality standards and charter
	We can't put profit before health and inclusion- we need real, traditional social housing	N	It isn't just social housing we need- more genuinely affordable tenures across the board will better serve the variety of communities we have
Stakeholder Engagement Event- 14th July	Large families are an issue- what about family planning advice and more genuine support	Y	Strategy is geared to support large families, given they are of significant need.
	We need more 3-4 bed flats- in Europe they do this comfortably so why can't we?	Y	Accepted- the strategy reflects the need to look outside of the UK and look at successful models for delivery all over Europe
	Affordable living means genuinely being able to heat and look after your home	Y	Importance of fuel poverty work and cost-of-living taskforce reflecting in the strategy to reduce financial hardship
	We need to do things more quickly- it takes far too long to move people on the housing list	Y	Accepted- new Allocations Policy will enable us to prioritise more effectively, this will still be difficult though as supply does not mirror demand
	Build more homes for social housing tenants, the council has been slow to build more homes for social housing tenants	Y	Managing our assets section reflects this
	Need an increased focus on data and intelligence- learning jointly from retrofit pilots etc.?	Y	Agreed- the strategy highlights where there are gaps in detail and commits to working more closely through an agreed governance structure
	Priorities are right but how do we make things happen in real life?	Y	Focus needs to be on delivery- governed by a robust governance structure and clear delivery plan which will be published with the strategy
	RPs have felt ostracised in the past- want to understand what working differently means?	Y	
BCC service- ASC	Include relationship to Health & Social Care in the strategy Needs to Include buy in from Public Health, as well as Housing and ASC	Y	Buy in from Public Health will come from the Creating a City without Inequality forum- set out in both the strategy and delivery plan The focus in on operational relationships between housing and health, Public Health will act as the vehicle to support this
Housing Birmingham	Needs to include more detail around RP stock and how this contributes to a city as a whole- too BCC focused What resources are available to support the delivery of the strategy?	Y	Priority 1 focuses on encouraging RPs to develop in Birmingham again Changes to the 'encouraging movement' section in Priority 1 reflects data provided by RPs but also demonstrates the work needed to create a citywide picture around the 100,000 units managed by BCC and RPs respectively Citywide picture needs to reflect citywide responsibility
BCC service- Place & Prosperity	Increase the focus on planning and make sure that new Local Plan is mentioned Some key commitments required around development targets- from the current BDP Make sure we are not alienating BMHT by bringing more RPs in to the partnership- previous political	Y	Refreshing the Local Plan is now mentioned in both the strategy and is a key action within the delivery plan Targets taken directly from the BDP sit as commitments within the strategy Strategy is clear that BMHT will continue to be a key player in the market but this will be supported by RPs who will be actively encouraged to develop sites in the city Religious places need to reflect the need for BCC-led and citywide led, this needs to be through a strategic delivery group due to the size and scale of some of the
Landlord Forum Lead	Think there is a lack of evidence base behind selective licensing- makes LLs look bad unfairly	N	Desktop stock condition survey clearly identifies issues with PRS quality- selective licensing and additional licensing to address some of this
	Lack of focus on tenant education/citizen education	Y	Agree but this will be reflected in the Tenant Engagement strategy rather than something as broad as the Housing Strategy
	PRS affordability- they offer furniture, white goods etc. which social rent doesn't	Y	Agree- trying to bring LLs on board to support low income households but the reality is the physical rents are far away from LHA rates
	CWG are mentioned but not the specifics- how many affordable homes delivered?	N	CWG heavily linked- however the specifics around development will be in the legacy plan etc.
	Should be more of a focus on self-supporting communities and collaboration across areas	Y	Have re-worded to ensure focus on collaboration is prevalent throughout- self supporting communities set out in priority 1, focus on mobility
	Regulation for PRS but no focus on social housing- non decency figures suggests quality is an issue there too	Y	Regulation will be delivered via the Social Housing Regulation Bill- culture of rgeulation will be prevalent and increase across all tenure types- this is reflected in the strategy
Resident Survey- HEDNA	Wanting to own a home but cannot afford it- paying mortgage prices to bolster PRS	Y	Both Priority 1 and Priority 3 indicate the need to increase affordable ownership and reduce the number of family homes lost to PRS market
	Financial inclusion- most citizens were either in some form of debt or had no saving	Y	Strategy is heavily linked to the COL taskforce and financial inclusion strategy work- Housing Strategy is the conduit to pull this altogether
	Development feels as if it is geared towards young professionals rather than low income households	Y	Priority 1 reflects the need to expand different tenure types across the city to reflect the different communities, giving choice to everybody
Tenant Perception Surveys	Focus on Decent Homes within BCC stock- tenants not satisfied with level of investment	Y	Reflected in priority 3 of the strategy- focus on regeneration, a strong business plan and change of approach towards asset management
	Tenants feel generally unsafe in their community	Y	Priority 3 talks about the need to re-shape communities, particularly through the reduction of exempt and new asset management strategy
	Communal areas- tenants do not feel comfortable with how these are looked after and maintained	N	Not reflected specifically but will be included within the new asset management strategy
ADHD/Autism Lived Experience Group	ASB like noise nuisance is much more significant for this group- how can we change this?	Y	Specifically references in Priority 2- need to utilise funds more creatively to consider opportunities to sound proof homes etc.
	High rise living doesn't work for this group as it requires living in close promixity to others, can this not be taken in to consideration when allocations are made	Y	Agree- Allocations Policy cannot be that specific but we can commit to making high rise living more appropriate to this cohort
	How can funds be used to make properties better for people with ADHD/Autism?	Y	Referenced in Priority 2- more effective use of the Disabled Facilities Grant policy



HOUSING STRATEGY

2022-2027



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FOREWORD



We are pleased to announce the city's new Housing Strategy 2022-2027, setting out how we will tackle some of the local and national challenges facing Birmingham. We see our housing strategy as a vehicle to make a difference locally. It also provides citizens, partners, and stakeholders with a vital opportunity to have their say and influence the future delivery of housing in our communities.

We are committed to our vision; finding the right home, in the right place at the right time, to enable our citizens to live fulfilled lives. There are a multitude of reasons why this isn't something that all our citizens experience and this strategy seeks to work towards a position where people are living in safe, sustainable homes that meet their needs.

Birmingham is seeing an exciting period of inward investment, after hosting the Commonwealth Games the opportunities are even greater, but we need to make sure that everyone benefits.

Over the next 5 years, this strategy will help to re-shape the market and improve housing options for the citizens of Birmingham. As a city united, we are focused on encouraging innovation and enthusiasm to tackle the big issues.

This strategy is a commitment to learning from lived experience; working with partners like the poverty truth commission, our tenants, and citizens, making sure that the city rallies round through the challenges to come.

I am pleased to present this strategy; the document acts as a blueprint to meaningfully improve the lives of citizens. As Cabinet Member, I am excited about the opportunity delivery can bring and am looking forward to bringing all our stakeholders on the journey with us.

Cllr Sharon Thompson

Cabinet Member for Housing and Homelessness

EXECUTIVE SUMMARY

This strategy will ensure Birmingham is a forward thinking, proactive city that utilises the resources available to meaningfully change the lives of our citizens.

The council have approached the development of the strategy in the context of the Council Plan 2019, taking steps to ensure Birmingham is a great place to live.

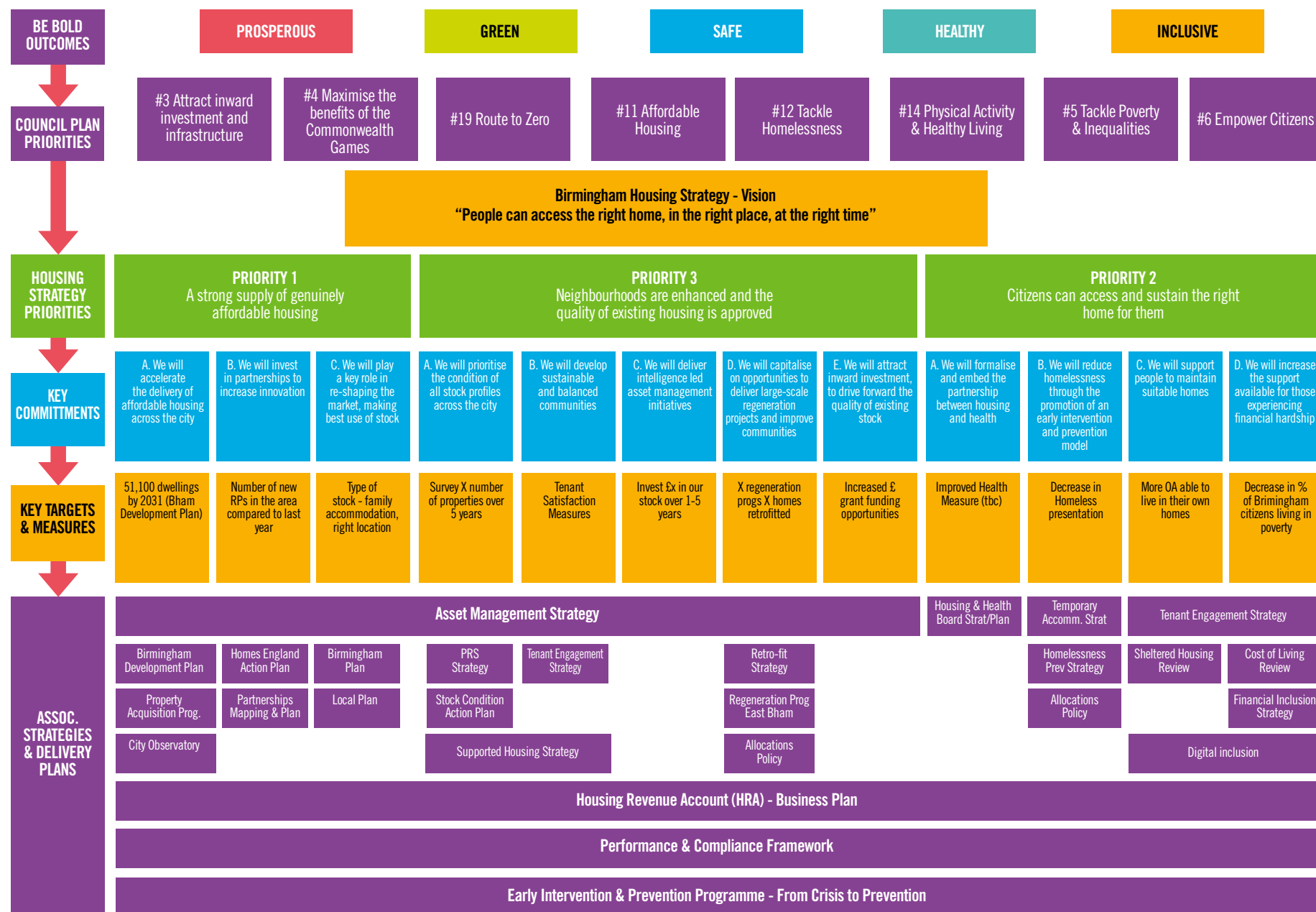
We are keen to play our part in strengthening Birmingham's position as a thriving, young and diverse global city, looking to be the 'best in class.'

Our ambitious approach is based heavily on the priorities set out in our Corporate Plan 2022-2026, moving towards a Bolder, Brighter Birmingham.

We recognise this strategy is aspirational and will require a great deal of hard work, collaboration, and innovation to make it a reality. We have set three clear, priorities which will act as mechanisms for delivery.

These priorities have been designed after a detailed analysis of both qualitative and quantitative datasets, taking into consideration demographic and need information, lived experiences from tenants and citizens and representation from professionals working in the field.

HOUSING STRATEGY 2022-2027



PRIORITY 1- A STRONG SUPPLY OF GENUINELY AFFORDABLE HOUSING

KEY COMMITMENTS

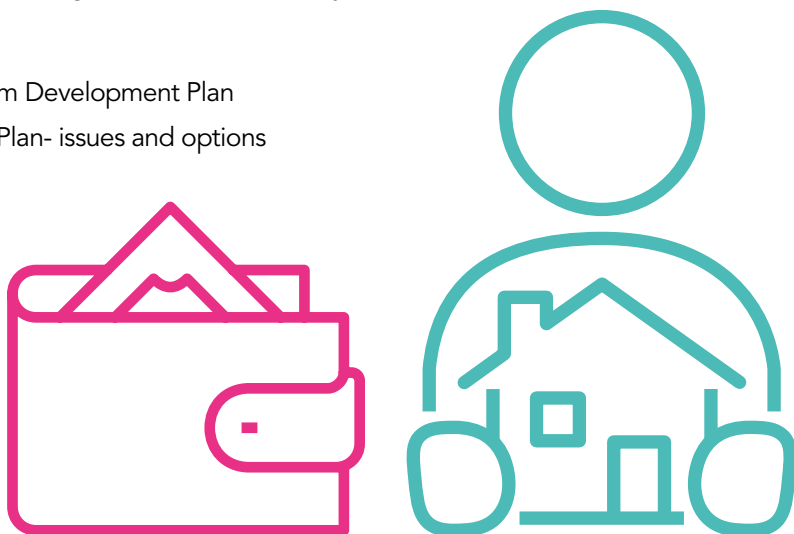
- We will accelerate the delivery of affordable housing across the city
- We will invest in partnerships to increase innovation
- We will play a key role in re-shaping the market, making the best use of stock

INDICATORS

- We will continue our commitment to deliver 51,100 new homes by 2031, of which 19,400 should be affordable
- We will deliver 2,850 dwellings over the next 5 years
- We will deliver 1,083 affordable dwellings over the next 5 years
- Deliver a refreshed Local Plan by 2026, setting out new delivery targets for the city
- Commission BSHP to undertake a gap analysis of the city's stock portfolio- informing housing need over the next 5 years

PLANS

- Birmingham Development Plan
- The Local Plan- issues and options



PRIORITY 2- CITIZENS CAN ACCESS AND SUSTAIN THE RIGHT HOME FOR THEM

KEY COMMITMENTS

- We will formalise and embed the partnership between housing and health
- We will reduce homelessness through an early intervention and prevention model
- We will support people to maintain suitable homes
- We will increase the support available for those experiencing financial hardship

INDICATORS

- Eliminate the use of Bed & Breakfast for households with dependent children
- Deliver a Temporary Accommodation strategy within the next 12 months, setting out plans for long-term and sustained reduction
- Eradicate the use of B&B for all households by 2024/2025
- Embed Early Intervention & Prevention Model within the next 2 years
- Deliver training to all front-facing services over the next 12 months around the resources available to improve financial inclusion
- Incorporate lived experience into all strategic delivery groups

PLANS

- Homelessness Prevention Strategy
- Domestic Abuse Strategy
- Rough Sleeping Strategy
- B&B Elimination Plan
- Health & Wellbeing Strategy
- Cost-of-Living Response Plan



PRIORITY 3- NEIGHBOURHOODS ARE ENHANCED AND THE QUALITY OF EXISTING HOUSING IS IMPROVED

KEY COMMITMENTS

- We will prioritise the condition of all stock profiles across the city
- We will develop sustainable and balanced communities
- We will deliver intelligence-led asset management initiatives
- We will capitalise on opportunities to deliver large-scale regeneration projects
- We will attract inward investment, to drive forward the quality of existing stock

INDICATORS

- Deliver a comprehensive stock condition survey programme of BCC stock, at a rate of 10% per year over the next 5 years
- Develop a 30-year Housing Revenue Account (HRA Business Plan) by April 2023 setting out approach to investment
- Re-profile 11,000 units of exempt supported accommodation into family homes
- Secure investment to fully retrofit 30% of BCC stock over the next 5 years
- Prioritise the delivery of key regeneration projects, like Druids Heath, Ladywood and Perry Barr etc.

PLANS

- Interim Investment Plan (HRA)
- Supported Housing Strategy
- Private Sector Housing Strategy



VISION

RIGHT HOME, RIGHT PLACE, RIGHT TIME.

We want Birmingham to be a fulfilling and fantastic place to live.

Over the past decade, Birmingham has witnessed a surge in development and investment, providing jobs, homes, improved public transport and public spaces that we need as a growing city. The level of investment into the city presents a golden decade of opportunity which we must capitalise on going forward.

Birmingham is a centre of growth within the national landscape and is the country's second largest city, home to over 1.15 million people.

We are also a global city with an economy larger than some countries and have a uniquely young population with significant opportunities for innovation and creativity.

Whilst Birmingham looks to build on the incredible levels of growth over the last decade, the structural inequalities within the city pose a significant challenge.

The city understands the need to level up as Birmingham continues to grow and become an ever more dynamic place to live.

The last 5 years have seen services and structures adapt to meet the many challenges we have faced and the pressure to respond has been greater than ever.

Housing is, in its broadest sense, a fundamental issue for its citizens. Every citizen should have access to a decent home they can afford. Poor or unsuitable housing impacts negatively on people's lives; without decent housing, all aspects of life become more difficult and less manageable.

This strategy is a high-level plan that sets the course for our services to develop in the coming years. The 3 priorities we have identified set out a roadmap that will enable us to achieve our aims.

We know Birmingham is growing, in terms of its population, economy, and its

ambition and we are committed to supporting this process by making sure the citizens of Birmingham have good quality, green and safe homes to live in, enabling communities to thrive.

We all share the same determination to work together so that every citizen lives in a home and a neighbourhood that provides a firm foundation for their life.

NAVIGATING A NATIONAL HOUSING CRISIS

Several national drivers need to be considered as part of this strategy; the landscape has changed drastically over the last 5 years.

High rents make it hard to save enough for mortgages that would cost less each month. Runaway house prices mean that for some it is impossible to ever save a big enough deposit to raise a mortgage.

Evidence suggests that 145,000 affordable homes should be built annually in the UK over the next 5 years to meet the current need.

In the last 2 years, an average of 7,000 affordable homes have been delivered across the country showing a significant gap between supply and demand.

In the meantime, the gap between the private sector and social rents continues to widen, leaving households with no option but to wait for years to access traditional affordable housing models.

Whilst supply generally takes the headlines, the backdrop of legislative change across the last 5 years must not be underestimated.

2017 saw two major changes in the housing sector; the first was the implementation of the Homelessness Reduction Act (2017) which fundamentally changed the legal duties on Local Authorities, in relation to their offer for households facing homelessness.

The second major change was the Grenfell tragedy, taking the lives of many and putting a laser focus on the quality of affordable housing and the deadly consequences when landlord responsibilities are not met.

HOUSING STRATEGY 2022-2027

For landlords, this meant a raft of legislative change with a significant focus on fire and building safety. The Fire Safety Act (2021) and Building Safety Bill triggered a new culture of regulation, particularly in relation to high-rise blocks.

The Social Housing Regulation Bill summarises all the proposed changes, focusing on giving tenants a real voice so that landlords are more transparent about their performance.

The increased culture of regulation has left many landlords scrambling to review the way in which they look after their properties, both those who manage affordable housing or those who own private sector property.

The climate has been uncertain at a national level; the implementation of Brexit and a continual change of direction through a high turnover of housing ministers has led to a lack of stability.

This has been compounded by a national pandemic and cost-of-living crisis; altering our economy and making people think differently about the way in which they live their lives. The war in Ukraine adds another layer of complexity, prompting a national response.

Climate change and the road to zero is also a key driver. The Climate Change Act 2008 committed the UK to an 80% reduction in carbon emissions relative to the levels in 1990, to be achieved by 2050.

In June 2019, secondary legislation was passed that extended that target to “at least 100%”. These changes require an accelerated response, actively seeking opportunities to retrofit our homes and make housing more sustainable across the board.

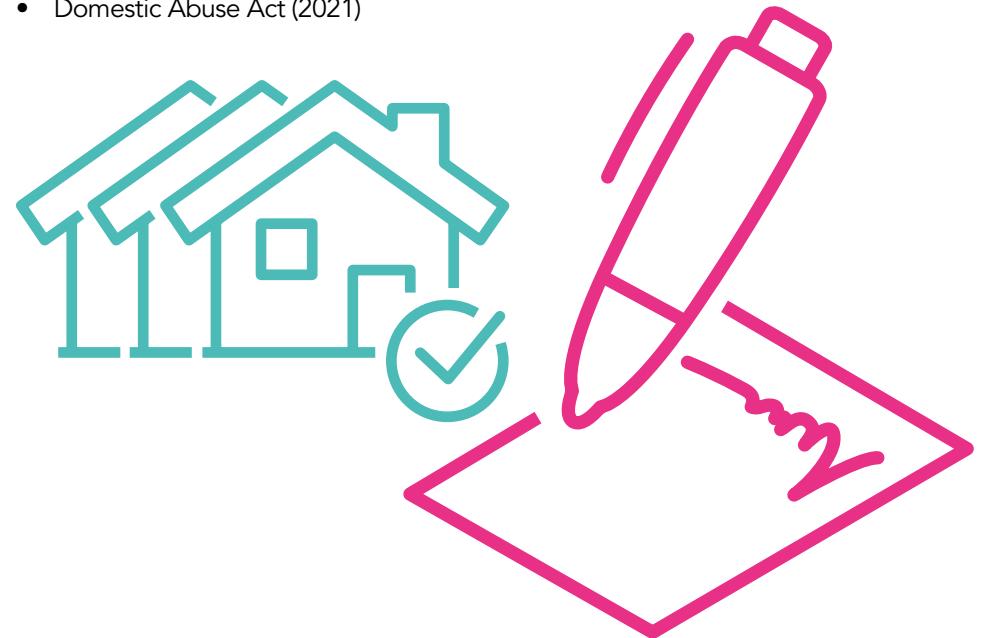
The government released their Levelling Up strategy this year, prompting everyone to face the level of inequality that is evident across the country.

The focus is around balancing the books; supporting communities to make sure that everyone benefits from inward investment and that the offer relating to housing is equal for everyone.

This strategy will contribute to this agenda, making sure Birmingham does their bit to tip the scales across the city.

RELATED DOCUMENTS:

- Levelling Up strategy
- Social Housing Regulation Bill
- Fire Safety Act (2021)
- Homelessness Reduction Act (2017)
- Building Safety Bill
- Independent Review of Building Safety and Fire Regulations (2018)
- Coronavirus Act (2020)
- Rough Sleeping strategy
- Consumer Regulations Review 2018/2019
- National Planning Policy Framework 2021
- Domestic Abuse Act (2021)



WHAT DOES THE LOCAL PICTURE LOOK LIKE?

Birmingham is a city that is full of opportunity and promise. It has a unique, young population and is grounded in its history as one of the key players in the industrial revolution.

Birmingham is a great place to live for many. The focus on education, with two high-performing universities, and the growing technology and financial sectors, means it is attractive for professionals seeking employment, and recent investment following the Commonwealth Games leaves a legacy that represents opportunity for local people.

Birmingham is a diverse city where multiple communities settle and live together in harmony, and over recent years has positioned itself as an alternative to London offering city living without the price.

Whilst Birmingham has many positives; the national focus on levelling up has meant the city has had to face up to the high levels of poverty present in the city. Birmingham is the 3rd most deprived core city in the UK and 90% of its wards are more deprived than the national average.

From a housing perspective, Birmingham is a unique environment. Birmingham City Council is one of the largest landlords in Europe, with a stock profile of just under 60,000 properties. Whilst this seems like a substantial supply, the reliance on social housing outweighs the demand.

The Birmingham Development Plan seeks to address this, setting out delivery targets up until 2031. Achieving delivery targets in Birmingham to be a complex landscape to navigate; concerns with viability and limited land supply means social housing in its traditional sense cannot be developed quickly or on mass.

The way the geography of the city is made up also has its own complexities; wards are drastically different in terms of population, demographic and financial mobility which means it is often different to find a 'one size, fits all' solution that works for the whole city.

The East Birmingham regeneration programme is a good example of what local solutions look like and will act as a blueprint for other areas like Druids Heath and Ladywood etc.

Since the implementation of the Homelessness Reduction Act (2017), 57% of Local Authorities have seen an increase in temporary accommodation and this is an even more acute issue in Birmingham. Over 4,000 people are currently living in temporary accommodation with just over 600 in Bed & Breakfast.

The number of families with dependent children is more significant in Birmingham, than other core cities which means there is a need for more accommodation options for large families.

Birmingham have made headway with rough sleepers, almost halving the rough sleeping population after 'Everyone In' and have been applauded by DHLUC as having an exemplar approach.

The quality of accommodation in Birmingham is also a concern. Limited investment in the Birmingham City Council stock profile, leaves the city catching up to achieve Decent Homes standards. The private rented sector has grown with limited regulation and enforcement for years, and quality is inconsistent across the city.

Unregulated, supported accommodation, better known as exempt accommodation, is another area with a reputation for delivering poor quality homes to some of the most vulnerable tenants in the city, and has reduced the supply of available family homes.

The road to zero is a key commitment for the council and housing must play a part in making sure the council's aspirations are met; the aspiration for the city to hit net zero carbon by 2030 has accelerated the need to retrofit homes across all tenures.

Birmingham has also recognised the changing role of the customer and seeks to ensure lived experience shapes the work we do across the council and across the city.

Our Customer Service Strategy and improvement programme look to incorporate the voice of our citizens in a more meaningful way. Digitalisation is also on the agenda, with a focus on giving as many citizens as possible the opportunity to become digitally capable across a variety of platforms.

With so many competing priorities, this strategy aims to pull together and develop partnerships across the different initiatives, making sure that all these stay in tune with the vision- making sure people can access the right home, in the right place, at the right time.

RELATED DOCUMENTS:

- Birmingham Development Plan
- Everybody's Battle, Everybody's Business
- Council Plan (2019 update)
- Birmingham Levelling Up strategy
- Digital Cities strategy
- Customer Service strategy and improvement programme
- Financial Inclusion strategy 2017-2022
- Supported Housing strategy
- Homelessness Prevention strategy 2017
- Birmingham Rough Sleeping strategy
- Commonwealth Games legacy action plan
- Tenant Engagement strategy
- East Birmingham Inclusive Growth Strategy
- Corporate Plan 2022-2026
- Route to Zero Commitment 2019
- Public Property and Assets Strategy 2019



WHAT DOES THE DATA TELL US?



BCC STOCK PROFILE
59,000 UNITS
of affordable housing, average age 70 years old

213 HIGH RISE BLOCKS | **900 LOW RISE BLOCKS**



4,200

Households in temporary accommodation (July 2022) including **681** households in Bed and Breakfast



People in the city living in unsuitable, or no accommodation with 1/4 in the Central sub-area

TENURE CHANGE



23,352

People on our housing register, in the last financial year only 12,486 actively bid

Birmingham	Owner/Occupier	Private Rent	Social Rent
2012	239,379	80,182	105,259
2019	244,216	84,878	112,442
Change	4,837	4,696	7,183
Change %	2.02%	5.86%	6.82%



of households on the housing register require 4 bedrooms or more.

x4



48.6%

Of residential housing housing stock was built before the Second WW



11,083

Tenants in social housing with rent arrears over £500



22,139

Number of people with a clearly identified need for affordable housing within the city

145,000 AFFORDABLE HOMES

Over the next 5 years across the UK

Over the last 2 years, only **7,000** affordable homes have been delivered





37%

Of households in Birmingham have someone living in their home with a long term disability or health condition.

16%
POPULATION GROWTH IN THE CITY SINCE 2001

Compared with 14% regionally and 13% across the rest of the country.



2020-2040
AN INCREASE OF 35%

of people aged over 65 will be diagnosed with dementia whilst an increase of 33% will experience mobility issues.

£120,000 ONE BED
£250,000 TWO BED

Average house prices in the city as of July 2022



21%

APPROXIMATELY 23,173

units private sector stock in the city have at least **ONE CATEGORY 1 HAZARD**

What it costs to rent privately?



PRIORITY 1- A STRONG SUPPLY OF NEW, AFFORDABLE HOUSING

OBJECTIVES:

KEY COMMITMENTS

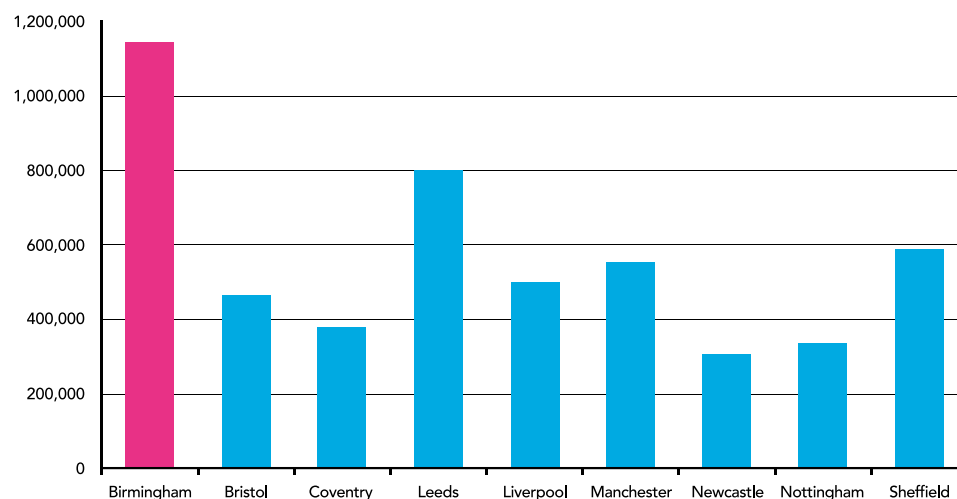
- We will accelerate the delivery of affordable housing across the city
- We will invest in partnerships to increase innovation
- We will play a key role in re-shaping the market, making best use of stock

WHAT DOES THE AFFORDABLE HOUSING SUPPLY LOOK LIKE IN BIRMINGHAM?

A CITY OF GROWTH

One of the most significant challenges the city faces is the growth in its population and the resultant pressures this puts on services, jobs and infrastructure. By 2031, Birmingham's population is expected to grow by around 150,000. Figure 1 demonstrates the population growth in Birmingham in comparison to other core cities:

FIGURE 1



It will be important that growth is supported by high quality and affordable homes that integrate with communities. The city needs 51,100 homes in total by 2031. This is one of the main goals of the Birmingham Development Plan (BDP) (2011-2031), which was approved in 2011.

The trajectory for delivery is set out in the BDP which is currently under review, reflecting new housing needs targets set out in the strategy.

Good quality housing has a key role to play in boosting the city's economy and results in valuable quality of life improvements. Between 2011/12 -2020/21, a total of 26,175 net new dwellings were completed against the target of 22,650 dwellings. The target to date has therefore been exceeded by 3,525 dwellings. This data demonstrates that Birmingham is developing, and this has been a vital part of attracting investment, solidifying the city as a place that professionals want to live and work in.



DEFINING AFFORDABLE HOUSING

Whilst growth targets have been met, the government's renewed focus, both centrally and locally, on levelling up, has enabled the city to take stock and make sure growth is being delivered in an inclusive and sustainable way, so all people and places share in the benefits.

To truly level up, we need more affordable housing options right across the spectrum, from social rent to home ownership. Birmingham is clear in the sense that affordable housing, needs to support those people on a low income to access different affordable tenures in a way that is sustainable for them.

In Birmingham, we understand people and communities are different and want to make sure the full range of affordable tenures are available.

We recognise that affordable tenure takes many forms; shared ownership, build to rent, key worker homes, and the more traditional social rent model are all examples of types that must be accelerated because we know that one size does not fit all.

To achieve this, we must make the most of centralised grants and work collaboratively with Homes England as a strategic partner. The support, relationships, and connectivity they can provide are vital in terms of turning the aspirations we have, into a reality.

A total of 4,395 affordable dwellings have been completed between 2011/12 –2020/21 against the BDP requirement of 8,607 for this period. This means that only 51% of the target has been met with an under-delivery of 4,212 dwellings.



FIGURE 2

Figure 2 sets the overarching need for affordable rented homes at 5,396, whilst affordable home ownership is set at 1,031.

Estimated annual need for affordable housing split between rented and affordable home ownership by sub-area

	RENTED AFFORDABLE NEED	AFFORDABLE HOME OWNERSHIP NEED	TOTAL ANNUAL NEED	% AS AHO
CENTRAL	925	253	1,178	21%
EDGBASTON	409	146	555	26%
ERDINGTON	480	51	531	10%
HALL GREEN	436	149	585	25%
HODGE HILL	629	-2	627	0%
NORTHFIELD	435	51	486	11%
PERRY BARR	717	36	753	5%
SELY OAK	501	36	537	7%
SUTTON COLDFIELD	379	232	611	38%
YARDLEY	485	78	563	14%
BIRMINGHAM	5,396	1,031	6,426	16%

Source: Draws from earlier analysis

Birmingham recognises the need to develop more socially rented homes. However, this alone will not enable citizens to access the different affordable options that are right for them, instead leaving them to wait for long periods to access a small supply.

We know that building the right homes is just as important as the numbers; this strategy aims to close the gap between those who can afford high rents or own their homes and those on a low income who have different needs.

We intend to give citizens options, making sure they are supported to be financially mobile, that ownership becomes a reality for those who never thought they could achieve it.

We want people to live in a home that is right for them, our role is to make sure they have a choice, they are not pigeon-holed and ultimately to make sure that a low income doesn't have to mean a poor quality of life.

MEETING THE NEED

Meeting housing need poses a significant challenge in Birmingham; the needs are so high that it could be argued that all development in the city should be geared towards affordable housing.

To illustrate this, our overall housing need across all tenures is 7,136 new dwellings per year, so the total annual need of 6,426 across all affordable tenures identified, represents 90% of the overall housing need.

Excluding existing households this gives a target figure of 3,049 for affordable housing, as demonstrated in Figure 3.

FIGURE 3**Table 7.17 Estimated Need for Affordable Housing (social/affordable rented) excluding households already in accommodation - Birmingham**

	EXCLUDING EXISTING HOUSEHOLDS	INCLUDING EXISTING HOUSEHOLDS
CURRENT NEED	576	1,107
NEWLY FORMING HOUSEHOLDS	5,409	5,409
EXISTING HOUSEHOLDS FALLING INTO NEED	0	1,815
TOTAL GROSS NEED	5,984	8,331
RE-LET SUPPLY	2,935	2,935
NET NEED	3,049	5,396

Source: Range of sources as discussed

We are not helped by limited availability of land in the city, competition for other land uses and the need to ensure we support facilities such as schools, open space and transport infrastructure. Viability of land sites continue to present barriers to accelerated development.

The difficulty around viability also pushes developers to use sites commercially rather than for residential use as profit margins are likely to look more favourable.

The location and quality of sites will also have an impact on the mix of housing. For example, brownfield sites in the city centre are suited to flatted development, whereas a more suburban site may be more appropriate for family housing.

FIGURE 4

	OWNED	SHARED	SOCIAL RENT	PRIVATE RENT	LIVING RENT FREE
INNER	18.0%	1.6%	32.5%	46.0%	1.8%
OUTER	39.6%	0.7%	36.1%	20.9%	2.7%
CENTRAL	33.6%	1.0%	35.1%	27.8%	2.5%
CITY	55.2%	1.0%	24.2%	17.9%	1.7%

Figure 4 paints a picture of the inner-city area as a location for those privately renting, tending to be younger employed residents. In turn these households have started to have children while in their existing homes, which are not always suitable for families.

The outer central sub-area has more households with dependent children but does have social infrastructure to respond. We would therefore likely see greater demand for larger homes in these areas as families grow.

The inner-city area, due to its lack of social infrastructure can then be used to accommodate smaller homes for singles and couples.

The evidence tells us that Birmingham is a city with more dependent children than the UK average and large families are a prevalent household group.

House prices continue to rise whilst a third of households across the city earn under £20,000 per annum. Large families have the existing pressure of financially supporting dependent children, and the cocktail of increasing house prices and lower wages only worsens the potential for financial mobility.

The city's aspirations for sustainable communities are hampered by a lack of affordable family housing; evidence shows that families who cannot afford to rent privately or buy in the city migrate to surrounding areas such as Worcestershire and use commuter routes to work in the city.

HOUSING STRATEGY 2022-2027

In contrast, families on a very low income need to remain in Birmingham, where they have a local connection, to access social housing.

This pattern skews the income level across the city, creating pockets of deprivation, surrounded by areas of wealth.

FIGURE 5

	NUMBER OF HOUSEHOLDS	% OF HOUSEHOLDS
1 BEDROOM	4,136	23.9%
2 BEDROOMS	5,272	30.5%
3 BEDROOMS	4,765	27.5%
4+ BEDROOMS	3,134	18.1%
TOTAL	17,307	100.0%

Figure 5 shows the number of households on the housing register and their bedroom need. 18.1% of people need 4-bedroom homes or larger; this differs significantly to the average UK figure where just 4% require 4 bedrooms or more.

To fully invest in sustainable communities, we intend to adopt a strategic approach to develop larger homes for growing families and flesh out a higher quality offer to retain and attract higher income households to the city.

KEY PLAYERS IN DELIVERY

Birmingham Municipal Housing Trust (BMHT) has developed more affordable housing sites than any other developer in the city and accounts for 45% of all affordable housing completions since its inception in 2009.

The Birmingham Municipal Housing Trust Delivery Plan 2019-2029 aims to continue to deliver around 3,000 new homes for rent and sale over the next 10 years at an estimated cost of £346m. Housing association and private sector stock has also

increased by 28.81% and 4.75% respectively. However, Birmingham City Council's social rented housing stock has seen large losses of 3,962 (-6.13%) dwellings since 2011 and faces a continual loss of between 600-700 properties per year through right to buy.

The success of BMHT has been significant, however, this has impacted other registered providers (RPs) and developers who have been unable to benefit from initiatives such as discounted land sales etc. Stakeholder engagement across the city has indicated that some providers have felt ostracised from Birmingham, since the inception of BMHT.

RPs do continue to have a presence across the city, making up just over 40,000 units. The RP portfolio ranges from small community based providers like Bournville Village Trust to large scale providers like Midland Heart and Clarion etc. Historically, the Council and RPs have worked in isolation to deliver their respective targets, encouraging growth wherever possible.

It is recognised that there is a need to consider BMHT and RP stock together as a total portfolio, making up just over 100,000 units across the city. Failure to do this means development across the city suffers; each individual organisation from the Council to small community-based RPs, has their own intelligence and understanding of housing need. Bringing this intelligence together, means citywide development is based on what citizens want, with a full understanding of the gaps.

This strategy recognises that there is a need for a collective effort from all small and large RPs, including BMHT to bolster the supply of affordable housing, moving away from having just one major player delivering one tenure type.

We want to utilise intelligence across the city much more effectively, working with both providers and developers to build a picture of 'what works' in relation to affordable housing delivery and create a blueprint that supports the many different localities in our vast and diverse city.

This strategy is an opportunity for providers and developers with different expertise and specialisms to work together to meet the varied needs of our communities. One size does not fit all.

ENCOURAGING MOVEMENT

Council tenants are capitalising on the right to buy scheme at a rate of between 600-700 sales per year. The reality though, is that these homes cannot be replaced quickly enough in the current market, leading to a significant gap between supply and demand.

Limited land availability further complicates the development process and puts pressure on other sources of land such as open space. Given the difficulties increasing supply, it is vital that we make best use of the stock we do have.

The council has a comprehensive Empty Homes Strategy which aims to contribute to bringing properties back in to use, driving housing supply; the strategy is ambitious and promises to bring 350 properties per year back in to use.

The pandemic has stalled the process somewhat and historically use of Empty Dwellings Management Orders or Compulsory Purchase Orders have been minimal.

Within the council stock portfolio, schemes such as wisemove are in operation to reduce under occupancy and provide an incentive for households to move into smaller accommodation, making way for larger families.

Whilst this has had some success, the scheme has been under advertised and under occupancy remains a considerable area of concern. New build dormer bungalows have also been advertised to the general need population, rather than restricted to sheltered to encourage downsizing.

Other initiatives such as community led housing offers more creativity around development. This is supported by the property acquisitions programme, where the council are bypassing the building process by purchasing properties on the open market.

Assets owned by the council can also contribute to affordable housing delivery. The council have a property services function, responsible for the management and letting of council-owned commercial buildings, including shops, offices, industrial units, warehouses, business parks and car parks.

This function support economic activity and dispose of properties and assets which are surplus to the council's requirements. These include commercial, industrial, and mixed-use sites, non-commercial properties, houses, former schools, care homes and libraries for development and regeneration.

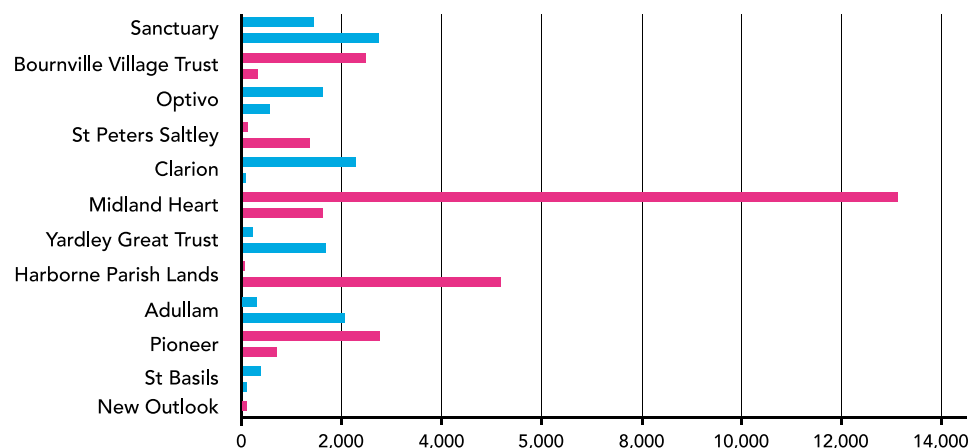
Whilst the council have disposed of their assets, to support regeneration and development before this is not common-place activity. The pandemic has fundamentally changed the way in which people live their lives, more people are working from home and the impact on commercial buildings is not fully understood.

It is possible that council-owned assets could support the supply of affordable housing, to understand whether this is the case, a full analysis must be undertaken to draw out viable options.

It isn't just the Council who operate across the city, and movement is needed across the board. Intelligence from RPs helps to build a picture of need, understanding how we can make best use of stock.

Figure 6 sets out the RP stock portfolio in the city; the information has been provided by the Birmingham Social Housing Partnership, in which 21 RPs work closely with the city to try and improve housing options for citizens.

FIGURE 6



HOUSING STRATEGY 2022-2027

Generically, RPs in Birmingham hold in majority general needs stock with some specialisms around supported housing and older persons housing in the main.

HOME TYPE	PORTFOLIO SIZE
GENERAL NEEDS- SOCIAL RENT	25,848
SUPPORTED/CARE	1,923
OLDER PEOPLE	1,081
SHARED OWNERSHIP	442
LEASEHOLDERS	359
INTERMEDIATE RENT	166
AFFORDABLE MARKET RENT	380

Demand across the RP sector, mirrors what the BCC experience; homes for large families, bungalows, and affordable homes for people between the ages of 16-35 are scarce and in high demand. In contrast, properties in the portfolio that remain void for a long time tend to be 1 bed homes, HMO accommodation and sheltered schemes. The headlines are set out below:

- Out of the 21 RPs operating in Birmingham, 17 felt their most significant demand was for large families
- Out of the 21 RPs operating in Birmingham, 18 said that 1 bed flats or shared houses remain void the longest
- Out of the 21 RPs operating in Birmingham, 14 said that housing for older people or sheltered schemes also remained for void for a longer timeframe
- Out of the 21 RPs operating in Birmingham, 13 do not operate their own waiting list and use Birmingham City Council's housing register to advertise

The city has not done enough work to consider affordable housing as a whole; the Council have operated in the main via BMHT and RPs have continued to deliver based on their own organisational priorities. It is important that the collaborative relationship we are working together to build is not just focused on building and development.

Both the Council and RPs hold a substantial number of units; just over 100,000 across the city. Whilst there is some shared data, a thorough analysis of the types of property available, the demand, properties that become void and the area in which they are situated, is vital in terms of encouraging movement across the city.

Birmingham Strategic Housing Partnership (BSHP) have a key role to play here; as a city we accept the full analysis of stock across the city is incomplete and there are gaps around what we know. The partnership enables us to share this information and work together.

A commitment of this strategy is to work together as a partnership to fill in the gaps. 100,000 units is a significant number and by pooling resources to truly understand whether what is available is meeting the needs of our citizens, gives us the evidence base for change.

We know that working in silos impacts our citizens, leaving them stuck and unable to move forward in a system that operates in pockets. To really create movement that allows citizens to be mobile, benefiting from greater choice and control, we must all commit to moving away from organisational models and start working together as a city.

ROLE OF THE PRIVATE RENTED SECTOR

The private rented sector makes up 18% of the market in Birmingham. Evidence tells us that privately rented accommodation in Birmingham is generally occupied by people in their 20-30s, often economically active and with young children.

It is likely that these households are not able to afford to buy and are stuck in the rental market without the capital in the bank for home ownership.

Whilst there is little difference in affordability between mortgage payments and monthly rents, household surveys indicate that 41% of those living in the private rented sector have no savings and are in some form of debt which makes pulling together a deposit unrealistic.

Landlords have an ample choice of tenants who are economically active and unable to move, presenting as less high risk than those who are benefit dependent or on a very low income.

The growth of Houses of Multiple Occupation (HMO) accommodation and exempt accommodation means the city has seen a significant loss in privately rented family homes.

The city recognises the need to reduce exempt accommodation from 21,000 down to 10,000 which although ambitious, is fundamental in bringing accommodation back in to use for families.

An ambitious Private Rented Sector Strategy is in place to ensure landlords can't take advantage of households. This includes a selective licensing scheme to ensure our approach to enforcement sets out clear expectations to landlords.

The landscape is not easy for landlords either and the city recognises this; the pending removal of s.21 notices alongside the expectation to bring EPC ratings up to C by 2025, makes the industry much less profitable than it has been historically.

The regulatory approach is admirable and intends to drive up quality for people living in the private market. However, the increased responsibilities landlords must take on, means more are moving away from the sector. The city needs to take a proactive approach to supporting private landlords to remain on board.

STRONG AND SUCCESSFUL PARTNERSHIPS

Nationally, the delivery of affordable housing is high up on the agenda; in 2021 £24 bn was earmarked by central government for housing including up to £11.5bn for up to 180,000 affordable homes.

The definition of what is 'affordable' for households has been much debated within national policy impacting which parts of the community are able to access these initiatives. Shelter says affordable housing should cost no more than 35% of your household income after tax and benefits. However even the ratio between price and income has its limitations. It does not consider household borrowing costs to acquire housing and, because such figures are calculated at the aggregate level, they do not always reflect the distribution of housing affordability regionally.

Over recent years, government have focused heavily on supporting homeowners through initiatives such as Help to Buy and promoting shared ownership; this has been valuable but emphasises the stark difference between those who have the money to buy and those who don't.

Birmingham is also a lead member of the West Midlands Combined Authority (WMCA); a strategic authority with powers over transport, economic development and regeneration and now includes housing, skills, and digital technology.

Its priority is to accelerate an improvement in productivity and enable the West Midlands to become a net contributor to the UK exchequer - while improving the quality of life for everyone who lives and works in the area. Housing and land use is a key priority of WMCA; devolved funding means

Birmingham City Council can work in partnership to support the delivery of up to £10bn in schemes that emphasise the West Midlands as the UK's new growth capital which includes new and innovative approaches to affordable housing delivery.

The WMCA are a key strategic partner to deliver the city's ambitions around levelling up; prioritising the redevelopment of brownfield land across the region, the role of WMCA is to try and remove barriers to make sure land is being used for public benefit.

Birmingham City Council's involvement in this partnership is vital in terms of advocating for those who need more genuinely affordable housing options in the short-, medium- and long-term future.

Homes England is another key strategic partner; working to support the city to capitalise on local partnerships and looking at ways to develop more effectively using grant funding, the partnership is fundamental.

Investing in the relationship with Homes England means Birmingham are supported based on national best practice and well-established relationships.

Delivery of partnership initiatives like the One Public Estate (OPE) programme can also act as a key driver for delivery; OPE is an established national programme delivered in partnership with the Local Government Association (LGA). The programme provides practical support and funding to councils to deliver ambitious property focused programmes, in collaboration with government.

Whilst Birmingham is part of initiatives like the OPE, these relationships need to be better maintained so that we can capitalise on all possible development opportunities.

It is also an aspiration, as part of this strategy for Birmingham to take initiative from international models of affordable housing delivery; considering every possible opportunity to review innovative solutions that could be adopted in Birmingham, whether these come from the UK or abroad.



PRIORITY 2- CITIZENS CAN ACCESS AND SUSTAIN THE RIGHT HOME FOR THEM

KEY COMMITMENTS

- We will formalise the partnership between housing and health
- We will reduce homelessness through an early intervention and prevention model
- We will support people to maintain suitable homes
- We will promote resilience by increasing the support available for those experiencing financial hardship

HOW DOES HOUSING CONTRIBUTE TO INEQUALITY IN BIRMINGHAM?

HOUSING AND HEALTH

The links between tackling our housing crisis and the nation's health are growing; the BRE estimates that avoidable disease and injury caused by poor housing costs the NHS at least £600m a year.

A safe, settled, home is the cornerstone on which individuals and families build a better quality of life, access the services they need and gain greater independence. Given the increased life expectancy and public health since the second World War, the cost of poor-quality housing seems more fitting for Dickensian slums or industrialising towns of previous generations than to Britain today.

Poor housing and homelessness are issues that have a significant impact on the lives of individuals and can, in some circumstances be life threatening. 41% of homeless people report a long-term physical health problem, compared to 28% of the general population.

This strategy highlights the persistent impact of poor housing and homelessness on health and how the combination contributes to inequality within the city. We will formalise the relationship between housing, health, and poverty to stress the importance of intervening early and keeping people in stable environments

wherever possible. The city is committed to doing all that they can to make this a reality for people living in Birmingham, levelling up services to improve citizen's lives.

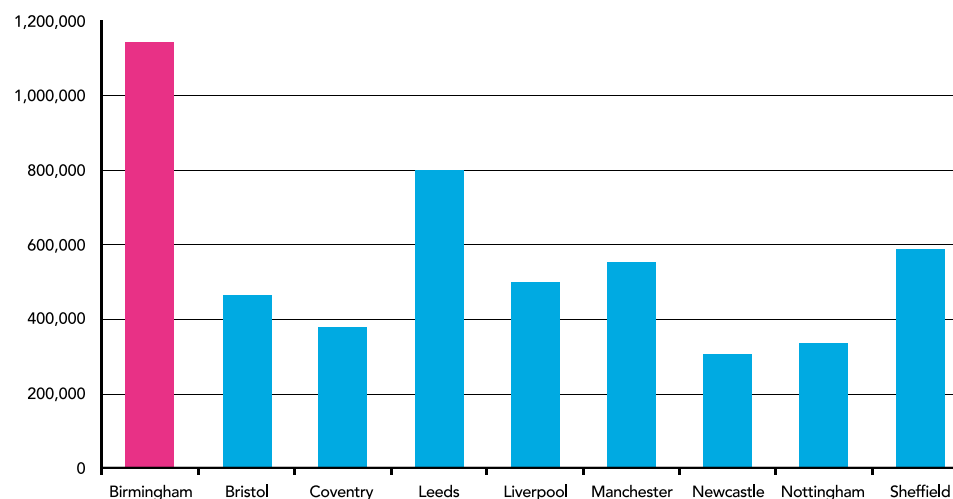
TACKLING FUEL POVERTY

The World Health Organisation recognises fuel poverty as one of the most significant causes of poor health. Fuel Poverty is generally defined via the 10% rule, whereby a household needs to spend more than 10% of their income on heating their homes.

This is supported by the evidence that Birmingham experiences higher under 75 respiratory illnesses than the national average, linked to an inability to heat their homes. Households are fuel poor if they live in a home with an energy efficiency rating in band D, E, F or G or have residual income that would be the household below the poverty line.

The West Midlands has one of the highest fuel poverty rates in the UK. In the latest estimate (2019), around 304,000 households in the West Midlands are classed as fuel poor and 69,692 (16.6%) in Birmingham.

FIGURE 7



HOUSING STRATEGY 2022-2027

An estimated 8,000 houses in Birmingham lack central heating and cannot heat their homes to the temperature required to be healthy and warm.

Energy advice has traditionally been the driving force behind supporting households in fuel poverty (i.e. switching energy suppliers, use of heating controls etc.), with crisis support forming a small part of the work carried out).

Birmingham was one of the last authorities to launch the ECO 3 scheme, enabling LAs to use their discretion and extend their criteria to provide home adaptations or financial assistance to those experiencing fuel poverty and have not had the resources to adequately support the exploration of alternative solutions.

Public Health recognise the significance of fuel poverty in Birmingham, particularly post pandemic and are in the process of developing a Fuel Poverty Alliance to try and get to grips with the situation.

The cost-of-living crisis has also promoted faith groups, community organisations and voluntary sector agencies to improve the quality of advice and sign posting around energy use, in the face of growing bills.

There are multiple offers of support, both locally and across the whole city but a lack of co-ordination has meant that services are often working in silo at a high pace to meet the needs alone.

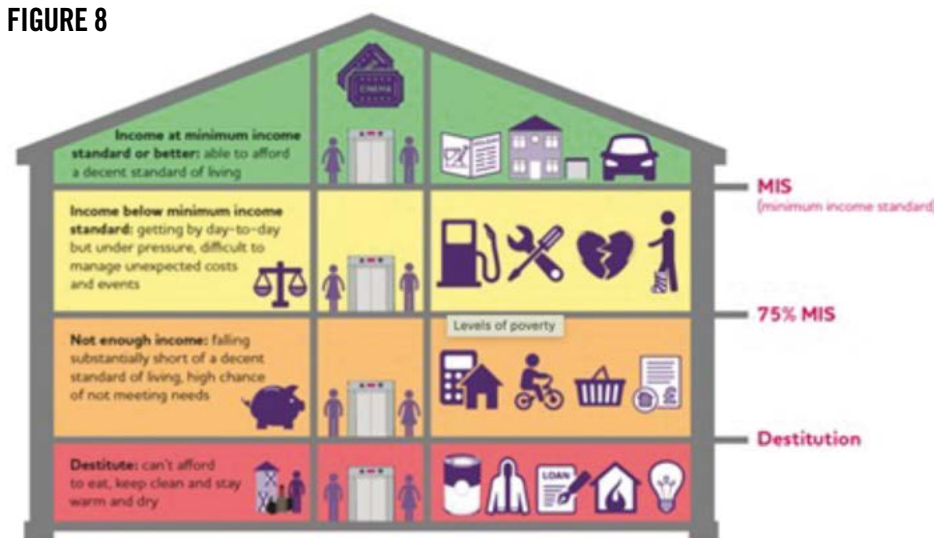
FINANCIAL INCLUSION

The Indices of Multiple Deprivation 2019 (IMD2019) provide a set of relative measures of deprivation for LSOAs (Lower-layer Super Output Areas) across England, based on seven domains of deprivation.

The proportion of LSOAs in the most deprived 10% nationally provides a measure of the presence of serious deprivation in any given local authority area. Using this measure Birmingham is the 7th most deprived local authority in England, with nearly half of the city within the bottom 10% most deprived nationally.

Figure 8 gives a visual representation of what poverty looks like in the context of the home environment.

FIGURE 8

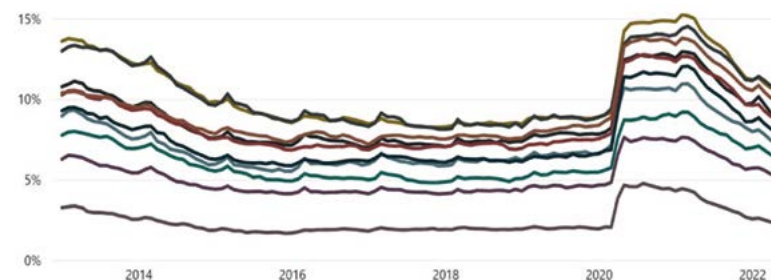


Only 55% of people in Birmingham are owner occupiers, compared with 63% nationally and generally, approximately 9% of working age population in Birmingham have no qualifications which is significantly higher than the 6% national average.

Unemployment is also much higher in Birmingham; 3.7% of people between the ages of 16-64 claim nationally whilst only one ward in Birmingham falls lower than 5%.

Figure 9 demonstrates the increase in benefit claimants between 2014 and 2022.

FIGURE 9 - ALTERNATIVE CLAIMANT RATE (% OF RESIDENTS AGED 16-64)



As young city, it is also concerning that the percentage of the population aged 16-64 qualified to at least NVQ4 in Birmingham is 38%, substantially lower than the 43% national average.

For those who are employed, median work-based earnings in the city are around £602 per week whilst residence-based earnings are lower at £547 per week, demonstrating that many of the higher paid jobs are going to those that commute from outside of the city.

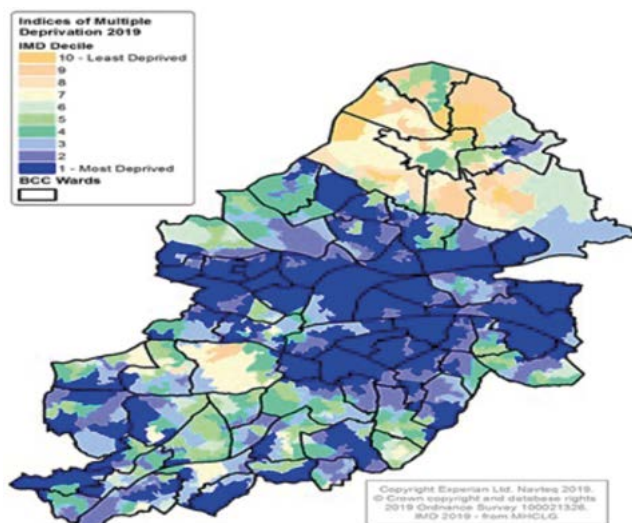
Poverty is widespread but doesn't look the same across the city; Figure 10 demonstrates the pockets over deprivation across the city.

Areas such as Ladywood, Hodge Hill, Druids Heath and Nechells demonstrate some of the highest levels of poverty across the city.

It cannot be ignored that these areas have large council owned estates that are generally made up of socially rented accommodation.

Within the city, pockets of deprivation exist whereby households who rely on social rented homes seek to settle. This is not necessarily because of choice and is more focused on what these households can afford.

FIGURE 10



The accidental separation amongst households who can afford to rent privately or own their own home vs those who cannot epitomises the lack of equality across the city.

The strategy seeks to continue invest in financial inclusion so that people have more choice and freedom around the type of homes they can access.

Birmingham City Council have a well-established Financial Inclusion Partnership, organising initiatives that give citizens the opportunity to maximise their income. This is supported by a cross directorate cost-of-living task and finish group.

The work done as a response to the cost-of-living crisis has provided much more clarity around what help is available for people experiencing hardship, where that help is and how it can be accessed.

For example, warm welcome spaces are being developed within a 15-minute walking radius of every home in Birmingham to mitigate the impact of rising fuel prices etc.

Birmingham was facing deprivation prior to the pandemic and prior to the recent cost-of-living crisis. Recent events have prompted the city to declare an emergency, understanding the continued adverse impact on the city.

The response requires a wholesale anti-poverty approach, examining root causes through a cross city governance structure and bringing people together both inside and outside the housing sector to improve people's lives.

People who are experiencing poverty are a rich source of data and can provide us with vital insight when we respond.

Engagement with lived experience groups such as the Poverty Truth Commission promotes the development of innovative solutions and improves professional understanding. Only by truly understanding can we truly develop services that work.

AFFORDABILITY

We know 54% of households are unable to afford market housing before subsidy. Lower wages and restrictions in relation to accessing higher paid roles, makes the housing market unattainable many households.

The cost-of-living crisis is contributing further to affordability concerns. Local Housing Allowance rates have always been significantly lower than market rents and this has pushed households to seek cheaper alternatives, usually social housing.

Rents are continuing to rise to keep up with inflation and the drastic rise in inflation through the cost-of-living crisis only seeks to worsen the issue. Figure 11 demonstrates what the LHA rate covers, compared to both national rents and rents in BCC.

FIGURE 11

PROPERTY SIZE	LHA RATE	NATIONAL RENT	BCC RENT
SHARED ACCOM	£291.13	£399	£477
1 BEDROOM	£524.99	£650	£818
2 BEDROOM	£625.02	£735	£1,100
3 BEDROOM	£674.99	£800	£1,160
4 BEDROOM	£850.02	£1,150	£1,598

The table demonstrates that there is a difference of up to £747.98 between LHA rates and market rents in Birmingham for a 4-bedroom property. Whilst this is the most expensive, the smallest difference is the shared accommodation bracket; £185.87 between LHA rates and market rents in Birmingham.

The national figure sits somewhere in the middle across all property types. The concern for citizens who do not work or are in receipt of a low-income is that social rent becomes the only financially viable option.

Figure 12 drills down further; based on 4 bed or larger properties available on Rightmove in September 2022. The data shows the darker blue shaded areas are advertised 4 beds within 20% of the LHA rate, whilst lighter blue shaded areas demonstrate areas that have 4 bed properties outside of the LHA rate.

The greyed-out areas have no 4 bed properties available for rent at all. The only areas of Birmingham which advertised 4 bed properties or larger within the LHA rate were Pype Hayes, Castle Vale, Ward End and Stockland Green, all with 1 property advertised, meeting the bedroom specifications and within LHA rate.

FIGURE 12

4 bed PRS properties available within 20% of LHA rate

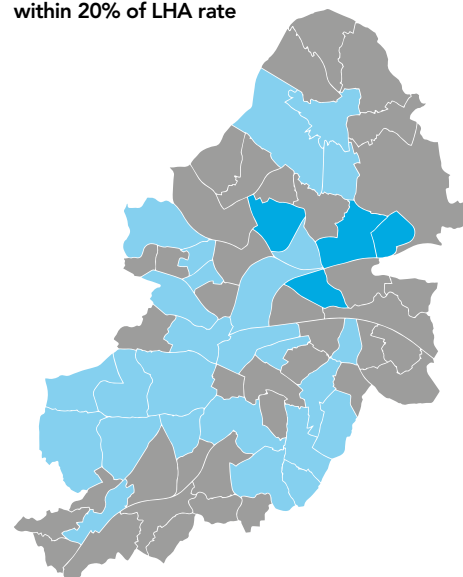


FIGURE 13

1 bed PRS properties available within 20% of LHA rate

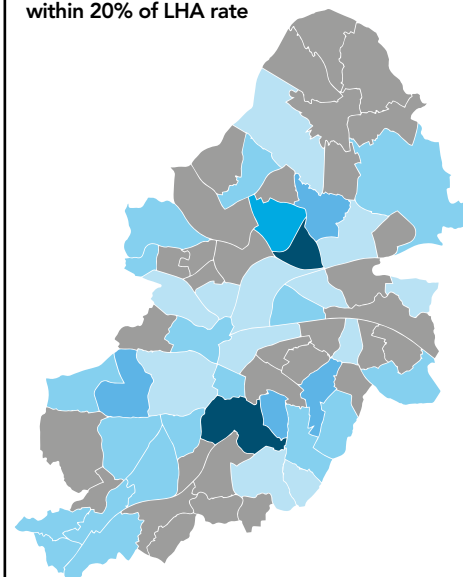


Figure 13 shows that there are more 1 bed properties than 4 bed properties available within Local Housing Allowance rate, as advertised on Rightmove during September 2022. Whilst those requiring a smaller number of bedrooms have slightly more flexibility, the supply in no way meets the level of demand across the city.

For example, the dark blue shaded area on the map is Moseley, where 11 1 bed properties were advertised. 5 out of the 11 properties advertised were within Local Housing Allowance rate. In Edgbaston, 4 1 bed PRS properties were advertised and none of these were within Local Housing Allowance rate.

No ward had more than 11 properties advertised, and no ward had more than 6 properties advertised within Local Housing Allowance rate.

Whilst these maps are only indicative of one month on the private market and do not claim to be a long-term representative sample, it goes some way to represent the difficulty citizens face, when trying to navigate the private market for accommodation that is affordable.

Young people are arguably even more adversely affected; restricted benefits for those under the age of 35 often make work and meaningful contribution to society too expensive and young people find it difficult to carve out an affordable, independent future.

The city has come some way to moving this forward through the 'live and work scheme' model being delivered by St Basils. The scheme provides accommodation for young workers for a subsidised rent, inclusive of all bills. This is a particularly welcome ideal for apprentices or those on a low income who are looking to build independence.

Whilst this is a significant step forward in terms of supporting financial mobility for young people, it is not a widespread initiative that gives all young people an equal opportunity to access the right home for them and this is something we would like to see change in the future.

HOMELESSNESS

The city has made huge strides to work differently with homeless households, post Homelessness Reduction Act (2017). The level of legislative change has prompted a new target operating model across the statutory function, aiming to become more preventative and less reactive.

There is a strong Homelessness Partnership Board which is well established and brings robust partnerships together to create pathways for citizens. This is supported by a Homelessness Prevention strategy, due for renewal next year.

The Everyone In initiative, also enabled the city to reduce the numbers of rough sleepers, through increased centralised funding during the pandemic. DHLUC have applauded Birmingham's approach to rough sleeping and have invested in service delivery through the Rough Sleeper Initiative (RSI) grants.

There is a £60m property acquisitions scheme in operation to increase the supply available specifically for homeless households. The council are directly purchasing properties on the open market, focused on large families.

The council have been late to the party, in terms of working with the private rented sector to support homeless households. Large numbers of UK authorities have discharged homeless duties into the private rented sector for the last 5 years, whilst Birmingham have historically been much more reliant on social rent.

In keeping with the need to broaden the scope of affordable housing available, the council have mobilised an accommodation finding team. The team will act as a specific resource, working alongside landlords to increase the availability of rented properties available to homeless households. Whilst the team is new, over 97 properties have already been identified.

Pathways have been devised for specific cohorts, working closely with partners such as Womens Aid and St Basils. Ensuring that there are targeted skillsets in place means that accessibility is improved for hard-to-reach groups and the council accept that third sector partners often have a broader knowledge base and know how to engage.

This strategy sets out the importance of continuing to foster those relationships, actively investigating opportunities for collaboration, joint commissioning, and pooling resources for mutually beneficial outcomes.

Despite these achievements, there is continued pressure at the front end; there are currently record numbers of households in temporary accommodation (over 4000), with approximately 600 families in Bed & Breakfast (B&B) at any given time. These numbers change daily but still demonstrate a significant obligation for the council.

There is a recognition that the number of households living in temporary provision is unsustainable and Birmingham are working towards developing a specific strategy that focuses on accelerating move on opportunities for these households.

B&B elimination is a key priority; mobilisation of alternatives such as Barry Jackson Tower, Magnolia House and more recently Oscott Gardens have been embedded over the past 5 years. Whilst these have been admirable attempts to reduce B&B, the level of demand far outweighs the speed in which new provision can be developed.

Approaches to our services from households either facing or already experiencing homelessness have increased off the back of the pandemic, Figure 14 clearly demonstrates this.

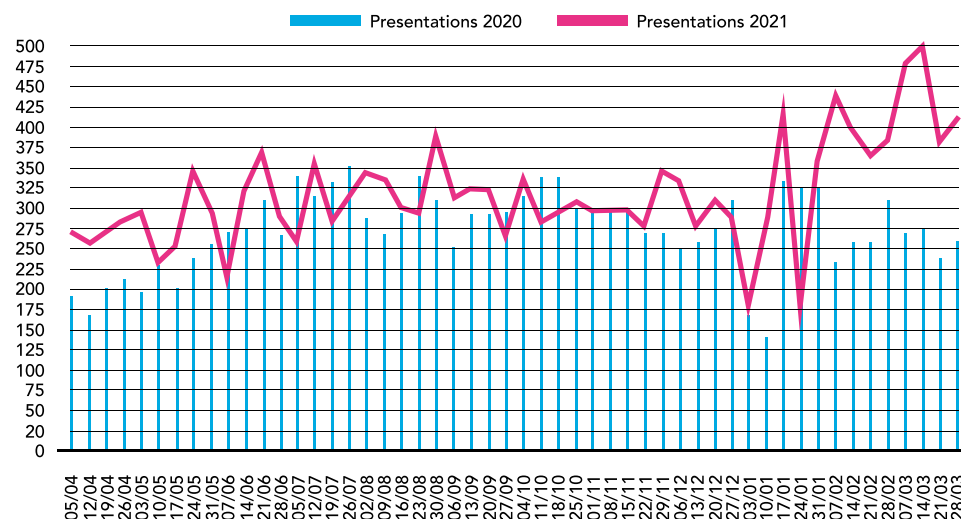
The impact is being felt most by those who were already struggling and compounded with the cost-of-living crisis and poor mental and physical health inequalities within the city, citizens are reaching crisis point before they seek help.

Acute need will always cause pressure on statutory services; reasons for homelessness such as Domestic Abuse have been met with a national response following the implementation of the Domestic Abuse Act (2021) and our services have responded in the same way.

Early help services such as Think Family, support families who are struggling before they reach crisis point. The council has also invested in an 'in house' Domestic Abuse team ensuring the approach to survivors who are speaking out is supportive, prioritises safety and removes barriers.

There is a zero tolerance to abuse of this kind, across all areas of service delivery and perpetrators are held to account. Aiming to achieve the Domestic Abuse Housing Accreditation (DAHA), means our approach is informed by best practice and is in line with the direction set out in the Domestic Abuse Strategy.

FIGURE 14



To prioritise those in most need, the council have reviewed their Allocations Policy and aim to launch this in December 2022. Whilst this won't reduce the level of demand, it will enable those facing the most risk to access a home quickly.

This strategy mirrors the sentiments of Birmingham's Levelling Up strategy, understanding the need to act much more preventatively; providing both visible and local services that are easily accessible at the earliest possible opportunity.

We are responding to these challenges by implementing an Early Intervention & Prevention model, a cross-directorate initiative aiming to improve the accessibility of localised advice before people reach crisis point.

The approach builds on strong voluntary sector partnerships within the city. The only way to move away from crisis driven, reactive service delivery is to fully invest in prevention.

SUITABLE HOMES

It is vital that households have a suitable home that meets their needs. Older people and people with disabilities make up a significant cohort of the population in Birmingham; projections show an increase in the population aged 65 and over of 47,300 people.

Whilst 67% of the older people's population in Birmingham are owner-occupiers, 26% rely on social housing and a further 7% access the private rented sector.

The increase in over 65s population does mean that it is likely more specialist homes will be needed to support those with medical need or disability. The data tells us that 37% of households in Birmingham have someone living in the home with a long-term health condition or disability.

There are also projected increases in the number of older people experiencing dementia (by 35% from 2020 to 2040 and mobility problems (33% increase over the same period). Identifying a clear offer for older people, led by best practice examples such as Housing 21's co-living approach, is a priority we will drive throughout the life of the strategy.

The council will commit to a full sheltered housing review within their current stock profile, aiming to make sure that the options for older people are in keeping with what people need, promoting social inclusion and a sense of community.

We want to make sure as many homes as possible, particularly those specifically for older people meet the M4(2) Lifetime Home Standards

Whilst data around health is focused in the majority on physical disability, young cities such as Birmingham should not disregard mental health illness or disabilities like autism; the NHS report average cost of an inpatient stay is £3500 per week, or £182,000 per year (NHS digital 2020) for mental health support.

Anecdotally, it is reported that around 60-70% of children and young people who are admitted to general adolescent units may be autistic, though many are undiagnosed.

The significance of long-term health conditions, age and disability can have a significant impact on housing. Whilst the council have a large stock portfolio in comparison with other areas in the country, high rise living is common and often doesn't provide the necessary requirements for those living with long-term health conditions or disabilities.

Birmingham has the largest number of high-rise blocks in the country, with 213 still operating. This means living in proximity with large numbers of other people, often inappropriate for those experiencing mental health conditions such as autism and ADHD.

Lived experience experts who were consulted as part of the development of this strategy have emphasised the increased difficulties people with significant mental health or neurological conditions face, in homes that are noisy or involve sharing with large numbers.

The ability to physically adapt a property is difficult; the council deliver 3,500 adaptations per year to support those experiencing long-term health conditions or disabilities to remain at home. The average age of our stock is 70 years old which means most properties are not built in such a way that they lend themselves to adaptation.

Private sector landlords are generally opposed to adaptations within their properties as lets are often not made on a long-term basis. Hospital discharge continues to remain difficult, meaning there is an increased level of pressure on NHS services to keep patients in hospital for longer.

A new Disabled Facilities Grant policy is embedded, enabling funds to be used creatively to support homes being made suitable. Tech enabled care is also being explored as part of the Digital Cities agenda, focusing on using technology to improve the suitability of people's homes.

Adult Social Care have increased support packages, offering legal fees or deposits to enable people to own their own home and have an appropriate care package in place. There are opportunities for financial support to be made available through the Homelessness Prevention Grant, provided by government.

HOUSING STRATEGY 2022-2027

This strategy sets out a collaborative approach between Housing and Adult Social Care professionals, who aim to pool resources with the common goal to keep people in their own homes for as long as possible.

This includes a commitment to workforce development within teams so they understand the resources available to citizens and can work in a joined-up way. Improved connections will only improve outcomes for citizens who may have specialist and complex needs that need to be met.

Whilst this strategy cannot resolve the city's inequalities alone, it does offer a strategic commitment to improve the ability to access and sustain suitable housing, which will in turn, contribute to the overall levelling up agenda.



PRIORITY 3- NEIGHBOURHOODS ARE ENHANCED AND THE QUALITY OF EXISTING ACCOMMODATION OFFERS ARE IMPROVED

KEY COMMITMENTS

- We will prioritise the condition of all stock across all tenures
- We will develop sustainable and balanced communities
- We will deliver intelligence led asset management initiatives
- We will capitalise on opportunities to deliver large-scale regeneration projects a
- We will attract inward investment, to drive forward the quality of existing stock

INCREASED REGULATION

Whilst growth is a priority, we cannot underestimate the importance of preserving and maintaining the existing stock we already have.

We want to ensure that all citizens in Birmingham, no matter what their specific circumstances are, can live in homes that are safe, sustainable and of a good quality.

The Grenfell tragedy in 2017 opened the eyes of landlords to the poor condition of certain properties and the appalling consequences this can have on people who are forced to live in this way.

Government have led the way by promoting legislative change that is designed to make people safer in their home; the Social Housing Regulation Bill, Building Safety Bill and Fire Safety Act have afforded tenants additional protections and mechanisms for redress, particularly for those living in high-rise accommodation.

Local Authorities are under pressure to find ways to make their localities more sustainable, to contribute to the route to zero agenda.

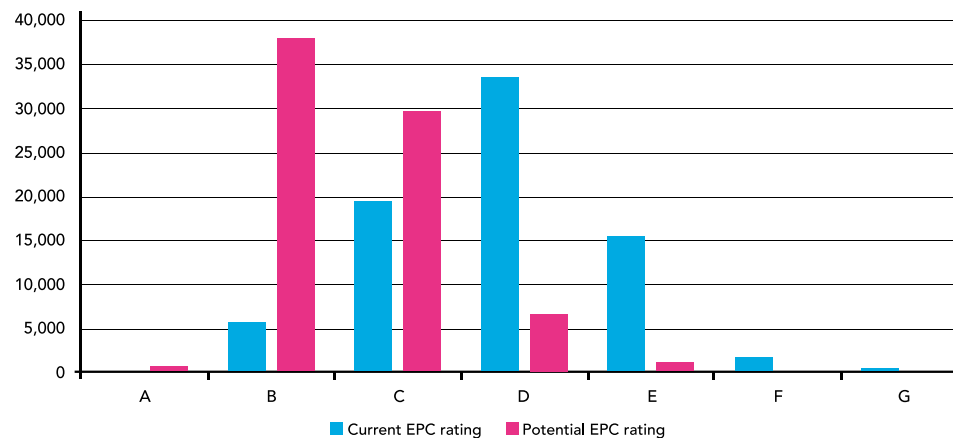
We will use this strategy to set out the city's approach to driving up quality across all tenures, with the clear objective that citizens should have a safe place to call home.

PRIVATE RENTED SECTOR STOCK CONDITION

The private rented market is one of the main considerations of this strategy, when considering the importance of good quality housing. Over the last decade, Birmingham have followed the national trend and seen significant growth in the private sector, now making up over 18% of the total tenure types within the city.

Birmingham City Council commissioned a stock condition survey this year. The survey demonstrates that approximately 23,173 privately rented properties are likely to have a serious category 1 hazard, making up 21% of private sector stock in the city. North Edgbaston (698) and Stockland Green (692) have the highest number of properties with at least one Category 1 hazard. This is significantly more than the national average which sits at 12%.

FIGURE 15



Properties are likely to be expensive to run; evidence tells us that 17,657 private sector properties in Birmingham have an E, F, and G rating and 2,217 of those properties would be likely to fail the MEES statutory requirement. Figure 15 demonstrates current EPC ratings in the sector against potential across the stock profile.

There is a notable gradient of risk with the age of the property, the risk being greatest in dwellings built before 1900, and lowest in the more energy efficient dwellings built after 1980.

Birmingham has a significant proportion of its residential housing stock built pre 1900 (11.9%). A high proportion of private housing stock was built before the Second World War (48.6%), which means there is higher risk of ageing and decline.

Another indicator of quality is the number of complaints received by the council relating to the number people who are dissatisfied with the condition of their property.

The council have received 4,058 complaints in the last 5 years, relating specifically to quality within the sector; these complaints equated to 3.7% of all private rented properties within the city.

The city has already made some headway in terms of tackling some of the fundamental issues with safety and quality in the private sector. Working collaboratively with partners, the council have developed a robust Private Sector Strategy, outlining a clear approach to enforcement of rogue landlords.

In addition to this, a bid has been approved to deliver a Selective Licensing Scheme within the city, pushing landlords to achieve specific standards. The intention clearly outlines the city's commitment to support citizens experiencing poor quality housing.

The commitment to additional regulation is highlighted within this strategy and shows that mechanisms to support citizens are being developed and embedded into common practice.

SUPPORTED AND EXEMPT ACCOMMODATION

Another area of the market that is in desperate need of regulation is the supported exempt sector; this term refers to unregulated supported provision managed by private landlords.

Landlords receive an enhanced rent via housing benefit to provide additional housing management tasks, given the vulnerability of the client group. Generally,

this accommodation type does not require planning permission (if it is for less than 6 people) and is not subject to HMO licensing.

The reduction in administration and bureaucracy within the exempt accommodation sector appeals to landlords as they won't be regulated as heavily.

The number of exempt accommodation units has been increasing exponentially in Birmingham, rising from 11,740 units in 2018 to over 20,000 by the end of 2020.

The roots of growth in Birmingham can be traced back to national disinvestment and deregulation. This includes reduction in budgets for key vulnerable groups such as substance misuse, mental health, offenders, and removal of the ring-fenced funding from the supporting people programme.

Additionally, there has been a reduction in regulatory powers, resources and agencies which has led to other parts of the housing sector being left to explore how best to meet the demand that was still there and has grown.

The lack of national guidance on current regulations has made it easy to enter the market and meet the minimum requirements. The range and quality of this accommodation varies and at its worst, provides poor support to some of the most vulnerable people living in our city.

Birmingham is held as a leader in the field, tirelessly lobbying to improve the quality of exempt accommodation and reduce growth. Since November 2020, Birmingham have been running a pilot to test new approaches to improve quality of provision

Multi-disciplinary inspection teams have been undertaking inspections of housing standards, reviews of support and benefit arrangements, and investigations into community safety including ASB and organised crime.

As at, December 2021, 770 properties have been inspected as part of the pilot, using a Housing Health & Safety Rating System checklist and these inspections have found 2545 Category 1 hazards (those where the most serious harm outcome is identified – risk to life, fire, damp and mould, asbestos) and 1465 Category 2 hazards (If a hazard is less serious or less urgent).

The pilot has been instrumental in demonstrating to government the serious risk to vulnerable people's lives and has led to a new Supported Housing Strategy, additional investment, and extended funding for the original pilot.

This strategy sets out a commitment to explore all opportunities to expand the current project and work towards an approach where this level of regulation becomes business as usual.

We will do our bit locally by driving forward set Quality Standards and a Charter of Rights for tenants.

Further work to lobby government and encourage independent regulation is paramount if the sector is to improve. It is imperative that this remains one of the key priorities of the city over the next 5 years.

MANAGING OUR ASSETS

Whilst Birmingham continues to make headway in other aspects of the market, it is vital that the quality of the council's own stock is managed effectively.

This strategy sets out how we will manage our stock; with a strong focus on evidence led and intelligent investment, Birmingham will continue to be one of the largest providers of social housing in Europe.

Birmingham City Council own and manage just under 60,000 properties which sets the city apart from others in the country who transferred their stock in the 1980's and 90's to registered providers.

The average age of the stock portfolio is 70, with 213 of these being high-rise blocks. Due to the average age of the portfolio, the construction of the properties varies across the piece, and heating and insulation standards are not always met.

For example, 51 high-rise blocks are of Large Panel System construction that do not have efficient heating and hot water systems. Prior to 1966, Building Regulations did not require any form of insulation, so it was often not installed at the time of construction.

It is not easy to retrofit these buildings as they are classed as hard to treat. There are an additional 900 low rise blocks of varying construction types that also do not meet modern day thermal insulation levels.

The Grenfell tragedy in 2017 has certainly encouraged Birmingham to review the way in which high-risk buildings are managed, given that the city has such a significant high-rise population.

Birmingham have been particularly proactive in relation to fire safety, the Fire Safety Act received Royal Assent on the 29th April 2021 and prompted the council to invest £33m in sprinkler systems, as well as developing a programme to install 3500 fire doors across 2022/2023.

Birmingham has worked closely with West Midlands Fire Service, the Fire Safety Steering Group, and the government, who have praised the additional investments Birmingham has made since Grenfell.

The Building Safety Bill has also forced changes to the way the stock portfolio is managed. The introduction of an additional regulatory body has led the council to consider the way in which high rise blocks are resourced, prompting the recruitment of Building Safety managers and officers who are responsible for ensuring compliance.

Whilst this level of investment has been applauded, government has not provided any additional funding to support the new requirements, meaning that Birmingham have had to find this out of existing funds, impacting investment in other areas.

Investment in the portfolio has not been sufficient; the introduction of the Decent Homes programme in 2004 led to over £700m investment in the portfolio. Once this planned investment had been undertaken, no further government funds followed.

FIGURE 16

CITY	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	TOTAL	STOCK	INVESTMENT OVER 5 YEARS PER PROPERTY
BIRMINGHAM	£53,545m	£68,260m	£80,597m	£79,406m	£88,364m	£370,172m	59,600	£6,211
SOUTHWARK	£95,989m	£95,801m	£99,390m	£102,052m	£102,651m	£495,883m	37,962	£13,063
ISLINGTON	£92,451m	£87,830m	£84,149m	£97,572m	£94,546m	£456,548m	25,515	£17,893
LEEDS	£78,000m	£77,527m	£77,039m	£77,220m	£78,600m	£388,386m	54,377	£7,142
SHEFFIELD	£70,481m	£73,857m	£74,880m	£76,947m	£79,645m	£375,810m	38,887	£9,664

Figure 16 suggests other large stock holding authorities invest significantly more in their stock than Birmingham per year and per property, which has an impact on the long-term quality and condition of the stock portfolio, and in turn the number of repairs.

Recent expenditure has increased to support vital works post Grenfell, this has been largely reactive and focused on high-rise blocks. Unfortunately, this means BCC is only achieving 68% compliance with Decent Homes Standards.

This strategy provides the council with an opportunity to launch a more strategic approach to investment; this will be followed by a robust Asset Management Strategy and Housing Revenue Account Business Plan which will set out the council's investment priorities over the long term.

To supplement initial investment and improve resilience, we will deliver an annual rolling stock condition survey programme so that there is a robust intelligence and evidence base to inform future investment and service priorities.

ROUTE TO ZERO

Birmingham has made a commitment to reach route to zero. Whilst Birmingham owns 60,000 properties, coupled with Coventry and Wolverhampton as the other core cities in the region, there are nearly 161,000 properties across the portfolio.

The three cities are looking to retrofit their housing stock as well as working with housing providers to do the same. The scale provides a critical mass, and the scale and diversity of the project provides a step change that can also be shared beyond the three cities at a regional and national level and represents an exciting future.

The economic consequences of the pandemic, alongside the recent cost of living crisis means that it has never been more important to support our citizens to live in more efficient homes that are cheaper to run.

Birmingham are trying to respond quickly; the Large Panel System (LPS) pilot and Local Authority Delivery grant schemes seek to raise the energy efficiency of low-income and low EPC (E,F&G) rated homes to EPC C.

These projects have provided a source of learning and act as a positive step in the right direction, but they are limited in scale and scope and are reliant on public sector grant funding which in relative terms is small and often very time limited. Rapid scaling up is necessary and this requires adjustments to scope, delivery models and financing models.

Birmingham have received government funding to undertake a whole housing retrofit pilot for 300 homes in East Birmingham; the scope of the pilot is for 300 properties of two archetypes, cross wall houses and low-rise flats.

Combined, these two archetypes comprise between 35%-40% of the non-high rise social housing stock overall. It is expected that the findings and outcomes of the pilot will play a significant role in contributing to the direction and approach adopted in Birmingham.

The pilot represents a significant step in the right direction, but the reality is that this only improves a small sample of the overall portfolio.

The cost of addressing the entirety of Birmingham's 60,000 homes, without even looking into other tenure types has been estimated to be more than £3.6bn over 30 years. Sourcing the funds and planning to address this is a significant challenge for the city and it is imperative that we capitalise on grant funding opportunities.

The council's existing budgets are already committed to delivering frontline services. There is limited funding available, hence a creative financial solution is required that ensures costs and benefits are spread equitably. This doesn't just provide limitations within our own stock; we must consider retrofit a priority across the city and across all housing types.

This strategy highlights the limitations that sit alongside the opportunities within the retrofit agenda and the long-term plan to explore alternative technical solutions and funding models as part of the pilot learning.

SUSTAINABLE COMMUNITIES

Improving the quality of the physical spaces available to the citizens of Birmingham is so important, particularly following the Grenfell tragedy and the level of legislative

change that has followed. The quality of the environment around homes is as important as the homes themselves.

We work to create safe, healthy neighbourhoods with the right infrastructure, parking, transport, green spaces, leisure facilities and amenities, achieved through joint working, for example across Highways, Planning, Transportation and Public Health.

Birmingham is capitalising on opportunities for regeneration across the piece; East Birmingham is the most high-profile programme of work supporting this agenda.

In 2017 a baseline study was undertaken to explore the best way forward for the East Birmingham and North Solihull Inclusive Growth Corridor, to tackle the long-standing problems facing the area and make the most of the social, environmental, and economic opportunities provided by the coming of HS2, the Midland Metro East Birmingham to Solihull extension and the jobs growth that is expected at key employment sites.

This has led to a commitment to deliver infrastructure that will support 10,000 new homes and 60,000 new jobs.

Throughout the life of the strategy, there are other opportunities to re-design, regenerate and improve the quality of life for our citizens across several our estates. Druids Heath, Ladywood and Perry Barr all represent opportunities for large scale regeneration, supported by citywide partnerships.



REGENERATION PROJECTS:

Paradise Circus has already transformed Chamberlain Square and made the city centre better connected. With phase two under construction adding a new hotel and a fourth office building plus plans for a landmark residential tower, this new part of Birmingham, will be a premier destination and one we can take great pride in.

Langley Sustainable Urban Extension is the largest development site in the city and will provide around 6,000 homes making a significant contribution to meeting the city's housing needs. With a focus on family housing and other housing types provided, the site will support a mixed community and be sustained by a comprehensive range of social infrastructure including new schools, shops, healthcare, recreation and leisure facilities.

Icknield Port Loop is a mixed use development involving the redevelopment and remediation of 43 acres of land which will deliver 1,150 new homes plus employment and leisure facilities is circled by a kilometre of historic canal and located only 1km from Central Birmingham.

Smithfield, formerly the site of Birmingham's Wholesale Markets, the 14 hectare site which lies in the heart of the city centre, will provide a new home for the city's historic Bull Ring markets, outstanding new leisure and cultural spaces, including a festival square and landscaped park, integrated public transport, and 3,000 new homes alongside community facilities.

Perry Barr is currently benefitting from £700+ million of public sector investment focusing on enhancing infrastructure, providing 2,000 new homes and creating new community spaces. The wider regeneration programme has other long-term opportunities, including further housing to be built over the next 20 years and ongoing infrastructure improvements, which have been captured in the 'Perry Barr: A Vision for Legacy' master plan.

Curzon Enterprise Zone is centred on construction of the HS2 railway, the planned Curzon Station will bring a step-change in connectivity for the city and the region, unlocking major cultural, development and investment opportunities.

Ladywood Estate is a predominantly 1960s residential neighbourhood spanning 153 acres in Birmingham's city centre. The ambition is to transform the estate into a high-quality residential neighbourhood of exemplar sustainable development and radically improve connectivity into the surrounding area.

Bordesley Park and its environs offers a major opportunity for transformational change and the creation of 1,500 jobs for East Birmingham, one of the most deprived areas in Birmingham.

As part of the Asset Management Strategy, appraisals need to be undertaken across all BCC estates, including stock condition and recommendations around viability. Once the data and intelligence around the condition of our properties is made available, decisions around regeneration become much more evidenced based.

This strategy focuses heavily on sustainability, and this reaches across the piece to all aspects of community living.

Good design is a priority for helping to build resilient communities by developing connected spaces that encourage social interaction, reducing isolation, and building those connections that enable residents to support each other. This also relates to the way in which we, as a landlord, manage our properties

Key to sustainable communities is the preservation of family accommodation; planning teams within the council have begun to crack down on planning applications for HMOs to reduce the number of family homes being lost.

Figure 17 demonstrates how policies have been altered to prevent harmful concentrations of HMOs arising in the city.

The image represents the sandwiching method. The blue units are existing HMOs and the greyed-out units are general residential housing. The units with a red cross represent properties that are not allowed to be HMOs as they impact general family life. Ultimately, preventing families from being sandwiched between 2 HMO properties.

Additional restrictions exist, for example HMO applications that would result in more than 10% of residential properties within an 100m radius will not be accepted. Whilst these restrictions are relatively new, they do provide additional protections and stop family homes being lost unnecessarily.

FIGURE 17



Part of the Local Plan review will focus on what other measures are needed to protect family accommodation in the city and prevent more from being lost. Whilst there is an acceptance that these actions are being taken later than we would like, preservation of larger homes across the city is a key priority and the commitment to improve this is a key part of our strategic plan.

Enhancing neighbourhoods is key to our responsibilities as a landlord; the laser focus on high-rise accommodation nationally means that we need to consider models in both the UK and abroad that enable this style of living to succeed in the best way possible.

A strategy specifically focusing on high rise accommodation and how we in Birmingham intend to manage the provision we are responsible for, is an intention of the future and is imperative given the increased regulation that is likely to hit these styles of buildings.

The kind of landlord we are directly correlates with how satisfied our tenants are and the way in which they engage with our services.

The inevitable lack of visibility throughout the pandemic, prompts the city to make the most of the strong partnerships we have in place, to ensure there is a localised model that enables tenants to seek help quickly and have a say in how services are delivered.

Nationally, the Social Housing Regulation Bill and updated Consumer Regulations read with a strong undercurrent, advocating the importance of the tenant voice.

Birmingham is working with TPAS, a national leader in the field of tenant engagement to develop a strategy that enables mechanisms for co-production and meaningful engagement. We want to be an organisation that invites scrutiny and actively works with our tenants to improve services.

This is a theme that we want to underpin all our strategic and operational efforts across the board. The focus on looking after our properties and collaborating with the people who live within them, helps us to develop neighbourhoods and communities that thrive.

MONITORING AND GOVERNANCE

This strategy is designed to encourage real change across the city and, over the long term, to work towards re-shaping the market for the citizens of Birmingham. To ensure the strategy achieves its vision, there will need to be a commitment from both the council and key stakeholders to deliver on the strategic priorities and workstreams identified.

We have tried to build this strategy on a comprehensive and robust evidence base, and will continue to invest in developing, mapping, improving, and extending our evidence to show what is working and to consider what changes are needed throughout the life of the strategy, through the support of the City Observatory.

This approach is complemented by the wealth of practical experience and knowledge of elected members, officers, providers, investors, developers, industry professionals, voluntary groups, campaigners, and, most importantly, residents who contributed to the discussions which have informed this document.

The proposed governance structure we have devised (Appendix 3) focuses on accountability and delivery. Whilst we believe the strategy paints a clear picture of the opportunities and challenges, we face in Birmingham, it is imperative that this is underpinned by a robust governance structure whose members are charged with providing assurance that the identified workstreams are delivered for the best interests of our citizens.

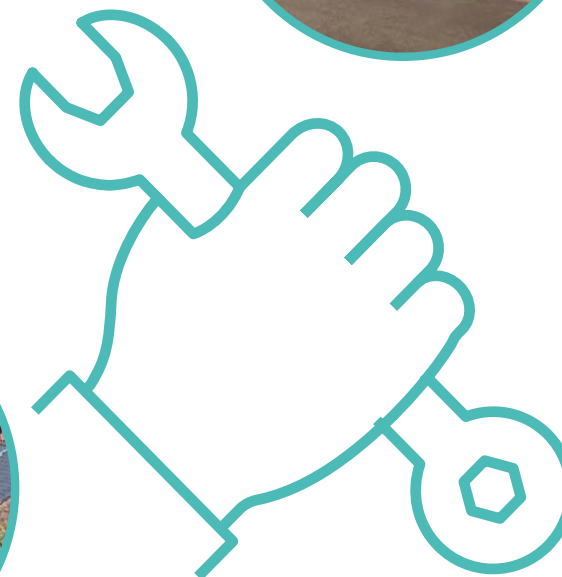
HOUSING STRATEGY 2022-2027

The delivery plan (Appendix 4) sets out in detail how these workstreams will be delivered, who they will be delivered by, and the timescales in which they are expected to move forward.

Throughout the life of the strategy, the partnership group will deliver an annual report confirming what actions have been completed, what is outstanding, and will review priorities based on the changing landscape across the sector. All stakeholders will have a shared responsibility in contributing to the delivery of the strategic priorities set out.

The list of stakeholders below contributed to the formation of the Housing Strategy 2022-2027 and will be key players in terms of delivery. A commitment has been made across all partners to work together over the next 5 years, to make our shared vision a reality.

- | | | |
|--|--|-------------------------|
| • Birmingham City Council | • Clarion | • Longhurst Group |
| • Birmingham Municipal Housing Trust | • Anchor Hanover | • Nehemiah |
| • Homes England | • Accord | • Viridian Housing |
| • West Midlands Combined Authority | • Walsall Housing Group | • BVSC |
| • Birmingham Strategic Housing Partnership | • Optivo | • Birmingham University |
| • Fortem | • Sanctuary | • Severn Trent |
| • Equans | • Sifa Fireside | • Jessups |
| • Bournville Village Trust | • Bromford | • Greensquare Accord |
| • Pioneer | • Lovells | |
| • Spring Housing Association | • Willmott Dixon | |
| • Platform Housing Group | • Acivico | |
| • Midland Heart | • Places for People | |
| • Citizen | • Poverty Truth Commission | |
| • Housing 21 | • City Housing Liaison Board/ Local Housing Liaison Boards | |
| • St Basils | • Shelter | |
| • Trident | • Homeless Link | |



SOURCES:

- Birmingham Development Plan
- The Local Plan (Issues & Options)
- Metastreet- Birmingham City Council Private Sector Stock Condition Survey (Feb 2022)
- Health & Wellbeing Strategy
- Birmingham Housing and Economic Development Needs Assessment (June 2022)
- Supported Housing Needs Assessment & Strategy (draft)
- Private Rented Sector Housing Strategy
- Statutory Homelessness Live Tables- Department of Levelling Up Housing and Communities
- Savills BCC Stock Condition Survey (desktop) 2019
- Birmingham Levelling Up Strategy
- Poverty Review- Birmingham (BCC internal document)
- National Development Team for Inclusion: Supporting autistic flourishing at home and beyond: Considering and meeting the sensory needs of autistic people in housing
- Property and Assets Strategy
- Retrofit Balsall Heath Birmingham & Solihull Integrated Care System Health Inequalities Programme Board
- Homes England: Birmingham Housing Associations Survey
- BMHT Analysis 2017-2022
- New Economics Foundation: Building the Homes we Need
- Draft DPH Report 2021-2022
- Birmingham City Council HMO Stressors Report
- Everybody's Battle, Everybody's Business
- Council Plan (2019 update)
- Birmingham Levelling Up strategy
- Digital Cities strategy
- Customer Service strategy and improvement programme
- Financial Inclusion strategy 2017-2022
- Homelessness Prevention strategy 2017
- Birmingham Rough Sleeping strategy
- Commonwealth Games legacy action plan
- Tenant Engagement strategy
- East Birmingham Inclusive Growth Strategy
- Corporate Plan 2022-2026
- Route to Zero Commitment 2019
- B&B Elimination Plan
- Levelling Up strategy
- Social Housing Regulation Bill
- Fire Safety Act (2021)
- Homelessness Reduction Act (2017)
- Building Safety Bill
- Independent Review of Building Safety and Fire Regulations (2018)
- Coronavirus Act (2020)
- Rough Sleeping strategy
- Consumer Regulations Review 2018/2019
- National Planning Policy Framework 2021
- Domestic Abuse Act (2021)
- Census Data (2022)

APPENDIX 3 - GOVERNANCE STRUCTURE



APPENDIX 4 - HOUSING STRATEGY 2022-2027 DELIVERY PLAN - PRIORITY 1: A STRONG SUPPLY OF GENUINELY AFFORDABLE HOUSING

OBJECTIVE	ACTION	BCC LEAD	CITYWIDE LEAD	RAG
Accelerate the delivery of affordable housing	Develop an Affordable Housing Delivery Group, focused specifically on accelerating affordable tenures	Strategic Director of Place & Prosperity	Homes England	
	Increase the use of compulsory purchase and empty dwelling orders to re-purpose empty homes for existing need	Strategic Director of Place & Prosperity		
	Improve the use of 'buy backs' increasing the throughput and supply of affordable housing	Strategic Director of Place & Prosperity		
	Utilise the city observatory and intelligence across the sector to create a blueprint of 'what works' in relation to affordable housing delivery	Assistant Director of Strategic Enabling	BSHP	
	Ensure the effective implementation of planning policy to deliver new affordable homes i.e 35% that then not reduced due to viability	Strategic Director of Place & Prosperity		
	Expand opportunities for Build to Rent, (BTR); purpose-built accommodation for rent, where multiple units are developed and held in single ownership for long term rental, delivering more secure tenancies and increasing the provision of affordable rented housing etc.	Assistant Director of Development	Homes England	
	Improve the package of support for landlords, incentivising them to work with the city and contribute to housing need	Strategic Director for City Housing	Landlords Forum Lead	
	Continue to progress the Property Acquisitions programme, focusing on bringing properties in from the open market	Strategic Director for City Housing		
	Identify packages of land to be presented to RPs, encouraging bidding and pushing multi-provider development across the city	Strategic Director of Place & Prosperity	Homes England	
	Deliver the current development commitments set out in the Birmingham Development Plan (BDP)	Strategic Director of Place & Prosperity	Affordable Housing Delivery Group	
Invest in partnerships to increase innovation	Strengthen partnership working across Directorates in BCC through shared Affordable Housing Delivery resources	Strategic Director of City Housing Strategic Director of Place & Prosperity		
	Develop Affordable Housing Delivery Group, acting as a key vehicle to accelerate affordable housing delivery	Strategic Director of Place & Prosperity	Homes England	

APPENDIX 4 - HOUSING STRATEGY 2022-2027 DELIVERY PLAN - PRIORITY 1: A STRONG SUPPLY OF GENUINELY AFFORDABLE HOUSING

OBJECTIVE	ACTION	BCC LEAD	CITYWIDE LEAD	RAG
Invest in partnerships to increase innovation	Develop mutually beneficial relationship with the West Midlands Combined Authority (WMCA), advocating for the city in relation to potential sites and investment opportunities that support our aspirations in relation to affordable housing	Strategic Director of Place & Prosperity	WMCA	
	Increase the use of compulsory purchase and empty dwelling orders to re-purpose empty homes for existing need	Strategic Director of Place & Prosperity		
	Investigate best practice models for affordable housing delivery in the UK and abroad	Strategic Director of Place & Prosperity	BSHP	
	Investigate opportunities to promote multi-provider sites, particularly in relation to large-scale regeneration projects	Strategic Director of Place & Prosperity		
	Improve dialogue with other stock retaining authorities to share best practice and adopt a co-ordinated approach to delivery	Strategic Director of City Housing		
	Agree robust action plan with Homes England around strategic support required to create a development presence in Birmingham	Strategic Director of Place & Prosperity	Homes England	
Take a key role in re-shaping the market, making best use of stock	Develop a 'loss of family accommodation policy' through the new Birmingham Plan	Strategic Director of Place & Prosperity		
	Deliver existing regeneration projects- including Druids Heath, Ladywood etc.	Strategic Director of Place & Prosperity	Local Residents Groups- example Druids Heath	
	Investigate opportunities to encourage specialist providers to develop in areas of need- Housing 21 co-living scheme	Strategic Director of Place & Prosperity	Housing 21- BSHP Lead	
	Develop a new Local Plan, clearly focusing on accelerating affordable housing delivery	Strategic Director of Place & Prosperity		
	Reduce exempt supported accommodation by 11,000 units over the next 5 years, supporting the increase of family homes	Head of Strategic Enabling	Exempt Sponsor Board	
	BSHP to lead an analysis of the city's 'affordable housing' stock portfolio, looking for opportunities to encourage movement	Strategic Director for City Housing	BSHP chair	

APPENDIX 4 - HOUSING STRATEGY 2022-2027 DELIVERY PLAN - PRIORITY 1: A STRONG SUPPLY OF GENUINELY AFFORDABLE HOUSING

OBJECTIVE	ACTION	BCC LEAD	CITYWIDE LEAD	RAG
Continue to support and embed the partnership between Housing and Health	Embed a fuel poverty alliance, working across the city to make sure all citizens can keep warm in their home	COL Taskforce	COL Partnership Board Creating a city without inequalities board	
	Ensure opportunities to expand support for those facing fuel poverty is expanded through the delivery of ECO 4	Strategic Director of Strategy & Policy		
	Build on the new Disabled Facilities Grant policy to develop innovative solutions to adapt properties and keep people in their home	Strategic Director of Adult Social Care		
	Develop a housing and health board, focusing on reducing barriers operationally and improving outcomes for people with health needs	Strategic Director of Adult Social Care/Strategic Director of City Housing		
Support people to maintain suitable homes	Complete a full review of BCC's sheltered housing stock profile, ensuring it meets the needs of older people	Strategic Director of City Housing	BSHP	
	Work collaboratively with St Basils to expand the live and work scheme model, carving out a robust housing offer for young people	Assistant Director of Strategic Enabling	St Basils - CEO	
	Explore opportunities to work in conjunction with providers, such as Housing 21 on their co-living model for older people	Assistant Director of Strategic Enabling	Housing 21	
	Develop mechanisms to utilise the lived experience of citizens in order to raise awareness of inequalities within housing and improve services	Head of Strategic Enabling	TPAS	
	Support the Digital Cities and ASC agenda by exploring ways in which technology can support people to remain in their home, particularly through the use of tech assisted care	Strategic Director of Digital & Customer Services	BSHP Older Persons Group	
Reduce homelessness through the promotion of an early intervention and prevention model	Develop a robust temporary accommodation strategy, focused on reducing numbers and improving suitability	Strategic Director of City Housing		
	Complete a refresh of the Homelessness Prevention Strategy, last refreshed in 2017	Strategic Director of Adult Social Care	Homelessness Partnership	

APPENDIX 4 - HOUSING STRATEGY 2022-2027 DELIVERY PLAN - PRIORITY 1: A STRONG SUPPLY OF GENUINELY AFFORDABLE HOUSING

OBJECTIVE	ACTION	BCC LEAD	CITYWIDE LEAD	RAG
Reduce homelessness through the promotion of an early intervention and prevention model	Launch new Allocations Policy and regularly review to ensure prioritisation of existing stock is fair and reflects those in the most need	Strategic Director of City Housing		
	Embed the new Housing Solutions & Support operating model, focusing on preventing homelessness at the earliest possible stage	Strategic Director of City Housing		
	Support the development of the Early Intervention & Prevention programme, contributing to the corporate initiative from a housing perspective	Strategic Director of Adult Social Care		
	Develop a package to incentivise, education and support landlords- improving the offer from the council and encouraging landlords to work with us	Strategic Director of City Housing	Landlord Forum Lead	
	Invest in the Accommodation Finding function, improving access to the private sector for homeless households	Strategic Director of City Housing		
	Continue to work towards achieving a DAHA accreditation and embedding a robust response to Domestic Abuse	Strategic Director of City Housing	Domestic Abuse Housing Alliance (DAHA)	
Increase the support available for those experiencing financial hardship	Support a city-wide response to the cost-of-living, co-ordinating resources and making support clear and accessible	Strategic Director of Strategy & Policy		
	Refresh the Financial Inclusion Strategy, with a specific focus on the COL response	Strategic Director of City Housing	Financial Inclusion Partnership	
	Support the Poverty Truth Commission to improve the way services are delivered, promoting empathy and respect	Strategic Director of City Housing	Poverty Truth Commission	
	Ensure there are clear, regular and useful communications delivered to citizens advertising the level of support available across the city	Strategic Director of City Housing	Homelessness Partnership	
	Ensure housing is a key workstream in the COL taskforce	COL Taskforce	COL Partnership Board	

APPENDIX 4 - HOUSING STRATEGY 2022-2027 DELIVERY PLAN - PRIORITY 1: A STRONG SUPPLY OF GENUINELY AFFORDABLE HOUSING

OBJECTIVE	ACTION	BCC LEAD	CITYWIDE LEAD	RAG
Prioritise the condition of stock across all portfolios	Embed Additional Licensing scheme regulating HMO properties across the city and ensuring suitability	Strategic Director of Operations	Landlord Forum Lead	
	Mobilise Selective Licensing scheme, endorsing an enforcement focused approach	Strategic Director of Operations	Landlord Forum Lead	
	Continue to raise awareness of the exempt accommodation sector across the city; particularly in relation to revs & bens and planning to reduce the likelihood of further growth	Assistant Director of Strategic Enabling	Exempt Accommodation Sponsor Board	
	Deliver on existing retrofit grant schemes- LAD 1,2,3, Social Housing Decarbonisation Fund etc.	Assistant Director of Strategic Enabling	Accivico Equans Fortem- Retrofit Board	
	Continue to lobby government to increase opportunities for regulation and enforcement within the exempt sector	Assistant Director of Strategic Enabling	Exempt Accommodation Sponsor Board	
Develop sustainable and balanced communities	Continue to promote and endorse the charter of rights and quality standards across exempt accommodation providers	Assistant Director of Strategic Enabling	Exempt Accommodation Sponsor Board	
	Embed mechanisms to seek feedback and understand customer satisfaction, ensuring feedback is incorporated in to service delivery	Strategic Director of City Housing	City Housing Liaison Board/ HLB Structure	
	Increase opportunities for tenants to engage, inform and make decisions about how their homes are managed	Strategic Director of City Housing	TPAS	
	Mobilise a Housing Management Board, focusing on BCC responsibilities as a landlord and improving the quality of services our tenants receive	Strategic Director of City Housing		
Deliver intelligence led asset management initiatives	Improve the quality of intelligence and stock condition data across the city	Strategic Director of City Housing	BSHP	
	Complete a robust, comprehensive and long term investment plan for the BCC stock portfolio, setting out a strategic approach to investment	Strategic Director of City Housing		
	Develop a regular appraisal programme focused on BCC estates, identifying opportunities for estate renewal and large scale regeneration	Strategic Director of City Housing	Affordable Housing Delivery Group	

APPENDIX 4 - HOUSING STRATEGY 2022-2027 DELIVERY PLAN - PRIORITY 1: A STRONG SUPPLY OF GENUINELY AFFORDABLE HOUSING

OBJECTIVE	ACTION	BCC LEAD	CITYWIDE LEAD	RAG
Deliver intelligence led asset management initiatives	Continue to embed model to respond to Building and Fire Safety/ BSM and BSO posts	Strategic Director of City Housing		
	Continue prepare for pending legislative change in response to the Social Housing Regulation Bill, including regular impact and self-assessment	Strategic Director of City Housing	Regulator of Social Housing/ARCH	
Capitalise on opportunities to deliver large scale re-generation projects and improve communities	Seek opportunities to regenerate estates across the city, preserving existing stock and improving the lives of communities	Strategic Director of Place & Prosperity	Affordable Housing Delivery Group	
	Work collaboratively across the full city to ensure regeneration projects are delivered with specialist expertise where required and meet the needs of the local community	Strategic Director of Place & Prosperity	Affordable Housing Delivery Group	
	Deliver the whole house retrofit pilot- 300 homes in East Birmingham	Strategic Director of City Housing		
	Progress the East Birmingham growth and regeneration programme, to use as a blueprint for regeneration across the city	Strategic Director of Place & Prosperity		
Attract inward investment driving forward the quality of existing stock	Actively seek out and capitalise on grant funding opportunities to enable retrofit across all tenure types to become embedded in our housing and infrastructure	Assistant Director of Strategic Enabling	BSHP	
	Capitalise on opportunities to expand the Supported Housing Improvement programme, driving forward the quality of exempt accommodation in the city	Assistant Director of Strategic Enabling	Exempt Accommodation Sponsor Board	



Title of proposed EIA	Housing Strategy 2022-2027
Reference No	EQUA999
EA is in support of	New Strategy
Review Frequency	Annually
Date of first review	01/12/2023
Directorate	City Housing
Division	City Housing
Service Area	Strategic Enabling
Responsible Officer(s)	<input type="checkbox"/> Naomi Morris
Quality Control Officer(s)	<input type="checkbox"/> Guy Chaundy
Accountable Officer(s)	<input type="checkbox"/> Paul Langford
Purpose of proposal	Development of the new Housing Strategy 2022-207
Data sources	Survey(s); Consultation Results; relevant reports/strategies; Statistical Database (please specify); relevant research
Please include any other sources of data	Strategic Housing Needs Assessment, Resident Surveys, Tenant Satisfaction Surveys, Other local and national strategies/research papers etc.
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders; Wider Community
Age details:	<p>Young people- ages 16-35, younger people have more restricted Housing Options due to welfare benefit restrictions between the ages of 16-35. This impacts the type of property they can access in comparison to other groups in the community.</p> <p>Older people- people over 55 are entitled to sheltered accommodation and often require adaptations that support physical health or mobility issues. Adaptations are not delivered as consistently as they need to be and this impacts on the health service.</p>

Protected characteristic: Disability

Service Users / Stakeholders; Wider Community

Disability details:

Mental Health/Neurological Disorder- People with mental health needs or neurological disorders can be more susceptible to anti-social behaviour. concerns around noise and find it difficult to share space in a co-living or high-rise environment.

Physical Health/Mobility- Properties designed for people with disabilities- wet rooms, wheelchair accessible are few and far between and adaptations can take a long time to deliver and can be very expensive. This means people with disabilities are often living in accommodation that is not suitable

Protected characteristic: Sex

Not Applicable

Gender details:

Protected characteristics: Gender Reassignment

Not Applicable

Gender reassignment details:

Protected characteristics: Marriage and Civil Partnership

Not Applicable

Marriage and civil partnership details:

Protected characteristics: Pregnancy and Maternity

Service Users / Stakeholders; Wider Community

Pregnancy and maternity details:

Households who have a pregnant female in the home are more susceptible to risk if they are facing homelessness or living in unsuitable accommodation. Pregnant households are usually considered 'priority need' in terms of homelessness and all efforts will be made to prevent rough sleeping etc.

Protected characteristics: Race

Not Applicable

Race details:

Protected characteristics: Religion or Beliefs

Not Applicable

Religion or beliefs details:

Protected characteristics: Sexual Orientation

Service Users / Stakeholders; Wider Community

Sexual orientation details:	People from the LGBTQ+ community are more susceptible to homelessness through relationship breakdown. There is no specific 'priority need' attributed to this cohort, even though it is accepted that this group are more vulnerable to homelessness through discrimination.
Socio-economic impacts	People on a low income, or those experiencing financial hardship commonly face issues with the instability of their accommodation. This is particularly prevalent post pandemic and in the wake of the cost-of-living crisis.
Please indicate any actions arising from completing this screening exercise.	None
Please indicate whether a full impact assessment is recommended	YES
What data has been collected to facilitate the assessment of this policy/proposal?	
Consultation analysis	Poverty Truth Commission, Autism & ADHD Awareness Board, City Housing Liaison Board, public consultation via Be Heard, Member briefings, Resident Surveys, Tenant Satisfaction Surveys, Stakeholder Engagement sessions, Internal BCC staff consultation
Adverse impact on any people with protected characteristics.	The strategy has a positive impact on all groups, focusing on promoting equality in the housing sector.
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?	Through the Strategic Housing Partnership Board- pre-agreed governance arrangements
What data is required in the future?	Regular consultation with lived experience groups, resident surveys, engagements with tenants, engagement with stakeholders etc.
Are there any adverse impacts on any particular group(s)	No
If yes, please explain your reasons for going ahead.	N/A
Initial equality impact assessment of your proposal	N/A

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

The Housing Strategy 2022-2027 has identified some key groups that are adversely impacted by their living conditions. However, the strategy document highlights these inequalities and focuses on the opportunities to improve the offers for specific groups across the sector. This is a commitment for BCC.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

Yes

Quality Control Officer comments

Decision by Quality Control Officer

Proceed for final approval

Submit draft to Accountable Officer?

Yes

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

18/10/2022

Reasons for approval or rejection

Please print and save a PDF copy for your records

Yes

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Close

Birmingham City Council

Report to Cabinet

13th December 2022



Subject: Druids Heath Estate Regeneration Update

Report of: Paul Kitson, Strategic Director, Place, Prosperity & Sustainability Directorate

Relevant Cabinet Member: Cllr Ian Ward, Leader
Cllr Sharon Thompson, Housing and Homelessness
Cllr Yvonne Mosquito, Finance and Resources

Relevant O &S Chair(s): Cllr Sir Albert Bore, Co-Ordinating
Cllr Mohammed Idrees, Housing and Neighbourhoods
Cllr Akhlaq Ahmed, Resources

Report author: Simon Felton, Principal Housing Development Officer, Place, Prosperity & Sustainability Directorate
Telephone No: 07548 124 033
Email: simon.felton@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): Druids Heath & Monymhull		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 010175/2022		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential: Exempt Appendix 4. Information relating to the financial or business affairs of any particular person (including the Council). There will be an exempt appendix regarding commercially confidential information.		

1 Executive Summary

- 1.1 The Druids Heath Estate (as identified in Appendix 1) has been recognised as an area for comprehensive regeneration that will deliver significant social, economic, community and environmental benefits for the local community, and benefit the wider Birmingham economy.
- 1.2 In December 2021, Cabinet approved the holistic regeneration of Druids Heath, to be delivered in two phases; with land to the north of Bells Lane focussed on Druids Heath east, being phase one and land to the south of Bells Lane, being phase two.
- 1.3 This report seeks further approvals to bring forward a wider masterplanning and investment strategy for the whole of the Druids Heath Estate, rather than being just focussed on Druids Heath East, as currently approved. This recognises the integral role of the community in the regeneration from the outset in shaping their built environment, agreeing the vision and having a voice to achieve place making principles and to ensure the maximum benefits are achieved in regard to delivery options.
- 1.4 Approval is sought to explore the options for delivery for the whole estate to enable partner[s] and the City Council to work closely with the local community to build on previous successful engagement and deliver a sustainable placemaking approach to the regeneration of the whole of the Druids Heath Estate. This will ensure the retained homes and new development are able to meet the carbon reduction targets of the city through opportunities for retrofitting and improved specification to enable deliverable and affordable Route To Zero standards where possible.
- 1.5 This report includes proposals to enable further replacement of homes where the cost of retrofitting has proven to be unviable, strategic demolition and re-provision improves the estate layout or increases density and requests approval to review and extend the local lettings plan to those affected, enabling residents to stay on the estate if they so wish.
- 1.6 This report also seeks authority to ringfence allocations for the new BMHT homes in the wider Druids Heath area to those displaced by the demolition of their homes on the estate, in the first instance.
- 1.7 When properties previously purchased through the RTB scheme become available on the open market we can acquire these through the Property Purchase scheme, however currently they need to be brought up to a standard fit for letting, for 5% of the purchase price. The 5% is a local not statutory limit. Approval is sought to increase the percentage of the purchase value of homes purchased under the Property Purchase scheme in Druids Heath, from 5% to 10% to bring the homes up to a reasonable standard for re-letting.

2 Recommendations:

That Cabinet:

- 2.1 Approves bringing forward phase 2 (Druids Heath South) into the masterplan area so that the whole of the Druids Heath Estate is masterplanned as one.
- 2.2 Approves the extension of the regeneration area boundary (as shown in Plan No.1 attached) to cover the open space of the Chinn Brook Valley and Stratford Upon Avon canal. This will bring the whole area including the opposite embankment of the canal included in the Levelling Up bid into the red line. The provision of a walking and cycling bridge over the canal will enable greater connectivity and reduce reliance on the car or public transport as well as providing opportunities linked to wellbeing such as walking, running and cycling along the canal tow path,
- 2.3 Approves the award of a contract for the provision of employer's agent services for the wider Druids Heath area to WSP (Real Estate & Infrastructure) Ltd by direct award using the NHS Shared Business Services (SBS) Construction Consultancy Services Framework Agreement.
- 2.4 Approves the amendment to the scope of services of the procurement strategy approved in the Druids Heath Regeneration report to Cabinet dated 14th December 2021 as detailed in paragraph 7.5.6.
- 2.5 Delegates authority to develop a strategy including the procurement route in consultation with The Leader, Cabinet Member for Housing and Homelessness, Cabinet Member for Finance and Resources for the delivery of the Druids Heath regeneration scheme to the Strategic Director, Place, Prosperity and Sustainability in conjunction with the Assistant Director, Procurement, the Strategic Director of Council Management and the City Solicitor and Monitoring Officer (or their delegates).
- 2.6 Notes the Full Business Case and the award of contract for the delivery of the Druids Heath Regeneration Scheme will be reported to Cabinet for approval.
- 2.7 Approves the extension of the revised and approved Local Lettings Plan to those affected by any further demolition and re-provision.
- 2.8 Approves ringfencing allocations for the new BMHT homes in the wider Druids Heath area to tenants affected by clearance and entitled to return, in the first instance.
- 2.9 Approves the increase of the percentage of the purchase value of homes purchased under the Property Purchase scheme, from 5% to 10% to bring the homes to fit for letting standards within the Druids Heath Estate
- 2.10 Notes the timeline of an Outline Delivery Options Appraisal and Full Business Case which will be presented to Cabinet in summer 2023 following the creation of a vision for the estate.

3 Background

- 3.1 Druids Heath Estate is a purpose-built municipal housing estate. It is made up of four areas, Druids Heath East and South built in the 1960's to the Radburn style layout and later, in the 1970's Pennyacre and Bells Farm which are not designed to the Radburn style layout. Druids Heath is located approximately six miles south of the city centre and lies on the periphery of Birmingham and Bromsgrove local authority boundaries. It is within the Druids Heath and Monyhull Ward and borders Green Belt land within Bromsgrove District Council. It is a predominantly residential area, providing a mixture of low rise and high rise accommodation. The whole estate today has a mixture of private and council housing with around 55% of the former Council housing properties sold under Right to Buy in the Pennyacre area of the estate, 38% in Bells farm, reducing to 21% in the south of the estate and 16% in the east.
- 3.2 The area has good access to the motorway network and local bus services. Local rail services from the centre of the estate are approx. 1.6 miles and 2.2 miles away at Kings Norton and Shirley with the forthcoming Pineapple Road Station on the Camp Hill line 1.7 miles away. Wythall station in Worcestershire is also 2.3 miles away.
- 3.3 In 2018 Cabinet approved the Full Business Case for the Druids Heath scheme, site assembly, demolition, and procurement necessary to deliver a housing led project of 250 homes. Also, in 2019 an Option to Return Policy was approved by Cabinet and a Local Lettings Plan was approved by the Cabinet Member for Homes and Neighbourhoods. The in-principal approval for the demolition of up to 370 low rise properties in Druids Heath was included in with the demolition of five of the thirteen LPS tower blocks in the February 2017 Housing Clearance Programme alongside the demolition of Heath House.
- 3.4 In February 2020, Druids Heath residents requested that the Council revisit the masterplan to deliver a more comprehensive regeneration for Druids Heath.
- 3.5 In December 2021 Cabinet approved the holistic regeneration, of Druids Heath with the north of Bells Lane, focussed on the east of the estate, being approved as phase 1 for masterplanning.
- 3.6 Whilst Druids Heath east may come forward as the first area of delivery in the first stage of development, it is now viewed as essential that the whole estate (Druids Heath North and South) is master planned together to create a cohesive community and a real sense of place, as well as optimising delivery options and phasing opportunities. The importance of bringing forward housing regeneration and renewal of existing housing areas is established in the Birmingham Development Plan [BDP]. Such initiatives will contribute toward delivering the ambitious growth plan and securing sustainable neighbourhoods that are safe, diverse and inclusive. The BDP recognises the importance of taking a proactive approach to such regeneration initiatives between the City Council, delivery partners and residents.

- 3.7 The clearance of obsolete housing began with 50 homes already demolished in Heath House in 2020. Currently Cabinet has approved the demolition of 250 homes in total, in five tower blocks. Saxelby, Kingswood, and Barratts house are vacant, with demolition expected to commence in April 2023, and residents of Hillcroft House are currently being rehoused.
- 3.8 The Druids Heath Regeneration team are working with the Capital Investment Team in order to understand the requirements and cost to make the remaining Large Panel System tower blocks on the estate structurally stable and to understand the options and costs for retrofitting the low-rise housing. As part of the Full Business Case, solutions for the retained stock will be suggested which could include further reprovision on the basis of viability, estate layout improvements and/or options to increase density.
- 3.9 There is a strong community spirit in the area, and a key objective of the regeneration has been to ensure that the community is fully engaged and participates and supports the development of proposals and the delivery. The regeneration objectives have been established through partnership working with the community utilising the regeneration and engagement expertise of The Pioneer Group who have been awarded a contract to undertake community engagement on the whole estate but focussed in the area of the phase 1 Druids Heath North area. Themes have been explored with The Pioneer Group and design principles established.
- 3.10 In order for those displaced by demolition to be able to start to return three small sites adjacent to phase 1 have been developed for social rent, by BMHT with planning applications submitted in October. It is important that the community can see progress and also to see that the Council will honour its commitment for those displaced to have an option to return.
- 3.11 The Council is working with resident groups and organisations and the community on the regeneration initiative to address both social, economic, community and environmental issues to deliver significant benefits for all of the community and the wider Birmingham economy. The regeneration will seek to deliver against an overarching series of objectives as set out in the development brief and masterplan brief. The project is taking an all council approach by working together across all directorates to ensure the best outcomes for the existing and future residents.
- 3.12 Cabinet approved the submission of a Levelling Up Fund bid for Druids Heath on 28 June 2022 to support the delivery of infrastructure improvements including the grounding of the high voltage power lines which would remove the blight of the overhead electricity cables and release considerable land for residential development and a bridge across the Stratford-on-Avon canal to improve connectivity. The bid also included: A community hub to include a new community centre, youth club, sports pavilion, library, commercial space and start up space and investment into the land surrounding the Chinn Brook to bring forward investment. The bringing forward of phase 2, land to the south of Bells Lane, into the masterplanning as a whole estate in phase 1 will support the benefits of the

Levelling Up Fund bid. The outcome of the bid is expected in the autumn with a requirement that some capital spend can be achieved in 2022/23 financial year. All funding provided from the Fund to be spent by 31 March 2025 and by 2025-26 on an exceptional basis.

- 3.13 An Environment and Sustainability Assessment is not included in this report as it seeks to extend the current masterplanning and associated services into the area south of Bells Lane known as Druids Heath South. The subsequent Cabinet Report with Full Business Case will provide a full ESA when the implications of any proposals are known.

4 Options considered and Recommended Proposal

- 4..1 Option 1 – do nothing - not expanding the masterplanning to include the whole estate and the open space around the Chinn Brook valley and canal. Should the council not bring forward the south area and expand the redline to bring in the whole estate then the momentum of resident engagement will be lost alongside the ability to consider opportunities to lever in funding and provide a truly transformational holistic regeneration. It will also significantly reduce delivery options and not achieve the best value for the city or community. Not considering further demolition and re-provision will result in the estate layout and the issues that creates with alleyways and anti-social behaviour etc remaining unresolved. It also loses the opportunity to replace homes that are not viable to retrofit to zero carbon standards and the opportunity to increase the number of homes strategic re-provision will provide. Not undertaking this will not only delay the regeneration further it will result in only half of the estate being consulted on the community led regeneration, will only produce a masterplan focussed on the east of the estate, will not change the estate layout and will not provide the holistic outcome required.
- 4..2 Option 2 – To expand the masterplanning into the south of Bells Lane and extend red line to maximise the opportunities for holistic regeneration and transformative delivery. To consider further re-provision based on improving the estate layout or viability to retrofit to zero carbon standards. This will ensure the whole community have a real say in the regeneration of their estate and that all residents benefit from the opportunities provided. It will also provide the maximum benefits for delivery and funding options making it more attractive for private finance investors and regeneration specialists. This is the recommended option.

5 Consultation

- 5..1 The ward member for Druids Heath and Monyhull has been consulted, as detailed in Appendix 2.
- 5..2 The project will report to the quarterly Housing Strategy Board and monthly to Housing Operation Board. A specific operational Druids Heath Board has been established with operational leads from all council directorates.

- 5.3 A consultation exercise is being undertaken including engaging with a wider group of residents, existing groups, stakeholders and partners in the community and undertaking further collaborative engagement events to ensure that the wider community can influence the masterplan and proposals to regenerate Druids Heath.
- 5.4 Over 1000 engagements with residents have been undertaken to date which has helped to develop a vision statement of a sustainable community and destination where people want to live and engage in social activities. The vision statement has been used to inform the regeneration proposals recommended in the Levelling Up Fund Bid as approved in the Cabinet Report of 28 June 2022.

6 Risk Management

6.1.1 The key risks and mitigations are summarised below:

RISKS	MITIGATION
Resource commitment from directorates across the Council.	Work closely with the operational board and report to CLT to ensure issues are identified early, resources can be allocated and resolved.
Difficulty in appointing delivery Partner	Carry out soft market testing, target experienced organisations and agree suitable procurement route.
Any delays in procuring a new EA may affect delivery and result in an incoherent solution to the vision for the area, risk the £20m levelling up bid and cause reputational damage with the community.	Identify a suitable framework and carry out procurement in a timely manner.

6.1.2 A risk register has been attached in Appendix 3.

7 Compliance Issues:

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

The development of new homes for a growing city is a key objective of the City Council. The development of new affordable housing within the City is in accordance with the objectives of the Council Financial Plan 2021 - 2025. The proposals also contribute to the delivery of the City Council's core vision and priorities in the Council's Vision and Forward Plan 2018-2022.

7.1.2 The recommended decisions contribute to the Council Plan objectives / outcomes by:

7.1.3 A Bold Prosperous Birmingham; the Council is committed to the development of enough high-quality new homes to meet the needs of a growing city, and the

proposals within this report to accelerate housing growth in the City by providing new homes for rent and will help ease pressure on the housing register.

- 7.1.4 A Bold Green Birmingham; the new homes will be built to a high standard of energy efficiency by using the latest technologies and use a range of measures to improve the environment and tackle air pollution by using cleaner technologies such as Fabric First and building energy efficient homes.
- 7.1.5 A Bold Inclusive Birmingham; the new homes will be available to residents affected by the regeneration utilising the local lettings plan and option to return and will include additional homes available for any applicant on the housing register. The regeneration will maintain the community and create a sustainable inclusive neighbourhood.
- 7.1.6 A Bold Healthy Birmingham; the links between health and housing are well recognised. New thermally efficient, economical to run new homes which are designed to high standards of quality and internal space standards will be more affordable for residents and offer a higher quality of life leading to better health outcomes.
- 7.1.7 A Bold Safe Birmingham; new homes will be developed which will provide a safe, warm, sustainable, and connected neighbourhood in which all communities can thrive.
- 7.1.8 The proposals also align to the statutory policies in the Birmingham Development Plan.
- 7.1.9 Birmingham Business Charter for Social Responsibility (BBC4SR):

Compliance with the BBC4SR is a mandatory requirement that will form part of the conditions of these contracts. Tenderers will be required to submit an action plan with their tender that will be evaluated in accordance with the evaluation criteria and the action plan of the successful tenderers will be implemented and monitored during the contract period.

The social value outcomes to benefit the Druids Heath and Monymhull ward and surrounding areas, that tenderers will be required to address will include:

Local Employment

- Employment and employability opportunities for the target groups particularly young people.

Buy Local

- Spend to be, as practically as possible, with local, small and medium enterprises as well as social enterprises within a 30-mile radius of the scheme.

Partners in Communities

- Bidders and their supply chain will need to utilise their community reach and focus their outcomes on community cohesion with sensitivity to local demographics.
- Working with schools to focus on increasing attainment and employment options for those students facing disadvantage.
- A robust understanding and methodology for community engagement.

Good Employer

- Provide good employment practices to increase staff employability and quality of employment.
- Demonstration of the provision of in-depth training for their employees in equality, diversity and inclusion.
- Good practices around areas including collective representation, zero-hour contracts, whistle blowing policies.
- The payment of the Real Living Wage down the supply chain is a mandatory requirement in accordance with the Council's policy.

Green and Sustainable

- Plans for a carbon neutral position and what activities they are undertaking to achieve additionality to the specification, including details relating to transport, recycling, materials used and offsetting.

Ethical Procurement

- The outcomes sought under this theme relate to the treatment of subcontractors in terms of payment and training.
- Evidence will be required as to how the bidder is ensuring that the materials used are sourced ethically.

7.2 Legal Implications

- 7.2.1 The Council's general powers to acquire, appropriate and dispose of land is contained in sections 120 to 123 of the Local Government Act 1972 and the power to dispose of land held for the purposes of housing accommodation is contained in section 32 Housing Act 1985.

- 7.2.2 As the Housing Authority, the relevant legal powers relating to the discharge of the Council's statutory function to review the need for and to provide housing accommodation are contained in sections 8 and 9 of the Housing Act 1985.

7.3 Financial Implications

- 7.3.1 A cost estimate for future professional services requirements referred to in the Procurement Strategy (Appendix 6 in 14 December 2021 cabinet report) are detailed in Exempt Appendix 4. Existing Employers Agent costs were approved in March 2019 and are funded from the BMHT revenue budget. The bringing forward of land to the South of Bells Lane, Phase 2, into the masterplan for delivery of outline planning will increase Employers Agent costs including design, surveys and project management fees.
- 7.3.2 The cost of bringing phase two (Druids Heath south) forward will be funded through the BMHT HRA budget. The EA appointment for works included in the Levelling Up bid, will be funded from the levelling up grant.
- 7.3.3 The costs in respect of the future professional services requirements were approved in the December 2021 Cabinet report. The funding has been included in the draft BHMT business plan for 2022/23. The cost of the employer's agent services will be funded from the HRA budget and detailed in Exempt Appendix 4.
- 7.3.4 Delegation of the strategic and procurement direction requested in 2.4 does not include the requirement to adhere to the Scheme of Delegation for changes to the financial envelope for the programme, which will continue to follow the usual governance route if funding required increases.

7.4 Procurement Implications (if required)

- 7.4.1 The current contract for employer's agent services for the Druids Heath regeneration scheme east area with Capita Property & Infrastructure Ltd, who were acquired by WSP UK Ltd in September 2022, and are known as WSP (Real Estate & Infrastructure) Ltd, is due to expire at the resolution of an outline planning application. Further requirements to include the wider area to include the work for the Levelling Up bid to enable the completion of the Masterplan requires a new contract to be established for these additional activities.

- 7.4.2 The employer's agent services required are as follows

- Lead Consultant
- Architectural services
- Project Management
- Programme Management
- Principal Designer

- Engineering Services
- Party Wall Surveying
- Quantity Surveying
- Liaison between the Council and contractor(s)

The services above are for up to the determination of the outline/hybrid planning application only. A further procurement exercise will take place for services to support the delivery of the regeneration scheme.

7.4.3 It has been identified that calling off the NHS SBS Construction Consultancy Services Framework Agreement is the most suitable procurement route to market on the following basis:

- To undertake a full open procurement process - there is not sufficient time to tender and award a contract to the timescales for the requirement.
- To use a collaborative framework agreement- this was the agreed option on the basis that the framework protocols to call off fit with the Council's timescale, the supplier is the most suitable and using this NHS SBS framework for other commissions advice has been a positive experience.
 - This award will include services up to determination of the outline/hybrid planning application only. A further competitive procurement exercise will take place for services to procure a delivery partner and deliver the regeneration.

7.4.4 The protocol for the use of the NHS SBS Construction Consultancy Framework Agreement is either direct award or a further competition exercise is undertaken with the opportunity to be sent to all framework providers against the lot. It is recommended that the direct award mechanism is used for this contract to WSP (Real Estate & Infrastructure). In accordance with the NHS SBS framework agreement guidance, it is permissible to use direct award where the customer identifies this as the most appropriate route and on the basis that it is an urgent requirement where the delay caused by undertaking a further competition exercise would be detrimental to the outcome. It is an urgent requirement that employer's agent services are undertaken to enable the completion of the masterplan for the wider area. Undertaking a further competition exercise would not maximise the benefits of the delivery options for the wider area and therefore this option was discounted, and the direct award is the recommended route.

7.4.5 Value for money from a direct award is demonstrated by

- **Cost Efficiencies.** The current team is currently working on Druids Heath East and therefore the fee proposal reflects a discounted rate to undertake both phases at the same time.
- **Project Knowledge.** The consultants' team have been involved with Druids Heath since their appointment in 2019 and have a full and detailed knowledge of the project and its history. The teams' familiarity with Druids Heath will maintain the knowledge and information already gained and will ensure communication continues to be effectively maintained to integrate knowledge and come up with coherent, innovative solutions. The teams learning curve from Druids Heath East will be the same transferable skill set and will provide cost and time savings to benefit the delivery of the Druids Heath South programme. Therefore, no familiarisation time is required and the services can commence immediately after contract award.
- **Established Supply Chain.** A number of surveys have been undertaken across the Druids Heath East area. The surveyors have an understanding of the site constraints, reflecting the issues of a large regeneration site, for example, the bore holes and gas monitoring were positioned to suit the topography and an indicative build footprint. This will be reflected across Druids Heath south to ensure a consistent approach.

7.4.6 Details of the financial implications and commercially confidential information are in Exempt Appendix 4.

7.4.7 The scope of the services approved in the Cabinet report dated 14th December 2021 for the employer's agent services after the production of the masterplan and to take the project through to delivery and completion were as follows:

- Project Management
- Programme Management
- Site Surveys
- Principal Designer
- Engineering Services (Civil and Mechanical & Electrical)
- Party Wall Surveying
- Quantity Surveying
- Clerk of Works
- Liaison between the Council and contractor(s)

7.4.8 With the updated strategy for the wider Druids Heath area as detailed in this report and to deliver through a partnership or joint venture, there is a requirement service for:

- Project Management
- Programme Management
- Principal Designer
- Party Wall Surveying
- Quantity Surveying
- Clerk of works
- Liaison between the Council, consultants and contractor(s)

- Advise on routes to market and supporting the development of the procurement strategy

7.4.9 Details of the financial implications of the amended scope are in Exempt Appendix 4.

7.4.10 A procurement strategy for the delivery of the Druids Heath regeneration scheme including providing investment and undertaking the construction will be developed and approved in line with paragraph 2.5.

7.5 Human Resources Implications (if required)

7.5.1 Officers from Planning, Development, Transport and Connectivity, City Housing, City Operations, Housing Development, Procurement, Education and Youth Services, Leisure Services, Legal and Finance will need to commit the time of officers throughout the project.

7.5.2 This will include a resource commitment from City Housing, City Operations, Education and Skills, and Council Management to review the provision of assets and services within the area boundary and align them with the Masterplan.

7.6 Public Sector Equality Duty

7.6.1 The initial Equalities Assessment reveals that there is no requirement for a Level 2 equality assessment because although the regeneration of Druids Heath will impact on the community that live there, there is no differential impact as there are existing policies in place within the function areas. A Level 1 equality assessment was included in the Druids Heath Regeneration 14 December 2021 Cabinet report.

8 Appendices

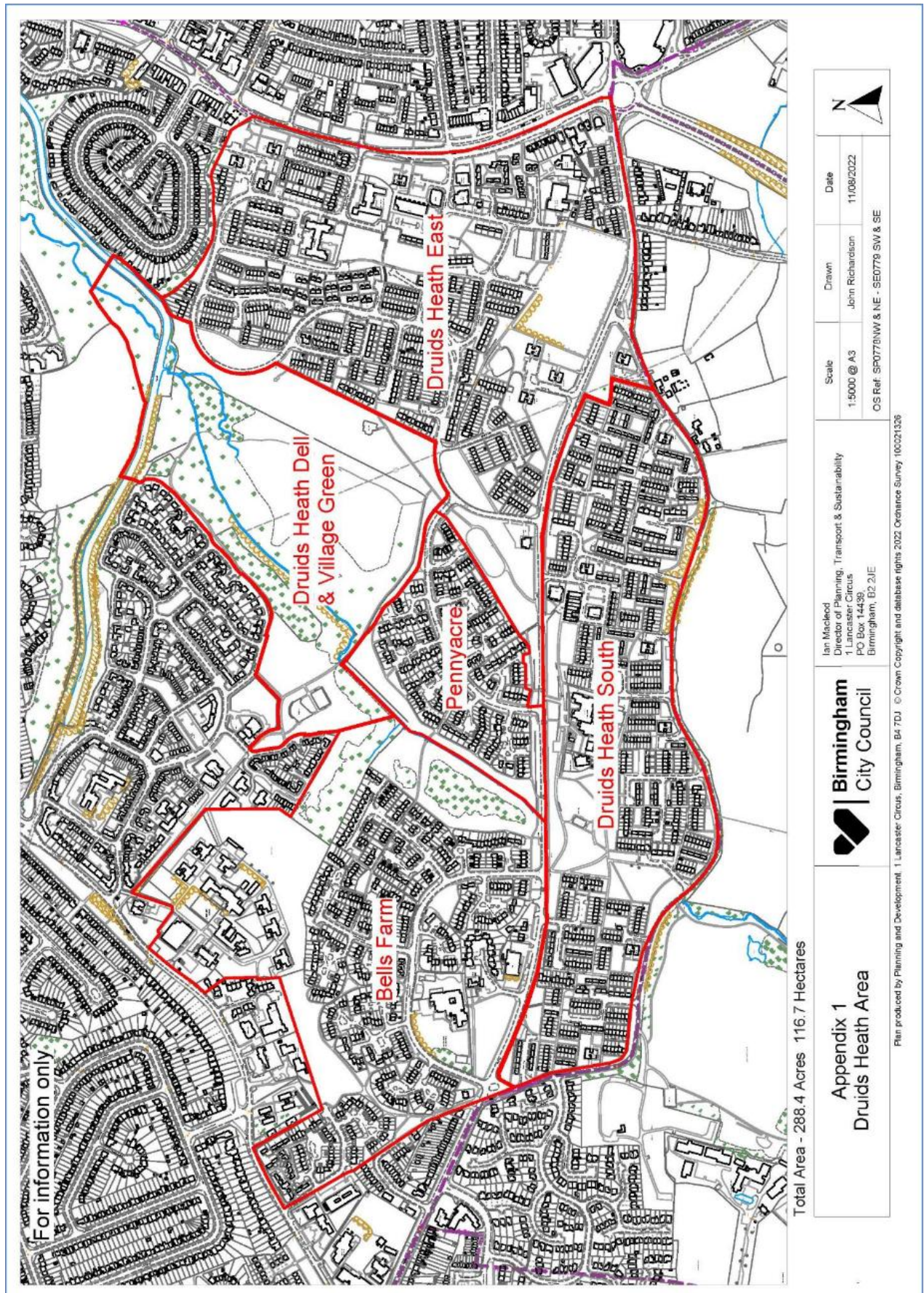
- Appendix 1 – Extended Red Line Plan of regeneration area including open space surrounding Chinn Brook Valley to facilitate the delivery of improvements to open space and support canal bridge as part of Levelling Up Fund Bid.
- Appendix 2 – Consultation
- Appendix 3 – Risk Register
- Exempt Appendix 4

9 Background Documents

- Cabinet Report Housing Clearance Programme 14 February 2017
- Cabinet Report Druids Heath Regeneration 9 October 2018

- Cabinet Report Option to Return Policy for Housing Regeneration Schemes 14 May 2019
- Cabinet Report Druids Heath Regeneration 14 December 2021
- Cabinet Report Levelling Up Fund – Tranche 2 Bids 28 June 2022

Appendix 1 – Extended Red Line Plan of regeneration area including open space surrounding Chinn Brook Valley.



Appendix 2: Ward Member consultation [Druids Heath Regeneration]

SUBJECT	WARD	CONSULTATION	COUNCILLOR RESPONSE	RESPONSE
Druids Heath Regeneration	Druids Heath and Monyhull	Email & Teams Meeting on 10/11/21	<p>Cllr Julien Pritchard - Supports a holistic regeneration of Druids Heath that is done in partnership with the community and delivers community needs and wants. Most importantly the community needs to see progress and momentum with this project and reassurance that Druids Heath has not been forgotten. Starting to build housing soon would help provide this. It would also help rehouse those in tower blocks earmarked for demolition who wish to stay.</p> <p>Greater clarity is needed regarding the rehousing of residents in blocks earmarked for demolition.</p> <p>Although the leader provided a timeline in a response to a written question at November 2021 Full Council, it would be good to have these timelines included, so the community knows when we can expect progress.</p> <p>More clarity is needed regarding the Appendix 4: Ward Member consultation [Druids Heath Regeneration] 2 budget for the project and whether the budget approved in October 2018 is still available.</p> <p>It is not clear what the employer's agent procured following the October 2018 cabinet report has achieved The Council will need to ensure value for money when procuring a new employer's agent.</p> <p>The master planning for phase 1 should include provisioning enough social housing to rehouse people who will be being rehoused in phase 2 who wish to</p>	<p>The Pioneer Group appointed to work with community and ensure their voice is heard and that they create a vision for the regeneration. There is an option to return for residents wishing to return to the estate.</p> <p>Timelines up to submission of an outline planning application circulated.</p> <p>Explanation provided around the funding.</p> <p>The Employers agent services includes all of the design team and surveys etc.</p>

			stay. So that they can move in one move. In the same way that quick win sites before phase 1 could help rehouse those being rehoused in phase 1	Going forward where ever possible phasing will attempt to accommodate just one move.
		Email 22/07/22	<p>In terms of widening thing out, I think this makes sense, as developments will have an impact on other parts, particularly community facilities, but also housing numbers and rehousing.</p> <p>Hence my previous comments about engaging with the whole of the estate about what they'd like to see and what's going on. And certainly with regards to new facilities, I would say this should include Bells Farm and Pennyacre areas as well.</p>	Bells Farm and Penny Acre will be included.
		Phone 1 st July	Understands the need to consider further clearance, also need to be mindful about embodied carbon in the existing homes and so would prefer to refurbish and retain if possible but understand the need to change the estate layout.	Sample surveys will determine the viability of improving and retaining each housetype.

Appendix 3: Risk Register

Description of risk	Impact	Probability	Score	Mitigation Measures	Risk Owner
Resource commitment from directorates across the Council.	3	2	6	Work closely with the housing development board and report to CLT to ensure issues are identified early, resources can be allocated and resolved.	Project team
Procuring new EA/lead consultant. Result in delay to procure delivery partner and delay to project. Could also risk Levelling Up funding due to tight delivery requirements.	5	3	15	Agree procurement route at an early stage. Carry out soft market testing, review viability of each option and understand funding and delivery options.	Procurement, Finance and Project team
Lack of governance structure	5	2	10	Agree a governance structure with CLT	Project team
Community buy-in for masterplan not achieved.	4	2	8	Work closely with appointed community engagement specialists [Pioneer] and key community groups from the outset.	Project team and engagement organisation
Outline Planning Application not approved.	4	1	4	Close working practices are agreed and in place with BCC planning authority, highways, parks, and statutory organisations. Ensure clashes in policies are resolved as part of working groups.	Planning, Transportation & Project team
Difficulty in appointing delivery Partner	4	1	4	Advertise widely and carry out soft market testing, target experienced organisations.	Project team
Levelling Up Infrastructure costs are estimates / may not prove viable given prevailing market conditions	4	3	12	Work closely with EA, finance, other directorates, statutory organisations, and partners to identify funding / cost issues early. Apply for	Project team

				external funding and grants available to unlock development potential. Be vigilant of market conditions.	
Increased and uncertain costs associated with materials and labour	4	2	8	Early procurement. JV risk share. Monitor uncertainty given current market conditions	EA, Project team
The cost of the structural works to LPS blocks not currently identified for demolition is unknown.	3	3	9	Work closely with Housing management. Consider all options for the LPS tower blocks including retention and refurbishment, sale to PRS and clearance for demolition.	Housing Management
No support for canal bridge risks Levelling Up funding	4	2	8	Pre-app with Planners and C&RT from early stage. Early discussions with West Midlands Police, residents and stakeholders. Work with those involved in Public Open Space to agree how to protect biodiversity whilst making route safe	Leisure, Planning and project team
Uncertainty over tower block demolition programme, could impact delivery and future phasing	3	4	12	Through design and procurement process identify alternative solutions for provision and manage demolition procurement and gas and High Voltage overhead cable diversion solution closely	Land and Property team
Delay in directly awarding EA/design team/planning consultants appointment for south of the estate	3	2	6	Agree strategy with procurement and include direct award in Cabinet report.	Procurement
Timing of decisions leading to delays	4	3	12	Request delegated powers to Officers/Steering Group in Cabinet reports	Project team

Failing to meet business objectives. E.G. city of nature, route to zero, improved opportunities, increased housing supply, improved health, improved neighbourhood and increased employment opportunities.	3	1	3	Corporate operational group ensuring all directorates are participating, Senior leadership buy in and corporate Steering Group.	Project team for BCC corporately
Delays in rehousing leading to delays in phasing and delivery.	2	2	4	Review local lettings plan to ensure it meets the needs of residents as well as corporately. Dedicated Housing Officer to work with affected residents.	Land and Property.
Final version of masterplan not viable	1	4	4	As the masterplan progresses viability assessments will be undertaken on each version.	Project team, Housing Management and finance.
Disruption and mixed messages from stakeholders and community groups causing delay and confusion in community	3	2	6	Organise mediation in an attempt to improve relationship and work together. Ensure accurate information shared from central sourcepoint.	Project team
Market conditions deteriorate making large regen scheme unattractive to the market.	2	4	8	Monitor market conditions and produce delivery options based on market.	Project team

Probability	Impact	Score
1 - Unlikely	1 - Insignificant	1 - 4
2 - Possible	2 - Minor	5 - 8
3 - Likely	3 - Moderate	9 - 12
4 - Almost Certain	4 - Major	13 - 16

Birmingham City Council

Report to Cabinet

13th December 2022



Subject:	CORPORATE PLAN 2022-2026: PERFORMANCE AND DELIVERY MONITORING REPORT
Report of:	Rebecca Hellard, Director of Council Management
Relevant Cabinet Member:	Councillor Brigid Jones, Deputy Leader
Relevant O&S Chair(s):	Councillor Albert Bore – Co-ordinating O & S Committee
Report author:	Paul Clarke, Assistant Director (Programmes, Performance, and Improvement)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
Is this a key decision?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
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

1 Executive Summary

1.1 This report provides Cabinet with a summary of performance and progress against the priorities and outcomes set out in the Council's Corporate Plan 2022-2026.

1.2 Performance is reported using a set of Key Performance Indicators (KPIs) and commentary on key delivery activity and milestones in relation to each of the key strategic ambitions and outcomes in the Corporate Plan 2022-2026:

A Bold **Prosperous** Birmingham

A Bold **Safe** Birmingham

A Bold **Green** Birmingham

A Bold **Inclusive** Birmingham

A Bold **Healthy** Birmingham

A Bold **Best-in-Class** Council

2 Recommendations

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

3 Background

3.1 The City Council approved the Corporate Plan 2022-2026 on 11th October 2022, following recommendation for approval by Cabinet on 26th July 2022. The Plan

updates the priorities in the Council Plan 2018-22 and brings together elements from other documents to provide a framework for the council's business planning, and context for service priorities, programme development and transformation activity.

3.2 A Corporate Performance and Delivery Plan, considered by Cabinet on 8th November 2022, summarises key activity (including milestones) from Directorate Business Plans, current delivery plans/strategies, and Transformation activity that make a direct contribution to the delivery of Corporate Plan priorities. The Plan also included a set of key performance measures and indicators (KPIs). This report to Cabinet provides an update of performance, progress, and delivery against those activities and KPIs.

3.3 The report forms part of the Council's Corporate Performance Framework and reporting arrangements. The framework includes other forums that ensure a regular oversight and consideration of service performance and delivery of the Council's overall priorities. These include:

- A monthly Corporate Leadership Team (CLT) Performance and Delivery Board: considers 'organisational health' (informed by KPIs and management information across the domains of people, finance, governance, and customer), and critical service delivery (informed by KPIs on basic core service delivery standards e.g., planning applications, housing repairs, and refuse collection).
- A Quarterly Performance meeting with each Directorate: a corporately led process that facilitates discussion and a deeper understanding of the issues impacting on service performance and an exploration of additional actions that could be adopted to provide assurance of improved future performance (where appropriate)
- Performance reporting to Overview and Scrutiny Committees: regular reporting and scrutiny of service performance data and other performance information aligned to committee work programmes.

3.4 The performance framework also includes a set of 'State of the City' outcome indicators. These provide the context for our priorities and delivery and help measure the overall city and citizen outcomes we are trying to impact and influence through our delivery, enabling and influencing roles and activity. They are published separately as part of the City Observatory.

4 Structure of the report

4.1 Section 5 provides a high-level summary of performance against KPIs and progress against delivery activity/milestones for each of the key strategic outcomes in the Corporate Plan 2022-2026, as set out at paragraph 1.2

4.2 This includes the percentage of KPIs, and delivery milestones assessed as:

RAG ratings for KPIs		RAG ratings for delivery milestones
Blue	n/a	Activity has been achieved
Green	Performance is equal to or better than target	Activity on course to be delivered as originally planned or at revised scope/scale agreed with CLT and Portfolio Holder
Amber	Performance is lower than target but better or equal to tolerance	Risk of action not being delivered as planned. Root causes of delivery risk have been identified and mitigating actions are in place to resolve
Red	Performance is below tolerance	Risk of action not being achieved as planned. Root causes of delivery risk are not clear and/or mitigating actions are not in place to resolve

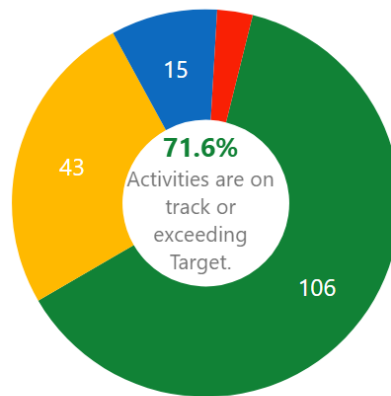
- 4.3 Section 6 provides an overview of performance against both KPIs and delivery milestones, including a summary of notable achievements and performance, and areas of non-delivery or underperformance.
- 4.4 Appendices 1 and 2 provide more detailed summaries for each activity (appendix 2) and KPI (appendix 1) within the Council Performance and Delivery plan, including direction of travel, benchmarked performance (where available) and commentary about the performance, including summarising remedial actions that have been taken or are planned to enable delivery of the action (where required).
- 4.5 Appendix 1 also shows graphical representation of performance, displaying (where available), results, and historical performance, and alongside the graph and performance status, information is provided to show the preferred direction of travel (aim and demonstrated by an upward or downward triangle), performance variance (above or below the set target), a description of what performance means and what will need to be done to meet longer term targets, and benchmark information e.g., National All England average results.
- 4.6 This style of reporting enables services to better manage measures at lower risk and Members to focus on those areas that require particular attention.

5 Overview of Performance – Summary

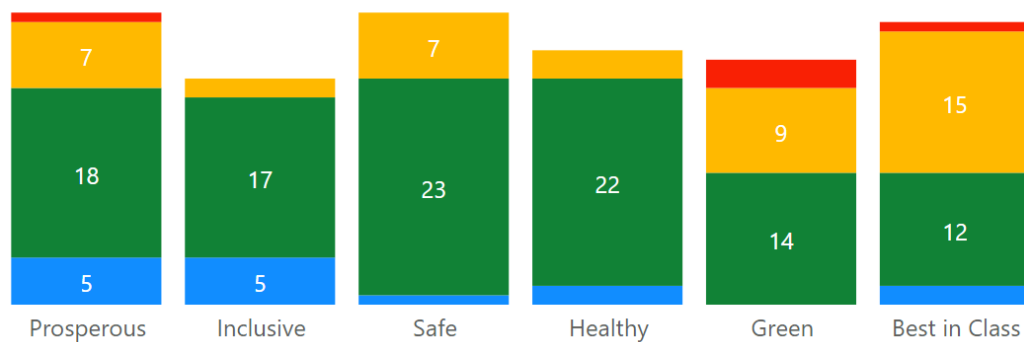
5.1 Summary of performance against delivery activity and milestones

- 5.2 Of the 169 activities reported, 71.6% (121) are reported as being on or ahead of track (Green and Blue rated), 25.4% (43) are currently rated Amber, 3.0% (5 activities) are reported off track (red). The charts below provide an overall breakdown against the Performance and Delivery Plan and then by the corporate ambitions. Appendices provide a breakdown of each activity, ownership, status, and a narrative position.
- 5.3 The majority of activities are on track or better across each of the Be Bold themes, with strongest performance demonstrated for Be Inclusive (91.7% on track or better), and lowest performance for Best in Class (46.7% on track or better). The red activities sit under the Be Prosperous (1) and Be Green (3), and Best in Class (1) themes. Further detail on these activities and mitigating actions can be found in Appendix 2.

Overall Activity RAG status Overview



Breakdown by Ambition - Overall Performance against ACTIVITIES available to report on

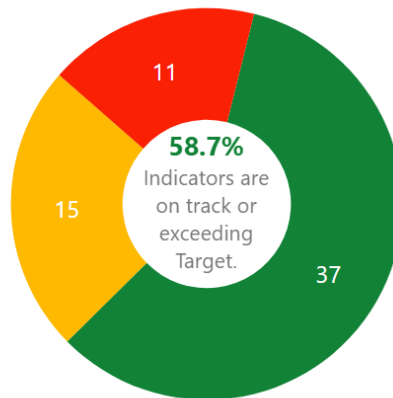


5.4 Summary of Overall performance against all KPIs

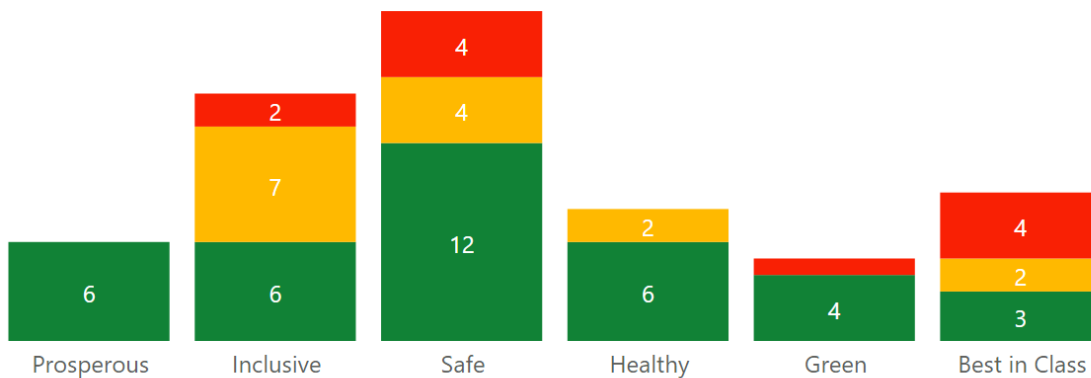
5.5 There are 63 KPIs scheduled to be reported this quarter, with a further 14 due to be reported later in the year as they either relate to annual measures or due be reported at a later quarter. Not all measures have targets set (16), rather the performance report is tracking direction of travel against preferred trend.

5.6 For those indicators due this quarter for which there is a target, 37 (58.7%) are currently performing at or above target, 15 (23.8%) are performing within tolerance and 11 (17.5%) are performing outside tolerance. The charts below demonstrate this against the Plan and by each *Be Bold* Theme. Appendix 1 contains a summary position for each reportable KPI, and narrative explaining performance position.

Overall KPI RAG status Overview



Breakdown by Ambition - Overall Performance against KPIs available to report on



- 5.7 Appendix 1 includes the 16 KPIs for which there is no target set, but instead performance trends are reported. For those indicators:
- Four are reporting a positive trend, i.e., heading in the right direction,
 - Three are reporting a negative trend, i.e., heading in the wrong direction, and
 - Nine are showing a static trend, i.e., no change on previous quarter, or are a new measure for quarter two.
 - Detail on each of these measures, along with those with targets set can be found in appendix one.
- 5.8 The following page contains a “balanced scorecard” summary for each Be Bold theme, combining the end of quarter position for each activity and KPI reported.

6 Corporate Plan key successes and achievements

6.1 Summaries 1 and 2. The tables below provide a balanced scorecard summary for each Be Bold theme. They demonstrate, across the themes, 68 percent of activities and KPIs are on/ahead of target, 25 percent are in tolerance and 7 percent are currently outside tolerance. The Appendices provide narrative against each measure and activity, including measures being taken to bring performance or activity back online.

A Bold PROSPEROUS Birmingham Activities and KPIs rated Blue/Green: 29, rated Amber: 7, rated Red: 1	
Key successes and achievements¹	Areas where performance or delivery is off target²
<ul style="list-style-type: none"> • The number of jobs created through the Business Growth Programme • Number of jobs created as a result of the CWG & Percentage of local people employed • Number of adults who have a vulnerability/inactive/disability aged over 25 engaged in support to help them into education, training, apprenticeships, jobs, and job search activity. • Spend with local businesses at Capital Builds (Stadium & PBRs) • Completion of USE-IT Transfer Network project • Commonwealth Games Host City Volunteers programme • Southside Public Realm Interim Scheme 	<ul style="list-style-type: none"> • Refurbishment of Old Curzon station building

¹ Successes reported as Activity milestones rated as Blue, and KPIs rated as Green

² Areas where performance or delivery is off target reported as Activity milestones or KPIs rated as Red

A Bold INCLUSIVE Birmingham

Activities and KPIs rated **Blue/Green: 28**, rated **Amber: 9**, rated **Red: 2**

Key successes and achievements	Areas where performance or delivery is off target
<ul style="list-style-type: none"> • Adopt a Visitor Destination Plan to support tourism in the city • Review cultural events and implement the Major Sporting Events Strategy 2022-32 to deliver key sporting and cultural events, ensuring that major events in the city promote the city's unique heritage and identity as a welcoming, youthful, and diverse place • Deliver projects that promote inclusivity and culture as part of Games activity. • Proportion of eligible pupils transported to school • Percentage of care leavers who are in Education, Employment, and Training • Percentage of 16- and 17-year-olds that are Not in Education, Employment or Training • Number of people participating in sports/recreational activities through the BCC PA grants programme 	<ul style="list-style-type: none"> • Number of ward forum meetings held by Elected Members annually • Primary school absence rates

A Bold SAFE Birmingham

Activities and KPIs rated **Blue/Green: 36**, rated **Amber: 11**, rated **Red: 4**

Key successes and achievements	Areas where performance or delivery is off target
<ul style="list-style-type: none"> • Percentage of children in care experiencing three or more moves within a year • Percentage of Category 1 road defects and urgent faults that are attended to and made safe within 2 hours • Total no. of domestic abuse victims supported through the Part 4 new statutory duty • Percentage of Streetlight In-Light repairs carried out within service standard • Implement and mobilise the Housing Solutions and Support Service re-design to support residents to remain in their own home wherever possible and prevent them from reaching a point of crisis 	<ul style="list-style-type: none"> • Households where homelessness is relieved • Proportion of Adult Social Care clients reviewed, reassessed, or assessed within 12 months • Private sector empty properties brought back into use • Total numbers of families in Bed and Breakfast over 6 weeks

A Bold HEALTHY Birmingham

Activities and KPIs rated **Blue/Green: 30**, rated **Amber: 5**, rated **Red: 0**

Key successes and achievements	Areas where performance or delivery is off target
<ul style="list-style-type: none"> • The percentage of NHS Health Checks received by the total eligible population in the quarter • Proportion of children aged 2-2½yrs receiving ASQ-3 as part of the Healthy Child Programme or integrated review • Percentage of clients discharged into Pathway 0 & Pathway 1 (home or community based care) • Expand Neighbourhood Network Services to younger adults (18-49) with a long-term disability • Use the Games to further increase the outreach of funded programmes in the city to increase physical activity - Community Games 	<ul style="list-style-type: none"> • No KPIs or activities recorded or reported as red this quarter

A Bold GREEN Birmingham

Activities and KPIs rated **Blue/Green: 18**, rated **Amber: 9**, rated **Red: 4**

Key successes and achievements	Areas where performance or delivery is off target
<ul style="list-style-type: none"> • Recycling, Reuse, and Green Waste (both with and without bottom ash) • Level of street cleanliness as assessed by the Land Audit Management System • Percentage of waste presented to landfill • Percentage of vehicles (by vehicle category) entering Clean Air Zone that meet the emissions standards of the zone. 	<ul style="list-style-type: none"> • Reported missed collections per 100k collections scheduled • Establish dedicated Route to Zero Team, enabling BCC to drive the programme, and secure self-funding model from 2023/24 onwards • Develop a 25-year Green Infrastructure Strategy

A BEST IN CLASS Council

Activities and KPIs rated **Blue/Green: 17**, rated **Amber: 17**, rated **Red: 5**

Key successes and achievements	Areas where performance or delivery is off target
<ul style="list-style-type: none"> • Develop and publish Ward Profiles and City Outcome Indicators (linked to Levelling Up) through the City Observatory • Level of general fund reserves (unearmarked reserves) • Levels of Borrowing • Business Rates collection rate (as % of due) • Lead implementation of Council's Digital Strategy to ensure we make the best use of technology as an organisation. • Development of a Target Operated Model (TOM) for Procurement 	<ul style="list-style-type: none"> • % of customer / citizen complaints responded to within SLA • Council Tax collection rate • Complaints received per 1,000 residents • Development of a Target Operated Model (TOM) for finance • Health and Safety - HSE notifiable instances

7 Options considered and Recommended Proposal

- 7.1 This report is a performance update. The recommended action is that provided in 2.1 above.

8 Consultation

- 8.1 Cabinet Members, Council Leadership Team and directorate staff have been involved in discussions around performance against the performance and delivery plan actions and key performance indicators contained within this report and attached appendices.

9 Risk Management

- 9.1 This report provides progress against the council's strategic outcomes, and the measures in place to achieve them, and allows for CLT and Cabinet to consider progress against the Council's Corporate Plan priorities.

10 Compliance Issues:

- 10.1 How are the recommended decisions consistent with the City Council's priorities, plans and strategies?
- 10.2 The Corporate Plan 2022-2026 provides a refreshed statement of outcomes and key priorities to be used to develop the Council's policies, plans and strategies.

11 Legal Implications

- 11.1 There are no direct legal implications arising from this report.

12 Financial Implications

- 12.1 There are no direct Financial implications arising from this report. The activity listed is planned activity and delivery commitments from current plans and strategies.

13 Procurement Implications (if required)

- 13.1 There are no direct Procurement implications arising from this report.

14 Human Resources Implications (if required)

- 14.1 There are no direct Human Resources implications arising from this report.

15 Public Sector Equality Duty

- 15.1 The Corporate Plan 2022-26 sets out the Council's intent to act to address the many challenges the city of Birmingham faces, such as higher than average levels of employment, homelessness, and child poverty.

16 Background Documents

16.1 Corporate Plan 2022-2026 (Full City Council 11th October 2022)

16.2 Corporate Performance and Delivery Plan (Cabinet 8th November 2022)

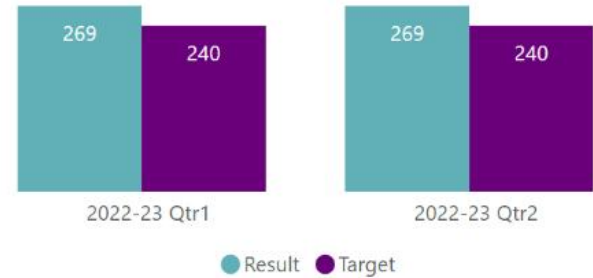
Appendix 1: Performance against Key Performance Indicators

A Bold Prosperous Birmingham

Measure Description:	Number of Birmingham residents participating in Host City volunteer programme
Portfolio:	Leader
Directorate:	Commonwealth Games

Summary					
Pref. DoFT	Target	Result	DoFT	RAG Status	Benchmark
▲	240	269	⇒		

Number of Birmingham residents participating in Host City volunteer programme



Latest Comments

Detail provided is on number of volunteers from the Host City Volunteer programme NOT the B2022 volunteer programme as a whole. We have not received overall figures from the Organising Committee.

A Bold Prosperous Birmingham

Measure Description:	Number of jobs created as a result of the CWG & Percentage of local people employed (30 miles)
Portfolio:	Leader
Directorate:	Commonwealth Games

Summary					
Pref. DoFT	Target	Result	DoFT	RAG Status	Benchmark
▲	770	999	↑		

Number of jobs created as a result of the CWG & Percentage of local people employed (30 miles)



Latest Comments

Data for Alexander Stadium is no longer collated as the construction has finished, so continued reporting PBRS cumulative figures only. An additional 72 roles have been created at PBRS in this quarter, and the programme continues to comfortably exceed targets.

A Bold Prosperous Birmingham

Measure Description: Number of NEET's aged between 16 and 18 engaged in support to help them into education, training, apprenticeships and jobs

Portfolio: Deputy Leader

Directorate: Children & Families

Summary

Pref. DoFT	Target	Result	DoFT	RAG Status	Benchmark
▲	1049	1,127	↑		

Number of NEET's aged between 16 and 18 engaged in support to help them into education, training, apprenticeships and jobs



Latest Comments

The numbers of young people aged 16-18 and not in education and employment increased as expected (across all authorities) at this time of year due to school & college leavers registering on BCC systems. All these young people were identified as allocated to a career's adviser, to assist with supporting these young people into education, employment, or training. Figures will continue to rise until end of Sept and then as destinations and outcomes are sorted for young people, the figure will reduce (again in line with seasonal & national expectations).

A Bold Prosperous Birmingham

Measure Description: Number of adults who have a vulnerability/inactive/disability aged over 25 engaged in support to help them into education, training, apprenticeships, jobs and job search activity.

Portfolio: Health & Social Care

Directorate: Adult Social Care

Summary

Pref. DoFT	Target	Result	DoFT	RAG Status	Benchmark
▲	208	227	↑		

Number of adults who have a vulnerability/inactive/disability aged over 25 engaged in support to help them into education, training, apprenticeships, jobs and job search activity.



Latest Comments

This is a new measure this quarter. Over the quarter, 227 people have engaged with support from the Pure Project, which is in line with our targets for the rest of the year. The project has begun loaning laptops from its Digital Inclusion Lending Library to citizens who require them, and providing devices to support job clubs that have been set up by providers working with the project. We will also be launching an incentive scheme aimed at increasing the number of people engaging with the service, which will offer them retail vouchers.

A Bold Prosperous Birmingham

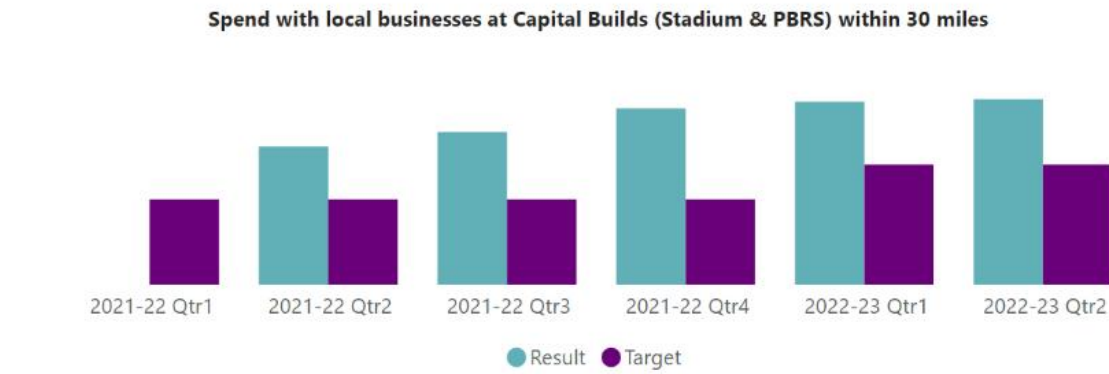
Measure Description: Spend with local businesses at Capital Builds (Stadium & PBRs) within 30 miles

Portfolio: Leader

Directorate: Commonwealth Games

Summary

Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▲	172,561,500	266,810,768	↑		



Latest Comments

This is a cumulative total. PBRs spend for this quarter is £3,779,846. Please note that this figure formerly included Alexander Stadium but is now only the residential scheme. Please also note that the target has been exceeded.

A Bold Prosperous Birmingham

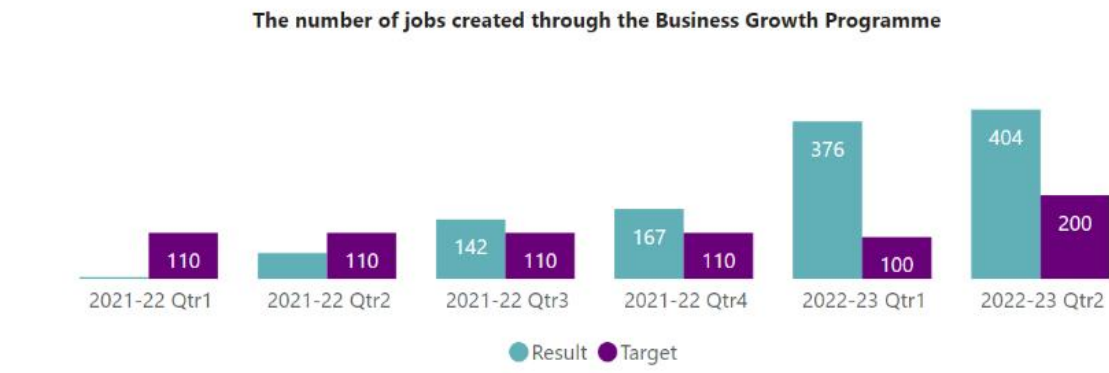
Measure Description: The number of jobs created through the Business Growth Programme

Portfolio: Leader

Directorate: Places, Prosperity and Sustainability (PPS)

Summary

Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▲	200	404	↑		



Latest Comments

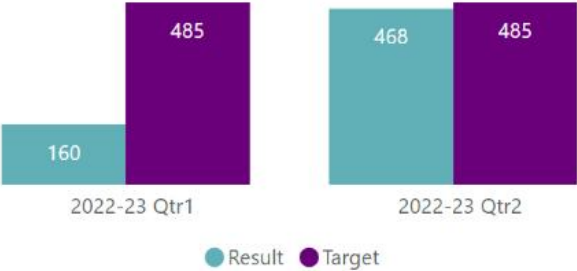
The 28 new jobs logged this quarter brings the total to date for the programme to 974. The accumulative total year to date is 404 against a target of 200. We are on course to achieve our overall target for the programme

A Bold Inclusive Birmingham

Measure Description:	Number of community and cultural projects and events held in Birmingham via the funding programmes
Portfolio:	Leader
Directorate:	Commonwealth Games

Summary					
Pref. DofT	Target	Result	DofT	RAG Status	Benchmark
▲	485	468	↑		

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



Latest Comments

106 Creative City projects, 263 Celebrating Communities projects (funded from 316 grant awards), 69 Active Streets, 8 Community Games, 22 Heritage Trails
1 Creative City project returned their grant over the summer period reducing the total projects to be delivered to 106
Previous reporting for Celebrating Communities was based on grant awards rather than individual projects. Data has now been cleansed to reflect multi-ward funded projects resulting in fewer projects being delivered due to wards combining funding.
1 Active Street is still to be delivered- awaiting confirmation of date from the community
We are awaiting the provision of further data to report on additional Stonger Communities projects.

A Bold Inclusive Birmingham

Measure Description:	Percentage of care leavers who are in Education, Employment, and Training
Portfolio:	Deputy Leader
Directorate:	Children & Families

Summary					
Pref. DofT	Target (%)	Result (%)	DofT	RAG Status	Benchmark
▲	62.0%	62.0%	↓		50.0%

Percentage of care leavers who are in Education, Employment, and Training



Latest Comments

It is positive to be on target again this month. We have over thirty young people starting University which is really positive. Also through partnership with John Lewis, three young people are in the process of getting jobs in John Lewis and Waitrose. We also have excellent partnerships with the BCC Employment Access Team, Balfour Beatty Vinci and the Women's and Children's NHS Foundation Trust. All of these partners, plus many more, attended a conference on 26th October to motivate and inspire young people who are care leavers to achieve their career goals

A Bold Inclusive Birmingham

Measure Primary school exclusion rate
Description:

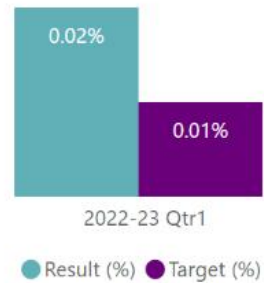
Portfolio: Children, Young People & Families

Directorate: Children & Families

Summary

Pref. DoFT	Target(%)	Result(%)	DoFT	RAG Status	Benchmark
▼	0.01%	0.02%	➡		0.0%

Primary school exclusion rate



Commentary

The data provided here are published permanent exclusion rates from academic year 2019-2020. National rates were 0.02% and Statistical Neighbours 0.02%. For Autumn term 2022-23 officers will be able to report termly exclusion rates with appropriate agreed targets and tolerances, currently in development. The Tackling Exclusions group meets regularly to review support for children and young people at risk of exclusion with the aim of developing an integrated delivery plan. This crosses a number of policy areas including attendance, exclusions, early help, SEND and the SAFE taskforce. The exclusion rate is only available annually and is produced in the published data. National rates were 0.02% and Statistical Neighbours 0.02%. For Autumn term 2022-23 officers will be able to report termly exclusion rates with appropriate agreed targets and tolerances, currently in development. The Tackling Exclusions group meets regularly to review support for children and young people at risk of exclusion with the aim of developing an integrated delivery plan. This crosses a number of policy areas including attendance, exclusions, early help, SEND and the SAFE taskforce.

A Bold Inclusive Birmingham

Measure Secondary school exclusions rate
Description:

Portfolio: Children, Young People & Families

Directorate: Children & Families

Summary

Pref. DoFT	Target (%)	Result (%)	DoFT	RAG Status	Benchmark
▼	0.10%	0.12%	➡		0.1%

Secondary school exclusions rate



Commentary

The exclusion rate is only available annually and is produced in the published data. National rates were 0.013% and Statistical Neighbours 0.16%. For Autumn term 2022-23 officers will be able to report termly exclusion rates with appropriate agreed targets and tolerances, currently in development. The Tackling Exclusions group meets regularly to review support for children and young people at risk of exclusion with the aim of developing an integrated delivery plan. This crosses several policy areas including attendance, exclusions, early help, SEND and the SAFE taskforce. The data provided here are published permanent exclusion rates from academic year 2019-2020. National rates were 0.013% and Statistical Neighbours 0.16%. For Autumn term 2022-23 officers will be able to report termly exclusion rates with appropriate agreed targets and tolerances, currently in development. The Tackling Exclusions group meets regularly to review support for children and young people at risk of exclusion with the aim of developing an integrated delivery plan. This crosses a number of policy areas including attendance, exclusions, early help, SEND and the SAFE taskforce.

A Bold Inclusive Birmingham

Measure Description:	Care leavers in suitable accommodation aged 19, 20 or 21				
Portfolio:	Children, Young People & Families				
Directorate:	Children & Families				
Summary					
Pref. DoFT	Target (%)	Result (%)	DoFT	RAG Status	Benchmark
▲	93.0%	90.0%	↓		90.0%

Care leavers in suitable accommodation aged 19, 20 or 21



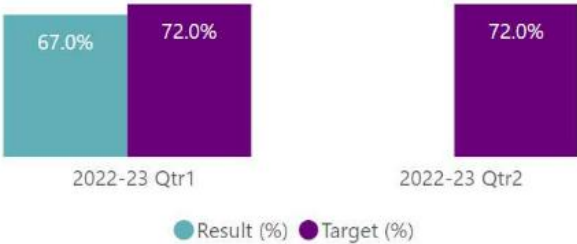
Latest Comments

Performance this month has reached 90%, which has remained consistent for some months now. The KPI remains above the national and statistical neighbor averages.

A Bold Inclusive Birmingham

Measure Description:	Early Years Entitlement: Percentage of 2-year-olds accessing Early Education Entitlement (EEE) (compared to statistical neighbours and national average)				
Portfolio:	Children, Young People & Families				
Directorate:	Children & Families				
Summary					
Pref. DoFT	Target (%)	Result	DoFT	RAG_Status	Benchmark
▲	72.0%	n/a		N/A	77%

Early Years Entitlement: Percentage of 2-year-olds accessing Early Education Entitlement (EEE) (compared to statistical neighbours and national average)



Latest Comments

No data to report in this period as it is produced termly and is usually available in March, June and November

A Bold Inclusive Birmingham

Measure Description: Early Years Entitlement: Percentage of 3 and 4-year-olds accessing 15 hours Early Education Entitlement (EEE)

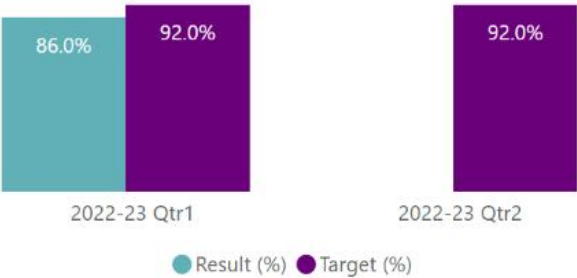
Portfolio: Children, Young People & Families

Directorate: Children & Families

Summary

Pref. DoFT	Target (%)	Result	DoFT	RAG_Status	Benchmark
▲	92.0%	n/a		N/A	94%

Early Years Entitlement: Percentage of 3 and 4-year-olds accessing 15 hours Early Education Entitlement (EEE)



Latest Comments

No data to report in this period as it is produced termly and is usually available in March, June and November

A Bold Inclusive Birmingham

Measure Description: Number of people participating in sports/recreational activities through the BCC PA grants programme

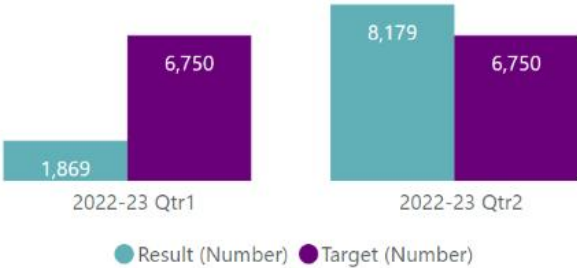
Portfolio: Leader

Directorate: Commonwealth Games

Summary

Pref. DoFT	Target	Result	DoFT	RAG Status	Benchmark
▲	6,750	8,179	↑		

Number of people participating in sports/recreational activities through the BCC PA grants programme



Latest Comments

This is the total number of people attending the 8 Community Games over the summer period. Although we are awaiting data from TAWS indicating number of attendees at Active Streets, the target has been comfortably exceeded

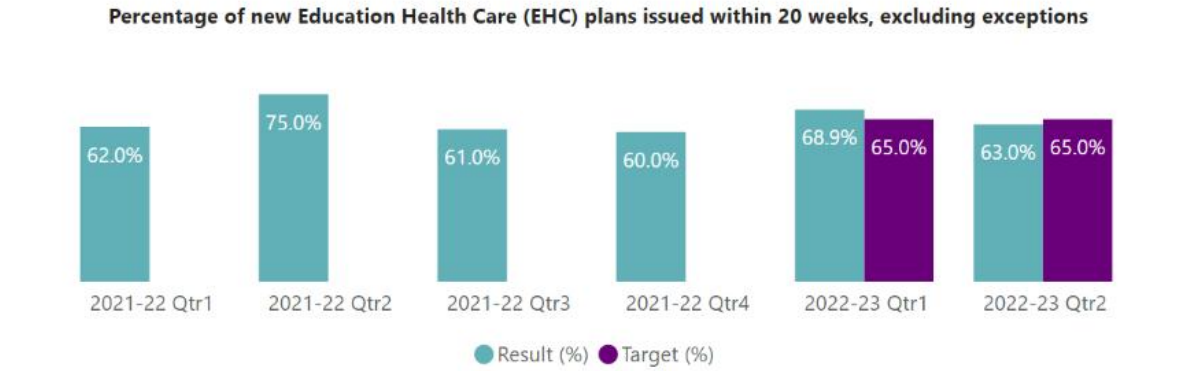
A Bold Inclusive Birmingham

Measure Description: Percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions

Portfolio: Children, Young People & Families

Directorate: Children & Families

Summary					
Pref. DoFT	Target (%)	Result (%)	DoFT	RAG Status	Benchmark
▲	65.0%	63.0%	↓		66.3%



Latest Comments

"12 month rolling average of EHCP's issued within 20 weeks. Decrease was due to professional advice being received late. A contributing factor was the school holidays. At the time of the Ofsted/CQC revisit we had a 12 month rolling average of 53%. The national average is currently at 65%, hence in our improvement journey we are using this as the current target. Also, this target was agreed with the DfE in November 2021 as part of the Accelerated Progress Plan being agreed."

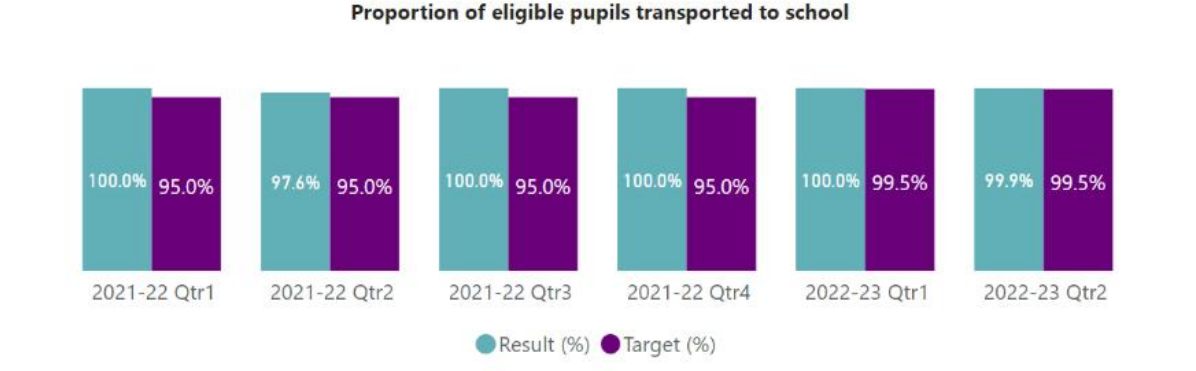
A Bold Inclusive Birmingham

Measure Description: Proportion of eligible pupils transported to school

Portfolio: Children, Young People & Families

Directorate: Children & Families

Summary					
Pref. DoFT	Target (%)	Result (%)	DoFT	RAG Status	Benchmark
▲	99.5%	99.9%	↓		



Latest Comments

Continues to be above target and performing well

Measure Description: Absence Rate: Primary

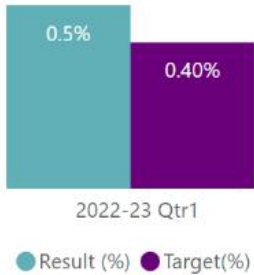
Portfolio: Children, Young People & Families

Directorate: Children & Families

Summary

Pref. DoFT	Target(%)	Result (%)	DofT	RAG Status	Benchmark
▼	0.40%	0.5%	⇒		0.4%

Absence Rate: Primary



Latest Comments

The data provided here are the published absence rates for the academic year 2020-2021. The DfE have developed a national attendance reporting tool for schools during 2022, which is currently in a pilot phase and which has data from approximately 65% of Birmingham schools. Council staff have access to this data source and intend to exploit it to support performance reporting. Additionally, officers are now reviewing the DfE policy guidance on attendance and exclusions which takes effect from September 2023 and which will place additional responsibilities on local authorities to monitor and challenge schools around attendance.

Measure Description: Absence Rate: Secondary

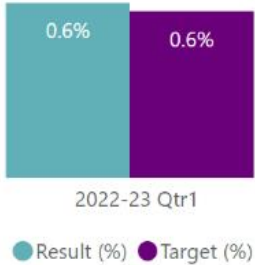
Portfolio: Children, Young People & Families

Directorate: Children & Families

Summary

Pref. DoFT	Target(%)	Result(%)	DofT	RAG Status	Benchmark
▼	6.00%	6.30%	⇒		0.6%

Absence Rate: Secondary



Latest Comments

The data provided here are the published absence rates for the academic year 2020-2021. The DfE have developed a national attendance reporting tool for schools during 2022, which is currently in a pilot phase and which has data from approximately 65% of Birmingham schools. Council staff have access to this data source and intend to exploit it to support performance reporting. Additionally, officers are now reviewing the DfE policy guidance on attendance and exclusions which takes effect from September 2023 and which will place additional responsibilities on local authorities to monitor and challenge schools around attendance.

A Bold Inclusive Birmingham

Measure Description: Average monthly impressions across all social media published by BCC Corporate Communications Team

Portfolio: Leader

Directorate: Strategy, Equality and Partnership

Summary

Pref. DoiT	Target	Result	DoiT	RAG Status	Benchmark
▲	N/A	1,472,092	↑	N/A	

Average monthly impressions across all social media published by BCC Corporate Communications Team



2022-23 Qtr2

Latest Comments

1.47m impressions on average each month across the reporting period, up 24.7% on the previous period.

A Bold Inclusive Birmingham

Measure Description: Average opens of Birmingham eBulletin

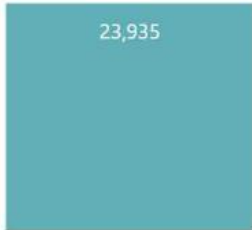
Portfolio: Leader

Directorate: Strategy, Equality and Partnership

Summary

Pref. DoiT	Target	Result	DoiT	RAG Status	Benchmark
▲	N/A	23,935	↑	N/A	

Average opens of Birmingham eBulletin



2022-23 Qtr2

Latest Comments

On average each month 23,935 opened the Birmingham Bulletin. This is up 6.5% on the previous period

A Bold Inclusive Birmingham

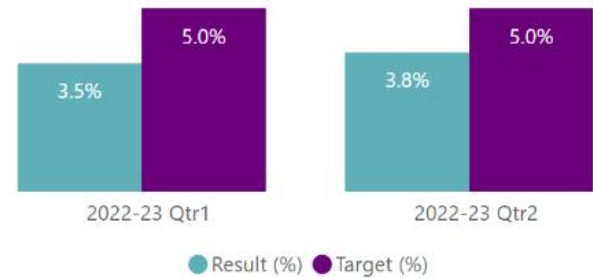
Measure Description: Percentage of 16 and 17 year olds that are Not in Education, Employment or Training'

Portfolio: Deputy Leader

Directorate: Children & Families

Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▼	5.0%	3.8%	↓		

Percentage of 16 and 17 year olds that are Not in Education, Employment or Training'



Latest Comments

On target, increase at this time of year due to school & college leavers registering, work taking place supporting young people to enter into postive outcomes via BCS and 14-19 Team support, data and partnership working. Neet figures will improve from end of Sept onwards in line with seasonal pattern.

A Bold Inclusive Birmingham

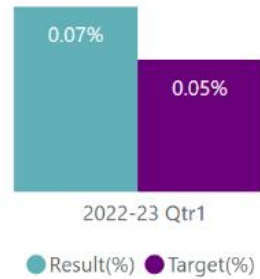
Measure Description: Special School Exclusion rate

Portfolio: Children, Young People & Families

Directorate: Children & Families

Summary					
Pref. DoT	Target(%)	Result(%)	DoT	RAG Status	Benchmark
▼	0.05%	0.07%	⇒		0.0%

Special School Exclusion rate



Latest Comments

The exclusion rate is only available annually and is produced in the published data

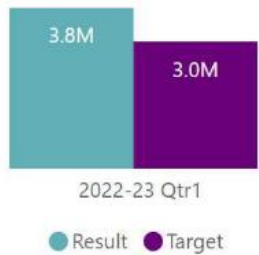
A Bold Inclusive Birmingham

Measure	Maximising income for citizens: a) total additional income achieved for citizens from
Description:	benefits / charitable sources by the Neighbourhood Advice and Information Service
Portfolio:	Social Justice, Community Safety and Equalities
Directorate:	City Operations

Summary

Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▲	3,000,000	3,800,426	⇒		

Maximising income for citizens: a) total additional income achieved for citizens from benefits / charitable sources by the Neighbourhood Advice and Information Service



Latest Comments

KPI reported one month in arrears. The Quarter 1 2022-23 result of £3,800,426 has exceeded the £3,000,000 target for this period. With the cost of living on the rise, the need to maximise income for individuals and families remains as crucial as ever. Advisors are having to spend more time dealing with the huge demand for short term financial support schemes such as Local Welfare Provision & food related enquiries which are both around 300% up on pre pandemic demand. To achieve this level of income maximisation reported in Quarter 1, NAIS has supported 8,305 persons mostly within in the two publicly accessible offices in Erdington & Northfield.

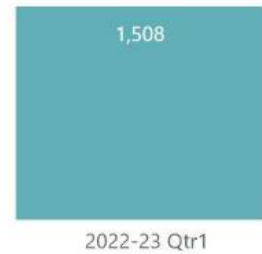
A Bold Inclusive Birmingham

Measure	Total no. of people supported to achieve KPI "Maximising income for citizens: c)
Description:	total additional income achieved for citizens from benefits / charitable sources by third sector advice providers contracted by the Council"
Portfolio:	Social Justice, Community Safety and Equalities
Directorate:	City Operations

Summary

Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▲	N/A	1,508		N/A	

Total no. of people supported to achieve KPI "Maximising income for citizens: c) total additional income achieved for citizens from benefits / charitable sources by third sector advice providers contracted by the Council"



Latest Comments

(Same commentary as KPI "Maximising income for citizens: c)", as these are composite KPIs). KPI reported one month in arrears. The Quarter 1 2022-23 result of £1,240,944 has surpassed the £1,200,000 target for this period. To achieve this level of income maximisation reported in Quarter 1, our third setor advice partners have supported 1,508 persons with 837 of these supported via the telephone contract and the remainder via face-to-face services.

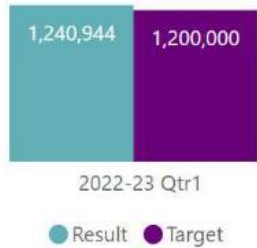
A Bold Inclusive Birmingham

Measure	Maximising income for citizens: c) total additional income achieved for citizens from
Description:	benefits / charitable sources by third sector advice providers contracted by the Council
Portfolio:	Social Justice, Community Safety and Equalities
Directorate:	City Operations

Summary

Pref. DofT	Target	Result	DofT	RAG Status	Benchmark
▲	1,200,000	1,240,944	⇒		

Maximising income for citizens: c) total additional income achieved for citizens from benefits / charitable sources by third sector advice providers contracted by the Council



Latest Comments

KPI reported one month in arrears. The Quarter 1 2022-23 result of £1,240,944 has surpassed the £1,200,000 target for this period. To achieve this level of income maximisation reported in Quarter 1, our third setor advice partners have supported 1,508 persons with 837 of these supported via the telephone contract and the remainder via face-to-face services.

A Bold Inclusive Birmingham

Measure	Total no. of people supported to achieve the KPI "Maximising income for citizens:
Description:	a) total additional income achieved for citizens from benefits / charitable sources by the Neighbourhood Advice and Information Service"
Portfolio:	Social Justice, Community Safety and Equalities
Directorate:	City Operations

Summary

Pref. DofT	Target	Result	DofT	RAG Status	Benchmark
▲	N/A	8,305	⇒	N/A	

Total no. of people supported to achieve the KPI "Maximising income for citizens: a) total additional income achieved for citizens from benefits / charitable sources by the Neighbourhood Advice and Information Service"



Latest Comments

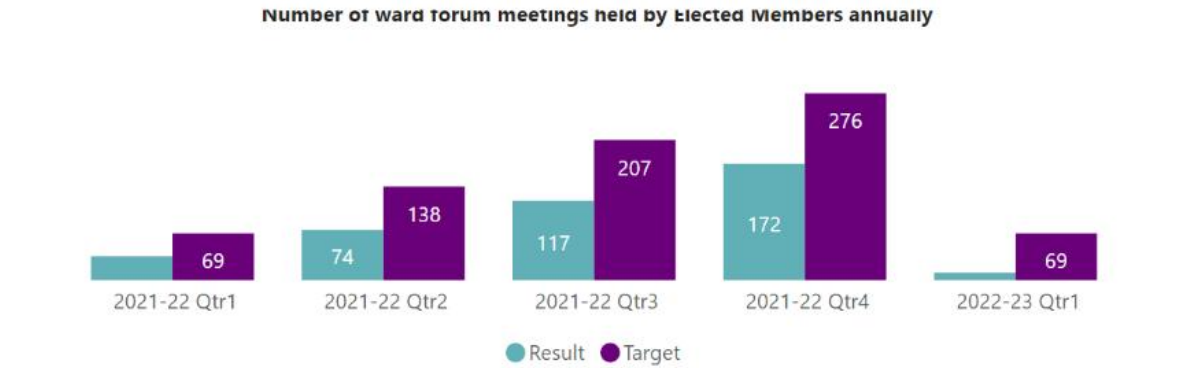
(Same commentary as KPI "Maximising income for citizens: a)", as these are composite KPIs). KPI reported one month in arrears. The Quarter 1 2022-23 result of £3,800,426 has exceeded the £3,000,000 target for this period. With the cost of living on the rise, the need to maximise income for individuals and families remains as crucial as ever. Advisors are having to spend more time dealing with the huge demand for short term financial support schemes such as Local Welfare Provision & food related enquiries which are both around 300% up on pre pandemic demand. To achieve this level of income maximisation reported in Quarter 1, NAIS has supported 8,305 persons mostly in the two publicly accessible offices in Erdington & Northfield.

A Bold Inclusive Birmingham

Measure Description:	Number of ward forum meetings held by Elected Members annually
Portfolio:	Leader
Directorate:	City Operations

Summary

Pref. DoIT	Target	Result	DoIT	RAG Status	Benchmark
▲	69	11	➡		



Latest Comments

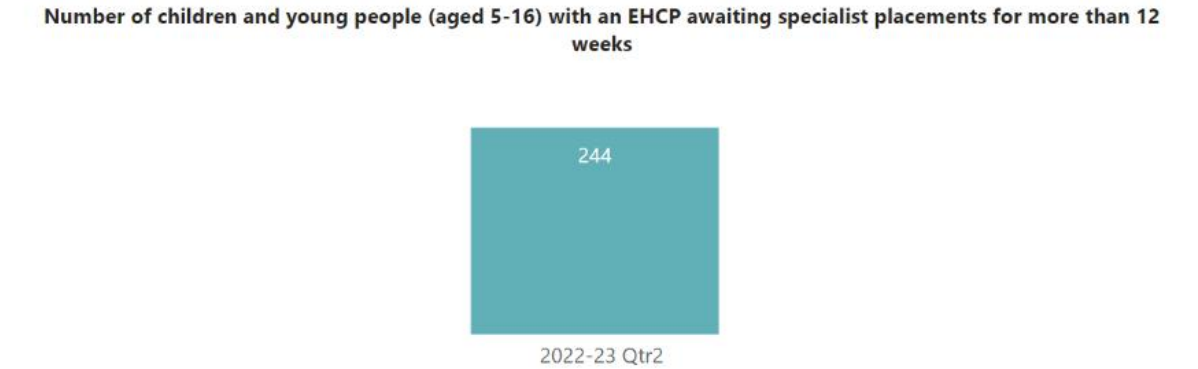
KPI reported one month in arrears. The year-to-date (April 2022 – June 2022) result of 11 meetings has not achieved the year-to-date target of 69 (one meeting per ward in each quarter). The result is below the target for this quarter due to the local elections taking place on the 5th May 2022. Councillors were out campaigning ahead of this date, and since the election, many have been attending the induction programme. Part of this programme was on Ward Governance and Ward Forum Meetings. Councillors were informed that is now within the Birmingham City Council Constitution, that all wards are expected to have at least four meetings per year. Councillors are now starting to come forward to book Ward Forum Meetings. Community Governance Managers from the Neighbourhood Development and Support Unit (NDSU) are making contact with those who haven't yet been in touch and will be encouraging all Councillors to book meetings for the year ahead. Two Ward Forum Meetings were cancelled this quarter due to Councillor changes following the election.

A Bold Inclusive Birmingham

Measure Description:	Number of children and young people (aged 5-16) with an EHCP awaiting specialist placements for more than 12 weeks
Portfolio:	Children, Young People & Families
Directorate:	Children & Families

Summary

Pref. DoIT	Target	Result	DoIT	RAG Status	Benchmark
▼	N/A	244	⬆	N/A	



Latest Comments

There were 79 children out of school awaiting specialist placements for more than 12 weeks. There were also 165 children in school and awaiting specialist placements. This gives the combined figure of 244 for the first return of this measure. The 'in school' figure of 165 is currently being cleansed by the placement team with a deadline of the end of Nov, so we expect this figure to rise and then provide a better baseline. Brief explanation of challenges or successes affecting performance: The average number of EHCPs finalised since the pandemic has increased from 826 to 1,250 per annum. This is inevitably impacting on the number of children that require specialist placements. The lack of current capacity in our special schools is affecting our ability to place these children. However, we have a Home Bridging Team that is supporting those out of school around re-engagement in education and transition into school. We also have a Placement Team that provides a dedicated focus on placing the children in this cohort. Brief explanation of action plan to improve performance (reduce waiting time/list): We are currently undertaking several individual special school capital projects to provide greater capacity for placements. We also have a programme underway in respect of establishing new Resource Bases and expanding our existing bases.

Measure

Households where homelessness is prevented

Description:

Portfolio:

Housing and Homelessness

Directorate:

City Housing

Summary

Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	40.0%	42.8%	▼		

Households where homelessness is prevented



Latest Comments

The quarter two result is 42.83%, which is above the target of 40%. As outlined in quarter one, the definition of this indicator has been modified from the 2021/22 reporting period. This now matches national definitions and will enable comparison against National Government statistics and data. There has been a slight decrease in the performance of this indicator in quarter two; this is the result of the removal of the National Government's additional vulnerable household funding in March 2022. Any households who had their homelessness prevented through the use of this fund will have had their homelessness closed after 56 days as successful prevention, and this indicates if we can get to cases earlier we can support households and prevent homelessness. We continue to prioritise prevention activity across the service area through funding deposits, mediation, and rent in advance. The increase in staffing with a prevention focus has helped to mitigate some of the risks from the loss of funding.

Measure	Households where homelessness is relieved				
Description:					
Portfolio:	Housing and Homelessness				
Directorate:	City Housing				
Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	30.0%	24.7%	↑		

Households where homelessness is relieved



Latest Comments

The quarter two result is 24.71%, which is below the target of 30%. As outlined in quarter one, the definition of this indicator has been modified from the 2021/22 reporting period. This now matches national definitions and will enable comparison against National Government statistics and data. Households placed into relief are often households in immediate crisis who often are provided with emergency accommodation on the day of presentation. This is especially the case with domestic abuse which is currently the third highest reason for homelessness.

This is a stretch target for the City Council and whilst the second quarter has seen some improvement we are still outside the tolerance level. However, the work of the Accommodation Team when fully established should lead to improving our performance in this area.

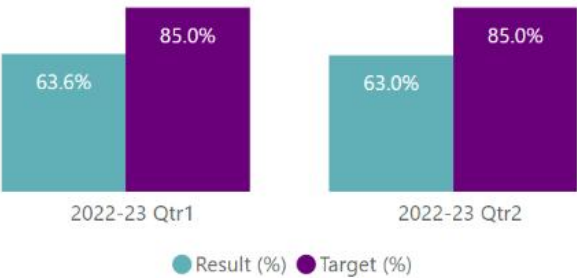
Measure Description: Proportion of Adult Social Care clients reviewed, reassessed or assessed within 12 months

Portfolio: Health & Social Care

Directorate: Adult Social Care

Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	85.0%	63.0%	↓		

Proportion of Adult Social Care clients reviewed, reassessed or assessed within 12 months



Latest Comments

Our performance has dropped slightly across the quarter, but it reached its lowest point in July, and we have been improving it since. Most teams have improved substantially, and we are putting action plans in place for the remaining teams that are pulling our overall performance down. We have been carrying vacancies in Adult Social Care and have had issues retaining staff. We have now implemented a package of staff retention measures and we are actively recruiting to our vacancies. Because of the nature of recruitment, this process will take some time. Our performance on this measure has turned a corner and we expect to be reporting an improvement next quarter. However, it will still be challenging to meet the 85% target, and it will be at risk from any demand resulting from the predicted 'flu and covid waves this winter, plus the effects of the cost-of-living crisis.

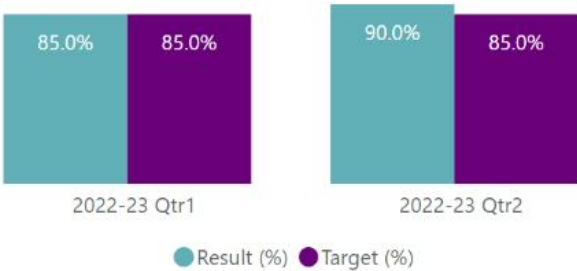
Measure Description: Percentage of concluded Adult Social Care Safeguarding enquiries where the desired outcomes were met

Portfolio: Health & Social Care

Directorate: Adult Social Care

Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	85.0%	90.0%	↑		95.6%

Percentage of concluded Adult Social Care Safeguarding enquiries where the desired outcomes were met



Latest Comments

This measure is based on a small number of safeguarding enquiries, which can cause large fluctuations in our reported performance. This quarter, the 90% figure means that we helped 116 out of 129 people achieve their requested outcomes during the enquiry. We have significantly reduced the number of outstanding cases, but we are still receiving an unusually high number of safeguarding referrals. Typically, these usually fall in September but that has not happened this year. This may mean we sometimes miss the opportunity to meet someone's desired outcomes even though we have addressed any risks to them, so we may see a higher number of unmet outcomes than usual. We have put a triage function in place so that we can redirect people who have been referred to us inappropriately without having to open a safeguarding enquiry.

A Bold Safe Birmingham

Measure Description: Percentage of Council housing routine repairs completed within 30 days

Portfolio: Housing and Homelessness

Directorate: City Housing

Summary

Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	92.6%	96.6%	↓		

Percentage of Council housing routine repairs completed within 30 days



Latest Comments

The cumulative quarter two result is 96.65% which has surpassed the contractual target of 92.6% (42,289 repairs out of 43,756). The target has been consistently achieved each month. The result in July was 96.5%, in August it was 96.5% and in September 96.9%. The performance is monitored by the service via daily appointments and monthly performance reports to ensure drops in performance can be identified and addressed in month with contractors.

Breakdown per contractor area (quarter two cumulative): EQUANS North: 98.8%, EQUANS Central: 97.7%, EQUANS East: 96.7%, Fortem: 94.8%.

A Bold Safe Birmingham

Measure Description: Number of properties improved in the Private Rented Sector as a result of Local Authority intervention

Portfolio: Housing and Homelessness

Directorate: City Operations

Summary

Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▲	140	93	↑		

Number of properties improved in the Private Rented Sector as a result of Local Authority intervention



Latest Comments

The year-to-date (01/04/2022 - 30/09/2022) result is 93 which has not achieved the target of 140 for this period. In September, performance has declined due to leave, unforeseen absences, and the service having to focus their available resources on other vital activities to ensure financial cost to the Council is limited. There has also been a delay in recruiting to vacancies due to the transition of the new system which administers recruitment. The service expect performance to improve by January 2023.

A Bold Safe Birmingham

Measure Description: Percentage of Streetlight In-Light repairs carried out within service standard (time)

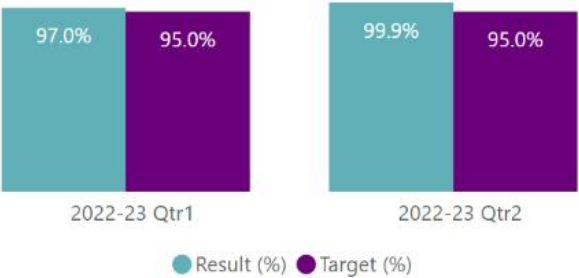
Portfolio: Transport

Directorate: City Operations

Summary

Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	95.0%	99.9%	↑		

Percentage of Streetlight In-Light repairs carried out within service standard (time)



Latest Comments

KPI reported one month in arrears: The in-month August (01/08/2022 - 31/08/2022) result is 99.88% which has exceeded the target of 95.00% for this period.
The service provider has performed above the expected contractual target for this month.

A Bold Safe Birmingham

Measure Description: Percentage of Category 1 road defects and urgent faults that are attended to and made safe within 2 hours

Portfolio: Transport

Directorate: City Operations

Summary

Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	99.0%	99.0%	↑		

Percentage of Category 1 road defects and urgent faults that are attended to and made safe within 2 hours



Latest Comments

KPI reported one month in arrears: The in-month August (01/08/2022 - 31/08/2022) result is 99.03% which has achieved the target of 99.00% for this period.
The service provider has achieved the contractual target for this month.

Measure Description:

BCT Measure: Average social worker caseload

Portfolio:

Children, Young People & Families

Directorate:

Children & Families

Summary

Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▼	15	20	➡		16.4

BCT Measure: Average social worker caseload



Latest Comments

The caseload average for September is 20 which is the same as the last 3 months. This figure remains within tolerance but above our target figure for 2022/23.

Measure Description:	BCT Measure: Percentage of children in care experiencing three or more moves within a year				
Portfolio:	Children, Young People & Families				
Directorate:	Children & Families				
Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▼	10.0%	8.0%	↑		9.0%

BCT Measure: Percentage of children in care experiencing three or more moves within a year



Latest Comments

Practice in this area remains strong and ahead of target. This month we have recorded 8% of children with three or more placement moves in the last 12 months. This is the same as last month.

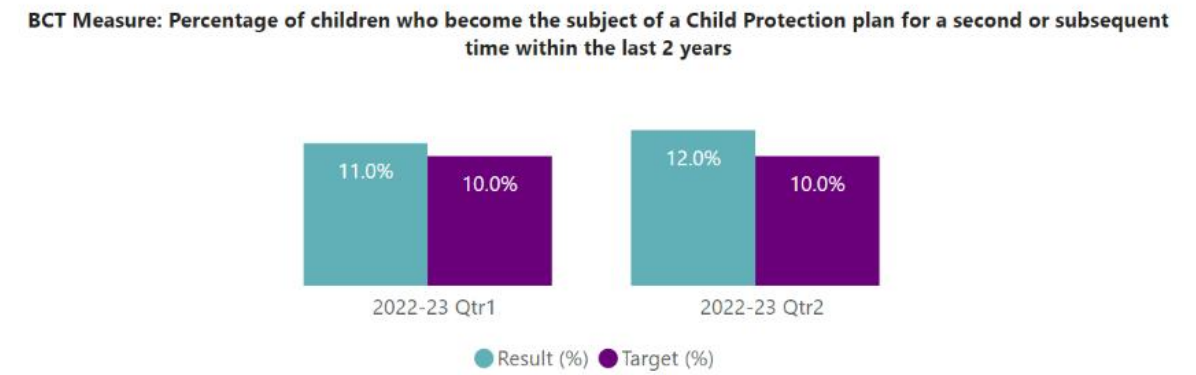
A Bold Safe Birmingham

Measure Description: BCT Measure: Percentage of children who become the subject of a Child Protection plan for a second or subsequent time within the last 2 years

Portfolio: Children, Young People & Families

Directorate: Children & Families

Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▼	10.0%	12.0%	↑		



Latest Comments

Performance remains within tolerance. BCT undertake routine audits to provide additional insight as to the reasons why some children become subject to a child protection plan for a second or subsequent time and we have an action plan to address the findings.

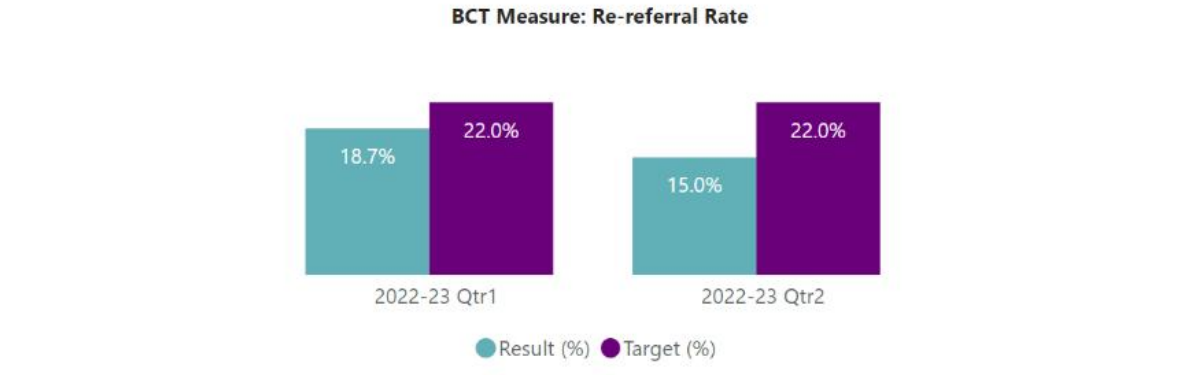
A Bold Safe Birmingham

Measure Description: BCT Measure: Re-referral Rate

Portfolio: Children, Young People & Families

Directorate: Children & Families

Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▼	22.0%	15.0%	↓		23.0%



Latest Comments

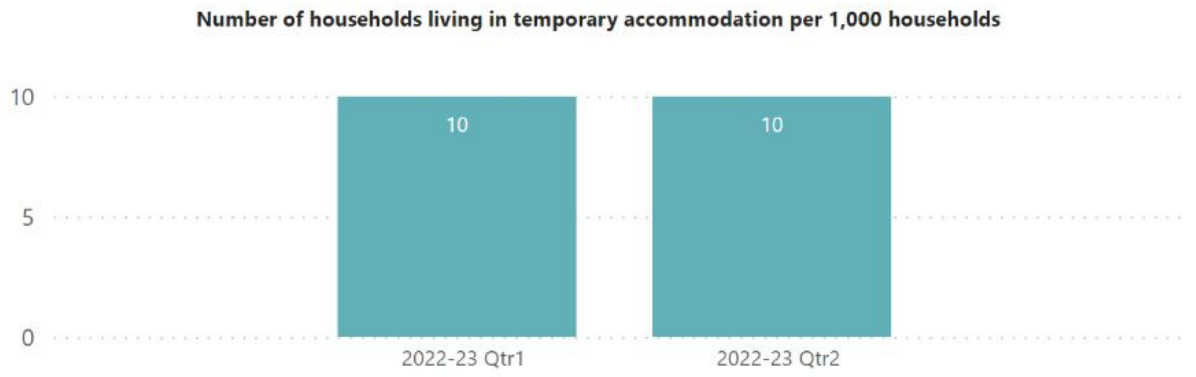
The rate of re-referrals has fallen to 15% this month which is down from 24% last month. This outperforms the target and tolerance.

Measure Description: Number of households living in temporary accommodation per 1,000 households

Portfolio: Housing and Homelessness

Directorate: City Housing

Summary					
Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▼	N/A	10	➡	N/A	4.0



Latest Comments

The quarter two snapshot result shows 4300 households in temporary accommodation, of which 495 are outside the City; this is an 1.4% decrease compared to 502 out of City placements in quarter one. Of 495 out of City placements, 243 are in Bed and Breakfast accommodation.

The quarter two 2022/23 result per 1,000 households for Birmingham is 9.5. The most recent government published data (quarter four 2021/22), shows that of the other Core Cities, Manchester was significantly higher at 12.79 than Birmingham at 9.5 (in quarter two), while most others such as Sheffield at 1.72 and Leeds at 0.26, had lower figures.

Mitigations to reduce the number of households in temporary accommodation include the deployment of additional dispersed temporary accommodation, Complex Case Team, Accommodation Finding Team, the newly opened Oscott Gardens of 300 additional units for homeless families and additional prevention opportunities via staffing and resources. City Housing is working on plans to secure additional capacity based upon the increased demand coming into services.

Measure Description: Total number of households in Bed and Breakfast

Portfolio: Housing and Homelessness

Directorate: City Housing

Summary					
Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▼	N/A	720	⬆	N/A	55



Latest Comments

As of September 2022 (end of quarter two), there are 720 households in bed and breakfast accommodation placed by Birmingham City Council as temporary accommodation. Of these 243 are outside of the Birmingham City Council boundary.

The service is facing increased demand and measures being deployed to reduce the number of households in Bed and Breakfast include additional dispersed temporary accommodation, Complex Case Team, Accommodation Finding Team, the newly opened Oscott Gardens of 300 additional units for homeless families and exploration of further prevention opportunities via additional staffing and resources.

Measure Description: Total numbers of families in Bed and Breakfast over 6 weeks

Portfolio: Housing and Homelessness

Directorate: City Housing

Summary					
Pref. DofT	Target	Result	DofT	RAG Status	Benchmark
▼	300	424	↓		

Total numbers of families in Bed and Breakfast over 6 weeks



Latest Comments

As of September 2022 (end of quarter two), the service is underperforming against this target with 424 households in bed and breakfast accommodation over six weeks, compared to the quarter two target of 300. The reason for this is the number of households approaching as homeless and needing emergency accommodation (increased by 25% in 2022), in addition to the already large number of households in bed and breakfast (720) and temporary accommodation overall (4300). Further to on-going discussion with DHLUC and despite enormous efforts, it has been agreed to extend the target for the elimination of families in B&B over 6 weeks to zero from December 2022 to the end of June 2023.

The service concentrates on re-housing those longest in bed and breakfast utilising Oscott Gardens, a new homeless centre specifically being used for this at present, as well as increasing dispersed temporary accommodation, additional private sector leasing, accessing private rented sector accommodation and other initiatives to reduce and end the use of bed and breakfast overall by the end of 2024.

Measure Description: Number of Community Triggers enquiries meeting threshold

Portfolio: Social Justice, Community Safety and Equalities

Directorate: City Operations

Summary					
Pref. DofT	Target	Result	DofT	RAG Status	Benchmark
▼	22	23	↑		

Number of Community Triggers enquiries meeting threshold



Latest Comments

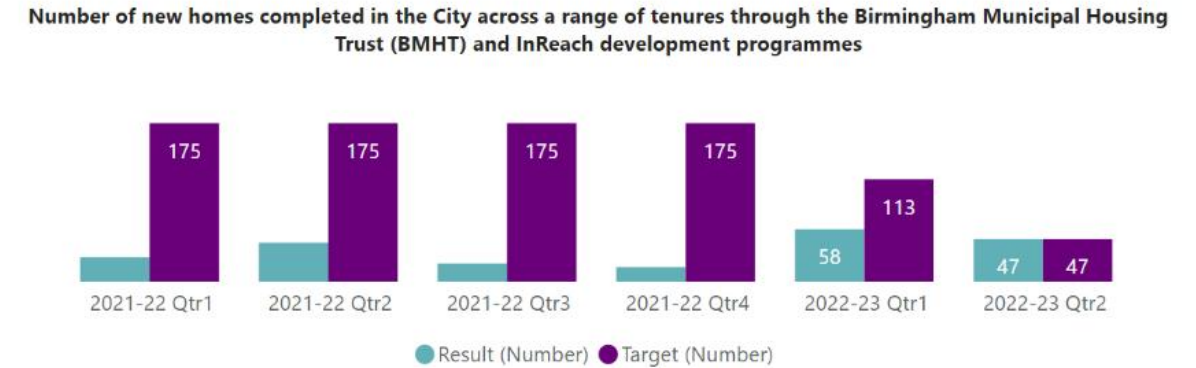
The year-to-date (01/04/2022 to 30/09/2022) result is 23 which has not achieved the year-to-date target of 22, but is within tolerance.

It may have slightly missed the target due to the implementation of the new community trigger process; this will be monitored. A number of training sessions have also been completed with organisations who sign-post e.g. victim support; this may also be a contributing factor.

A Bold Safe Birmingham

Measure Description:	Number of new homes completed in the City across a range of tenures through the Birmingham Municipal Housing Trust (BMHT) and InReach development programmes
Portfolio:	Leader
Directorate:	Places, Prosperity and Sustainability (PPS)

Summary					
Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▲	47	47	↓		



Latest Comments

29 rent, 18 sales (47 total) Reduction in rental handovers is due to the continuing Highways delays at Ward End Park Road. Sales reductions were due to a temporary slow down in build progress at Monmouth Road. Sales Completions are now in progress and will be reported in Q3/4

A Bold Safe Birmingham

Measure Description:	Percentage of enquiries responded to within 48 hours from the Community Safety Team Front Door
Portfolio:	Social Justice, Community Safety and Equalities
Directorate:	City Operations

Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	95.0%	100.0%	→		



Latest Comments

The Quarter 2 (01/07/2022 to 30/09/2022) result is 100% which has achieved the Quarter 2 target of 95%. There were 524 enquiries received during the Quarter 2 period, all of which received a response from Community Safety within 24 hours. There are 60 cases that have been transferred to officers and partnerships within the team that are currently being investigated.

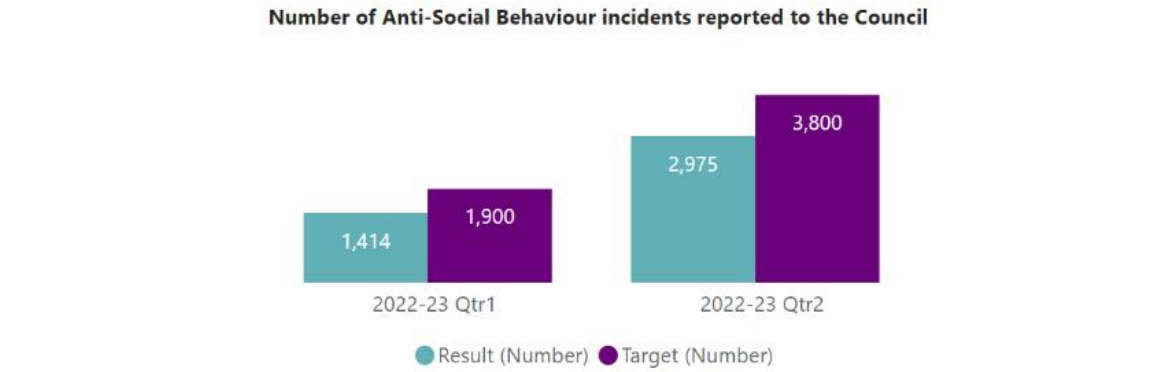
Measure Description: Number of Anti-Social Behaviour incidents reported to the Council

Portfolio: Social Justice, Community Safety and Equalities

Directorate: City Operations

Summary

Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▼	3,800	2,975	↑		



Latest Comments

Year-to-date (01/04/2022 to 30/09/2022), the number of anti-social behaviour incidents reported to the Council is 2,975 which has achieved the target of 3,800.

Reports of ASB to the Council are wide ranging for the purpose of this KPI. The figures shown are from the Community Safety Team and from the City Housing Directorate. The reports received mostly relates to neighbour nuisance, ASB from groups/gangs, damage to property, ASB begging, illegal use of a property, noise (not all statutory), vehicle nuisance, prostitution, ASB youth related and substance misuse.

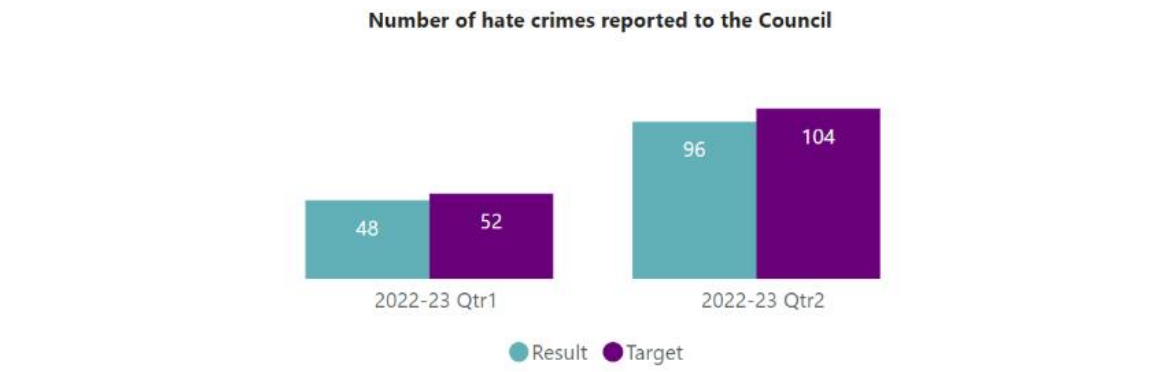
Measure Description: Number of hate crimes reported to the Council

Portfolio: Social Justice, Community Safety and Equalities

Directorate: City Operations

Summary

Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▼	104	96	↑		



Latest Comments

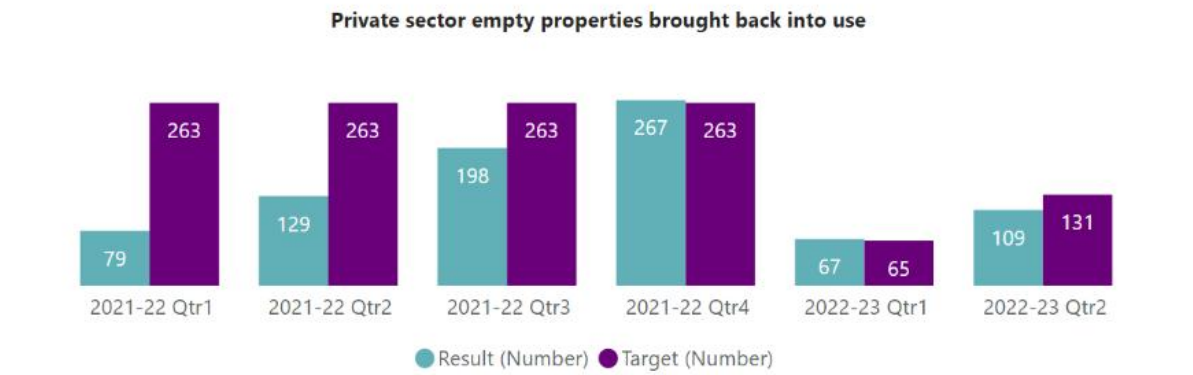
Year-to-date (01/04/2022 to 30/09/2022), the number of hate crimes reported to the Council is 96 which has achieved the target of 104.

Measure Description: Private sector empty properties brought back into use

Portfolio: Housing and Homelessness

Directorate: City Operations

Summary					
Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▲	131	109	↑		



Latest Comments

The year-to-date (01/04/2022 - 30/09/2022) result is 109 which has not achieved the target of 131 for this period.

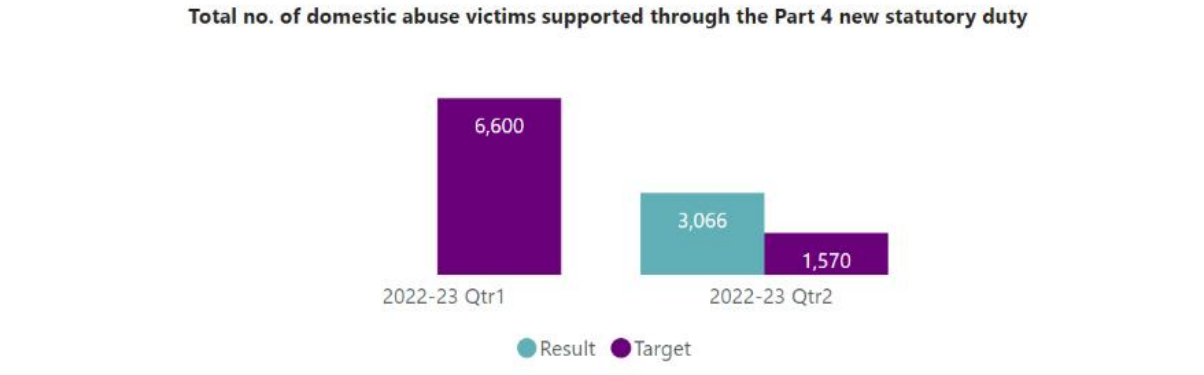
There is a vacancy which will now be recruited to in October 2022. There has been a delay in recruiting due to the transition of a new system which administers recruitment. Performance is expected to improve by December 2022.

Measure Description: Total no. of domestic abuse victims supported through the Part 4 new statutory duty

Portfolio: Social Justice, Community Safety and Equalities

Directorate: Adult Social Care

Summary					
Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▲	1,570	3,066	↑		



Latest Comments

The provision of domestic abuse support captured is a mixture of face-to-face support, including counselling and therapy sessions and support through helplines and webchat. It can include repeat calls as a victim may call several times , to seek support and validation ,only when it is safe to do so. These services are commissioned across the City to the specialist domestic abuse sector.

These services continue to see a high level of demand from victims of domestic abuse seeking help, particularly through the helplines and webchats. As highlighted above the target for the quarter was to provide 1,570 instances of support and in April – June there were 3,066 instances of support given of which 2,837 were through the helpline and webchat. To meet the demand the Council have funded additional helpline workers both at the Domestic Abuse Hub, and at Trident Reach who run domestic abuse helplines on our behalf.

A Bold Healthy Birmingham

Measure Description: Number of meals taken up by children through the HAF: Summer holidays

Portfolio: Children, Young People & Families

Directorate: Children & Families

Summary

Pref. DoFT	Target	Result	DoFT	RAG Status	Benchmark
▲	179,200	162,566	↑		

Number of meals taken up by children through the HAF: Summer holidays



Latest Comments

Fewer children have had meals this summer. 225,000 meals were available although uptake was 162,566. More work is required to target HAF for free school meal eligible children and young people

A Bold Healthy Birmingham

Measure Description: Number of children and adult visits utilising the Be Active free leisure offer across all Birmingham Wellbeing and Leisure Centres

Portfolio: Health & Social Care

Directorate: City Operations

Summary

Pref. DoFT	Target	Result	DoFT	RAG Status	Benchmark
▲	N/A	70,991	➡	N/A	

Number of children and adult visits utilising the Be Active free leisure offer across all Birmingham Wellbeing and Leisure Centres



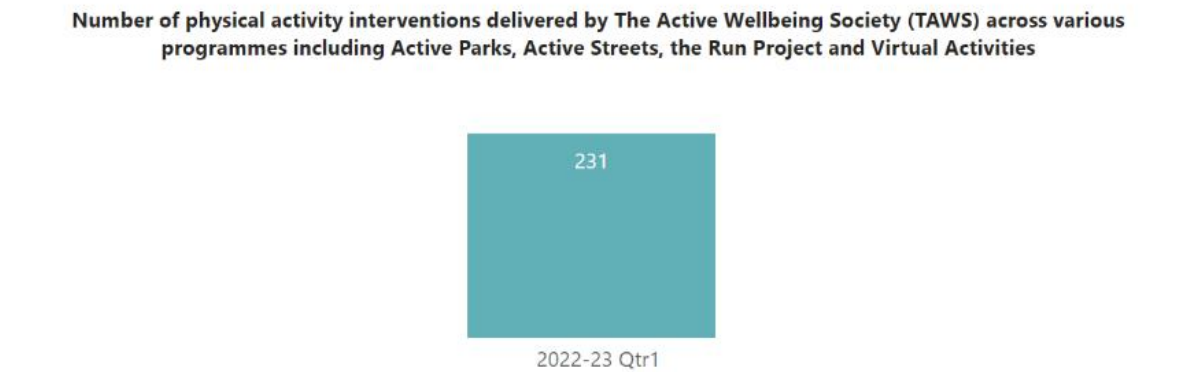
Latest Comments

The Quarter 1 (April - June 2022) result of 70,991 is 24% of the annual year-end target of 300,000. During the Quarter 1 period, the Be Active visits were impacted as a result of the temporary main pool closure at Handsworth Wellbeing Centre, which currently still remains closed for safety reasons due to roof damage. However, additional sessions have been put in place in an effort to minimise the impact until repairs take place. NB: No quarterly targets have been set for this KPI, only an annual year-end target as there are fluctuations in delivery throughout the year based on seasonal and sector trends. Therefore, performance is focused on achieving the year-end target rather than quarterly milestones, but the year-end projection remains within tolerance of the annual target.

A Bold Healthy Birmingham

Measure Description:	Number of physical activity interventions delivered by The Active Wellbeing Society (TAWS) across various programmes including Active Parks, Active Streets, the Run Project and Virtual Activities
Portfolio:	Health & Social Care
Directorate:	City Operations

Summary					
Pref. DofT	Target	Result	DofT	RAG Status	Benchmark
▲	N/A	231	⇒	N/A	



Latest Comments

KPI reported one month in arrears. The Quarter 1 (April - June 2022) result of 231 is 26% of the annual year-end target of 900.

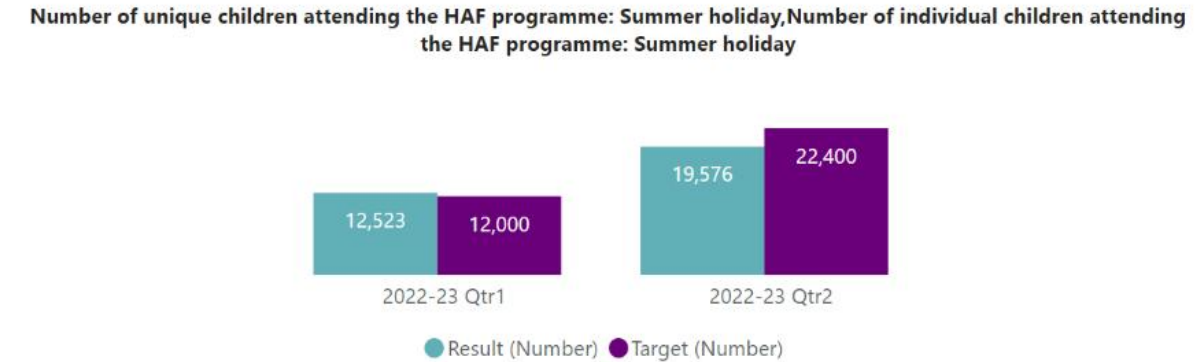
During the Quarter 1 period, The Active Wellbeing Society (TAWS) supported communities with a balance of both face-to-face and virtual interventions based on demand and need. During the next quarter, there will be an even greater focus on face-to-face interventions for walking, running, Active Parks, Active Streets, and Community Sport to support communities to be more socially and physically active.

NB: No quarterly targets have been set for this KPI, only an annual year-end target as there are fluctuations in delivery throughout the year based on seasonal and sector trends. Therefore, performance is focused on achieving the year-end target rather than quarterly milestones but the year-end projection remains within tolerance of the annual target.

A Bold Healthy Birmingham

Measure Description:	Number of individual children attending the HAF programme: Summer holiday
Portfolio:	Children, Young People & Families
Directorate:	Children & Families

Summary					
Pref. DofT	Target	Result	DofT	RAG Status	Benchmark
▲	22,400	19,576	↑		



Latest Comments

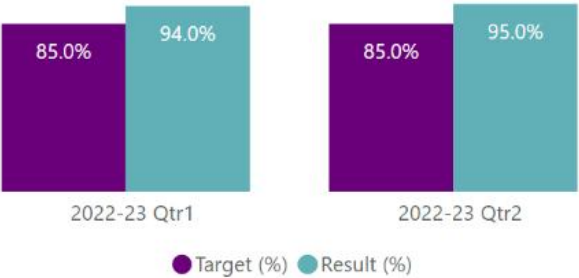
15,327 CYP attending Bring It On Brum (BIOB) Holiday Clubs – this includes both eligible and non-eligible. There was not a focus on eligibility in the first delivery periods, however we have become more focused on ensuring that eligible children gain access through targeted marketing and promotion. The results of this for the Easter delivery period:

- 12,523 FSM CYP
- 791 CYP in need
- 13,314 Total HAF Eligible CYP (87% of all children attending are eligible for FSM). Overall we have exceeded the target of 15,000 albeit that 11% (1,686 did not meet the eligibility criteria).

A Bold Healthy Birmingham

Measure Description:	Proportion of children aged 2-2½yrs receiving ASQ-3 as part of the Healthy Child Programme or integrated review				
Portfolio:	Children, Young People & Families				
Directorate:	Strategy, Equality and Partnership				
Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	85.0%	95.0%	↑		92.8%

Proportion of children aged 2-2½yrs receiving ASQ-3 as part of the Healthy Child Programme or integrated review



Latest Comments

This data relates to 1st April 2022 to 30th June 2022 Q1 2022/23 as it is reported with a quarter lag. As previously explained, the provider has significantly improved delivery of this KPI, using their trained Children Centre staff to complete ASQs reducing the reliance on the challenged resource of Health Visitors. This fits with the integrated model commissioned. As face to face ASQs increase and become the norm again, there is the possibility of a drop in numbers being completed during 2022/23. Early indications are positive that this may not happen. We will continue to pay close attention and will take actions to understand issues and address should this happen.

A Bold Healthy Birmingham

Measure

Description:

The percentage of NHS Health Checks offered by the total eligible population in the quarter

Portfolio:

Health & Social Care

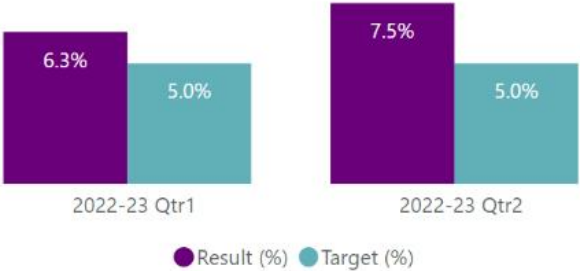
Directorate:

Strategy, Equality and Partnership

Summary

Pref. DoFT	Target (%)	Result (%)	DoFT	RAG Status	Benchmark
▲	5.0%	7.5%	↑		3.5%

The percentage of NHS Health Checks offered by the total eligible population in the quarter



Latest Comments

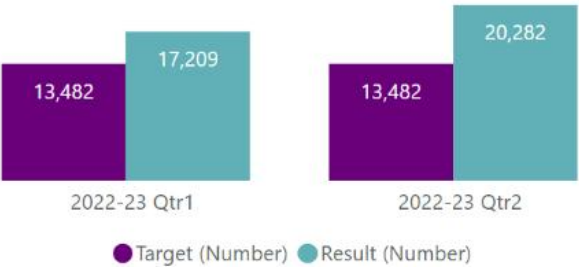
(This is one element of a composite indicator, the same commentary applies to all four elements). Public Health receives the eligible population figures annually from the Office for health improvement and disparities (OHID). As a 5 year rolling programme 20% of the population are contacted each year. The service is provided via GP practices. There has been an increase in activity so far this year, Birmingham currently benchmarks as the 2nd highest performer in the West Midlands. A deep dive of our 5 year rolling data has identified that circa 50% of this activity is concentrated in a small number of GP practices. Engagement sessions were delivered to primary care in September to be repeated in November to share the data on access and inequalities and to prepare them for the registration process to provide the service from 2023.

A Bold Healthy Birmingham

Measure Description:	The number of NHS Health Checks offered by the total eligible population in the quarter
Portfolio:	Health & Social Care
Directorate:	Strategy, Equality and Partnership

Summary					
Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▲	13,482	20,282	↑		

The number of NHS Health Checks offered by the total eligible population in the quarter



Latest Comments

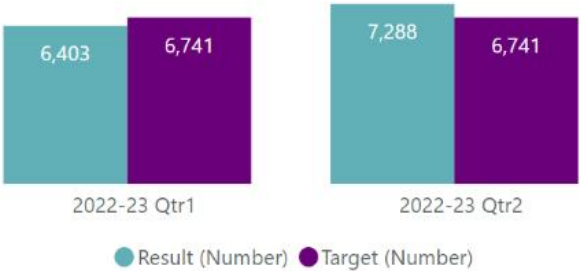
(This is one element of a composite indicator, the same commentary applies to all four elements). Public Health receives the eligible population figures annually from the Office for health improvement and disparities (OHID). As a 5 year rolling programme 20% of the population are contacted each year. The service is provided via GP practices. There has been an increase in activity so far this year, Birmingham currently benchmarks as the 2nd highest performer in the West Midlands. A deep dive of our 5 year rolling data has identified that circa 50% of this activity is concentrated in a small number of GP practices. Engagement sessions were delivered to primary care in September to be repeated in November to share the data on access and inequalities and to prepare them for the registration process to provide the service from 2023.

A Bold Healthy Birmingham

Measure Description:	The number of NHS Health Checks received by the total eligible population in the quarter
Portfolio:	Health & Social Care
Directorate:	Strategy, Equality and Partnership

Summary					
Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▲	6,741	7,288	↑		

The number of NHS Health Checks received by the total eligible population in the quarter



Latest Comments

(This is one element of a composite indicator, the same commentary applies to all four elements). Public Health receives the eligible population figures annually from the Office for health improvement and disparities (OHID). As a 5 year rolling programme 20% of the population are contacted each year. The service is provided via GP practices. There has been an increase in activity so far this year, Birmingham currently benchmarks as the 2nd highest performer in the West Midlands. A deep dive of our 5 year rolling data has identified that circa 50% of this activity is concentrated in a small number of GP practices. Engagement sessions were delivered to primary care in September to be repeated in November to share the data on access and inequalities and to prepare them for the registration process to provide the service from 2023.

A Bold Healthy Birmingham

Measure Description: Percentage/Proportion of clients discharged into Pathway 0 & Pathway 1

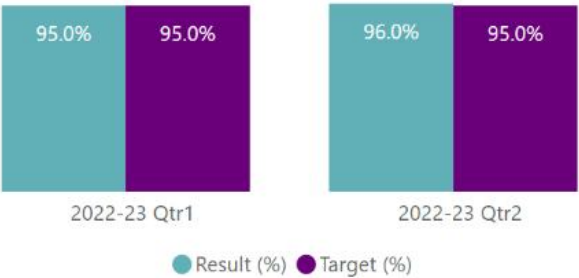
Portfolio: Health & Social Care

Directorate: Adult Social Care

Summary

Pref. DoFT	Target (%)	Result (%)	DoFT	RAG Status	Benchmark
▲	95.0%	96.0%	↑		

Percentage/Proportion of clients discharged into Pathway 0 & Pathway 1



Latest Comments

We have met our target this quarter. Our hospital social work teams and our partners in the NHS focus on our “home first” principle when people are discharged from hospital. Our Early Intervention Community Team assists people who need extra support to stay at home after discharge. Our performance on this measure may be affected by how severely ill people are when they are admitted to hospital, and there is a suggestion that this is getting worse. This is beyond our control, however we are monitoring it in case it impacts our performance.

A Bold Healthy Birmingham

Measure Description: The percentage of people who receive Adult Social Care in their own home

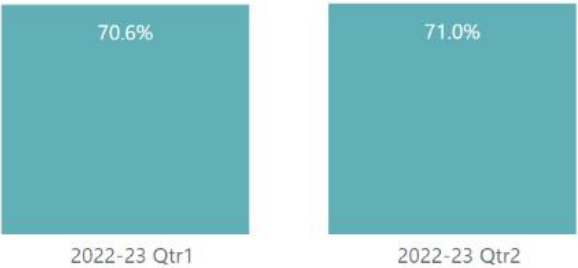
Portfolio: Health & Social Care

Directorate: Adult Social Care

Summary

Pref. DoFT	Target	Result (%)	DoFT	RAG Status	Benchmark
▲	N/A	71.0%	↑	N/A	

The percentage of people who receive Adult Social Care in their own home



Latest Comments

While our long-term goal is to increase the proportion of the people we support who receive care at home, it is only possible to improve this very gradually, and any quarter-on-quarter progress may be hidden by other factors that aren’t under our control. Our social work teams in both the community and the hospital discharge-to-assess service follow a “home first” principle, which means that they support citizens to stay in their own home as long as possible. However we only do this where it is safe, and if someone’s support needs are too great then we have to arrange a care home placement for them.

A Bold Healthy Birmingham

Measure Description: The percentage of NHS Health Checks received by the total eligible population in the quarter

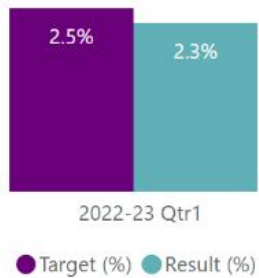
Portfolio: Health & Social Care

Directorate: Strategy, Equality and Partnership

Summary

Pref. DoFT	Target (%)	Result (%)	DoFT	RAG Status	Benchmark
▲	2.5%	2.7%	↑		1.3%

The percentage of NHS Health Checks received by the total eligible population in the quarter



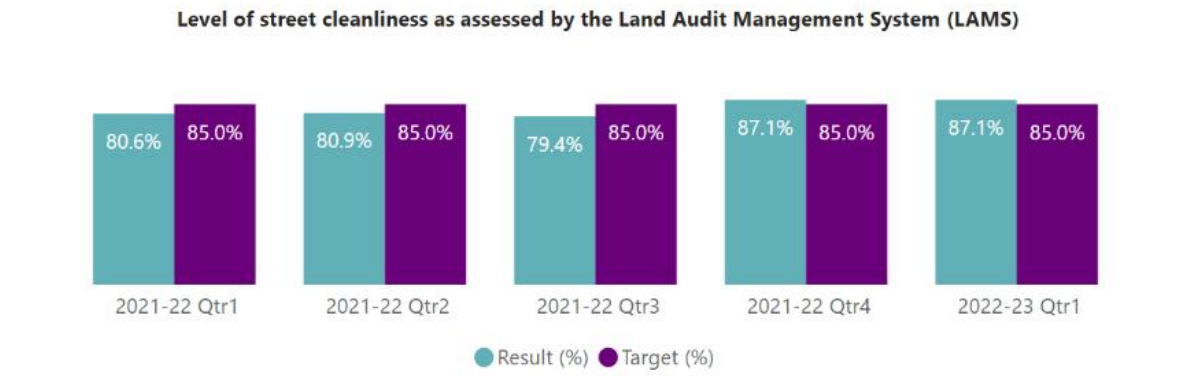
Latest Comments

(This is one element of a composite indicator, the same commentary applies to all four elements). Public Health receives the eligible population figures annually from the Office for health improvement and disparities (OHID). As a 5 year rolling programme 20% of the population are contacted each year. The service is provided via GP practices. There has been an increase in activity so far this year, Birmingham currently benchmarks as the 2nd highest performer in the West Midlands. A deep dive of our 5 year rolling data has identified that circa 50% of this activity is concentrated in a small number of GP practices. Engagement sessions were delivered to primary care in September to be repeated in November to share the data on access and inequalities and to prepare them for the registration process to provide the service from 2023.

A Bold Green Birmingham

Measure Description:	Level of street cleanliness as assessed by the Land Audit Management System (LAMS)
Portfolio:	Environment
Directorate:	City Operations

Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	85.0%	87.1%	➡		



Latest Comments

KPI reported one month in arrears: The year-to-date (April 2022 – June 2022) result is 87.11%, which has exceeded the target of 85.00% for this period.

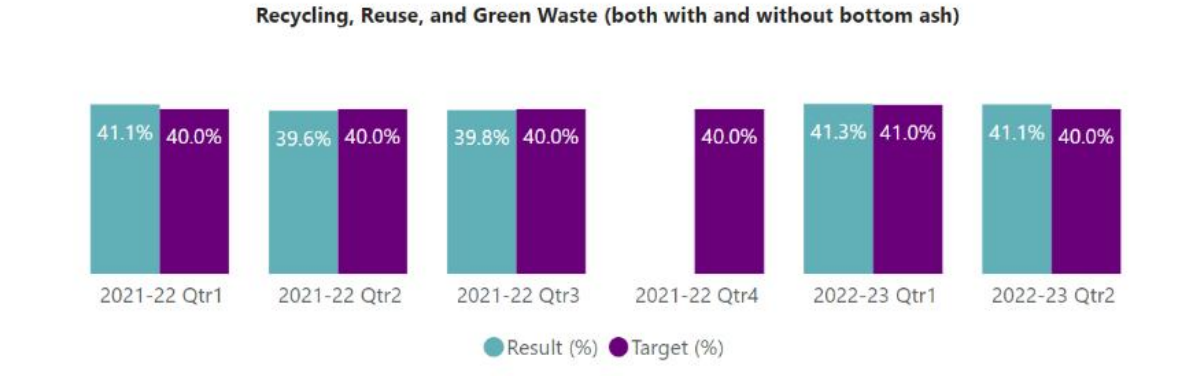
The City Council is hosting the Commonwealth games through the end of July and August, additional monies and staff have been brought in to help with the main areas of activities. Main routes into and out of the city are being cleansed to a grade A/B standard. Work has started in early April and the cleanliness of the city has benefited from this extra resource.

Street Scene is transitioning back to normal operations following the pandemic. The City is adding to its street cleansing effectiveness by recruiting to a new initiative 'Love Your Streets'. These teams will be out working and enhancing the street cleansing activities by engaging with residents to tackle some of the problem areas within the City with the aim to make a positive difference to the street cleanliness.

A Bold Green Birmingham

Measure Description:	Recycling, Reuse, and Green Waste (both with and without bottom ash)
Portfolio:	Environment
Directorate:	City Operations

Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	40.0%	41.1%	⬇		38.5



Latest Comments

KPI reported one month in arrears: The year-to-date (April 2022 to August 2022) estimated result is 41.13% which has achieved the year-to-date target of 40.00%. This is an improvement on the year-to-date (April 2021 to August 2021) result of 39.98%. The estimated amount of waste disposed year-to-date (April 2022 to August 2022) is 196,748 tonnes, of which 80,918 tonnes were reused, recycled, or composted.

The estimated amount of waste disposed of in August 2022 is 39,439 tonnes, of which 16,301 tonnes were reused, recycled, or composted, giving an in-month figure of 41.33%. In July and August all residual waste was sent to Energy Recovery Facilities (ERFs), from which the bottom ash was recycled.

In July an estimated 67% of materials deposited at the Household Waste Recycling Centres were sent for re-use, recycling, or composting.

In 2022-23, the service will continue to make best use of available ERFs that endeavour to recycle their post-incineration ash output.

A Bold Green Birmingham

Measure

Description:

Reported missed collections per 100k collections scheduled

Portfolio:

Environment

Directorate:

City Operations

Summary

Pref. DoFT	Target	Result	DoFT	RAG Status	Benchmark
▼	100	210	↑		



Latest Comments

The year-to-date (01/04/2022 - 31/09/2022) result is 210 which has not achieved the target of 100. There were 3,990 reported missed residual collections and 1,392 reported missed recycling collections in September 2022. The total amount of individual residual and recycling collections scheduled in September 2022 was 2.94 million. In September, a significant number of missed collections were due to some staff being unable to work due to either contracting COVID-19 or self-isolating. 20 new domestic recycling vehicles and 17 new domestic residual vehicles have arrived into the fleet. The new more reliable vehicles should reduce missed collections which were the result of vehicle breakdowns. The replacement programme will continue next year where a budget of £12M has been allocated and also £12M the following year.

The fleet is being fitted with an 'in-cab' device system which can allow depot managers to analyse the real-time progress of each crew and provide detail at property-level such as which properties require assisted collections. The new system will be linked to the Contact Centre allowing advisors to better advise customers.

Although the missed collections is above target improvements have been made and they are on a downward trend. The latest performance data for November is 154 per 1000,000 and 721 dropped roads for the whole of October. The in cab technology is being rolled out and will be operational by the end of December 22, this data will allow greater analysis of missed roads and ensure greater consistency of collections

A Bold Green Birmingham

Measure Description:	Percentage of waste presented to landfill				
Portfolio:	Environment				
Directorate:	City Operations				
Summary					
Pref. DoFT	Target (%)	Result (%)	DoFT	RAG Status	Benchmark
▼	11.2%	4.1%	↓		4.4%



Latest Comments

KPI reported one month in arrears: The year-to-date (April 2022 to August 2022) estimated result is 4.14% which has surpassed the year-to-date target of 11.20%. This is an improvement on last year's year-to-date (April 2021 to August 2021) result of 7.41%. The estimated amount of waste disposed year-to-date (April 2022 to August 2022) is 196,748 tonnes, of which 8,140 tonnes were landfilled. So far this financial year, residual waste was sent directly to landfill only during the planned maintenance shutdown of the Tyseley Energy Recovery Facility.

In August 2022 an estimated total of 777 tonnes was sent to landfill, which was 723 tonnes of post-incineration ash with an estimated 54 tonnes of recycling rejects. No waste was sent directly to landfill in August.

In 2022-23, the service will continue to make best use of available alternate ERFs that endeavour to recycle their post-incineration ash output, reducing as far as possible the need for landfill.

Measure Description: Percentage of vehicles (by vehicle category) entering Clean Air Zone that meet the emissions standards of the zone.

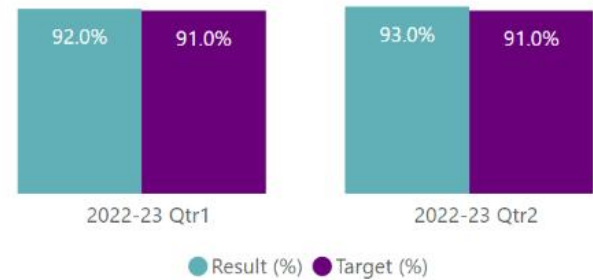
Portfolio: Transport

Directorate: Places, Prosperity and Sustainability (PPS)

Summary

Pref. DoiT	Target (%)	Result (%)	DoiT	RAG Status	Benchmark
▲	91.0%	93.0%	↑		

Percentage of vehicles (by vehicle category) entering Clean Air Zone that meet the emissions standards of the zone.



Commentary

During the Quarter there has been a steady improvement in the rate of compliance month on month. The overall objective is to reduce the levels of nitrogen dioxide to within the legal limit in the shortest possible time.

The rate of compliance (or non-compliance) should only be seen as a lead indicator of change. The overall objective is to reduce the levels of nitrogen dioxide to within the legal limit in the shortest possible time.

A Bold Best in Class Birmingham

Measure Description: Business rates collection rate (as % of due in entire year)

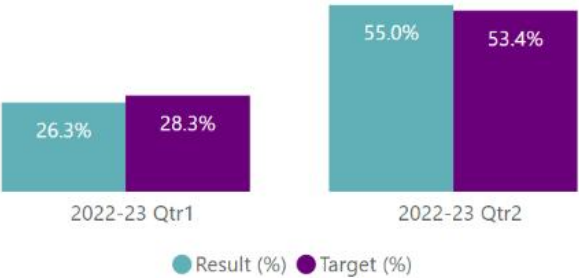
Portfolio: Finance & Resources

Directorate: Council Management

Summary

Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	53.4%	55.0%	↑		

Business rates collection rate (as % of due in entire year)



Latest Comments

Business rates collection is above target due to some large payments being made in full prior to the end of the financial year. There have also been some credits applied to accounts as a result of the reliefs applied under the Covid Additional Relief Fund. These factors are likely to be masking some of the impacts of the cost of living crisis on businesses in relation to tax collection.

A Bold Best in Class Birmingham

Measure Description: % of housing rents collected

Portfolio: Finance & Resources

Directorate: Council Management

Summary

Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	89.8%	86.6%	↑		96%*

% of housing rents collected



Latest Comments

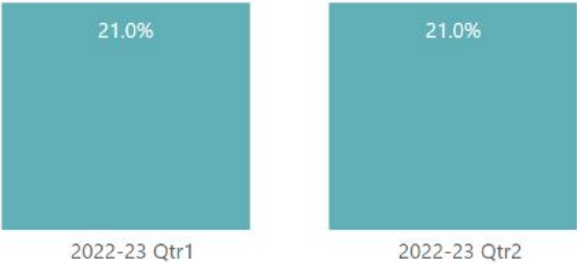
The cost of living crisis is having an impact on people paying their rent and arrears are increasing. There are still some payments in suspense accounts due to the new finance system which has led to some delays posting payments onto accounts which has created more customer enquiries. A plan is in place to resolve this and good progress is being made.

A Bold Best in Class Birmingham

Measure	Proportion of top 5% per cent earners who are from an ethnic minority
Description:	
Portfolio:	Social Justice, Community Safety and Equalities
Directorate:	Council Management

Summary					
Pref. DofT	Target	Result (%)	DofT	RAG Status	Benchmark
▲	N/A	21.0%	➡	N/A	

Proportion of top 5% per cent earners who are from an ethnic minority



Latest Comments

The actions contained within the Everyone's Battle, Everyone's Business Action Plan will support the movement in these figures to become more equitable. The numbers are based on the data currently held in Oracle. As part of the Everyone's Battle, Everyone's Business Action Plan all council employees and agency staff will be encouraged to disclose their diversity information, either for the first time or to update a previous disclosure. The aim is to make disclosure accessible, quick and secure – promoting self-service. Employees will be asked to voluntarily disclose their personal diversity information via MS Forms.

A Bold Best in Class Birmingham

Measure Description: Proportion of top 5% per cent earners who are women

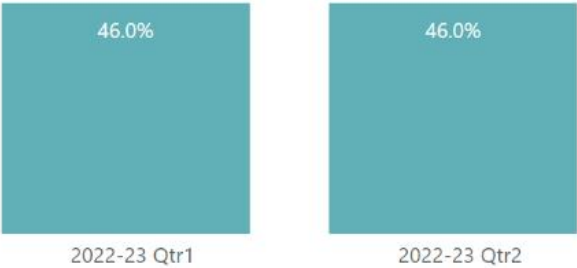
Portfolio: Social Justice, Community Safety and Equalities

Directorate: Council Management

Summary

Pref. DoT	Target	Result (%)	DoT	RAG Status	Benchmark
▲	N/A	46.0%	⇒	N/A	

Proportion of top 5% per cent earners who are women



Latest Comments

The actions contained within the Everyone's Battle, Everyone's Business Action Plan will support the movement in these figures to become more equitable. The numbers are based on the data currently held in Oracle. As part of the Everyone's Battle, Everyone's Business Action Plan all council employees and agency staff will be encouraged to disclose their diversity information, either for the first time or to update a previous disclosure. The aim is to make disclosure accessible, quick and secure – promoting self-service. Employees will be asked to voluntarily disclose their personal diversity information via MS Forms.

A Bold Best in Class Birmingham

Measure Description: Proportion of top 5% per cent earners who have a disability

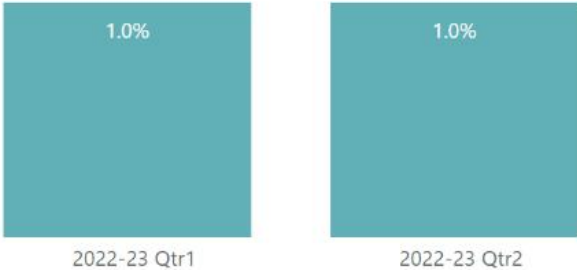
Portfolio: Social Justice, Community Safety and Equalities

Directorate: Council Management

Summary

Pref. DoT	Target	Result (%)	DoT	RAG Status	Benchmark
▲	N/A	1.0%	⇒	N/A	

Proportion of top 5% per cent earners who have a disability



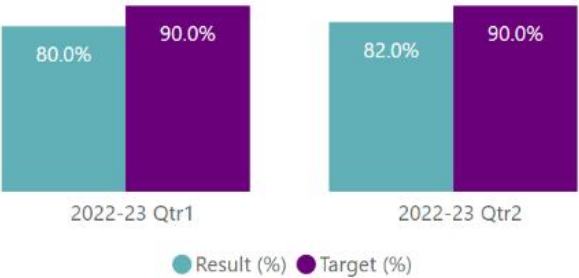
Latest Comments

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A Bold Best in Class Birmingham

Measure Description:	% of customer / citizen complaints responded to within SLA				
Portfolio:	Deputy Leader				
Directorate:	Council Management				
Summary					
Pref. DoiT	Target (%)	Result (%)	DofT	RAG Status	Benchmark
▲	90.0%	82.0%	⬆		

% of customer / citizen complaints responded to within SLA



Latest Comments

Q2 complaints had an average SLA of 82% an increase of 2% on Q1 which was at 80%. This is predominantly due to two Directorates with lower performance against target which reduces the overall Corporate SLA. There are consistently between three and five Directorates achieving above the corporate target of 90% month after month.

A Bold Best in Class Birmingham

Measure	Council tax collection rate				
Description:					
Portfolio:	Finance & Resources				
Directorate:	Council Management				
Summary					
Pref. DoFT	Target (%)	Result (%)	DoFT	RAG Status	Benchmark
▲	51.8%	50.8%	⬆		94.1%*

Council tax collection rate



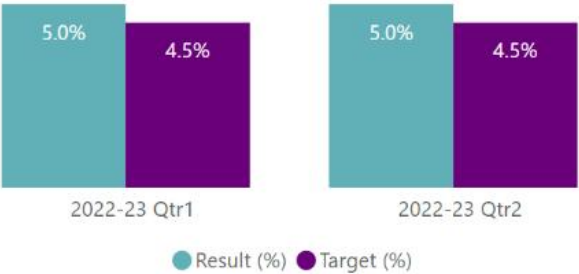
Latest Comments

The cost of living crisis is having an impact on people paying their council tax. Direct debit payments have reduced as people try and take more control over their payment dates. There are still some payments in suspense accounts due to the new finance system. A plan is in place to resolve this and good progress is being made.

A Bold Best in Class Birmingham

Measure	Level of general fund reserves (unearmarked reserves)				
Description:					
Portfolio:	Finance & Resources				
Directorate:	Council Management				
Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	4.5%	5.0%	➡		

Level of general fund reserves (unearmarked reserves)



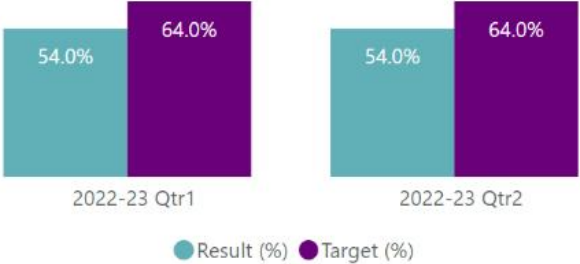
Latest Comments

The General Fund balance is £38.3m, which the S151 Officer is sufficient as a general contingency against adverse future events. There is no plan to draw from the General Fund balance in the current financial year, with spend controls and controlled use of other unearmarked and earmarked reserves being utilised to manage pressures emerging due the current economic position.

A Bold Best in Class Birmingham

Measure	Number of customers registering satisfaction with the Council (through the Customer Satisfaction process)				
Description:					
Portfolio:	Deputy Leader				
Directorate:	Council Management				
Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▲	64.0%	54.0%	⬆		

Number of customers registering satisfaction with the Council (through the Customer Satisfaction process)



Latest Comments

Overall customer satisfaction in Q2 is based on 6,771 responses. The agent willingness performance was 81% vs 83% target. This demonstrates that whilst overall satisfaction is low, the Contact Centre generally does everything they can to resolve the issue for the citizen. The verbatim we receive for example is frustrations with incomplete repairs, Penalty Charge Notices, lack of housing and ongoing missed collections.

A Bold Best in Class Birmingham

Measure Description:	Complaints received per 1,000 residents				
Portfolio:	Deputy Leader				
Directorate:	Council Management				
Summary					
Pref. DoFT	Target	Result	DoFT	RAG Status	Benchmark
▼	1.5	2.14	⬇		

Complaints received per 1,000 residents



Commentary

2.09 is the 12 month rolling figure. The original target of 0.04 complaints per 1000 customers was increased to 1.5 at year end to reflect the currently increasing position of complaint volumes. Root cause analysis is being fed back into DMT meetings monthly with a list of recommendations for improvement in an attempt to reduce current complaint volumes.

Complaints per 1000 citizens has decreased in Q2 (July to September 2022) to 1.94 compared to 2.10 in Q1(April - June 2022). The downward trend has been visible since the figure peaked at 2.71 in March 2022

A Bold Best in Class Birmingham

Measure

% of ombudsmen complaints upheld

Description:

Portfolio:

Deputy Leader

Directorate:

Council Management

Summary

Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▼	N/A	32.1%	↑	N/A	67%

% of ombudsmen complaints upheld



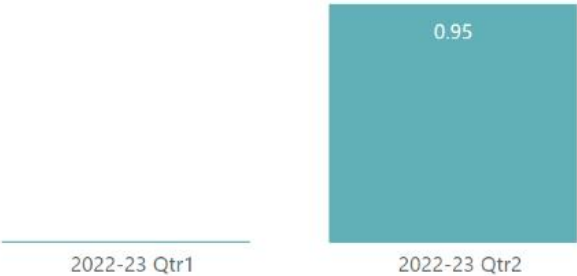
Latest Comments

Although the % of complaints upheld has increased from 25.53% last quarter this is only an increase of one in actual numbers of upheld complaints from 24 to 25. There has been an overall reduction in Ombudsmen complaints received at 106 across the quarter down from 124 in quarter 1.

A Bold Best in Class Birmingham

Measure Description:	Staff Absence: (b) Long-term absence rate				
Portfolio:	Social Justice, Community Safety and Equalities				
Directorate:	Council Management				
Summary					
Pref. DoFT	Target	Result	DoFT	RAG Status	Benchmark
▼	N/A	0.95	➡	N/A	0.84

Staff Absence: (b) Long-term absence rate



Latest Comments

The top recorded reason for absence remains mental health, with not specified and musculoskeletal as the next largest causes of absence.

The 'reason for absence' has been made a mandatory field for completion and this is improving our information, although examination continues on the use of " short term medical" and "unspecified" as reasons for short term absence.

Whilst the number for Long Term absence increased over the quarter, investigative work on these cases over August and September has yielded some encouraging results and there is increasing confidence in the underlying data sets as this work continues.

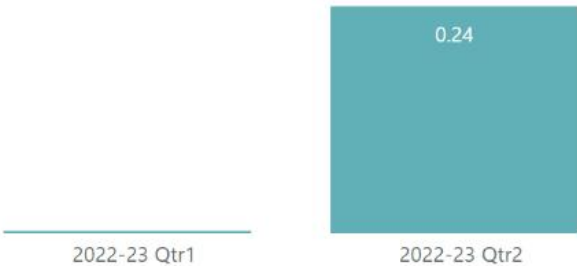
The two directorates with the greatest number of absences as a % of headcount are City Housing (8.3%) and City Operations (7.5%)

Conversely, the two with the least number of absences as a % of headcount are Strategy, Equalities & Partnerships (2.5%) and Council Management (4.3%)

A Bold Best in Class Birmingham

Measure Description:	Staff Absence: (a) Short-term absence rate				
Portfolio:	Social Justice, Community Safety and Equalities				
Directorate:	Council Management				
Summary					
Pref. DoFT	Target	Result_updated1	DoFT	RAG Status	Benchmark
▼	N/A	0.24	➡	N/A	0.24

Staff Absence: (a) Short-term absence rate



Latest Comments

The top recorded reason for absence remains mental health, with not specified and musculoskeletal as the next largest causes of absence.

The 'reason for absence' has been made a mandatory field for completion and this is improving our information, although examination continues on the use of " short term medical" and "unspecified" as reasons for short term absence.

Whilst the number for Long Term absence increased over the quarter, investigative work on these cases over August and September has yielded some encouraging results and there is increasing confidence in the underlying data sets as this work continues.

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Conversely, the two with the least number of absences as a % of headcount are Strategy, Equalities & Partnerships (2.5%) and Council Management (4.3%)

A Bold Best in Class Birmingham

Measure Description:

Health and Safety - HSE notifiable instances

Portfolio:

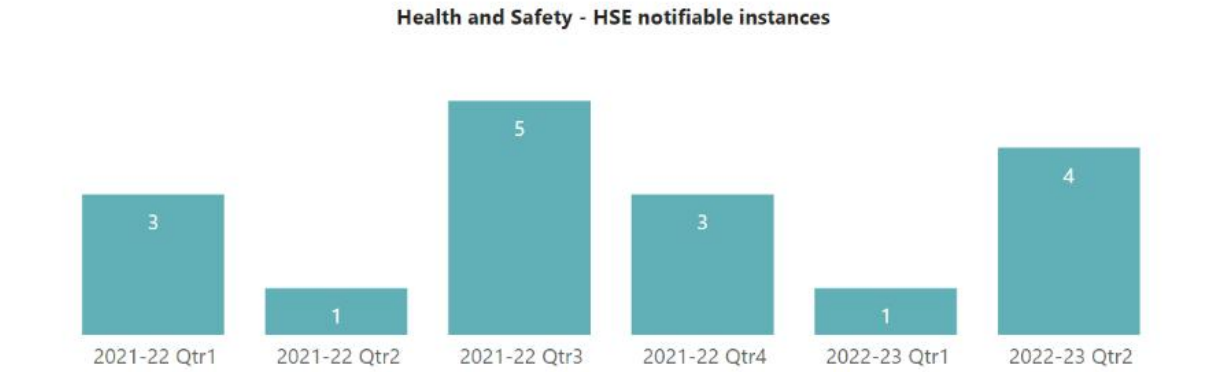
Social Justice, Community Safety and Equalities

Directorate:

Council Management

Summary

Pref. DoT	Target	Result	DoT	RAG Status	Benchmark
▼	0	4	↑		

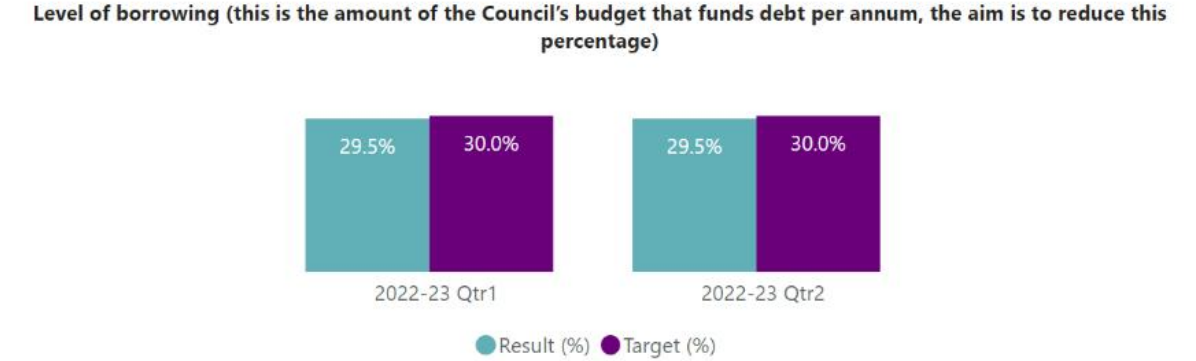


Latest Comments

RIDDOR reportables remain within anticipated parameters and are overall very low within the organisation. The majority of those that we report are related to accident and incidents which we have little opportunity to prevent – though we investigate and continue to monitor to determine if there are any trends or the need to review local risk assessments.

A Bold Best in Class Birmingham

Measure Description:	Level of borrowing (this is the amount of the Council's budget that funds debt per annum, the aim is to reduce this percentage)				
Portfolio:	Finance & Resources				
Directorate:	Council Management				
Summary					
Pref. DoT	Target (%)	Result (%)	DoT	RAG Status	Benchmark
▼	30.0%	29.5%	➡		



Latest Comments

This is on target as robust cash flow forecasting has kept borrowing limited to when needed. The recent rapid rise in interest rates has brought about cost pressures in the second half of the year but these should be managed within the current year budget as we had taken out borrowing just before the sudden rise in rates. There will be unavoidable cost pressures in the next financial year when the Council will be subject to higher interest rates.

Appendix 2: Performance against delivery milestones

Be Prosperous Delivery Milestones – position at end of Quarter 2 2022/23

Portfolio	CP Ambition	Activity ▲	Delivery Date	BRAG Status ^
Leader	Prosperous	Confirm value of UK shared prosperity fund (UKSPF) for Birmingham City Council and agree workstreams to support inclusive growth through the three UKSPF strands: “support for business,” “people and skills”, and “community & place.”	March 2023	
Leader	Prosperous	Continue the Business Growth Programme - a comprehensive package of support to develop and grow Small & Medium Enterprises (SME) businesses cross the City as well as Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP) Marches areas.	March 2023	
Leader	Prosperous	Continue the review of Birmingham Development Plan. Delivery milestone for this year relates to commencement of issues and options consultation.	October 2022	
Leader	Prosperous	Continue to implement Phase 1 of the East Birmingham Inclusive Growth Programme b) Completion of East Birmingham Impact and Monitoring Framework	December 2022	
Leader	Prosperous	Continue to implement Phase 1 of the East Birmingham Inclusive Growth Programme c) Completion of USE-IT Transfer Network project	September 2022	
Leader	Prosperous	Continue to implement Phase 1 of the East Birmingham Inclusive Growth Programme d) Dolphin Centre practical completion (a joint capital proposal for a Youth Hub alongside refurbishment of this as a community asset)	April 2023	
Leader	Prosperous	Continue to implement Phase 1 of the East Birmingham Inclusive Growth Programme. Activity this years includes; a) Establishment of East Birmingham ICS Locality Forum	June 2022	
Leader	Prosperous	Continue to progress and implement key infrastructure and regeneration projects: a) Birmingham Smithfield development	January 2023	
Leader	Prosperous	Continue to progress and implement key infrastructure and regeneration projects: b) Paradise city centre development	December 2022	
Leader	Prosperous	Continue to progress and implement key infrastructure and regeneration projects: c) Peddimore (phase 2 ready for development)	July 2022	
Leader	Prosperous	Continue to progress and implement key infrastructure and regeneration projects: d) HS2 public realm (Curzon Station construction start on site)	February 2023	
Leader	Prosperous	Continue to progress and implement key infrastructure and regeneration projects: e) Rea Valley Urban Quarter	January 2023	

Be Prosperous Delivery Milestones – position at end of Quarter 2 2022/23

Portfolio	CP Ambition	Activity	Delivery Date	BRAG Status
Leader	Prosperous	Continued implementation of the £1bn investment plan for the City Centre Enterprise Zone a) Refurbishment of Old Curzon station building	February 2023	
Leader	Prosperous	Continued implementation of the £1bn investment plan for the City Centre Enterprise Zone b) Digbeth High Street Metro Works	March 2023	
Leader	Prosperous	Continued implementation of the £1bn investment plan for the City Centre Enterprise Zone c) Southside Public Realm Interim Scheme	June 2022	
Leader	Prosperous	Continued implementation of the £1bn investment plan for the City Centre Enterprise Zone d) Snow Hill Public Realm Project 2.3 detailed design	October 2022	
Leader	Prosperous	Continued implementation of the £1bn investment plan for the City Centre Enterprise Zone e) EZ Investment Plan launched	September 2022	
Leader	Prosperous	Continued implementation of the £1bn investment plan for the City Centre Enterprise Zone f) Martineau Galleries Outline Business Case Approved	January 2023	
Leader	Prosperous	Continued implementation of the £1bn investment plan for the City Centre Enterprise Zone g) HS2 Curzon Station Enhanced Public Realm Stage 2 commence	October 2022	
Leader	Prosperous	Finalise Our Future City Plan (Central Birmingham) to provide the vision, ambitions, and framework of key actions for delivering the city's growth needs.	December 2022	
Leader	Prosperous	Host City Volunteers Programme: Deliver the Host City Volunteers programme and ensure the volunteer workforce are signposted to ongoing volunteering opportunities beyond the Games	September 2022	
Leader	Prosperous	Progression of Wheels site as part of Bordesley Park Area Action Plan .	July 2022	

Be Prosperous Delivery Milestones – position at end of Quarter 2 2022/23

Portfolio	CP Ambition	Activity ▲	Delivery Date	BRAG Status
Deputy Leader	Prosperous	Apprenticeships & Work placements: Enable Games partners and local employers to increase the number of apprenticeships and work placements available e.g. WMCA's Construction Gateway initiative	March 2023	
Finance & Resources	Prosperous	Build on the BCC Charter for Social Responsibility to use our procurement contracts to support local businesses to help drive social value and retain wealth and employment in the city and to work with anchor organisations to do the same	March 2023	
Health & Social Care	Prosperous	Continued to develop our PURE (placing vulnerable urban residents into employment project), with initiatives to overcome financial and technical barriers to employment	March 2023	
Digital, Culture, Heritage and Tourism	Prosperous	Develop the Connected Digital City programme – that will create an enabling eco-system that supports innovation, attracts digital investment into the City, including providing internet connection to social housing.	March 2023	
Children, Young People & Families	Prosperous	Excellence Hub: Strengthen the Kickstart programme by increasing the number of placements and create an 'Excellence Hub' in the city to offer further potential routes into employment post-Games	March 2023	
Children, Young People & Families	Prosperous	Maximise the benefits of CWG to amplify and propel projects in 22/23 within the Children and Families directorate through plans for Birmingham's Year of the Child and Young Person 2023	December 2022	
Deputy Leader	Prosperous	Supply chain job opportunities: Work with prime construction contractors and supply chains to maximise jobs, skills and careers from the Games contracts. Embed new skills and knowledge in delivery approach in future BCC capital development projects	March 2023	
Deputy Leader	Prosperous	Work with our partners to promote the recommendations for the Breaking Down barriers report: a. Complete impact assessment and develop response to report outlining the partnership approach to delivering the recommendations	December 2022	
Deputy Leader	Prosperous	Work with our partners to promote the recommendations for the Breaking Down barriers report: b. Scope programme of work and begin to implement agreed actions by the end of year 1	March 2023	

Be Inclusive Delivery Milestones – position at end of Quarter 2 2022/23

Portfolio	CP Ambition	Activity ▲	Delivery Date	BRAG Status
Leader	Inclusive	Conclude the issuing of grants to community organisations through the Commonwealth Games Celebrating Communities Fund and write up evaluation report	September 2022	
Leader	Inclusive	Continue to work closely with neighbourhoods and communities and to strengthen the community voice and engagement, including through: a. Progressing and developing the Council's cross-directorate "Working Together in Birmingham's Neighbourhoods" policy	March 2023	
Leader	Inclusive	Continue to work closely with neighbourhoods and communities and to strengthen the community voice and engagement, including through: b. Supporting Ward Forums and the development of Ward Plans	March 2023	
Leader	Inclusive	Continue to work closely with neighbourhoods and communities and to strengthen the community voice and engagement, including through: c. Investment in neighbourhoods – launch the Local Community Infrastructure Levy crowdfunding platform	March 2023	
Leader	Inclusive	Declare a cost of living emergency and establish a cost of living programme aligned to People, Public & Voluntary Sector, Business and Places.	March 2023	
Leader	Inclusive	Deliver improvements to Alexander Stadium (as part of post-Games works) to provide an enhanced facility for local people and visitors	March 2023	
Leader	Inclusive	Deliver projects that promote inclusivity and culture as part of Games activity, including extending Games events to deprived wards, through the Creative City programme, to support and strengthen the relationship between arts organisations and communities	August 2022	
Leader	Inclusive	Deliver the Neighbourhood Action Co-Ordination Pilot in 10 areas of the city	March 2023	
Leader	Inclusive	Develop a corporate Public Participation Strategy, ensuring citizens from across the City and communities are able to describe their experiences and perceptions on priorities and how we are delivering them	March 2023	
Leader	Inclusive	Develop citizen survey to measure citizens' experiences and perceptions on priorities and delivery, making sure it is accessible to all communities across the City	March 2023	
Leader	Inclusive	Perry Barr Regeneration Scheme includes existing investment and future opportunities identified through the Perry Barr 2040: A Vision for Legacy masterplan.	September 2022	

Be Inclusive Delivery Milestones – position at end of Quarter 2 - 2022/23

Portfolio	CP Ambition	Activity ▲	Delivery Date	BRAG Status
Digital, Culture, Heritage and Tourism	Inclusive	Adopt a Visitor Destination Plan to support tourism in the city	July 2022	
Social Justice, Community Safety and Equalities	Inclusive	Contribute to the Council's overarching anti-poverty agenda: commence a review and refresh of the Financial Inclusion Strategy and Financial Inclusion Partnership process to support our tenants to sustain themselves and their household.	January 2023	
Children, Young People & Families	Inclusive	Deliver a customer focused and sustainable Home to School Transport service that has safety and reliability at its centre and ensure the safety of all children and young people being transported	January 2023	
Digital, Culture, Heritage and Tourism	Inclusive	Deliver key events, including the Birmingham Half Marathon, Frankfurt Christmas Market 2022 and annual Remembrance Day services	November 2022	
Digital, Culture, Heritage and Tourism	Inclusive	Develop a new Cultural Strategy for the city, and take new approaches to factor culture into major developments and regeneration including establishing an annual Cultural Festival from 2023	March 2023	
Children, Young People & Families	Inclusive	Develop a school place sufficiency strategy to enable the provision of mainstream specialist and special school places for children and young people with additional educational needs	March 2023	
Children, Young People & Families	Inclusive	Develop a SEND Strategy with partners through a multi-agency, whole systems approach to supporting children, young people and families	March 2023	
Children, Young People & Families	Inclusive	Develop a strategy for the primary phase that seeks to address high rates of exclusions in some areas, low attainment and poor attendance.	March 2023	
Children, Young People & Families	Inclusive	Establish a new Strategic Commissioning Function and implement a robust Commissioning Strategy for all commissioning activity within the Children's and Families Directorate.	March 2023	
Digital, Culture, Heritage and Tourism	Inclusive	Review cultural events and implement the Major Sporting Events Strategy 2022-32 to deliver key sporting and cultural events, ensuring that major events in the city promote the city's unique heritage and identity as a welcoming, youthful, and diverse place	March 2023	
Social Justice, Community Safety and Equalities	Inclusive	Set out how it will support those in need using a further allocation of the Household Support Fund (HSF), with the focus on essential goods, food, energy and water and those in arrears.	September 2022	
Children, Young People & Families	Inclusive	Work with key partners to widen access to Early Education Entitlement (EEE) and improve Early Years multiagency arrangements with health colleagues	March 2023	
Children, Young People & Families	Inclusive	Working with partners to develop a Children and Young People's plan for the city	November 2022	

Be Safe Delivery Milestones – position at end of Quarter 2 - 2022/23

Portfolio	CP Ambition ▲	Activity	Delivery Date	BRAG Status
Leader	Safe	Continue to progress key housing development projects a) Ladywood Estate Regeneration (progressing to preferred developer contract execution this year)	February 2023	
Leader	Safe	Continue to progress key housing development projects b) Yardley Brook	January 2023	
Children, Young People & Families	Safe	Coordinate educational services for Children in Care through the Virtual School	March 2023	
Children, Young People & Families	Safe	Develop and Deliver the Children and Families Transformation and Improvement plan: a) Future operating model b) Quality of practice and performance framework c) IT enabled change d) Culture and leadership e) Communications strategy	March 2023	
Children, Young People & Families	Safe	Develop and shape the Family Hub Model/locality working for Birmingham, building upon exemplar/pilot activity undertaken with our key partners (e.g. BCT).	March 2023	
Health & Social Care	Safe	Prepare for the Introduction of Statutory CQC Inspection of Adult Social Care Services	March 2023	
Leader	Safe	Undertake a review of housing needs and supply in the city, including: a) Developing an Affordable Housing programme to increase the supply of affordable housing	December 2022	
Children, Young People & Families	Safe	Work in partnership with schools and DfE to deliver and evaluate a 3-year SAFE project a. Recruit schools that meet agreed criteria (May 22) b. Begin monitoring the SAFE project within cohort of schools (Sept 22)	September 2022	
Children, Young People & Families	Safe	Work with the range of partners to develop systems to enhance the safeguarding of pupils in Out of School Settings	March 2023	

Be Safe Delivery Milestones – position at end of Quarter 2 - 2022/23

Portfolio	CP Ambition	Activity	Delivery Date	BRAG Status
Housing and Homelessness	Safe	Continue to improve the quality of private rented sector accommodation through: <ul style="list-style-type: none"> • A selective licensing scheme to help improve standards and tackle crime • A private tenancy team to provide advice on private sector renting and intervene to prevent unlawful evictions 	October 2023	
Housing and Homelessness	Safe	Contribute to the Route to Zero agenda through the progression of a whole housing retrofit programme, as part of the “3 cities retrofit” across the West Midlands. First phase by December 23, with an evaluation completed by Jan 24	January 2024	
Housing and Homelessness	Safe	Develop a comprehensive Temporary Accommodation Strategy to reduce the use of Bed and Breakfast and eliminate the use of Bed and Breakfast for families over 6 weeks	February 2023	
Housing and Homelessness	Safe	Implement a new Tenant Engagement Strategy, including developing consultation methods with tenants to improve customer satisfaction and engagement	October 2022	
Housing and Homelessness	Safe	Implement an Asset Management approach to guide how we invest in and look after our housing stock, including implementing an Asset Management Strategy	April 2023	
Housing and Homelessness	Safe	Implement and mobilise the Housing Solutions and Support Service re-design to support residents to remain in their own home wherever possible and prevent them from reaching a point of crisis	October 2022	
Housing and Homelessness	Safe	Improve conditions of Houses of Multiple Occupancy (HMOs), including through funding a street scene clearance team to tackle issues associated with exempt accommodation and high-density HMO areas	September 2022	
Housing and Homelessness	Safe	Improve conditions of Houses of Multiple Occupancy (HMOs), including through: <ul style="list-style-type: none"> a) Taking enforcement action against offenders 	March 2023	
Housing and Homelessness	Safe	Improve conditions of Houses of Multiple Occupancy (HMOs), including through: <ul style="list-style-type: none"> b) Introducing an additional HMO licensing scheme 	October 2023	
Housing and Homelessness	Safe	Improve conditions of Houses of Multiple Occupancy (HMOs), including through: <ul style="list-style-type: none"> c) Introducing an HMO rating scheme 	October 2023	
Housing and Homelessness	Safe	Progress the delivery of oversight activity during 2022/23 within the Exempt sector in line with the nationally funded supported Housing Improvement Programme and recommendations from the Overview and Scrutiny inquiry	March 2023	
Housing and Homelessness	Safe	Undertake a review of housing needs and supply in the city, including: <ul style="list-style-type: none"> b) Developing a Housing Strategy which sets out our approach to deliver a more flexible and wider range of housing options 	February 2023	
Housing and Homelessness	Safe	Undertake a self-assessment against Government's Private Rented Sector Strategy Paper and consumer regulations to ensure we are delivering services that are statutory compliant and there is a robust quality assurance process in place for monitoring	September 2022	

Be Safe Delivery Milestones – position at end of Quarter 2 - 2022/23

Portfolio	CP Ambition	Activity	Delivery Date	BRAG Status
Social Justice, Community Safety and Equalities	Safe	Work with partners to address violent crime in the city, including through: c) Commissioning and delivering the learning from Domestic Homicide Reviews	October 2022	
Social Justice, Community Safety and Equalities	Safe	Work with partners to address violent crime in the city, including through: b) Developing a Violence Against Women and Girls Strategy and strengthening the link with the existing Domestic Abuse Prevention Strategy	September 2022	
Social Justice, Community Safety and Equalities	Safe	Work with partners to address violent crime in the city, including through: a) Implementing a Reducing Violence Strategy	January 2023	
Social Justice, Community Safety and Equalities	Safe	Work with neighbourhoods, communities, and partners to improve community safety, including through: c) Effectively monitoring hate crime, bringing partners together to drive a coordinated response through an action plan	October 2022	
Social Justice, Community Safety and Equalities	Safe	Work with neighbourhoods, communities, and partners to improve community safety, including through: b) Refreshing the Council's Anti-Social Behaviour (ASB) Policy	December 2022	
Social Justice, Community Safety and Equalities	Safe	Work with neighbourhoods, communities, and partners to improve community safety, including through: a) Updating and producing the Annual Strategic Assessment for 2023/24	March 2023	
Social Justice, Community Safety and Equalities	Safe	Review and develop a new Domestic Abuse Prevention Strategy. Agreed review plan developed this year.	March 2023	
Social Justice, Community Safety and Equalities	Safe	Design and deliver a Knife Crime Reduction Programme in 2022/23	September 2022	
Social Justice, Community Safety and Equalities	Safe	Continue to implement the Domestic Abuse Act 2021 Part 4 and the associated new statutory duty and requirements.	March 2023	

Be Healthy Delivery Milestones – position at end of Quarter 2 - 2022/23

Portfolio	CP Ambition	Activity ▲	Delivery Date	BRAG Status
Health & Social Care	Healthy	Annual cycle of deep dive needs assessments, community health profiles and the use of the 'seldom heard voices' methodology to deepen understanding of inequalities in specific communities of identity and experience	March 2023	
Health & Social Care	Healthy	Begin implementing the African and Caribbean Health Inequalities review and if successful establish other reviews for different minority communities	March 2023	
Health & Social Care	Healthy	Commission a Holiday, Activity and Food (HAF) programme for children and young people	March 2023	
Health & Social Care	Healthy	Co-produce a review of Day Opportunity Services in the light of the pandemic and any lasting impact. Report to Cabinet with a proposal that will describe how the review will be co-produced and the required timescales for this to happen – October 22	October 2022	
Health & Social Care	Healthy	Deliver key transformation commissioning priorities and work with NHS partners to develop a city-wide system of joined up commissioning and progressive quality monitoring and engagement. a) Deliver Prevention and Communities Grants Programme	September 2023	
Health & Social Care	Healthy	Deliver key transformation commissioning priorities and work with NHS partners to develop a city-wide system of joined up commissioning and progressive quality monitoring and engagement. b) Refresh Carers Strategy and recommission carers support services	March 2023	
Health & Social Care	Healthy	Deliver key transformation commissioning priorities and work with NHS partners to develop a city-wide system of joined up commissioning and progressive quality monitoring and engagement. c) Expand NNS to younger adults (18-49) with a long-term disability	March 2023	
Health & Social Care	Healthy	Deliver the statutory functions of the Council with regard to public health Protection function including enhanced Public Health response to 2022 Commonwealth Games and support to the Covid Immunisation programme.	March 2023	
Health & Social Care	Healthy	Delivery of the Creating a Bolder Healthier City Strategy: ratify and publish final strategy	June 2022	
Health & Social Care	Healthy	Extend the Neighbourhood Network Schemes offer (including NNS digital) across Birmingham to include support for citizens with physical and sensory impairment, poor mental health, learning disabilities and neurodiverse (autism and ADHD).	March 2023	
Leader	Healthy	Use the Games to further increase the outreach of funded programmes in the city to increase physical activity - Active Streets	September 2022	
Leader	Healthy	Use the Games to further increase the outreach of funded programmes in the city to increase physical activity - Brum Youth Leadership Project	September 2022	
Leader	Healthy	Use the Games to further increase the outreach of funded programmes in the city to increase physical activity - Community Games	September 2022	

Be Healthy Delivery Milestones – position at end of Quarter 2 - 2022/23

Portfolio	CP Ambition	Activity	Delivery Date	BRAG Status
Health & Social Care	Healthy	Launch a new Sport Strategy linking health and wellbeing approaches to a broader sporting agenda, including developing sporting pathways and making best use of assets	March 2023	
Health & Social Care	Healthy	Prevention and Neighbourhood Integration – Establish organisational development programme for integrated neighbourhood working in the local health and social care system	March 2023	
Health & Social Care	Healthy	Prevention and Neighbourhood Integration – Implementation of Integrated Community Services	March 2023	
Health & Social Care	Healthy	Prevention and Neighbourhood Integration – Review of locality and operational model	July 2022	
Health & Social Care	Healthy	Prevention and Neighbourhood Integration – Work with new ways of working team to establish shared venues with health and voluntary services across the city	March 2023	
Health & Social Care	Healthy	Production of the statutory public health reports to inform the Council and its strategic partners commissioning intentions: publish 2022/23 Annual Director of Public Health Report	March 2023	
Health & Social Care	Healthy	Production of the statutory public health reports to inform the Council and its strategic partners commissioning intentions: publish Joint Strategic Needs Assessment	October 2022	
Health & Social Care	Healthy	Publish Food City Strategy	February 2023	
Health & Social Care	Healthy	Review and re-commissioning of mandated and recommended public health services including sexual reproductive health, & drug and alcohol	March 2023	
Health & Social Care	Healthy	Review Shared Lives Strategy to inform future model. (As part of longer term activity, aim for this year is to develop and commence implementation of action plan).	October 2022	
Health & Social Care	Healthy	Use the Games to further increase the outreach of funded programmes in the city to increase physical activity, including c) Club Together	March 2023	
Health & Social Care	Healthy	Work across the range of safeguarding partners, particularly with Forward Thinking Birmingham, to support schools to address concerns around pupils' emotional wellbeing and mental health.	March 2023	
Health & Social Care	Healthy	Work in partnership with Public Health and other stakeholders to develop and deliver initiatives to support health outcomes, such as Be Active and Be Active Plus	March 2023	
Health & Social Care	Healthy	Work with partners to develop a joint Dementia Strategy 2022-2027 and associated action plan.	March 2023	

Be Green Delivery Milestones – position at end of Quarter 2 - 2022/23

Portfolio	CP Ambition	Activity	Delivery Date	BRAG Status
Leader	Green	Introduce a design guide supplementary planning document on the design aspirations of the city to ensure all development aids the creation of high quality, people focused places that are resilient, innovative and healthy	December 2022	
Environment	Green	Development of a decarbonisation roadmap through Birmingham District Energy Company (BDEC)	December 2022	
Environment	Green	Enhance some of the city's key public green spaces through the Commonwealth Games, including through: a) Supporting the rehabilitation of existing green spaces as part of the Future Parks Accelerator Programme	October 2022	
Environment	Green	Enhance some of the city's key public green spaces through the Commonwealth Games, including through: b) Delivering local enhancements at Sutton Park as part of the phased transition works from the Games	May 2022	
Environment	Green	Enhance some of the city's key public green spaces through the Commonwealth Games, including through: c) Undertaking a master-planning study at Perry Park and preparing a business case to support its enhancement into a sustainable destination park	August 2022	
Environment	Green	Establish dedicated Route to Zero Team, enabling BCC to drive the programme, and secure self-funding model from 2023/24 onwards	September 2022	
Environment	Green	Identify net zero opportunities associated with a city-wide strategy for waste as part of the future waste strategy, including energy generation, resource efficiency and circular economy	March 2023	
Environment	Green	Implement a Graffiti Policy and Strategy	March 2023	
Environment	Green	Improve the perception and performance of waste collections through service enhancements and better communication with citizens, including optimising collections, implementing a citizen communication plan, Residents' Charter, and Waste Management Charter	March 2023	
Environment	Green	Respond to the Environment Act, including: a) Ensuring vehicle compliance with the Clean Air Zone for the Council's waste fleet	March 2023	
Environment	Green	Respond to the Environment Act, including: b) Undertaking access to open space assessments	March 2023	
Environment	Green	Review the net zero implications and opportunities arising from the Environment Act	December 2022	
Environment	Green	Undertake a survey of our Parks and Gardens to identify the number of parks that meet the newly developed parks standard	March 2023	

Be Green Delivery Milestones – position at end of Quarter 2 - 2022/23

Portfolio	CP Ambition ▲	Activity	Delivery Date	BRAG Status
Transport	Green	As part of the longer-term implementation of the Clean Air Strategy, in year activity to deploy AQ sensors to schools in Birmingham	June 2022	
Transport	Green	Birmingham Transport Plan delivery: A policy statement and delivery plan setting out the city's vision for transport to support the Birmingham Development Plan and Route to Zero and focussing on what we need to do differently to achieve this vision.	December 2022	
Environment	Green	Collaborate with Birmingham Tree People to plant additional trees in our parks and open spaces	March 2023	
Environment	Green	Commence Urban Forest Accelerator pilot, a two year externally funded project to explore and embed the improvement actions as set out in the Urban Forest Master Plan.	September 2022	
Environment	Green	Connect with communities and volunteers to improve the locality environment through the Love Your Street programme and Birmingham Open Spaces Forum	March 2023	
Environment	Green	Continue to progress the Urban Forest Master Plan	January 2023	
Environment	Green	Deliver on the Route to Zero action plan for Waste, including continuing to progress the hydrogen / electric vehicle fleet pilot	March 2023	
Environment	Green	Deliver the Route to Zero Programme, comprising a portfolio of short, medium- and long-term projects designed to reduce carbon emissions that will be revised and expanded during 2022/23. Wave 2 projects identified, clearly defined and timetabled	September 2022	
Environment	Green	Develop a 25-year Green Infrastructure Strategy	March 2023	
Environment	Green	Develop and deliver a Waste Prevention Plan to advise residents on how to minimise their waste and increase recycling	March 2023	
Environment	Green	Develop Biodiversity Net Gain Policy in compliance with the Environment Act	March 2023	
Environment	Green	Develop the City of Nature Delivery Framework governance model for the natural environment in Birmingham, embedding the principles into Stadium legacy planning and the approach to Perry Barr 2040 (with PPS)	July 2022	
Environment	Green	Develop, implement, and evaluate initiatives to improve the cleanliness of the city, e.g.: Keep Britain Tidy, additional fly tipping and graffiti crews, Mobile Household Recycling Centres, Grime Watch, alley cleaning crews, and targeted waste enforcement	March 2023	

Best in Class Delivery Milestones – position at end of Quarter 2 - 2022/23

Portfolio	CP Ambition	Activity	Delivery Date	BRAG Status
Deputy Leader	Best in Class	Deliver existing programmes aimed at improving the efficiency and effectiveness of service operating models in order to better meet customer needs and best execute the organisation's strategic priorities d) Housing Target Operating Model (TOM)	November 2022	
Deputy Leader	Best in Class	Delivery of Year 1 Customer Service programme to support implementation of the Council's Customer Service strategy including support to services to be more customer-focussed through better use of technology, new delivery models and simplified processes.	December 2022	
Leader	Best in Class	Develop and deliver a communications strategy aligned to the Corporate Plan priorities, supporting the delivery of Be Bold Be Birmingham with specific campaigns aligned to the five priorities.	March 2023	
Deputy Leader	Best in Class	Develop and implement a council-wide Performance Framework to ensure grip and pace is being achieved across the organisation, and opportunities for improvement are identified.	July 2022	
Deputy Leader	Best in Class	Develop and publish Ward Profiles and City Outcome Indicators (linked to Levelling Up) through the City Observatory - (a).Publication of ward profiles to form part of Elected Member induction pack.	June 2022	
Deputy Leader	Best in Class	Develop and publish Ward Profiles and City Outcome Indicators (linked to Levelling Up) through the City Observatory - (b) Formal public launch of the City Observatory data repository with City Outcome Indicators	September 2022	
Deputy Leader	Best in Class	Develop strengthened partnership working focusing partner efforts on Levelling Up activity - (a) Revised governance framework and clarity of partnership priorities, aligned to the Levelling up strategy, for the City Partnership by end of June 2022	June 2022	
Deputy Leader	Best in Class	Develop strengthened partnership working focusing partner efforts on Levelling Up activity - (b) An agreed Memorandum of Understanding with Birmingham Universities around linking academic insight to corporate projects by end of June 2022	June 2022	
Deputy Leader	Best in Class	Implement a new Strategic Planning Framework including a refreshed Corporate Plan and a revised Business Planning process.	January 2023	
Leader	Best in Class	Lead development of strategy to achieve Medium-term financial stability through: (b) Further promote the financial accountability framework through mandatory training in financial awareness and increased roll out of accountability letters.	November 2022	
Leader	Best in Class	Lead the development of the strategy to achieve Medium term financial stability aligned to strategic priorities through: (a) Rolling budget activity to continue to establish a balanced budget for 2023/24, 2024/25 and 2025/26.	November 2022	

Best in Class Delivery Milestones – position at end of Quarter 2 - 2022/23

Portfolio ▲	CP Ambition	Activity	Delivery Date	BRAG Status
Digital, Culture, Heritage and Tourism	Best in Class	Deliver existing programmes aimed at improving the efficiency and effectiveness of service operating models in order to better meet customer needs and best execute the organisation's strategic priorities.	April 2023	
Digital, Culture, Heritage and Tourism	Best in Class	Lead implementation of Council's Digital Strategy to ensure we make the best use of technology as an organisation. a) Introduce new Strategic governance model for the Strategy b) Deliver activities within the delivery plan for 2022-23	April 2023	
Finance & Resources	Best in Class	Deliver existing programmes aimed at improving the efficiency and effectiveness of service operating models in order to better meet customer needs and best execute the organisation's strategic priorities. a) Finance TOM	April 2023	
Finance & Resources	Best in Class	Deliver existing programmes aimed at improving the efficiency and effectiveness of service operating models in order to better meet customer needs and best execute the organisation's strategic priorities. c) Procurement TOM	July 2023	
Finance & Resources	Best in Class	Develop and lead implementation of Commercial Strategy for the Council. Activity includes: a) Develop strategy and high-level delivery plan b) Produce OBC for straight forward business changes c) Deal with priority areas/develop commercial platform	January 2023	
Finance & Resources	Best in Class	Develop, implement, and embed a robust and proportional Council-wide contract management framework to drive effective management of commercial arrangements across the council	January 2023	

Best in Class Delivery Milestones – position at end of Quarter 2 - 2022/23

Portfolio	CP Ambition	Activity	Delivery Date	BRAG Status
Social Justice, Community Safety and Equalities	Best in Class	Development of a high performing workforce including action to: (a) achieve our Workforce Transition Programme	March 2023	
Social Justice, Community Safety and Equalities	Best in Class	Deliver existing programmes aimed at improving the efficiency and effectiveness of service operating models in order to better meet customer needs and best execute the organisation's strategic priorities. b) People Services TOM	March 2023	
Social Justice, Community Safety and Equalities	Best in Class	Development of a high performing workforce including action to: (b) implement best in class resourcing and recruitment services	December 2023	
Social Justice, Community Safety and Equalities	Best in Class	Development of a high performing workforce including action to: (c). initiate job evaluation project	March 2023	
Social Justice, Community Safety and Equalities	Best in Class	Development of a high performing workforce including action to: (d). delivery and embed a strong Performance Management Framework for staff across the organisation	March 2023	
Social Justice, Community Safety and Equalities	Best in Class	Everyone's Battle, Everyone's Business: amplify messaging on Living Wage City	November 2022	
Social Justice, Community Safety and Equalities	Best in Class	Everyone's Battle, Everyone's Business: implement refreshed action plan of activity throughout 2022/23	March 2023	
Social Justice, Community Safety and Equalities	Best in Class	Everyone's Battle, Everyone's Business: plan and deliver programme of cultural, faith and other key significant events to build community cohesion	June 2022	
Social Justice, Community Safety and Equalities	Best in Class	Everyone's Battle, Everyone's Business: Promote, monitor and support the Armed Forces Partnership to deliver the Birmingham Armed Forces Covenant.	March 2023	
Social Justice, Community Safety and Equalities	Best in Class	Everyone's Battle, Everyone's Business: review and refresh Faith Covenant	September 2022	
Social Justice, Community Safety and Equalities	Best in Class	Everyone's Battle, Everyone's Business: Work with the Birmingham Anchor Network to develop a Birmingham Employment Charter targeting groups of people who often face barriers in the employment market	January 2023	
Social Justice, Community Safety and Equalities	Best in Class	Leading the workforce race equality standards programme within BCC	March 2023	
Social Justice, Community Safety and Equalities	Best in Class	New Ways of Working programme, implementing the council's hybrid working policy and developing and implementing a staff accommodation strategy for the council	April 2023	

A Bold Prosperous Birmingham

Continued implementation of the £1bn investment plan for the City Centre Enterprise Zone a) Refurbishment of Old Curzon station building

Directorate	Portfolio	Delivery Date	BRAG Status
Places, Prosperity and Sustainability (PPS)	Leader	February 2023	

Work remains paused on site due to increasing costs resulting from inflation and the impact of global events on supply chain prices etc. In the meantime HS2 have secured the building to protect it deteriorating due to adverse weather etc and are seeking additional funding. The next steps for BCC are.

- Escalate with HS2 at a senior level to seek assurance on what action is being taken to restart the work.
- Change Request to be submitted to GBSLEP to revise the project milestones and review funding agreement.

A Bold Inclusive Birmingham

No red rated delivery milestones in this quarter

A Bold Safe Birmingham

No red rated delivery milestones in this quarter

A Bold Healthy Birmingham

No red rated delivery milestones in this quarter

A Bold Green Birmingham

Deliver the Route to Zero Programme, comprising a portfolio of short, medium- and long-term projects designed to reduce carbon emissions that will be revised and expanded during 2022/23. Wave 2 projects identified, clearly defined and timetabled

Directorate	Portfolio	Delivery Date	BRAG Status
Places, Prosperity and Sustainability (PPS)	Environment	September 2022	

Develop a 25-year Green Infrastructure Strategy

Directorate	Portfolio	Delivery Date	BRAG Status
City Operations	Environment	March 2023	

Establish dedicated Route to Zero Team, enabling BCC to drive the programme, and secure self-funding model from 2023/24 onwards

Directorate	Portfolio	Delivery Date	BRAG Status
Places, Prosperity and Sustainability (PPS)	Environment	September 2022	

The programme team is focusing on the governance arrangements for a wider climate change programme. A draft Project Initiation Document is being developed. Initial discussions are also needed on the scope and approach to developing an overall organisation wide medium to long term strategy and delivery plan towards BCC's ambition of achieving net zero by 2020 or thereafter. Significant funding will be required to fund the delivery of a 5-year plan and external funding sources will be explored. The first governance board meeting is currently planned for November and agreeing the approach for a 5-year strategy and delivery plan will be one of the board's priorities

Not started.

The Route to Zero team is currently funded until March 2023 but the long-term funding is yet to be agreed. A decision on the long-term funding of the team is needed as soon as possible. This has been escalated to CLT. External funding bids could support specific R20 projects, but concerns exist that funding sources would dictate the scope of work and reliance on external funding like this won't enable a comprehensive strategic approach without ongoing adequate revenue funding.

A Bold Best in Class Birmingham

Activity

Deliver existing programmes aimed at improving the efficiency and effectiveness of service operating models in order to better meet customer needs and best execute the organisation's strategic priorities. a) Finance TOM

Directorate	Portfolio	Delivery Date	BRAG Status
Council Management	Finance & Resources	April 2023	

Commentary

A new programme manager is now onboarded and is working with the delivery partner to develop a detailed plan through to completion of the project including a review of key current risks and issues. Oracle is the technology enabler for our TOM and the implementation has an impact on both operational and project resources, which is a risk that continues to need to be managed closely. There is now a stronger focus on high impact service issues, including the role out of Self-Service, which will now be effective from next financial year. Work is ongoing to provide redesigned end-to-end business processes to ensure roles and responsibilities are clear. Once replanning is completed the programme will move to amber (expected for the December). Strong progress has been made in the people stream including rolling out the stress audit action plan and a very successful "People and Culture" face-to-face day.

Birmingham City Council

Report to Cabinet

13TH DECEMBER 2022



Subject: FINANCIAL MONITORING REPORT 2022/23
MONTH 7 (UP TO 31ST OCTOBER 2022)

Report of: Director of Council Management and S151 Officer –
Rebecca Hellard

Relevant Cabinet Member: Councillor Yvonne Mosquito – Finance & Resources

Relevant O & S Chair(s): Councillor Akhlaq Ahmed - Resources

Report author: Director of Finance (Deputy S151 Officer) – Sara Pitt

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: 010524/2022		
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

The quarterly finance report attached as Appendix A is part of the City Council's robust financial management arrangements. Due to the extraordinary economic conditions, from Month 5 onwards, high level, exception based in year financial monitoring will be reported to Cabinet each month. The fuller quarterly in year financial monitoring reports to Cabinet will continue.

2 Recommendations

That the Cabinet:-

- 2.1 Notes that the Council faces a number of challenges in 2022/23. However, the Council is in a strong robust position with strong financial control processes in place. Reserves are healthy and within recommended limits.
- 2.2 Notes the forecast Capital spend has not changed since Month 6, as set out in paragraphs 4.5 to 4.10.

3 Background

- 3.1 At the meeting on 22nd February 2022, the Council agreed a net revenue budget for 2022/2023 of £759.2m to be met by government grants, council tax and business rates. Appendix A sets out the high level financial position at Month 7.

4 Key Issues

Revenue position

- 4.1 Table 1 in Appendix A in Section 1 shows the breakdown of risks to the value of £106.6m that have been identified at this stage in the year, a majority of which are expected to continue into future years. The table also shows that £64.3m of these risks are being mitigated through planned use of policy contingency budget and the financial resilience reserve, the latter in relation to economic shock.
- 4.2 The remaining identified risks of £42.3m are expected to be mitigated through continued due diligence on the risks themselves and through the rigorous spending controls introduced in July 2022.
- 4.3 We undertake a rolling review of our medium term budget and planning assumptions throughout the year, so are constantly looking at the pressures we are facing or may have to face in the future, giving us an early warning and time to react and put in place actions to manage impacts.
- 4.4 The Director of Council Management presented a Medium Term Financial plan update report to Cabinet on 11th October providing an update on the financial pressures the Council is facing and the mitigating actions being taken. This showed that the gap for 2023/24 has risen from £33m to £80m.

Capital Programme

- 4.5 A capital budget of £531.7m was set in the Financial Plan 2022/23 and approved by full Council on the 22nd February 2022. Like all financial years capital spend is weighted towards the later end of the year, and often spend will slip in to the following year due to the complex nature of many of the capital projects.
- 4.6 Following slippage at the end of 2021/22, Cabinet of 11th October approved an increase of £162.7m to the Capital budget for 2022/23 from £531.7m to £694.4m.

- 4.7 At Quarter 2, Cabinet of 11th November approved an increase of £29.0m due to new projects being approved and new grant allocations from Government, giving a revised total Capital programme of £723.4m.
- 4.8 Slippage within the Capital programme of £46.9m was identified at Quarter 2 giving a forecast outturn of £676.5m.
- 4.9 As at Month 7 capital spend is projected to be £676.5m. This is the same position reported at Month 6.
- 4.10 During Month 7 and Month 8 work is being undertaken with Directorates and project managers to explore opportunities to reprofile or review capital projects. This will inform the 2022/23 projection as well as future year budgets.
- 4.11 Paragraph 7.5 of Appendix A covers progress against budgeted capital receipts. The 2022/23 budgeted target of capital receipts is £69.3m. At present £13.0m of receipts have been achieved. There are identified disposals at various stages of the disposal process for the remainder of the target. It should be noted that the majority of receipts are due to be received towards the end of the 2022/23 financial year and relate to a small number of high value cases.

Treasury Management

- 4.12 Gross loan debt is currently £3,276m, with the year-end projection estimated to be £3,392m, below the planned level of £3,452m. The annual cost of servicing debt represents approximately 29.6% of the net revenue budget. The planned level of debt and annual cost of servicing debt currently includes over £200m borrowing for the Enterprise Zone (EZ), due to be financed from Business Rates growth within the EZ.
- 4.13 The Council resumed short-term borrowing in the last quarter, in line with the current Treasury Management Strategy, and this is currently at £313m. Short-term borrowing rates are currently higher than planned due to the unprecedented scale of interest rate rises since the Financial Plan was set. Given the rising interest rate environment, the Council has sought to reduce refinancing risk by taking long-term borrowing from the Public Works Loan Board (PWLB).
- 4.14 The outlook for borrowing costs remain uncertain as the Bank of England looks to bring inflation to target and further Bank Rate rises are expected. Treasury Management costs for 2022/23 are still expected to remain at budget based on mitigations being taken such as maintaining a balanced loans portfolio, seeking out optimal borrowing rates and ensuring accurate cash flow projections. However, there is a risk that further volatility in the financial markets could push treasury management costs up before the end of the financial year.

5 Options considered and Recommended Proposal

- 5.1 CLT have recently adopted a set of budget management principles to ensure the delivery of a balanced budget this year whilst delivering Best in Class Services. These principles include the agreement that all overspends, demands, growth

and pressures should be managed and contained at a Directorate level. Any residual gap must be managed across CLT collectively.

6 Consultation

- 6.1 The Leader and Cabinet Members, Directors and the City Solicitor have been consulted in the preparation of this report.
- 6.2 There are no additional issues beyond consultations carried out as part of the budget setting process for 2022/23.

7 Risk Management

- 7.1 The monitoring of the Council's budget and the identification of actions to address issues arising, as set out in this report, are 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?

- 8.1.1 The budget is integrated with the Council Financial Plan, and resource allocation is directed towards policy priorities.

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. Budget control, which includes the regular monitoring of and reporting on budgets, is an essential requirement placed on Directorates and members of the Corporate Management Team by the City Council in discharging the statutory responsibility. This report meets the City Council's requirements on budgetary control for the specified area of the City Council's Directorate activities.
- 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 Appendix attached gives details of the risks, potential financial pressures the city council faces and actions to be taken to ensure service delivery within available resources.
- 8.3.2 Rigorous spend controls are in operation and we are continuing to undertake due diligence around the value of risks identified. Whilst we are monitoring progress on mitigations, there is no guarantee that this will mitigate in full the level of risk of overspend at the year end.
- 8.3.3 Slippage within the Capital programme of £46.9m was identified at Quarter 2. However, it is important to note that no financial resources will be lost if there is

slippage in the programme's expenditure at the end of the financial year. The resources and planned expenditure will be "rolled forward" into future years.

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 Background Documents

9.1 City Council Financial Plan 2022/23 approved at Council 22nd February 2022

9.2 Quarter 1 Financial Monitoring Report approved by Cabinet 26th July 2022

9.3 Month 4 – Resources Overview and Scrutiny Committee 8th September 2022

9.4 Month 5 Financial Monitoring Report approved by Cabinet 11th October 2022

9.5 Quarter 2 Financial Monitoring Report approved by Cabinet 8th November 2022

Report to Cabinet – 13th Dec 2022**Month 7 Financial Monitoring Report 2022/23****1. High Level Summary Financial Position**

- 1.1 Due to the extraordinary economic situation nationally, it has been agreed that a high level exception based Financial Monitoring Report will be provided to Cabinet each month in between more detailed quarterly reports.
- 1.2 At the Council Meeting on the 22nd February 2022 Birmingham City Council approved a net revenue budget of £759.2m for the 2022/23 financial year. This report sets out the high-level financial performance against that budget at the end of month 7.
- 1.3 The City Council's strategic aim is to deliver a balanced revenue position by the end of the financial year. The council has implemented a return to rigorous spending controls from July 2022, in light of significant financial risks that if not addressed will result in an overspend. In order to break even, spend controls must be solidly delivering by Quarter 3.
- 1.4 The spending controls focus on staffing, facilities management and procurement. We have in place measures to ramp up the benefit of these controls.
- 1.5 A review of reserves and balances is continuing to ensure that monies are being fully utilised for example Section 106 and Community Infrastructure Levy (CIL), specific grants including Public Health and property maintenance reserves.
- 1.6 The MTFP contains several budget savings that are currently due to be delivered in future years and we continue to explore the opportunities to deliver future years savings sooner.
- 1.7 The City Council is implementing a transformation programme under the three pillars of People, Place and Fit for Purpose Council and where safe to do so these need to be delivered faster, meaning that the financial benefits are achieved ahead of schedule.
- 1.8 The financial risks now stand at **£42.3m**. This is a decrease of £2.2m since our Quarter 2 (Month 6) report.
- 1.9 We continue to assume delivery of our budgeted savings and are closely monitoring the delivery of these. Further details are provided in Section 4.

Table 1: Detail of risks and mitigations identified

Directorate	Risks	Gross Risk (£m)	Use of Contingency (£m)	Use of Reserve (£m)	Spend Controls (£m)	Other Mitigations (£m)	Net Risk (£m)
Children & Families	Special Educational Needs Assessment and Review Service (SENAR)	4.900		(4.900)			0.000
Children & Families	Children & Young People Travel Service (formerly H2ST)	16.047					16.047
Children & Families	Birmingham Children's Trust (BCT)	23.900					23.900
City Operations	Parking Income Shortfall	4.300		(4.300)			0.000
City Operations	Street Lighting Electricity	5.700	(5.700)				0.000
City Operations	Sports and Leisure Income Shortfall	1.000		(1.000)			0.000
City Operations	Vehicle Fuel costs	1.500				(1.500)	0.000
City Operations	Street Scene - garage income pressure	1.100				(1.100)	0.000
City Operations	Street Scene - trade waste income pressure	1.000				(1.000)	0.000
City Operations	Street Scene - additional Waste Fleet cleansing	1.400				(1.400)	0.000
City Housing	Housing Options	5.400					5.400
City Housing	Private Sector Landlord Contract	1.200				(1.200)	0.000
Adult Social Care	Potential Income shortfall	5.200		(5.200)			0.000
Adult Social Care	Packages of Care	2.231			(2.100)	(1.900)	(1.769)
Council Management	Additional costs of Oracle implementation	1.723					1.723
Council Management	Digital Mail	0.130					0.130
Corporate	Postpone contribution to Cyclical Maintenance Reserve					(0.590)	(0.590)
Corporate	Forecast costs of Pay Award above budget	14.000		(14.000)			0.000
Corporate	Forecast costs of energy for Corporate Estate above budget	10.900		(10.900)			0.000
Corporate	Cost of Living Emergency	5.000		(5.000)			0.000
Corporate	Use of Covid Reserve-not against specific lines	0.000		(2.500)			(2.500)
Total		106.631	(5.700)	(47.800)	(2.100)	(8.690)	42.341

1.10 Due to the extraordinary economic shocks this year, the Council considers it reasonable to use £35.1m of the Financial Resilience Reserve (FRR) as set out in paragraph 1.17.

1.11 Further details of risks and mitigations are provided in sections 2 and 3 of the report, and in Annexes 1 and 2.

Spend Controls

1.12 In August we reported on the re-introduction of rigorous spending controls to mitigate against the forecasted risks. Three Spend Control Panels are in place in relation to Workforce, Procurement, and Property & Facilities Management. This section of the report highlights an update on each area with a note that a more detailed update will follow as part of our Month 8 financial monitoring report (to the end of November 2022).

a. Workforce

1.13 In summary, the workforce spend controls focus on vacancy management and reducing the use of consultants, interims and agency workers wherever possible. To date £2.1m is reflected from underspending against budgeted establishment.

b. Procurement

1.14 The aim is to apply controls to all contracts in order to manage inflation and deliver value for money. High levels of inflation do make it more difficult to achieve savings on contracts. We continue to seek best value for money in each contract and challenge the need for spend at each stage in the procurement gateway process.

c. Property & Facilities Management

- 1.15 The controls in place for this area relate to stopping non-essential spend whilst ensuring essential health and safety requirements are met. The Panel retains a detailed position statement on items approved/rejected. We are in the process of separating out achievement of these cost reductions from overall directorate mitigations within the overall management of their budgets. We are also reviewing the property cyclical repairs reserves of £8.2m to determine how much can be released from reserves in this financial year. The budgeted contribution to the general cyclical maintenance reserve for 2022/23 is £0.6m which we recommend is not actioned this year.
- 1.16 Table 2 summarises the savings identified so far through spend controls notwithstanding the actions ongoing referred to above.

Table 2: Detail of savings identified through spend controls

Directorate	Saving	Spend Controls (£m)
Adult Social Care	Employee Savings-Community & Social Work Operations	1.200
Adult Social Care	Employee Savings-Commissioning	0.600
Adult Social Care	Non-essential spend controls across the Directorate	0.300
Total		2.100

- 1.17 Table 3 summarises the uses of reserves to mitigate potential risks. Please note that the £35.1m potential use of Financial Resilience Reserve (FRR) can be seen in column E of Table 6 in paragraph 6.1.

Table 3 Use of Reserves to mitigate risks

Directorate	Risks	Use of FRR (£m)	Use of Covid Reserve (£m)	Use of Other Reserves (£m)	Total (£m)
Children & Families	Special Educational Needs Assessment and Review Service (SENAR)			(4.900)	(4.900)
Council Management	Bad Debt Provision/Client Contributions	(5.200)			(5.200)
Corporate	Forecast costs of Pay Award above budget	(14.000)			(14.000)
Corporate	Forecast costs of energy for Corporate Estate above budget	(10.900)			(10.900)
Corporate	Cost of Living Emergency	(5.000)			(5.000)
Corporate	Use of Covid Reserve		(7.800)		(7.800)
Total		(35.100)	(7.800)	(4.900)	(47.800)

- 1.18 It should be noted that our current planning assumption in the MTFP refresh is that the FRR will be required to fund inflationary costs of the Pay Award and Energy costs in 2023/24 as well as in 2022/23.

2 Potential Risks

- 2.1 Below are details of potential risks where they have changed since Quarter 2 (Month 6). Details of all risks are shown in Annex A to this report.

Council Management – increase in risk £0.1m

- 2.2 **Customer Services (forecast risk of overspend £0.1m against a budget of £20.8m)**

This variance relates to Digital Mail and is caused by an 18% inflationary increase in postage costs from November 2022. The full year impact of this is forecasted to be circa £0.3m in 2023/24.

Adult Social Care –increase in risk before mitigations £0.7m

- 2.3 **Packages of Care - (forecast risk of overspend £7.4m against a budget of £231.5m)** – The Directorate is reporting a forecast overspend of £7.4m at month 7. Within the position, inflation held corporately of £6.8m is required and assumed to be received in the forecast outturn. Also included are anticipated additional contributions of £1.9m from the Better Care Fund towards the cost of hospital discharge invoices from Sevacare, however this funding has not yet been agreed. This leaves a risk of £5.2m relating to in year income shortfall. There is also a £2.2m demand pressure relating to packages of care if current trends continue.
- 2.4 It is planned to use up to £5.2m of the FRR to fund the risk of £5.2m income shortfall mentioned above if it crystallises at year end. Work is continuing to minimise the call on this reserve.
- 2.5 Other mitigations to the Adults Social Care risks are set out in paragraphs 3.2 to 3.5.

3 Potential Opportunities

- 3.1 Below are details of potential opportunities where they have changed since Quarter 2 (Month 6). Details of all risks are shown in Annex B to this report.

Adult Social Care – reduction in mitigations of £2.8m

- 3.2 **Community & Social Work Operations – £0.7m Forecast Mitigation** - In Community and Social Work Operations there is an overall forecast underspend of £2.7m. This consists of £3.2m underspend on staffing and a small overspend in all non-staffing related areas such as supplies and services of £0.5m. The staffing underspend is due to the continuing vacancies which there has been difficulty in filling due to a National shortage of Social Workers and increasing difficulty to find agency staff to cover. The movement from Month 6 is linked to an additional 60 new workers who will be starting in the coming months. £1.4m of the Omicron grant money has been used to provide a retention payment to Social Workers. Please note that £2.0m of the staffing underspend mentioned above is

being used to achieve Workforce Savings on a one-off basis as set out in paragraph 4.5.

- 3.3 **Quality & Improvement – £1.4m Forecast mitigation** – This reflects the use of the Omicron Grant reserve as referred to above. This is an anticipated unbudgeted reserve appropriation and costs relating to this will be incurred and is included within the Community & Social Work Operations Division to support retention payments to Social Workers.
- 3.4 **Commissioning – £1.6m Forecast mitigation** - The Service is reporting an underspend against employees of £0.6m linked to vacancies across the team and recharge income against base budget funded posts. Recruitment plans are ongoing and being discussed with relevant Head of Service and assumptions are currently that these will be filled during the latter part of 2022. There are also underspends projected of £0.8m against the overall third sector grant budget due to reduced activity which is ongoing after the pandemic, and it is expected this activity will increase during 2023/24. Assumed in the forecast underspend are £0.2m of contributions from the Better Care Fund towards third sector grants.
- 3.5 **Director – £0.3m Forecast mitigation** – Non-essential spend controls across the Directorate have resulted in an underspend against the Director of £0.3m at Month 7. This is a movement of £0.3m from Month 6 and reflects reductions in expenditure across the Directorate against discretionary budgets.

Corporate - forecast new mitigations of £5.8m

- 3.6 £35.1m of the FRR is planned to be used to mitigate the effects of the extraordinary economic shocks this financial year. This is an increase of **£5.2m**, as set out in paragraph 2.4.
- 3.7 As set out in paragraph 1.14, it is planned to postpone the budgeted contribution of **£0.6m** to the general cyclical maintenance reserve in 2022/23.

4 Savings / Income Targets

- 4.1 Like previous financial years the Financial Plan for 2022/23 includes budgeted savings, these total £40.8m. There are also previously undelivered savings of £2.1m that are being monitored.
- 4.2 The individual forecasts for each underlying savings / income target have been RAG rated and are summarised in Table 4 below.

Table 4: Savings Risks 2022/23

Risk Profile	month 6 (£m)	Month 7 (£m)	% of target
Delivered	5.036	10.439	24%
Low Risk	14.573	11.320	26%
Medium Risk	8.222	8.072	19%
High Risk	15.034	13.034	30%
Total	42.865	42.865	100%

- 4.3 At this stage in the financial year, this risk profile is as expected and reflects the known challenges in delivering these targets.
- 4.4 Table 4 shows that of the £42.9m savings / income to be delivered in 2022/23, £13.0m is currently rated high risk. Savings scored as high risk are not deemed as undeliverable and work is in progress to realise these targets. The budget gap detailed in Table 1 assumes that all savings will be delivered, reduction in delivery will increase the gap.
- 4.5 There is a reduction of £2.0m in the savings rated as high risk since Month 6, as the Workforce savings are being delivered through staffing underspends identified by Adult Social Care. This is on a one-off basis only for 2022/23.
- 4.6 There are also improvements of £3.4m since Month 6 due to various savings related to Place, Property & Sustainability Commercial Property savings (£2.3m) City Operations Business as Usual initiatives (£0.5m) and Corporate Finance savings (£0.6m) that were classed as low risk have now been delivered. Also, £0.2m of savings have improved from medium to low risk, mainly Council Management Business as Usual initiatives.
- 4.7 The main theme that results in savings targets being scored as high risk is the delivery of transformation dispersed savings from corporate initiatives including: Automation / Debt Recovery / Corporate Landlord / Customer Services / Procurement Savings.
- 4.8 Some of these corporate initiatives need more time to be fully completed and will therefore require the use of the Budget Smoothing Reserve in 2022/23. Of the other corporate initiatives, we will look to allocate the savings to Directorates by Month 8.
- 4.9 This tracking of savings / income targets is incorporated into the Corporate Programme Management Office monthly reporting to ensure programme delivery is tracked along with the delivery of savings / income targets to provide assurance and visibility of delivery.

5 Capital

- 5.1 As at Month 7 the 2022/23 capital spend is currently projected to be £676.5m, against a revised budget of £723.4m. This is the same position reported at Month 6.
- 5.2 Movements between the original budget for 2022/23 and the current budget and forecast outturn have been detailed in previous reports.
- 5.3 During Month 7 and Month 8 work is being undertaken with Directorates and project managers to explore opportunities to reprofile or review capital projects. This will inform the 2022/23 projection as well as future year.

Risks and Issues:

- 5.4 Delivery of the Capital Programme is being closely monitored over the year. There remain risks to delivery, particularly relating to cost pressures and material shortages for construction projects. Project Managers are constantly keeping these under review and appropriate actions taken to mitigate the impacts.

Capital Receipts:

- 5.5 The 2022/23 budgeted target of capital receipts is £69.3m. At present £13.0m of receipts have been achieved, £5.9m against the General Disposal Programme and £7.1m against the Commercial Portfolio that will be reinvested in the Commercial Portfolio. There are identified disposals at various stages of the disposal process for the remainder of the target. It should be noted that the disposals programme is back-end loaded meaning that majority of receipts are due to be received towards the end of the 2022/23 financial year and relate to a small number of high value cases.
- 5.6 Table 5 below sets out the position at Month 7 2022/23:

Table 5 – Disposals Programme 2022/23

Capital Receipts & Disposals Programme 2022/23	
	2022/23 £m
Budget	69.3
Achieved at Month 7	13.0
Further Anticipated Receipts	56.3

6 Reserves

- 6.1 Table 6 below shows the forecast reserves position at the end of 2022/23. Further details will be provided in quarterly reports.

Table 6 Forecast uses of and contributions to reserves

	A	B	C	D	E	F	G
	Balance as at 31st March 2022	Original Budgeted (Use) / Contribution	Change approved in March and at Outturn 2021/22	Original Budgeted Use / (Contribution) not to be processed	Other forecast (Use) / Contribution	Total Forecast (Use) /Contribution	Forecast Outturn Balance at 31st March 2023
Reserves	£m	£m	£m	£m	£m	£m	£m
Corporate General Fund Balance	38.382	0.000	0.000	0.000	0.000	0.000	38.382
Delivery Plan Reserve	66.196	(15.118)	(3.600)	0.000	(2.503)	(21.221)	44.975
Financial Resilience Reserve Gross	146.962	(29.956)	(1.300)	0.000	(35.100)	(66.356)	80.606
Net Borrowing from Financial Resilience Reserve	(21.480)	(0.912)	0.000	0.000	0.000	(0.912)	(22.392)
Financial Resilience Reserve Net	125.482	(30.868)	(1.300)	0.000	(35.100)	(67.268)	58.214
General Reserves and Balances	230.060	(45.986)	(4.900)	0.000	(37.603)	(88.489)	141.571
Other Corporate Reserves	322.891	(212.965)	(1.000)	30.062	(6.308)	(190.211)	132.680
Grant	340.642	(23.727)	0.000	0.000	(16.403)	(40.130)	300.513
Earmarked	82.053	(0.498)	0.000	0.000	(5.015)	(5.513)	76.541
Schools	79.888	0.000	0.000	0.000	0.000	0.000	79.888
Non Schools DSG	15.989	0.000	0.000	0.000	0.000	0.000	15.989
Subtotal Other Reserves	841.464	(237.190)	(1.000)	30.062	(27.726)	(235.854)	605.610
Grand total	1071.524	(283.176)	(5.900)	30.062	(65.329)	(324.343)	747.181

7 Housing Revenue Account (HRA)

7.1 The HRA is underpinned by a range of medium term and long-term affordability assumptions which will be kept under review to ensure mitigating actions, if necessary, can be undertaken in a timely, proportionate and appropriate manner.

7.2 Overall, the HRA spend is forecast to remain within budget this year.

8 Dedicated Schools Grant (DSG)

8.1 We continue to assume the DSG will break even.

9 Borrowing

9.1 Gross loan debt is currently £3,276m, with the year-end projection estimated to be £3,292m, below the planned level of £3,452m. The annual cost of servicing debt represents approximately 29.6% of the net revenue budget. The planned level of debt and annual cost of servicing debt includes over £200m borrowing for the Enterprise Zone (EZ), due to be financed from Business Rates growth within the EZ.

List of Annexes

- 1. Details of potential risks**
- 2. Details of Potential Opportunities**

Annex 1 Detail of Potential Risks

- 1.1 Below are details of the potential risks that have been identified by each of the operational divisions of the Council.

Children and Families-Forecast forecast risk of overspend £44.8m before mitigations, £39.9m after mitigations

- 1.2 **Special Educational Needs Assessment and Review Service (SENAR)-forecast risk of overspend £4.9m against a budget of £10.0m.**

In February 2021, a restructure of the service was initiated, and all permanent staff placed under a S188 notice. The Ofsted inspection in May 2021 reported that the SENAR service was extremely under resourced and unable to meet its statutory responsibilities. Due to the Ofsted inspection and resulting commissioner appointment, this restructure was paused pending further investigation and baselining of what the service requires to fulfil its statutory responsibilities.

There has been additional investment secured for the SENAR service to address the concerns of under resourcing. For 2021/22 that resulted in additional funding of £5.1m, and for 2022/23 £5.3m. As the funding has currently been allocated for two years only (to fund the required staffing levels whilst the baselining exercise is undertaken), it does not allow for permanent recruitment. At present there are significant numbers of interim staff in the service, and whilst this has resulted in an increase in compliance against the statutory measures, it does incur higher costs versus permanent posts.

The requested £5.1m and £5.3m were based on the activity/backlogs of statutory tasks identified at that point, however further investigations have resulted in additional statutory work requiring more Case Officers to be appointed and an increase in appeals requiring more Tribunal Officers to be appointed.

Financial modelling of staffing costs suggests a pressure of £4.9m. This forecast overspend of £4.9m will be managed from a combination of earmarked reserves held by the Directorate and amounts of policy contingency reserves already allocated to the Directorate for other purposes.

The service has been reviewed and extensive resource planning undertaken to ensure accurate requirements for the sustainable structure are known. These findings will be presented to Cabinet in November 2022.

- 1.3 **Children & Young People Travel Service, formerly Home to School Transport (H2ST). Forecast risk of overspend £16.0m against a budget of £40.5m. Please note that the value of the risk reported is considered likely to increase at Month 8.**

£16.0m risk broken down as follows:

- **£10.9m transport costs and £5.1m guides**

Service delivery was successful in September 2022, resulting in an improved service and satisfaction. The new academic year saw 99.9% of our routes operating daily.

Additional budget has been allocated to the service for 2022/23 due to significant financial pressures incurred in financial year 2021/22. However, it should be noted as per a Cabinet decision on the 7th June 2022, a significant proportion of this additional budget has been reallocated to transformation (£16.8m was originally allocated of which £6.6m was reallocated to transformation, with £10.2m remaining in the Business As Usual budget).

Reasons for the increase in spend within this service area are as follows:

- The growth in the number of children with Education, Health, and Care Plan (EHCPs) is an important factor in increasing demand for SEND transport. The number of EHCPs provided in Birmingham on an annual basis jumped from 802 in 2020 to 1230 in 2021.
- The increasing complexity of the needs of children with SEND is also a factor contributing to growing expenditure on SEND transport. Increasing numbers of children with complex medical needs or profound and multiple disabilities create a demand for more costly forms of transport. At the same time, increasing numbers of children presenting with extremely challenging behaviour have led to greater use of individual taxi journeys for this cohort.
- Another factor affecting all local authorities, not just Birmingham City Council is the fact that an increasing percentage of children with EHCPs are being educated in special schools and when local special schools become full, the 'nearest suitable school' is further afield and therefore more costly in transport terms.
- Market Pressures such as driver wages and increased fuel costs are also contributing to increased spend.

Future actions to be taken by the service to address cost pressures include:

- Reviewing eligibility criteria, in consultation with parents, carers and young people
- Focussed actions within the improvement programme that help to mitigate cost pressures for SEND transport
- Improved Contract & Relationship Management
- Route Optimisation – such as reviewing single occupancy routes and a focused review of high-cost routes
- Demand Management – including the creation of a Pathway to Independence Travel Training Programme to support our children and young people to travel more independently
- Implementing a permanent staffing structure.

- 1.4 **Birmingham Children's Trust (BCT) forecast risk of overspend £23.9m against a budget of £211.5m.** BCT is a commissioned service. The Trust's financial position shows a pressure because of rising placement costs. The latest forecast is an overspend of £23.9m. The Trust has been able to report by

exception on placement costs which highlights that the two areas of significant pressure relate to external residential placements and supported accommodation costs.

Budget pressures have resulted from the following:

- Demand - an increase in the care population in line with forecasts of 3.7% with a cost impact to date of £3.6m; and
- Demand, complexity of need and market failure - a “baked in” pressure of £8.5m carried forward from 2021/22 resulting from placement costs, the full year effect of which is circa £18m. This includes:
 - an increase in the number children with complex needs from 27 to 77 children with high-cost placements of £11.0m; and
 - market factors resulting from a combination of inflationary pressures and a lack of placement capacity £7.4m.

City Operations - forecast risk of overspend £16.0m before mitigations, balanced after known mitigations

1.5 Highways & Infrastructure (forecast risk of overspend £10.0m against a budget of £54.8m)

The Pressure of £5.7m on street lighting electricity following significant cost increases and projected shortfall of £4.3m on Parking income. Parking income continues to under recover due to reduced demand following the success of strategies, such as the CAZ, to encourage movement away from using cars in the city centre and changing habits following the pandemic. Potential expenditure mitigations still need to be investigated. A review of the parking offer is underway and will inform a longer-term strategy.

1.6 Neighbourhoods (forecast risk of overspend £1.0m against a budget of £21.9m)

Pressures remain in the Leisure Service as external leisure providers continue their recovery to pre-covid levels, estimated to be achieved in the second half of the year. This results in risk of not receiving the full management fee due and requests from the providers for additional support pre recovery. Estimates potentially in the region of £1.0m. A strategy is being developed considering the in-year position and longer-term implications.

1.7 Street Scene (forecast risk of overspend £5.0m against a budget of £92.34m)

Expected income pressures within the Garage and Trade Waste due to same customer base as in 2021/22 where outturn overspends were £1.1m and £1.0m respectively. Additional Waste Fleet cleansing is due to cease at the end of September, however, has resulted in unfunded cost in the region of £1.4m. And with significant increases in the cost of fuel there is projected cost pressure in the region of £1.5m.

1.8 Mitigations to the Street Scene risks are set out in Annex 2 paragraph 1.4.

City Housing – forecast risk of overspend £6.6m before mitigations, £5.4m after known mitigations

1.9 Housing Options (forecast risk of overspend £5.4m against a budget of £15.7m)

There are two material pressures in the Housing Options Service in 2022/23. The growth in demand for Temporary Accommodation (TA) has far exceeded the reductions made through the Housing Options prevention and supply initiatives. Currently there is a net growth in TA of 17 per week, and this is forecast to rise to 25 by the end of the year, due to the national economic situation. The budget for TA was based on a baseline net growth of 13 per week, with prevention activity reducing this by 5 per week and increased supply meeting the residual growth of 8 per week. The financial impact of this is modelled at £5.4m before any mitigations which the service are currently investigating.

1.10 Private Sector Landlord (forecast risk of overspend £1.2m against budget of £15.7m)

The Private Sector Landlord contract was delayed until August, which impacted on the availability of the correct type of housing available for temporary accommodation of larger families. This resulted in greater use of Emergency Night Rate accommodation, thus creating a one-off financial pressure of £1.2m.

1.11 Mitigations to the City Housing risks are set out in Annex 2 paragraph 1.5.

Council Management – forecast risk of overspend £1.9m

1.12 ITDS (forecast risk of overspend £0.8m against a budget of £34.7m)

This variance is as a result of additional Oracle costs to ensure the system is fully functional. This includes overspend on; the Enterprise Resource Planning (ERP) Roadmap £0.5m, ERP functional support £0.2m and other embedding costs £0.1m.

1.13 Procurement (projected year end £0.1m overspend)

This one-off variance is caused by the extension till the end of the financial year of an interim to backfill a member of the Procurement team working on embedding Oracle into Procurement.

1.14 Finance (forecast risk of overspend £0.3m against a credit budget of £7.0m)

This variance is caused by additional staff required in Finance to oversee all feeder files that are entered into Oracle, as well as undertake the manual processes surrounding BACs, cheques and direct debits that previously were automated in SAP.

1.15 Human Resources (forecast risk of overspend £0.5m against a budget of £10.2m)

This variance is caused by one off resource needed to help imbed Oracle HR processes £0.4m and Oracle experts needed to fix certain HR processes in the system £0.1m.

1.16 Customer Services (forecast risk of overspend £0.1m against a budget of £20.8m)

This variance relates to Digital Mail, and is caused by an 18% inflationary increase in postage costs from November 2022. The full year impact of this is forecasted to be circa £0.3m in 2023/24.

Adult Social Care – forecast risk of overspend £7.4m before mitigations, £3.8m underspend after known mitigations.

1.17 Packages of Care - (forecast risk of overspend £7.4m against a budget of £231.5m) – The Directorate is reporting a forecast overspend of £7.4m at month 7. Within the position, inflation held corporately of £6.8m is required and assumed to be received in the forecast outturn. Also included are anticipated additional contributions of £1.9m from the Better Care Fund towards the cost of hospital discharge invoices from Sevacare, however this funding has not yet been agreed. This leaves a risk of £5.2m relating to in year income shortfall. There is also a £2.2m demand pressure relating to packages of care if current trends continue and this is an increase of £0.7m from Month 6.

1.18 It is planned to use up to £5.2m of the FRR to fund the risk of £5.2m mentioned above if it crystallises at year end. Work is continuing to minimise the call on this reserve.

1.19 Other mitigations to the Adults Social Care risks are set out in Annex 2 paragraphs 1.6 to 1.9.

Other Directorate risks that are not included in the forecast

Place, Prosperity and Sustainability

1.20 Property Services have acquired four new Public Works Loan Board (PWLB) compliant properties in 2022/23 and are on course to achieve this year's rental acquisition saving target. However, delays in raising the first two quarters rent and service charge invoices due to Manhattan system interface difficulties, means that an accurate year-end projection cannot be determined. Furthermore, the arrears position remains uncertain following the two-year moratorium on rent collection as a result of Covid, and delays in raising invoices and posting income this year, which will impact on the level of bad debt provision required. These risks will need to be managed within the Directorate.

Corporate issues – forecast risk of overspend £29.9m before mitigations, balanced after mitigations

- 1.21 **The Pay Award (forecast risk of overspend £14.0m).** The 2022/23 budget included a 2.5% increase for pay. It is estimated that the pay award of £1,925 per full time employee that has now been agreed will cost the Council general fund in the region of £14m more than the budgeted provision. This will be funded from the Financial Resilience Reserve (FRR).
- 1.22 **Corporate Estate Gas and Electricity cost (forecast risk of overspend £10.9m).** The 2022/23 budget was set before the final prices for gas and electricity were set. These are now fixed for the year. Due to the very high increases in costs, there is a forecast pressure on gas and electricity costs for the corporate estates of £10.9m. This is also planned to be funded from the FRR.
- 1.23 **Cost of Living Emergency (priority spend £5.0m)** Cabinet in October approved £5.0m funding to support local people during the crisis, to be funded from the FRR.

Other corporate risks that are not included in the forecast

- 1.24 There are a number of savings that were listed as corporate savings in the MTFP that have not yet been distributed to Directorates. Work is ongoing to analyse the distribution of these savings and allocated them to Directorates. Until this is done, there continues to be a risk of non-delivery in year and a possible need to use the budget smoothing reserve.
- 1.25 There are risks of an economic downturn which could affect Business Rates income. There are risks that Collection Fund Income could also be affected if collection rates are less than budgeted or if growth in Council Tax Taxbase is less than anticipated.
- 1.26 There is always a risk that the Council could suffer a cyber attack. Investment and resources put into dealing with the cyber threat, but the threat remains, and other Councils have suffered financial impacts.
- 1.27 There is a risk that short-term and long-term interest rates rise above budgeted forecast, although the Council had taken a cautious view over the medium term and will continue to keep a close review of interest rates as the year progresses.
- 1.28 As always there remains a risk of industrial disputes effecting the work force of the City Council and communications channels are in place to have an open dialogue with unions to minimise this risk wherever possible.
- 1.29 There are risks that the cost of living crisis will increase demands from residents for council services, leading to increased costs. However, the Council is using £5.0m of the FRR to tackle this issue.
- 1.30 The Council is facing challenges in recruitment and retention in a number of services. Work is under way to find solutions and we have recently launched some high profile recruitment campaigns which is hoped will make the City Council an attractive employer.

- 1.31 There is a risk that the Council is not able to fully meet the target of capitalising £20m of transformation costs through use of Flexible Use of Capital Receipts. This will be kept under close review.
- 1.32 There is a risk that there could be another serious outbreak of Covid-19 resulting in a national or local lockdown, or that another pandemic could materialise. While these risks are not wholly within the control of the council we must continue to plan and manage the delivery of services in an efficient and effective manner.

Annex 2 Detail of Potential Opportunities

- 1.1 Whilst we have a number of financial risks there are also opportunities to offset these risks which must continue to be maximised. It must be recognised that while there are significant balances in both the Financial Resilience Reserve (FRR) and General Fund Balance, these are one off funding sources and use of them should be the last resort once all other mitigations have been exhausted.
- 1.2 Below are details of the potential mitigations that have been identified by each of the operational divisions of the Council.

Children and Families – forecast mitigations of £4.9m

- 1.3 The Directorate has identified £4.9m of reserves that can be used to fund the SENAR pressures in 2022/23.

Street Scene – forecast mitigations of £5.0m

- 1.4 If the Tyesley plant continues to operate efficiently as it did last year and additional income is received from its electricity generation, combined with an underspend of £2.0m on borrowing costs from delayed fleet purchase, the Street Scene service may breakeven.

City Housing – forecast mitigations of £1.2m

- 1.5 There are a number of initiatives the service are exploring to mitigate the City Housing pressures in 2022/23. The Street Purchases Programme is a £60m capital project to increase the number of properties available to meet demand. As there is a lead in time to get these properties fully operational the full impact will not be seen until the later part of this financial year. There is also an opportunity to receive DLUHC grant funding for the service to set up a Letting Agency which once fully operational will help mitigate the above pressures on temporary accommodation. Other mitigations involve delays in recruitment resulting in a staffing underspend.

Adult Social Care – forecast mitigations of £4.0m

- 1.6 **Community & Social Work Operations – £0.7m Forecast Mitigation** - In Community and Social Work Operations there is an overall forecast underspend of £2.7m. This consists of £3.2m underspend on staffing and a small overspend in all non-staffing related areas such as supplies and services of £0.5m. The staffing underspend is due to the continuing vacancies which there has been difficulty in filling due to a National shortage of Social Workers and increasing difficulty to find agency staff to cover. The movement from Month 6 is linked to an additional 60 new workers who will be starting in the coming months. £1.4m of the Omicron grant money has been used to provide a retention payment to Social Workers. Please note that £2.0m of the staffing

underspend mentioned above is being used to achieve Workforce Savings on a one-off basis as set out in paragraph 4.5.

- 1.7 **Quality & Improvement – £1.4m Forecast mitigation** – This reflects the use of the Omicron Grant reserve as referred to above. This is an anticipated unbudgeted reserve appropriation and costs relating to this will be incurred and is included within the Community & Social Work Operations Division to support retention payments to Social Workers.
- 1.8 **Commissioning – £1.6m Forecast mitigation** - The Service is reporting an underspend against employees of £0.6m linked to vacancies across the team and recharge income against base budget funded posts. Recruitment plans are ongoing and being discussed with relevant Head of Service and assumptions are currently that these will be filled during the latter part of 2022. There are also underspends projected of £0.8m against the overall third sector grant budget due to reduced activity which is ongoing after the pandemic, and it is expected this activity will increase during 2023/24. Assumed in the forecast underspend are £0.2m of contributions from the Better Care Fund towards third sector grants.
- 1.9 **Director – £0.3m Forecast mitigation** – Non-essential spend controls across the Directorate have resulted in an underspend against the Director of £0.3m at Month 7. This is a movement of £0.3m from Month 6 and reflects reductions in expenditure across the Directorate against discretionary budgets.

Corporate forecast mitigations of £49.2m

- 1.10 As set out in Annex 1 paragraphs 1.18 and 1.21 to 1.23, **£35.1m** of the FRR is planned to be used.
- 1.11 It is planned to use **£7.8m** of Covid Reserves to cover on-going effects of the pandemic, particularly shortfalls in car parking income and leisure management fees.
- 1.12 It is planned to use **£5.7m** of Policy Contingency that was set aside for energy inflation to cover the additional costs of street lighting electricity.
- 1.13 As set out in paragraph 1.14 of this report, it is planned to postpone the budgeted contribution of £0.6m to the general cyclical maintenance reserve in 2022/23.

Birmingham City Council

Report to Cabinet

13th December 2022



Subject: Customer Service Programme Phase 2

Report of: Director, Digital & Customer Services

Relevant Cabinet Member: Cllr Brigid Jones- Deputy Leader

Relevant O &S Chair(s): Councillor Sir Albert Bore – Co-ordinating Overview & Scrutiny
Councillor Mohammed Aikhlaq – Resources Overview & Scrutiny

Report author: Nikki Spencer
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: 010705/2022		
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:		

1.1 Executive Summary

1.2 The Customer Service Programme was formed in December 2021 following full cabinet approval being received on 14th December 2021, which initiated a discovery phase into areas that were not achieving the customer service standards required. The outcome of this discovery informed an enhanced business case, demonstrating how the Council will deliver significant

improvements in customer service performance by adjusting its approach and reviewing the customer experience end to end.

- 1.3 The programme has delivered a number of customer benefits in year one including the creation of an easy-read Customer Service Strategy, a co-created Customer Charter, introduced a Citizen Panel, the refresh and cleansing of approximately 800 web pages to date and end to end discovery of 4 high volume, high priority service areas for the Council with recommendations being played back to the appropriate department for progressing.
- 1.4 The purpose of this report is to seek approval for the drawdown of funding to continue to deliver the customer improvements required across year 2 and 3 of the programme, in order to continue to deliver the required outputs of the Customer Service Strategy. The scope of the Customer Service Programme Phase 2, the agile and customer centred approach and the associated funding required to deliver the programme are detailed in **Table 1**: Customer Service Strategy deliverables within the time period of Phase 2 (April 2023 - March 2025) and **Appendix A**: Year 2–4 Forecast Resource Budget Profile, of this report.
- 1.5 The Customer Service Programme had a number of defined outputs which created a roadmap for change and the delivery of savings. Therefore, the transformational nature of the programme enables us to capitalise the funding allocated to resourcing a dedicated team. The transformation programme is based on four key priority areas which will need to be considered across all services that the Council provides:

Service improvements - delivery of customer journey improvements for the priority service areas, identified in the discovery phase by customer preference, complaints, and volume data.

Fixing the basics - finalisation of the Quick Wins & Early Momentum outputs ('fix the basics') that have been scheduled to be completed.

Programme delivery - Embedding the thinking, skills, and approach into the organisation to enable a long-term sustainable approach to transformation.

Delivery of the enhanced business case – continue to deliver the core capabilities defined in year 1 of the Customer Service Strategy that will deliver ongoing efficiencies for the Council.

2 Recommendations

- 2.1 Recommendations to Cabinet: -
- 2.2 Note the progress made by the Customer Service Programme to date since approval of the Enhanced Business Case in December 2021 (**Table 2**).
- 2.3 Approve the Customer Service Programme Phase 2, as defined in this report to ensure a joined-up and consistent approach to best-in-class service delivery

across the Council and partner organisations, putting the customer at the heart of everything we do.

- 2.4 Approve the forecast resource budget profile (**Appendix A**) to invest reserves of £4.2m to deliver the Customer Service Programme Phase 2 to start in April 2023 until March 2025 as a drawdown of the already approved investment funds for Customer Service activity.

3 Background and Context

- 3.1 The UK saw the equivalent of more than 12 years of ecommerce growth in a single year and the pandemic accelerated the digitisation of customer interactions in Europe by three years and the partial or total digitisation of products and services by seven years, compared with the average rates of adoption in 2017-19. (Source: Digital Transformation Report in the Times (Sept 2021). We cannot stand still as this technological revolution continues to accelerate yet many of our service areas do not have an online presence. We need to be bold and embrace the innovation that has now become commonplace.
- 3.2 Cabinet mandated on 14th December 2021 a significant shift in how we improve the services we provide to customers. This mandate initiated the formation of the Customer Service Programme (Phase 1) with a vision to deliver significant improvements in performance and implement the Council's new [Customer Service Strategy](#) which aims to embed change and improve how the Council delivers its services to citizens through all access channels.
- 3.3 Research conducted by the programme during phase 1 validated earlier anecdotal insights:
- customer service standards across the Council are inconsistent
 - opportunities to digitalise and automate to improve interactions are not being taken up
 - customers feel overwhelmed with having too many access points
 - a large amount of our online content is poor and needs improving
 - we receive high volumes of complaints and have high costs associated to managing failure demand activity (chase ups, etc).
- 3.4 In addition to the lack of consistency across different services, we needed to acknowledge that expectations from our citizens are increasing, they expect to be able to transact with the Council through a variety of access channels including online, and for those services to be good, to keep them informed and simply work without hiccups.
- 3.5 Since the start of the programme in January 2022, with an initial 12-month timeline to 'Fix the Basics' as outlined in the Customer Service Strategy commitments, the customer service programme undertook analysis of existing BCC data sources (i.e. Online Brum; Corporate Contact Centre, CSAT and

Online Fire & Send) to identify the Top 60 services our customers engage with most frequently.

The analysis highlighted high volume services such as those detailed below, which it should be noted, also aligns with the services outlined within the Council Leader's Top Ten Non-Negotiables:

- Housing (repairs, applications and ASB)
- Waste (garden waste renewal, replacement and missed bins)
- Highways (repairs, fly tipping, report pavements)
- Revenues & Benefits (benefit entitlements)
- Education & Skills (school admissions, child bus pass)
- Bereavement Services (register a death).

- 3.6 To understand the current customer experience for high demand services, the customer service programme conducted an initial discovery phase focused on Waste Management, Housing Repairs, Bereavement Services and Highways. Through user research and data analysis the programme sought to understand the current customer and staff experience, including pain points and user needs, to identify a model customer experience, based on best practice that will increase/improve satisfaction.
- 3.7 Based on evidence from the research, a high-level common 'gold standard' customer experience was developed that is intended to be broadly applicable to any service area; and provide the north star underpinning the activity of the Customer Service programme.

Figure 1. Visual extract of the target 'gold standard' customer experience



- 3.8 In addition to the development of the 'gold standard', findings from the research provided the following insights:

About our customers:

- People are proud of Birmingham
- There are mixed views of the council
- Trust in the council (and Government as a whole) is low
- There is an awareness that the council is stretched

- There is some discontent around political and contractual structures within the council

Research themes:

- Most people commented on a lack of communication when interacting with council services
- Decisions aren't made transparently, there is a lack of understanding about why things happen
- There is an expectation that the council should be proactive – some things shouldn't need customer interaction
- People should be treated empathetically

What good customer service looks like:

- People don't need to submit a formal complaint when things go wrong
- People want the council to be held to account but won't always take action to do so
- Examples of good customer service include being kept informed, being treated with empathy and ease of use
- A general belief that the council can achieve 'good customer service' but expectations are low
- Customers expect the council to make improvements around training and culture.

3.9 As a result of the programme's discovery work, 116 recommendations / opportunities to improve customer satisfaction and associated insights have been presented to the relevant service areas to date (i.e. Bereavement 28, Waste 13, Highways 10, Housing Repairs 13 and Housing Management 52), which demonstrates the scale and complexity of improvement work still required in some service areas in order to 'fix the basics' end-to-end to achieve that 'gold standard customer experience' for their service users. **Appendix B**

Each recommendation / opportunity detailed the insights gathered from user research conducted with our customers, with supporting storyboards (visual representation of a theme of actions and/or events gathered from the discovery user research), personas (snapshot of a typical service user highlighting their user needs, and positive and negative experiences), and user journeys (detailing the experiences a user has when interacting with a service area). Three key themes emerged:

- **Communication:** with customers, within services and between services
- **Complaints and feedback:** asking at the right time, making it easy to give feedback and action being taken by the service as a result
- **Use of digital and technology:** we need to address the paper based, manual processes and maximise what is already available

3.10 This discovery informed the programme's next stages of work with the service areas:

- **Bereavement Services:** To provide clear, accessible guidance (end to end) to help people understand how to lay a loved one to rest in Birmingham; transition of service into the Contact Centre (single contact number).
- **Culture Change:** To embed the principles of Our Customer Charter ensuring all 11,000 provide a basic level of customer care – putting people first all the time, every time
- **Waste (prototype & testing):** Investigate how we can enable proactive digital communication between the Waste service and residential customers e.g. against missed, assisted collections and garden waste
- **Housing Management:** To develop a common understanding of the current end to end journey of a housing tenant. Agree options to proto-type and test with users using evidence-based user needs
- **Web Content Review:** To ensure customers access the right information at the right time and content is accurate and update. Applying an iterative approach to the improvement work and ensuring alignment to the standards outlined in the new Content Strategy and Content Governance guidelines, also developed by the programme. (**Figure 2. Overview of web audit reports for prioritised services**).
- **Customer Panel:** Giving our customers a voice - to take an active role in shaping the services we deliver to make sure we continually meet people's needs. The Customer Service Programme has established a Customer Panel of core citizens members based on the 2022 ONS Census data; and work to continuously improve the panel in terms of diversity, purpose and role; and to establish a wider cohort of member will continue during Phase 2 to ensure the group is truly representative and reflective of Birmingham's diverse community.

3.11 With the endorsement, buy-in and engagement of directorate services, the inflight workstreams and the growing product backlog (pipeline of improvements) present opportunities for BCC to achieve outcomes such as:

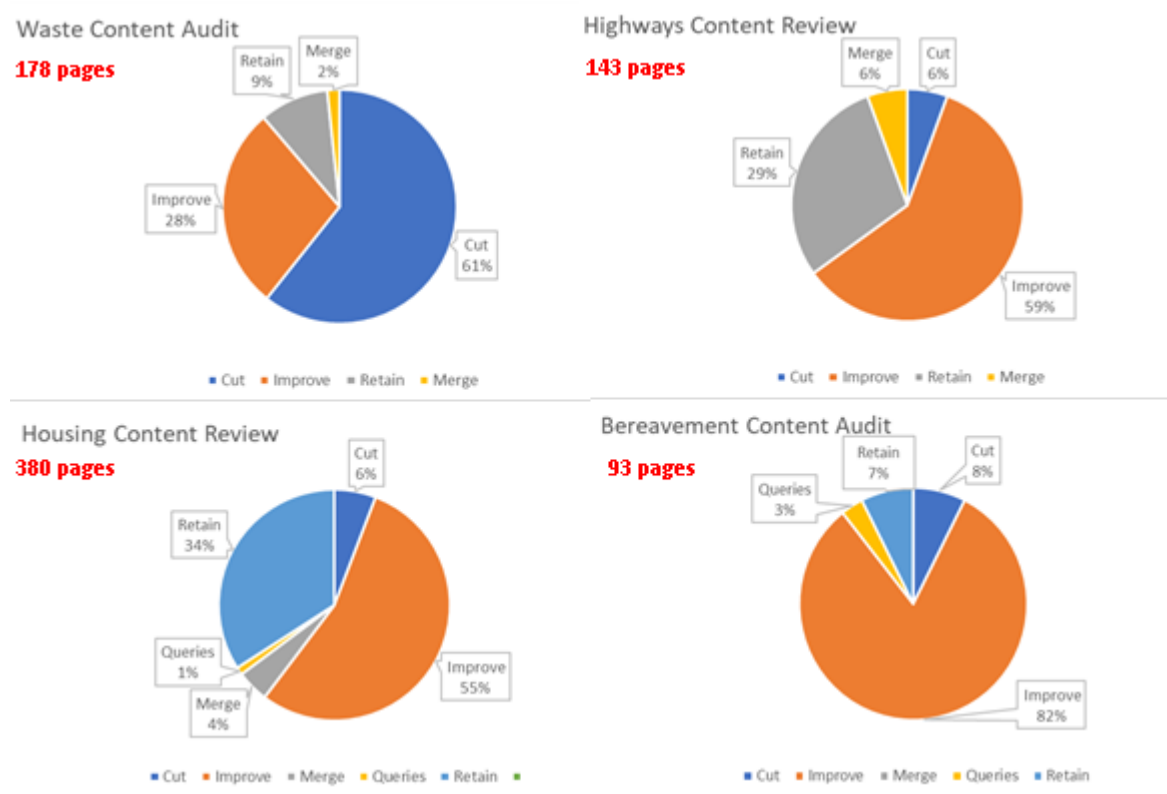
- Improved customer service across a range of priority service areas
- A method/internal capability for delivering ongoing service improvements
- Improved reputation for the Council and reduction in complaints
- Reduction in costs as failure demand is tackled
- Cultural change and the embedding of agile practice through delivery

3.12 Analysis of the Council's customer contact showed:

- Contact is not managed in a structured or uniform way - we have fewer than 2% of services managed within the contact centre, resulting in excessive points of contact.

- We don't ask customers what they think or gather knowledge to improve - Only 5% of our service areas ask customers about satisfaction and where we do, the satisfaction level is only 60%.
- We are not using our customer portal (Brum Account) to its full capacity. Only 21% of service areas have services available on our customer portal.
- Non-standardised web forms: we have 119 forms online. The functionality is not uniform, and, in some cases, forms still need to be printed off and for a wet signature to be added.
- Unclear access points for Customers, Visitors, Businesses and Tenants to information, advice guidance or trading opportunities.
- Difficult to navigate website with jargon and often out of date content.

Figure 2. Overview of web audit reports for prioritised services



- 3.13 The programme is **“Everyone’s Battle Everyone’s Business – together we will tackle inequalities”** aware and through discovery user research is shaping customer access to services against the protected characteristics to ensure content is accessible and easy to understand for all our communities (e.g. Deaf people can now [call the Council's Contact Centre in British Sign Language with SignVideo](#), connecting users to a registered BSL interpreter. They'll confirm you're calling Birmingham City Council and will start the conversation in BSL to facilitate service requests.

- 3.14 In addition, the programme also contributes to the five key principles of EBEB to drive systemic change and guide our work to become a council that puts equity at the heart of our policy making and services:
- **A focus on equity** - We will focus our approach on equity.
 - **Actively listening to the voices of lived experience** - We will put those who are affected by inequalities at the heart of designing solutions.
 - **Understand the diverse range of views and perspectives of citizens and ensure solutions are based on the widest available evidence** - We will take an intersectional approach to understand how people experience inequality according to their social class, age, gender, ethnicity, disability and sexual orientation.
 - **Language counts** - We will aim to use plain language in our publications that is jargon-free and easily understood and will also develop a shared understanding of the terms used to describe inequalities.
 - **Place matters** - we will focus on place-based approaches that improve access to opportunities.
- 3.15 In order to ensure all programme engagement was reflective of Birmingham's diverse community, participation was based on the ONS 2022 Census data and all user research with our customers conducted by the programme to date has been rigorous in the analysis and application of the sampling mix.
- 3.16 The Customer Service Programme is working with our customers to maximise opportunities to tackle inequality and address both long-standing and novel challenges facing the city, including customer service improvements.
- 3.17 Our Customer Service Strategy will enable the Council to organise our services around demand; leverage the city's many opportunities for the benefit of local people; connect with customers in a way that improves their quality of life and drive innovation within the organisation and across partnerships by making sure we put in place the necessary strategies and capacity to enable it to happen. The Customer Service Strategy complies with the Council's Delivery Plan 2020-2022 and will contribute to the following outcomes and related priorities:
- Using innovative technology and processes to support making Birmingham an aspirational city to grow up and live in.
 - Optimising services to support making Birmingham a great city to live in
 - Focus our resources on the people that need it most, making Birmingham a fulfilling city to age well in
- 3.18 Improving customer satisfaction/experience is further compounded by organisational culture and although creation of the first iteration of Our Customer Charter (developed and tested with our users) communicates the principles, standards and behaviours expected of all our 11,000 employees; embedding a change in culture of this scale (i.e. across all levels, from the front

line to our managers, the board and even our members) takes time and the shift in culture required to become truly user needs focussed and put people first, all the time, every time should not be underestimated. Having said this, the Customer Standards Workshops rolled out by the programme has seen engagement steadily increase, with nearly 1,000 staff participating following the go-live launch in September 2022, and a Forward Plan of engagement scheduled to March 2023. However, further work is required to evaluate the change, and further embed the principles via continual learning and application of the standards in practice.

- 3.19 The Customer Service Programme [Phase 1] delivery approach aimed to help Birmingham City Council's maturity on its journey towards being a truly 'person centred' organisation...'Putting people first, all the time, every time'. The programme adapted well to the new way of working, partnering with contracted supplier Methods during the first year, building organisational capability and experience as well as helping the organisation to embed the approach, so that continuous improvement to customer service becomes second nature.
- 3.20 The Customer Service Programme continues to map out and prioritise with service leads the 116 recommendations/opportunities for customer journey improvements identified in the discovery phase. The outputs have provided the programme with a roadmap for change for Phase 2 which are based on four key priority areas to start in April 2023 until March 2025:
- **Fixing the basics** – continued implementation of the web content improvement plan, pipeline of the identified Top 50 prioritised services, and a roadmap of engagement for all Council services.
 - **Service improvements** - delivery of customer journey improvements for the priority service areas, identified in discovery to understand the current customer experience for high demand services.
 - **Programme delivery** – Customer Service Programme Phase 2 delivery of the Customer Service Strategy for the period up to March 2025, and embedding of the thinking, skills, and approach into the organisation to enable a long-term sustainable approach to continuous improvement and modernisation.
 - **Delivery of the benefits** – continued delivery of the capabilities defined in the Customer Service Strategy, where validated by the evidence, data and insights gathered by the Customer Service Programme's user research. With an ambition to deliver end-to-end, reusable solutions (i.e., Advanced payments) that may potentially deliver savings for the Council and can be used by other business areas during and beyond the programme to achieve efficiencies. However, it should be noted, without a mandated strategic approach for services to engage and be accountable (i.e. take ownership) to the identified recommendations/opportunities for improvement, enabling and driving forward the associated service and business change required,

realisation of any financial benefits and/or efficiencies will be adversely impacted.

- 3.21 Work is ongoing to define and develop quantifiable and measurable benefits against the programme's current scope of work and this will be strengthened during Phase 2. Mapping the benefits, conducting a process of review and consideration of benefits realised during Phase 1 will enable the identification of any gaps for Phase 2. A high-level view of the approach adopted to facilitate this work across the Transformation Programmes, including the Customer Service Programme is detailed at **Figure 3**. The output dashboard detailed at **Figure 4** provides a representative view of the improved visibility, tracking and reporting of benefit categories, such as efficiency, customer satisfaction and complaints reduction, proposed for Phase 2 delivery.

Figure 3. High-level visual of approach adopted to map benefits





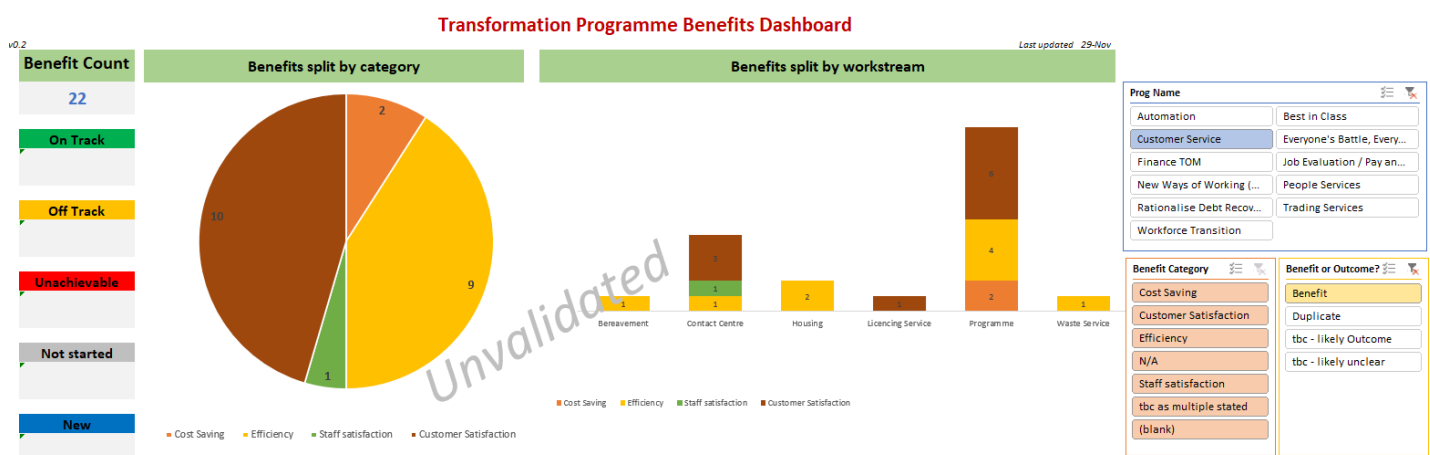
				
What	Identify	Capture	Monitor	Evaluate
How	<ul style="list-style-type: none"> Engagement Benefits map / Logic models 	<ul style="list-style-type: none"> Benefits Tracker– High level KPI Tracker– low level 	<ul style="list-style-type: none"> KPI Tracker Dashboard 	<ul style="list-style-type: none"> Check back against Benefits Tracker statement
Why	<ul style="list-style-type: none"> Capture initial thoughts Develop from statements to measures that flow from outcomes/outputs through to strategic objectives 	<ul style="list-style-type: none"> To profiling Benefits and link to planned activities Validate Ensure data is accurate at the start 	<ul style="list-style-type: none"> Monitor progress against phased metrics, adjust accordingly 	<ul style="list-style-type: none"> Independent review of whether benefits were truly realised Feedback Lessons learned into new initiatives / business cases
Who	Business + Programme Manager + Portfolio Lead + CPMO	Business + Programme Manager + CPMO	Programme Manager + Portfolio Lead	CPMO + Portfolio lead

Figure 4. Visual of Transformation Programme Benefits Dashboard (example)



- 3.22 In order to deliver the outcomes outlined there is a dependency on other cross-cutting programmes with a range of core capabilities which will impact this work including:

- **Smart communications** – chat bots and other automations to handle and improve customer enquiries.
- **Robotic process automation** – for appointment reminders and reducing double keying of information e.g., Care plans and financial assessments.
- **Pre-emptive demand reduction** – for example garden waste renewals.
- **Customer service improvements** – prioritising individual customer service and efficiency improvements, implementing best practice and user centred design principles.

- 3.23 The services we have worked with to date are outlined in the Leader's top 10 non-negotiables and continuation of the programme is vital to ensure an improved customer satisfaction/experience.
- 3.24 Our Customer Service Strategy established a key set of principles and promises, positioning work and priorities within the context of 'A fit for purpose council', using a sustainable process and approach to sustain the strategy beyond the lifetime of the programme, an ambition Phase 2 will endeavour to continue to achieve, with a vision to not only raise standards but set standards and strive for a 'best in class' relationship with our customers.
- 3.25 Customer expectations of the Council are rising. Our customers expect services that are reliable, joined up around their needs and involve them as equals. They benchmark our performance against the likes of Uber and Amazon, Spotify, and Expedia. These changes in expectation fundamentally challenge how our services need to be designed; how they are led; our approach to innovation and how we drive change and improvement in a consistent and reliable manner across the Council as a whole. This applies not only to services run by our customer services team – it means all services, from children to adults, from street cleansing to parking enforcement, treating customer, citizens, and service users with respect. This will require a step change in our approach rather than incremental changes at the margins or digitising what remain effectively paper based or manual processes. The world has moved on and so must we.
- 3.26 There is sometimes a lack of trust between our customers and the Council. Customers expect a much greater level of involvement in decisions that affect their lives, be they the big things that have a bearing across the City as a whole, or the little things that have a big impact in their street or neighbourhood.
- 3.27 In this context, getting the basics right means more than relentless reliability, it also means understanding and then exceeding expectations, and in turn that means an approach to service delivery that is open, reflective, and humble. The test for our services should be whether, they are consistently putting citizens first, building trust and designed around citizen needs.
- 3.28 Our recent success in delivery of the Commonwealth Games; and meeting the challenges posed by covid19 has given us much for the Council to be proud of, but we need clear ambition to make sustainable changes to how the customers

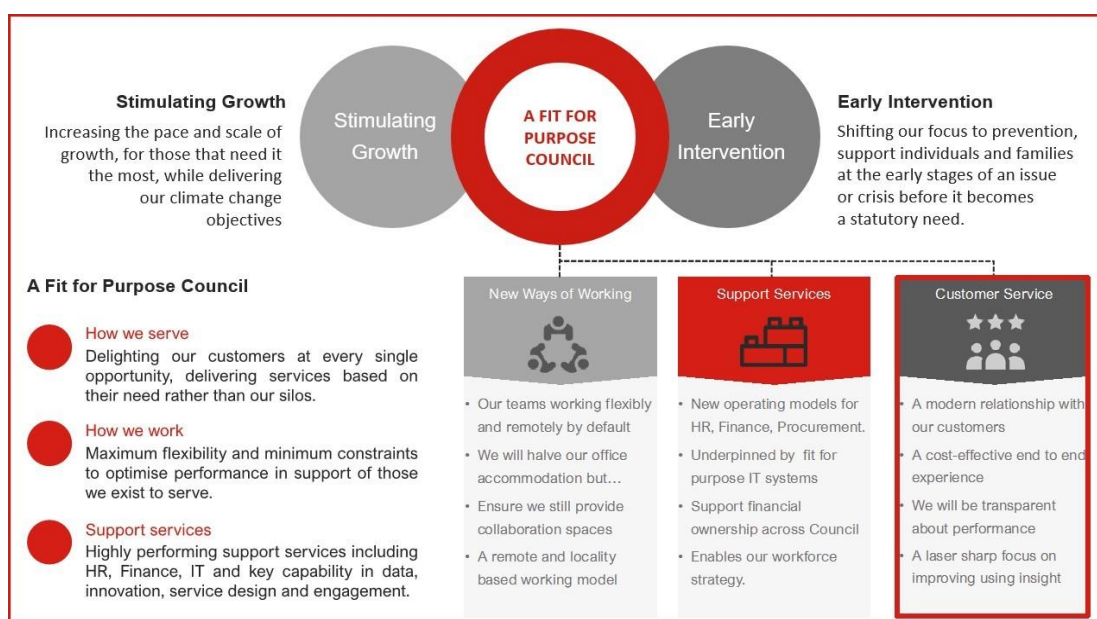
experience the services the Council provides. It is within this context underpinned by the Customer Service Strategy that continued delivery by the Customer Service Programme is required.

3.29 Our Customer Service Strategy was developed with the following principles:

- We will work better together with you
- Make quicker decisions for you
- Reduce your need to contact us
- Tell us once
- We will put the citizen first
- Taking a proactive approach to customer service

3.30 **Figure 5** below, provides a high-level summary of how the Customer Service Programme relates to our parent portfolio and to other strategic transformation initiatives across the Council.

Figure 5. Fit for Purpose Council portfolio breakdown.



4 **Table 1. Customer Service Strategy deliverables within the time period of Phase 2 (April 23- March 25):**

Commitment
A Customer Focussed Council
Owning customer service We will ensure that all 11,000 of our staff have completed customer centricity training
Testing our services We will recruit and launch our first mystery shopping teams
Understanding you We will use publicly available data sets to really understand the make-up of those in

Birmingham and use this information to help shape our services
Unlocking services We will have reviewed all our major processes to remove unnecessary steps and blockers
Sector leading customer service We will create a customer service Centre of Excellence
A Connected Council
Getting our information right We will review and update information and materials we provide about our services on our website
A single front door We will have a broader range of services through our, dedicated and specialist customer service team
Speeding up your frequent tasks We will identify the top 50 service requests and prioritise digitising them, with many to be available online
Speeding up your frequent tasks We will develop the technology to share your information, in a safe and secure way, so that you don't have to keep repeating information to us approach
Helping you stay on top of things We will be able to send you simple reminders for your appointments
Personalised service alerts and reminders We will personalise automated reminder texts and emails, based on your circumstances and preferences (e.g. channel, time, messaging etc), so you never have to miss a deadline or an appointment with us
Digital to promote healthy lifestyles We will identify the top 50 service requests and prioritise digitising them, with many available online
A Smarter Council
Connecting our Teams We will create a network of customer service champions across services, to work together to identify new ways of working better for you.
Redesign our customer service set up We will create a new team to provide earlier support and intervention, bringing together the parts of the Council providing the top 50 targeted and specialist services
One view of you We will develop our single view of you, sharing data safely and securely across the top 10 service areas.
Getting ahead of demand We will look for ways to work smarter, pre-empting your contact wherever possible across the top 10 service areas
Pointing you to services We will identify the top 20 related services (e.g. school applications and local summer activities) and start automating linked messaging
Keeping you informed We will identify the top 5 activities you would like to know about in your area (e.g., planned roadworks) and trial pre-emptively tell you, by text or email
A Connected city

Signposting for you
We will identify the top 50 non-Council service requests and ensure we prioritise and signpost to them on our website
Community hubs
We will conduct a review of our properties to identify the best locations for community hubs / one stop shops, with partners
Asking you to help out
We will trial using digital technologies with a first cohort of 10 citizens, linking them to family and friends who can help with their care
Located together for you
We will co-locate with other service providers and partners, able to jointly support your needs, by December 2024.

5 Year 2-4 Forecast Resource Budget Profile

5.1 The Forecast resource budget profile of £4.2m is detailed in **Appendix A** of this Cabinet Report.

The original Enhanced Business Case sought and approved total funding of £1.7m. The Customer Service resource profile forecasts budget spend at the identified £1.7m costs allocated to the programme in final quarter of 2021/22 and 2022/23.

5.2 As stated earlier in the report, to date the Customer Service Programme has achieved several benefits such as creating a Customer Strategy, Customer Charter, cleansing down of web content, creating a customer panel, see the table below for further detail.

5.3 The Customer Service Programme has developed a comprehensive proposal for change, using agile project management principles. In doing so, the programme will be cognisant of other parts of the portfolio to determine the type of council that Birmingham needs to be in the medium and longer-term to deliver its vision and ambitions.

5.4 The Customer Service Programme is an overarching, cross-cutting programme and requires the Council to manage customer service improvements as a set of portfolios of works in line the Customer Service Strategy. Thus, ensuring a joined-up and consistent approach to best-in-class service delivery across the Council and partner organisations, putting the customer at the heart of what we do.

5.5 The Customer Service Programme will continue to use the current programme governance to ensure the overall performance, benefits, risks, and issues are strategically aligned so that future Customer Service is fully understood and agreed by key stakeholders. Customer Service Design Principles will be established to assure new solution designs, ensuring that each component meets the requirements and are fit for purpose with the overall architecture / corporate strategy in meeting customer needs.

- 5.6 The Customer Service Programme will implement and embed a sustainable process and approach to deliver the strategy using internal resource during the lifecycle of the programme.

6 Table 2 - Current Progress against Strategy Commitments from January 2022:

Commitment	Timeline	Status
A Customer Focussed Council		
Our contract with you We will develop a customer charter, setting out the customer service standards you can expect from us.	May 2022	Completed
Communicating change We will launch an annual customer services communications plan	January 2022	Completed
Owning customer service We will ensure that all 11,000 of our staff have completed customer centricity training	December 2022	In Progress
Giving you a voice We will launch customer service panels, for citizens, young people etc	August 2022	Completed
Testing our services We will recruit and launch our first mystery shopping teams	August 2022	In Progress
Understanding you We will use publicly available data sets to really understand the make-up of those in Birmingham and use this information to help shape our services	December 2022	In Progress
A Connected Council		
Getting our information right We will review and update information and materials we provide about our services on our website	September 2022	In Progress
Speeding up your frequent tasks We will identify the top 50 service requests and prioritise digitising them, with many to be available online	August 2022	Completed
Helping you stay on top of things We will be able to send you simple reminders for your appointments	June 2022	Phase 1 Completed
A Smarter Council		
Redesign our customer service set up We will create a new team to provide earlier support and intervention, bringing together the parts of the Council providing the top 50 targeted and specialist services	January 2023.	In Progress
One view of you We will develop our single view of you, sharing data safely and securely across the top 10 service areas.	December 2022	In Progress
Keeping you informed We will identify the top 5 activities you would like to know	December 2022	In Progress

about in your area (e.g., planned roadworks) and trial pre-emptively tell you, by text or email		
A Connected city		
Signposting for you We will identify the top 50 non-Council service requests and ensure we prioritise and signpost to them on our website	March 2022	In Progress
Easy searching We will improve search capabilities on our website, so it is easy to find the right service provider for your needs	March 2022	Completed
Asking you to help out We will trial using digital technologies with a first cohort of 10 citizens, linking them to family and friends who can help with their care	January 2023	In Progress

- 6.1 In the adoption of an agile approach, the programme will continue to seek to implement the strategic objectives above. The individual projects will be prioritised for delivery into the programme product backlog based on the value they bring to both our customers and the Council. The three delivery teams established during year 1 will continue to build solutions that are designed collaboratively with real users of that service. Teams will continue to be timebound to solution delivery to ensure that the programme remains on track and gets solutions into people's hands quickly to test and iterate swiftly. Dedicated change team support will be required to embed the solutions into service areas as well as report back the benefits that have been realised as a result of any change.

7 Options Considered:

- 7.1 The approach to the cost savings requires a mandated approach to which services need to comply and respond to, in order to realise any financial benefits and/or efficiencies. Projects will be prioritised into the delivery schedule based on the value they bring to the both our customers and the Council; size and scale of complexity; pace i.e., ability to deliver any potential quick-wins, as agreed with the service areas.
- 7.2 The option of not completing the programme has been considered and discounted as this would have significant customers and organisation impact for the following key reasons:
- Satisfaction with Council Services would not improve and our reputation for providing services would continue to worsen
 - The capabilities identified have utility capability that can be used multiple times and are required for the modern relationship with customers and implementation of the Customer Service Strategy.

8 Consultation

- 8.1 The Leader, Cabinet Member for Finance and Resources, and Chair of Overview & Scrutiny Committee have been consulted.
- 8.2 Phase 2 Programme scope was informed by consultations and engagements with stakeholders across the Council including, but not limited to:
- Council Leadership Team
 - Customer Service Governance Board and Steering Committee
 - Overview & Scrutiny Committee Chairs
 - Officer Consultation regarding Finance, Legal, Procurement, HR, Communications.

9 Risk Management

- 9.1 The ongoing risks will be managed in Phase 2:

Table 4 – High level risk management

Description	Impact	Mitigation
There is a risk that services lack buy-in and engagement to adopt the strategy and that new processes will not realise benefits in line with the programme's aims.	High	Service commitment to providing an appropriate level of internal resources to support work across all services in-scope for redesign will be sought. A detailed time-based resource plan will be provided in support of this request. Corporate Governance has been established via the Customer Service Programme Board.
There is a risk that cashable savings will be absorbed as service efficiencies if they are not clearly defined for each programme area.	High	The cashable savings which must be attributed to the programme are detailed in the existing the eight MVP Business Cases. A status breakdown per business case and service commitment is provided in the Enhanced Business Case.
There is a risk that an appropriate level of resources will not be dedicated to the programme resulting in it being unable to deliver at pace or with the necessary momentum.	High	The programme has set aside specific budgets to second staff over to the programme and support with delivery. Backfill arrangements shall be confirmed in advance of commencement. Regular monthly meetings held with the Finance Business Partner updating on spend to date and forecast for the programme lifespan.

- 9.2 These risks are incorporated into the programme risk register and are regularly managed/mitigated.

10 Compliance Issues

- 10.1 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.

11 Legal Implications

- 11.1 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
- 11.2 The City Council will carry out this work under the General Powers of Competence Section 1 of the Localism Act 2011.

12 Financial Implications

- 12.1 Total forecast spend on the programme is £4.2m as per section 5 above.
- 12.2 The savings that are currently set out in the MTFP increase by £0.600m in 2023/2024, phase 2 will help to deliver these and also identify future potential savings of over the next 2 years.
- 12.3 Further work is needed to understand which services will be in scope during Phase 2 to be able to allocate Customer Service Programme Phase 2 savings targets to services at the start of the financial year, so that services take ownership of the targets, are accountable for driving through customer improvements, and translate the work done into savings.
- 12.3.1 Options under consideration:
- The refined 116 recommendations/opportunities for service improvements identified in the discovery phase across Housing, Waste, Highways, Bereavement Services; Customer Service Strategy commitments across Regulation and Enforcement (Pest Control and Garden Waste); and following further service engagement, programme backlog items for Children & Families, Adults & Social Care and Early Intervention & Prevention.
 - Top 50 prioritised services
- 12.4 There are no procurement implications of the recommended decisions for Phase 2 as defined in this report.

13 HR implications

- 13.1 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.

14 Public Sector Equality Duty

- 14.1 An Equality Impact Analysis EQUA1000 has been completed and is attached at **Appendix C.**

15 Background Documents

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

16 Appendices:

- 16.1 A – Year 2–4 Forecast Resource Budget Profile
- 16.2 B – Recommended opportunities to improve the customer experience
- 16.3 C - Equality Impact Analysis

Appendix A - Forecast Budget Resource Profile - Customer Service Programme Phase 2 Cabinet Executive Report

PROPOSAL: FORECAST BUDGET RESOURCE PROFILE CUSTOMER SERVICE PROGRAMME PHASE 2 2023/24 - 2024/25						2023 /24											
						QTR 1			QTR 2			QTR 3			QTR 4		
						174,474	174,474	174,474	174,474	174,474	174,474	174,474	174,474	174,474	174,474	174,474	174,474
						Qtr Cumulative 523,422			Qtr Cumulative 1,046,844			Qtr Cumulative 1,570,266			Qtr Cumulative 2,093,688		
Programme	Role / Reason for Spend	Grade	Rate	Time %	T3 costs	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Delivery Team	Head of Customer Service Programme	GR7	404	100%	174,528	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272
Delivery Team	Programme Delivery Manager	GR6	349	100%	150,768	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Product Manager	GR7	404	100%	174,528	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272
Delivery Team	Product Owner	GR6	349	100%	150,768	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Product Owner	GR6	349	100%	150,768	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Programme & Finance Support	GR5	242	100%	104,544	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Lead User Researcher	GR6	349	100%	150,768	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	User Researcher (Junior)	GR4	242	100%	104,544	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	User Researcher (Junior)	GR4	242	100%	104,544	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	User Researcher (Junior)	GR4	242	100%	104,544	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Citizen Service/ Delivery Officer (developer)	GR5	290	100%	125,280	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	Citizen Service/ Delivery Officer (developer)	GR5	290	100%	125,280	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	Citizen Service/ Delivery Officer (developer)	GR5	290	100%	125,280	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	Website Manager (content ownership lead)	GR6	349	100%	150,768	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Content Designer/UI	GR6	349	100%	150,768	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	UX/Service Designer	GR6	349	100%	150,768	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Content Writer (Trainee)	GR4	242	100%	104,544	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Content Writer (Trainee)	GR4	242	100%	104,544	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Content Writer (Trainee)	GR4	242	100%	104,544	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Content Writer (Trainee)	GR4	242	100%	104,544	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Content Writer (Graduate)	GR3	175	100%	75,600	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150
Delivery Team	Agile Business Analyst	GR5	290	100%	125,280	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	Senior Business Analyst	GR5	290	100%	125,280	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	HR change lead	GR6	349	100%	150,768	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	HR/OD Support (PPP)	GR4	242	50%	104,544	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	HR/OD Support (PPP)	GR4	242	50%	104,544	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Comms & Engagement	GR6	349	100%	150,768	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Business Change Manager	GR5	249	100%	107,568	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482
Delivery Team	Technical Solution Architect	GR5	290	100%	125,280	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
TBC (Housing/Highw	Full Stack Developer (2 Yr Redwind overseas call off)		290	100%	125,280	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
TBC (Housing/Highw	Low Code Developer (2 Yr Redwind overseas call off)		290	100%	125,280	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	PM/Scrum Master (Workstream Lead)	GR5	290	100%	125,280	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	PM/Scrum Master (Workstream Lead)	GR5	290	100%	125,280	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Year/Period	Period Total																
2023/24	2,093,688																
2024/25	2,093,688																
	4,187,376																

Appendix A - Forecast Budget Resource Profile - Customer Service Programme Phase 2 Cabinet Executive Report

PROPOSAL: FORECAST BUDGET RESOURCE PROFILE CUSTOMER SERVICE PROGRAMME PHASE 2 2023/24 - 2024/25		2024 / 25											
		QTR 1			QTR 2			QTR 3			QTR 4		
		174,474	174,474	174,474	174,474	174,474	174,474	174,474	174,474	174,474	174,474	174,474	174,474
		Qtr Cumulative		2,617,110	Qtr Cumulative		3,140,532	Qtr Cumulative		3,663,954	Qtr Cumulative		4,187,376
Programme	Role / Reason for Spend	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
Delivery Team	Head of Customer Service Programme	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272
Delivery Team	Programme Delivery Manager	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Product Manager	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272	7,272
Delivery Team	Product Owner	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Product Owner	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Programme & Finance Support	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Lead User Researcher	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	User Researcher (Junior)	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	User Researcher (Junior)	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	User Researcher (Junior)	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Citizen Service/ Delivery Officer (developer)	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	Citizen Service/ Delivery Officer (developer)	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	Citizen Service/ Delivery Officer (developer)	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	Website Manager (content ownership lead)	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Content Designer/UI	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	UX/Service Designer	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Content Writer (Trainee)	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Content Writer (Trainee)	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Content Writer (Trainee)	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Content Writer (Trainee)	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Content Writer (Graduate)	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150	3,150
Delivery Team	Agile Business Analyst	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	Senior Business Analyst	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	HR change lead	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	HR/OD Support (PPP)	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	HR/OD Support (PPP)	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356	4,356
Delivery Team	Comms & Engagement	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282	6,282
Delivery Team	Business Change Manager	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482	4,482
Delivery Team	Technical Solution Architect	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
TBC (Housing/Highw	Full Stack Developer (2 Yr Redwind overseas call off)	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
TBC (Housing/Highw	Low Code Developer (2 Yr Redwind overseas call off)	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	PM/Scrum Master (Workstream Lead)	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Delivery Team	PM/Scrum Master (Workstream Lead)	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220	5,220
Year/Period	Period Total												
2023/24				2,093,688									
2024/25				2,093,688									
				4,187,376									

Appendix B - Recommended opportunities to improve the customer experience

Bereavement Recommendations

	Code	Insight	Recommendation summary	Recommendation detail	Initial rating
	A	Citizens find the process of laying their loved one to rest complicated and confusing, at an already difficult time. There is a lack of clarity over what choices a family has, who does what and when. Relatives call sites as they don't trust the accuracy of the information on the website, but note our website page view analysis does demonstrate that citizens are visiting the BCC web site pages for the bereavement service guidance and information on the service offerings.	Create clear guidance taking relatives through each step in the process and their options	Create clear guidance taking relatives through each step in the process and their options, detailing who is involved and who is responsible for what, approximate timelines and costs (including BCC service fees and what is/not included), documentation requirements, what to expect and what to do if these expectations are not met. Consider including recommended suppliers. This guidance should start from the point of death and include registering a death. It should include the process if relatives are not using a funeral director. Conduct an audit of the current guidance available online and understand how we can tailor/expand this. This guidance should be available both online and in paper format. Distribute to partners to reach customers as soon as they need that information. Ensure it is available in a range of formats and languages.	Medium
	B	Wildlife can have a negative impact on grave sites, which can be distressing for the family.	Communicate with relatives that wildlife can be an issue in graveyards	Communicate with relatives that this can be an issue and recommend particular plants and flowers that wildlife will not disturb (e.g. deer and rabbit resistant herbaceous plants)	Medium
	C	Some grave sites are not well maintained over time.	Communicate with relatives their responsibility of maintaining a grave	Communicate with relatives their responsibility of maintaining a grave, including the rules/requirements around plastic flowers. Recommend ways of establishing a low maintenance grave and the grave maintenance service offering.	Low
	D	Documentation is often paper based and time consuming to manage for bereavement staff and partners. There is often duplication of forms, missing information and the need to scan in documents or manually input details.	Eliminate as much of the physical paperwork as possible as part of the new system	Eliminate as much of the physical paperwork as possible by ensuring the new bereavement system has capability to upload, share and view documentation for all partners, as well as input data via forms directly and make use of digital signatures. Ensure this is possible for all types of funerals. Offer support to those partners that need it to adopt new system. Note: Can only build online forms for non-statutory docs, all statutory docs need to remain on paper with the new system having ability to upload a scanned version /	High
	E	Burials are complex and have many variations, so bookings need to be taken via phone currently. This is time consuming for bereavement staff and funeral directors, and limits when bookings can be made.	Review the process for booking burials to understand how we could simplify the service	Review the process for booking burials (including statutory and non-statutory requirements) to understand how we could simplify the service. Ensure the new bereavement system has the capability to take bookings for burials online. There is an opportunity to learn from Solihull Council about their system that allows for this.	High
	F	In some cultures back filling graves (i.e. by hand) after the burial is a tradition and a sign of respect. Often a back fill is a lengthy process, and requires a staff member to stay on site at the grave whilst this is being done. Currently relatives can only choose to back fill themselves or have a manual fill using a digger, and are not always aware that they can change their minds part way through.	Offer a partial back fill/ partial manual fill option for relatives	Offer a partial back fill/ partial manual fill option for relatives, so they can honour their loved ones in this way, but relieve the burden of time spent by the staff overseeing the process. Consider different charging options to accommodate these traditions. Ensure relatives are aware of what their choice entails before the funeral (e.g. the average time it takes for 2 people to fill an adult grave).	Medium
	G	Some funerals run over time, which has a knock on impact for later bookings and for staff.	Communicate to citizens the overrun charge, ensure they are aware of where responsibility lies	Communicate to citizens the overrun charge and ensure they are aware of where responsibility for this penalty lies (i.e. funeral directors)	Medium
	H	Some burials are well attended by mourners. This can mean that graves already in use in the vicinity are stood on by mourners. This is viewed as disrespectful by some.	Clearly demarcate graves , ask ministers to request mourners are mindful of where they stand	Clearly demarcate where graves are, create narrow paths between rows of graves to help show where citizens should stand. Ask ministers to request that mourners are mindful of where they are standing at the start of graveside ceremonies.	Low
	I	The current system is unable to notify funeral directors of updates and changes to their bookings.	Ensure the new digital system has the capability to keep funeral directors updated	Ensure the new bereavement system has the capability to keep funeral directors updated without having to make manual checks on the system.	Medium
	J	The current system has no high-level view of all bookings a particular funeral director has with BCC. Currently in order to get this view, the funeral director needs to click through to 'cancel' all bookings.	Ensure the new system can provide funeral directors with a view of all current bookings	Ensure the new bereavement system has the capability to provide funeral directors with a view of all current bookings with the council.	Medium
	K	The process for delivering a burial or cremation differs across BCC's bereavement sites. This creates additional confusion for funeral directors and staff that may work across multiple sites.	Consider which sites are most streamlined and effective and how to standardise across all sites	Consider which sites are most streamlined and effective. Consider how to standardise the process across all sites based on best practice.	Low
	L	Some funeral directors give incorrect information to citizens about BCC's availability to conduct funerals.	Have online view of ceremony availability across all sites for citizens	Host an online view of ceremony availability across all sites so citizens are able to book the slot that works best for them. Ensure this view reflects when sites are expected to be temporarily closed down due to short staffing, due to annual leave for example. Ideally this would be additional functionality as part of the new bereavement system.	Low
	M	The process of reassigning ownership of a grave is complicated, lengthy, and requires a lot of time from staff to support customers through this process. Often customers lose copies of deeds.	Review the current process of reassigning grave ownership	Review the current process of reassigning grave ownership. Consider how to better inform citizens about the process and what is needed at each stage - this could be written guidance, or something more interactive like a video.	Medium
	N	There is some disconnection between the various bodies that need to be made aware of a death, both within BCC and across the system. This results in citizens having to tell multiple agencies that someone has died and repeat information to different parts of the same organisation.	Explore how we can better join up and share information internally between Bereavement and Registrars	Explore how we can better join up and share information internally between Bereavement and Registrars. Consider the 'Tell us once' scheme and how we can bolster existing information, advice and guidance. Establish an open dialogue between other partners across the system (e.g. coroner, funeral directors etc) to explore opportunities to become more joined up.	Medium
	O	The process of applying for a permit for a headstone is lengthy and time consuming for bereavement staff, stone masons and relatives.	Review the process and timelines of putting a headstone on a grave and how requests are currently prioritised	Review the current process and timelines of putting a headstone on a grave and how requests are currently prioritised. Provide access to the new bereavement system for stone masons and use that portal for all documentation. Provide guidance on the process and timelines to relatives.	High
	P	Stone masons are often posted invoices from BCC for each individual permit, which creates a lot of manual paperwork for both parties.	Explore possibility of sending invoices to stone masons via BCC's current finance system	Explore the possibility of sending invoices to stone masons via BCC's current finance system or using the new finance system for this. Investigate if an integration can be added between the current / new finance system and the new Bereavement system to output the invoice.	Medium
	Q	Some sites are confusing to get around, for example finding appropriate parking and the right location for ceremonies. Some locations have names that are similar to other local sites, meaning citizens go to the wrong site. All of this adds to the stress on the day of a funeral.	Consider how to make sites easier to navigate around, including signage and site maps	Consider how to make sites easier to navigate around, including signage and site maps. Consider how we could name sites in a way that removes confusion for visitors. Consider including all site information on the BCC service web site pages and new system. Could it be included as part of the booking confirmation for funeral directors that they could send on to relatives, or could relatives view this information on the system.	Low

Appendix B - Recommended opportunities to improve the customer experience

R	The service generally operates during core hours (Monday – Friday 8:30am – 4:30pm). Sutton New Hall does operate seven days a week. In some cases, partners need to contact Bereavement services outside of these hours, but are unable to (e.g. Muslim burials over the weekend in other areas of the city).	Consider establishing an out of hours process to enable Muslim burials to proceed at pace	Where there is appropriate lighting, services could be conducted into the early evening in the winter. Consider if there is demand to establish an out of hours process to enable Muslim burials to proceed at pace across the whole of Birmingham, for example could we offer an out of hours service for Muslim burials that cannot wait at a premium charge?	Medium
S	The COVID-19 pandemic has exacerbated the local staffing issue. Some of the staff working in the service long term are agency staff, which carries a higher cost than permanent staff.	Consider how we could bring some of the long-term agency staff into the service as permanent staff	Consider how we could bring some of the long-term agency staff into the service as permanent members of staff, reducing costs and the negative impact of short notice periods on the service. Consider how to make the service (and wider council) attractive as a career path. Update and improve guidance documentation for new staff, ensure staff have online access to remain connected to their colleagues across sites.	Medium
T	There are a number of phone numbers and email addresses that the service must manage	Consider moving to one main service contact number and mailbox with a triage team handling general enquiries - opportunity to use the Corporate Contact Centre	Consider moving to one main service contact number and mailbox. There is an opportunity in the Customer Services Programme for this service to use the corporate contact centre to help log, triage, track and report all enquires received, in one place. This would help to reduce the volume of enquiries the Bereavement service receive via the triage process, leveraging best practice technologies for voice, IVR, routing of calls & omni handling of non-voice contacts like email, chat, social media all managed via a single process & technology. This would support the single phone number/email strategy.	High
U	No key performance indicators available	Consider moving to one main service contact number and mailbox with a triage team handling general enquiries - opportunity to use the Corporate Contact Centre	Identify key service operational and financial KPIs so that the service can get an overview of how the service is performing on a regular basis. Consider using power BI to report from BACAS data to create visual, dynamic dashboards. The dashboards can also be used to setup service KPIs.	Medium
V	Citizens make general enquiries about the condition of cemeteries and ask for help in completing deed replacements and transfers. Some of these calls can take a long time and can result in repeated calls from the same citizens.	Look at ways to promote the creation of Cemetery Friends groups to help provide general information and news relating to local cemeteries	Look at ways to promote the creation of Cemetery Friends groups to help provide general information and news relating to local cemeteries. Work with existing Friends groups to spread awareness including the benefits of having a Friends group can make by raising funds or applying for government funding to improve the condition of cemeteries.	Low
W	User feedback is not available – this was suspended during the pandemic to enable the service to prioritise core services (funerals and memorials).	Consider restarting service customer feedback (make available in online and offline) - opportunity to use corporate solution to measure satisfaction levels already in place	Restart capturing customer feedback in both online and offline formats. There is an opportunity to work with the Customer Service Programme to repurpose the corporate solution for customer satisfaction to log, monitor, review and report. Signposting to service feedback, could also be added to the existing service web pages and form part of a service request in the new Bereavement system. This will ensure we have a consistent measure of satisfaction and will allow us to benchmark/measure at intervals of the end-to-end journey.	High
X	The complaints data shows the most common root cause problems to be: 'Not the quality or standard expected' 'Failure to deliver a service' 'Disagree with policy or procedure'	Regularly review the complaints data to identify repeat complaints and common trends	Regularly review the complaints data to identify repeat complaints and common trends. Work with the complaints leads to see how they can be avoided through service improvement plans.	Medium
Y	The complaints data shows the response target for stage 1 citizen complaints was 73% in 2019, 69% in 2020 and 41% in 2021. This shows a gradual decline in responses provided to citizens within 14 working days and could be attributed to the level of demand experienced during the Covid-19 pandemic. It could also be down to the complaint leads prioritising waste management complaints.	Monitor the dates between complaints being submitted and the bereavement team receiving notification by the complaint leads to ensure there are no internal delays.	Monitor the dates between complaints being submitted and the bereavement team receiving notification by the complaint leads to ensure there are no internal delays. This will ensure the team have enough time to investigate complaints and provide a response within the set number of working days. Request regular reports from the complaint leads to check for the team is improving their stage 1 response times.	Medium
Z	Additional income generation opportunities	a. Review fees of core services to understand where the service makes the most revenue b. Review possible package options to encourage relatives to buy additional services	Review fees of core services to understand where the service makes the most revenue, to understand how the service can maximise income	Medium
			Review possible package options to encourage relatives to buy additional services, e.g. maintenance or borders for graves	Medium
			Consider offering longer lease lengths or renewal options for grave leases to generate additional income	Medium

Appendix B - Recommended opportunities to improve the customer experience Bereavement New System

Based on our analysis and recommendations we have identified a high-level set of user stories for the soft market test delivery team to take into considerations when identifying the Minimum Viable Product (MVP, release 1 for private – public beta) and post MVP (release 2, 3 etc) product roadmap.

#	Type	As a....	I need.....	So that.....	Initial priority recommendation	Notes
1	Functional	Member of staff	I need to give relatives a view of what ceremony slots we have	So that I can reduce calls from families double checking slots	MVP	
2	Functional	Member of staff	I need to track burial events taking place in real-time and confirm the completion time	So that I can monitor the duration and identify those that have overrun	MVP	
3	Functional	Member of staff	I need to view all bookings made online	So that I can manage bookings and resources appropriately	MVP	
4	Functional	Member of staff	I need all the required forms for submission in a digital format available on the system for customers to complete	So that customers can save & complete the required forms online, with checks before submission	MVP	Can only digitise non-statutory forms, statutory forms have to remain in paper format that can be scanned/uploaded to the new system
5	Functional	Member of staff	I need to have access to a live dashboard & management information reports	So that I can monitor operational & financial performance of the service	MVP	
6	Functional	Member of staff	I need to log all service requests received for the service	So that I can log, track, manage and report on all service requests received by the service	MVP	
7	Functional	Member of staff	I need all business customers to receive a digital invoices or output invoice files through software integration	So that I can have all invoices generated through the corporate finance system	Post MVP	
8	Functional	Member of staff	I need to have the ability to add and amend available services and costings as and when necessary	So that I can easily keep our service offering up to date	MVP	
9	Functional	Member of staff	I need to issue work instructions for staff against each booking	So that staff have a clear set of actions they need to complete that is auditable within the system	MVP	
10	Functional	Member of staff	I need customers to have access to support and guidance tools	So that the system provides tailored self-service support first	MVP	
11	Functional	Member of staff	I need to plan, track and carry out activities based on stages of the services we provide (bookings, permits, service requests)	So that I can have a clear view of the activities to be carried out based on the stages of the request	MVP	
12	Functional	Member of staff	I need to be able to upload and store various file formats	So that I can submit supporting documents digitally	MVP	
13	Functional	Member of staff	I need to take a payment for services requested	So that I can confirm the request has been paid for with the customer	MVP	
14	Functional	Member of staff	I need to be able to a confirmation of the payment taken	So that the customer has proof of the payment made	MVP	
15	Functional	Member of staff	I will need to share a payment reference number with a customer	So that I can confirm the payment has been processed successfully	MVP	
16	Functional	Member of staff	I need to see the service requested and the payment made	So that I can confirm that the service request has been delivered and paid for	MVP	
17	Functional	Member of staff	I would like to see the payments taken going to the correct service ledger	So that we can reconcile service requests and income taken	MVP	
18	Functional	As a relative	I need an accurate view of time slots for ceremonies	So that I can get the most convenient time for me and my family	MVP	
19	Functional	As a relative	I want to create and manage my account profile	So that I can keep my account up to date	Post MVP	
20	Functional	As a relative	I want to provide feedback on the ceremonies arranged by myself or on my behalf	So that I can share my experience to help improve the service & system functionality	Post MVP	**Further user research would need to be undertaken if this user type was given access to the new application to view bookings made on their behalf and manage bookings directly rather than via a funeral director
21	Functional	As a funeral director	I need to book everything quickly online	So that I can get arrangements booked to give the family certainty	MVP	
22	Functional	As a funeral director	I need to quickly amend bookings online	So that I can meet families changing needs whilst not having to call the council	MVP	
23	Functional	As a funeral director	I need to cancel a booking online	So that I can meet families changing needs whilst not having to call the council	MVP	
24	Functional	As a funeral director	I need to receive a notification email confirmation of my bookings with site location and date/ time details	So that I can pass on the ceremony details to the family	MVP	
25	Functional	As a funeral director	I need to see a dashboard of all ceremonies I've booked, including costs	So that I can have a quick view of what funerals are taking place, at what time	MVP	
26	Functional	As a funeral director	I need to be updated if there are any changes to a booking	So that I can quickly make any amendments to all other arrangements	MVP	
27	Functional	As a funeral director	I want to receive notifications & reminders e.g. missing forms, ceremonies due to take place	So that I can avoid form submission delays and deliver any booked ceremonies	Post MVP	

Appendix B - Recommended opportunities to improve the customer experience

28	Functional	As a funeral director	I want to see funeral options available & the equivalent live calculations	So that I when I meet with families, we can review the options available and total costs	MVP	
29	Functional	As a funeral director	I want to create and manage my account profile	So that I can keep my account up to date	MVP	
30	Functional	As a funeral director	I want to provide feedback on completed ceremonies & the system	So that my feedback is reviewed to help with ongoing service & system improvements	MVP	
31	Functional	As a funeral director	I need to contact the service on the system	So that I can submit enquiries & receive responses in one place	Post MVP	
32	Functional	As a funeral director	I need to be able to upload and store various file formats	So that I can submit supporting documents digitally	MVP	
33	Functional	As a stone mason	I need a standard online process to apply for a permit	So that I manage my workload and my relationship with families	MVP	
34	Functional	As a stone mason	I need a simple, consistent way to be billed for my work	So that I can accurately make payments as easily as possible	MVP	
35	Functional	As a stone mason	I need to contact the service on the system	So that I can submit enquiries & receive responses in one place	MVP	
36	Functional	As a stone mason	I need to be able to upload and store various file formats	So that I can submit supporting documents digitally when it's convenient to me	MVP	
37	Functional	As a stone mason	I need to receive notifications & reminders	So that I can see a status of permit submissions and receive reminders should any online forms be missing	Post MVP	
38	Functional	As a stone mason	I need to see all my permit requests on a dashboard including tracking/status of each request submitted	So that I can see what permits have been approved and the current stage of those still being processed	MVP	
39	Functional	As a stone mason	I need to provide feedback for each completed memorial request on the system	So that my feedback is reviewed to help with ongoing service & system improvements	Post MVP	
40	Functional	As a stone mason	I need to create and manage my account profile	So that I can keep my account up to date	MVP	
41	Non-functional	As a member of staff	I need a stable connection on my device to access the new application	So that I can carry out my tasks efficiently	MVP	
42	Non-functional	As a member of staff	I need to login to the application securely using modern authentication (SSO - AAD)	So that I access systems securely	MVP	
43	Non-functional	As a member of staff	I need the application to record user actions	So that I have visibility of audit history on the new system	MVP	
44	Non-functional	As a member of staff	I need the new application to be scalable to accommodate as a minimum of ~9K bookings per year	So that it is capable of meeting increased demand on the service	MVP	
45	Non-functional	As a member of staff	I need the application live environment to be supported every working day	So that users have support available to help capture & resolve system or service-related issues	MVP	
46	Non-functional	As a member of staff	I need the planned maintenance of the application to be scheduled over the weekend or when demand on the system is low	So that it does not impact system availability to our users	MVP	
47	Non-functional	As a member of staff	I need the data to be stored securely, (encrypted at rest)	So that we can prevent any potential data breaches	MVP	
48	Non-functional	As a senior member of staff	I need the new application to have an archiving capability	So that it meets the BCC corporate & service specific retention schedules	Post MVP	
49	Non-functional	As a member of staff	I need google analytics to monitor website usage and page views	So that I can analyse how citizens navigate and use the information available on website to see if it meets their needs	MVP	
50	Non-functional	As a member of staff	I need the new application to support BCC branding	So that users have confidence that they are accessing a BCC service	MVP	
51	Non-functional	As a member of staff	I need the new application to be able to integrate easily with other BCC LOB applications e.g. the register death application	So that Citizen data can be consistent across BCC and to increase automation efforts	MVP	
52	Non-functional	As IT&D	I need to proactively monitor the performance of the new application	So that I am aware of application performance issues and I'm able to make continuous improvements	MVP	
53	Non-functional	All users	I need to ensure the new application meets the web content accessibility guidelines, WCAG 2.1 level AA	So that the new application (web site/app/mobile version) is accessible to all users, including users with impairments to their vision, hearing, mobility, thinking & understanding\	MVP	
54	Non-functional	All users	I need my applications to be available during my working hours	So that I can carry out my tasks efficiently	MVP	
55	Non-functional	As a funeral director & stone mason	I need to login to the systems securely using modern authentication and RBAC	So that I access systems securely	MVP	
56	Non-functional	As a relative	I need to login to the systems securely using modern authentication and RBAC (SSO - Brum account)	So that I access systems securely	Post MVP	
57	Non-functional	All users	I need the application to be useable across different mobile devices	So that I am not restricted to my device type and can work on the move	Post MVP	
58	Non-functional	All users	I need the application to work across different browsers	So that I can carry out my tasks from any secure device	MVP	

Appendix B - Recommended opportunities to improve the customer experience

Housing Repairs Recommendations

Code	Insight	Recommendation	Initial Rating
19	Customers find it difficult to explain what the issue is online. They are unsure if their issue qualifies as an emergency or not, so often they find it easier to ring up and speak to someone. Staff find that some customers believe everything is urgent, meaning there is a gap in expectations and a lack of common understanding.	Consider reviewing the BRUM account reporting process and content to understand how we might clearly communicate the different levels of severity of repairs. Make it easier for customers to tell us what the issue is, improve triaging and reduce the need to ring. Test these changes with users and iterate based on feedback. BCC might want to consider implementing a simple decision tree, diagnostic tool for customers to use.	Medium
20	Customers believe that BCC aren't proactively maintaining housing stock due to a lack of funding, which causes things to become worse over time, resulting in more expensive repairs. Sometimes the wrong people are sent to do the repairs work. Customers experience varying standards of quality of repair, some of which is poor. This results in the need for repeated contact about the same issue.	Improved triaging will help ensuring the right tradesperson is sent to a job. Service level agreements detail the agreed standards of quality and timeframes expected. These are known, documented and publicly available in an accessible format. Customers are served information about the SLA and expectations appropriately, through the service, and don't have to hunt through the website for them. BCC and its partners consistently meet agreed standards. BCC are already exploring how they could make use of smart technology to track and maintain its infrastructure and assets e.g. in housing and highways. This will enable the council to proactively address issues as they arise, often before they become a major problem that is expensive to fix.	Medium
21	Some tenants don't look after their properties to an appropriate standard, resulting in the need for additional repair work, putting added pressure on the department.	Consider reviewing existing tenancy agreements and communication materials detailing expectations of both BCC and the tenant, as well as the escalation process if a either party is found not to be meeting the agreement. Ensure clear documentation is readily available on line in a range of accessible formats and languages.	High
22	For some customers it is a lengthy process scheduling in an appointment via the contact centre. Some customers wish to be able to self serve and book/manage their own appointments.	BCC is already developing an online booking system showing available appointments that customers can self book in Housing. Use the user stories developed as part of this work to ensure this system is user need led and fit for purpose.	High
23	Customers are asked for feedback twice, by both BCC and contractor partners. BCC's request typically comes via SMS and a contractor's request comes via PDAs (personal digital assistants). Feedback is crucial for both BCC and contractors to understand how they can improve service delivery. Contractors want to work more closely with the council, to increase shared understanding of ways of working and processes, for example Northgate systems only track repair activity to measure workload, and cannot track conversations. Some customers receive a request for feedback from BCC for a repair that hasn't yet been carried out.	Consider how to become more joined up between the council and contractors, so customers don't feel the organisational boundaries. Consider how to make use of a single point of feedback that can be shared with our repair partners. Ensure contractors do not ask customers for feedback whilst still in their home.	Medium
24	Sometimes customers are not informed if a contractor will not be attending as planned, meaning they may stay at home all day waiting for someone to come who never arrives. Conversely, sometimes contractors arrive without an appointment being booked in, and the customer is not aware of the visit.	Keeping customers informed about changes to their case, particularly when it directly affects them is fundamental. The appointment notification system will help with this if it has the functionality to provide live updates - for example notifying a tenant that a contractor is running late and they will now arrive at 4pm instead of 2pm.	Medium
25	Customers sometimes miss repair appointments, which is costly to the service.	The service are currently in the process of trying to implement an automated reminder system that will remind the customer 48 hours and 2 hours before the scheduled appointment. Ensure this process is fit for purpose through user testing. Track the impact on rates of missed appointments.	Medium
26	Customers are able to place multiple requests for a repair, which can result in duplication within BCC. In one case 22 jobs were booked for the same property, on different dates. Reference numbers are provided over the phone, but customers don't necessarily take a record of these. Customers are given a separate reference number for each issue in a house.	Consider how BCC can manage cases without using reference numbers, for example assigning a case to a household or customer - this could reduce the possibility for duplication and would improve the customer experience of the service.	High
27	Contractor colleagues are unable to manage information on the housing repairs system. For example, to update details such as phone numbers, or to include a warning about a tenant they must contact BCC directly to get this changed.	Consider how to more effectively work closely with partners, sharing data and systems, to improve efficiencies and the experience customers have of the service.	High
28	Customers are sometimes promised that a manager will be in touch to discuss their case, but this never happens. For some customers, conversations feel scripted and unnatural.	Customer centricity training for the contact centre will help to ensure staff have the training and skills to effectively manage cases and support customers, delivering a high quality of customer experience.	Medium
29	Data shows that there were over 70,000 calls related to housing applications	The website states there's high demand for housing within Birmingham but doesn't give any example or average waiting times based on typical applications. This would help set customers expectations in believing they will get accommodation relatively quickly. It also doesn't let the customer know how many applications are currently on the council housing waiting list. Providing this information may be useful to customers or creating a quick assessment questionnaire asking basic information to provide an estimate of the time it may take to get accommodation would be useful.	High
30	Data shows over 20,000 calls were made by customers checking their rent/council tax balance	Ensure customers are made aware how they can view their balance online via the BRUM account	Medium
		Some contractors have a FLAG initiative in place as well as sending out leaflets to tenants on how to deal with damp for example, they are happy to share this information with the council	Medium

Appendix B - Recommended opportunities to improve the customer experience

Waste Recommendations

Code	Insight	Recommendation	Initial Rating
31	Slab in the cab is currently used at the driver's/team leader's discretion n.b. Note correction - it is a planned/structured pilot to ensure any issues are fully addressed before going live, taking into account lessons learned from earlier less successful roll-outs.	With the early success of the current soft pilot of slab in the cab, the service should consider encouraging more drivers to adopt this system to ensure consistency in quality and reporting across the service.	High
32	At some depots, the rate of missed bins can be high. Customers do not always get their missed bins resolved in a timely manner, with some getting their bin emptied at the next scheduled collection. This means that in some areas public trust can be low in the service.	Make use of slab in the cab across the service to reduce the rate of missed bins across the service, reducing complaints and additional work for back office staff. Review the current policy in place for collecting missed bins within 48 hours to ensure it is achievable for the service and change this target if not, to better manage customer expectations.	High
33	The waste service is currently using the 'task and finish' approach, which means crews often go home earlier than their official finish time. This means managers are unable to reallocate dropped work, so that it can be done on the same day.	Use slab in the cab to reallocate dropped work before crews return to the depot.	High
34	Team leaders want to have a consistent and reliable team. However, they are not always informed of who will be in their team ahead of time, creating confusion and frustration. In addition, team leaders are not always told if their truck is going to be out of action due to an MOT or repairs ahead of time.	Consider how to improve the line of communication between team leaders and management. Ensure there is a feedback loop in place for waste crews to feedback on their issues day to day	High
35	The way complaints are dealt with is inconsistent across the service. The waste service still receive iCasework, rather than these complaints going directly to the complaints team.	Review the complaints process and ensure alignment across all teams, agreeing who should deal with complaints. Consider having an overflow route, should volume become too high.	High
36	Customers don't always following guidance around disposing of their waste correctly as well as the kerbside policy. This leads to missed bin collections and therefore additional customer traffic to BCC and sometimes complaints. BCC don't often communicate why a bin hasn't been collected, which leads to confusion and frustration with customers.	Review current guidance for how the public should correctly recycle and what should not be put into refuse bins. Ensure all guidance and policies are easy to read and accessible in a range of languages and formats. Establish a live update system that is connected to slab in the cab, so customers know when and why their bins have not been collected.	High
37	Sometimes crews need to take a broken bin away. There is nothing for them to provide to the customer telling them what has happened and when the new bin will arrive.	Develop some simple comms in a range of languages and formats for crews to have in the trucks, to post through a customer's front door in this instance.	High
38	Sometimes rubbish is accidentally dropped during rounds. The public can at times become aggressive and there are road rage incidents towards the crews.	Consider reviewing the training crews get to better equip them to deal with difficult members of the public and to ensure they clear up any rubbish that is dropped during the process of collecting bins.	High
39	Staff highlighted that due to traffic issues on their rounds they miss around 15 streets a day resulting in many missed bins.	Consider how to leverage slab in the cab to reallocate dropped work as efficiently as possible and how this information is relayed back to the customer both digitally and non-digitally.	High
40	Not all streets are included on the digital form when reporting a missed bin collection, making this a painful process for some customers.	Review the current maps in use. Consider moving to a live version of Google maps in the missed bin/recycling form to ensure that all roads are current. Enable a customer feedback loop when maps are not up to date.	High
41	Customers have expressed that paying for garden waste is not value for money especially when this type of waste is missed or not collected.	Note: We understand legislation around garden waste has recently changed and local authorities will no longer be able to charge for garden waste.	Low
42	For some customers waste collections have been missed multiple weeks in a row with no explanation or update about when their waste will be taken away.	Consider reviewing the current mechanism for informing a customer their collection will not be done on a single occasion or for multiple occasions.	High
43	Customers are unsure how to use bins correctly. For example the pod should host cardboard, but is often too small for the cardboard customers need to recycle. Some people swap their recycling round so the cardboard goes into the main bin. In addition, customers aren't always clear what to do to manage a missed bin (especially if it's a bag) without creating additional issues such as rodent infestation.	Review current guidance and comms in place informing customers how their bins can be used, including what to do whilst waiting for missed bins to be collected.	Medium

Appendix B - Recommended opportunities to improve the customer experience

Highways Recommendations

Code	Insight	Recommendation	Initial Rating
44	The response to complaints from contractors isn't always to an acceptable quality.	Explore how the service might establish a shared quality standard for responses to complaints, and how we can hold ourselves and our partners to that standard. Consider making adhoc checks of complaint responses to ensure quality standard is acceptable.	Medium
45	Councillors are not always using the form that has been created for them to submit their requests, instead using the highways or general complaints inboxes (resulting in delays in responding due to additional processing time and time spent on manually copying content from councillor's emails into iCasework)	Reinforce messaging to councillors that they must use the correct process, and when they don't respond by asking them and making it very easy for them to do so - e.g. include link to the form and instructions on what to do	High
46	In Highways there are two business support teams broadly doing similar work. They are working in silos and rely in 'middle people' to work effectively	If our understanding of this situation is right, review the roles, responsibilities and function of these two teams and consolidate into one, redirecting freed up resource elsewhere in the service should it be found that there is duplication of effort.	High
47	The service reported finding it difficult to prioritise activity because sometimes everything is considered 'urgent'.	Consider how the service might establish more effective prioritisation processes. Test these with staff to ensure they will be effective and allow staff to focus on things that are a genuine priority.	Medium
48	The Clean Air Zone website is confusing, and it is unclear if zones are in the CAZ or not. CAZ charges are not clearly explained on the website. There is no pre-notification or warning of a CAZ fine. Fines come as a surprise to many customers, which can be confusing and distressing.	Review the webpages and quality of communication about the CAZ. Use a content designer to ensure all written communication is clear and accessible. Test the new content with customers to ensure there is no ambiguity. Ensure zones and times are clearly indicated online so charges do not come as a surprise to customers. Should the development of a BRUM account app happen in the future, the service could consider making use of push notifications to alert customers that they have entered a CAZ and give them, for example 10 minutes to exit the zone should they have entered if unintentionally.	Low
49	Complaints can come to the service from multiple sources, which can make it difficult to spot duplicates, which can result in duplication of effort from the service.	Consider how we can consolidate complaint routes and have one place that they are managed from to ensure there is only one version of the truth for the whole service.	High
50	Customers want to be able to easily report issues on the go. Currently the reporting solution is clunky, customers find the map difficult to use and it doesn't work at all on some devices.	Review the current reporting solution. Consider moving to a live version of Google maps to ensure that all road information is current. Consider using alternative solutions like what3words and coordinates for customers to report locations. Enable a customer feedback loop when location information is not up to date.	High
51	When the service area seeks to engage with service users, they typically use the same group of customers to represent the people of Birmingham.	In line with customer engagement and user research best practice, seek to expand the existing group of customers, refreshing this either on a rolling basis or every six months. This will enable new voices to contribute to shaping the service, which is very important if the engagement is to be meaningful. Ensure that the group represents the diversity of Birmingham, particularly amongst young people and people of colour.	High
52	Customers found there is sometimes a lack of communication on why something has happened or why a decision has been made. This keeps customers in the dark about things they care about and isn't open or transparent.	Openly share what decisions we have made and why. In line with the digital strategy theme 'Evidence based decision making', ensure we use data and evidence for our decisions and publish these to ensure customers are aware.	Medium
53	Customers report that the quality of repairs is not always to a good standard.	Ensure the SLA between us and partners is clear and known. Consider including information online about the expected quality of repairs, what qualifies for a repair and what repairs we will/will not make, e.g. why we only fill in a large pothole when there are other smaller potholes within the immediate area. This will help to better manage customer's expectations and will be information the contact centre and the service can refer customers to.	Medium

Title of proposed EIA	Customer Service Programme Phase 2 - continued implementation of the Customer Service Strategy to improve the customer experience
Reference No	EQUA1000
EA is in support of	Amended Policy
Review Frequency	Annually
Date of first review	18/12/2023
Directorate	Digital and Customer Services
Division	Customer Services
Service Area	Customer Service Programme
Responsible Officer(s)	<input type="checkbox"/> Nikki Spencer
Quality Control Officer(s)	<input type="checkbox"/> Sheraz Yaqub
Accountable Officer(s)	<input type="checkbox"/> Geraldine M Collins
Purpose of proposal	Approval for Phase 2 of the Customer Service Programme - user needs led programme to improve the customer experience for all our users
Data sources	Survey(s); Consultation Results; Interviews; relevant reports/strategies; Statistical Database (please specify); relevant research
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders; Employees; Wider Community
Age details:	Implementation of the Strategy will continue to aim to deliver a best-in-class relationship with our customers offering an improved, consistent and cost-effective end-to-end experience when accessing services, information or advice from the Council, including those who are most

vulnerable ensuring simple and accessible points of contact reducing the effort to needed to use our services. The drive for channel shift continues, encouraging customers to self-serve, releasing the traditional methods such as telephone and face2face to provide focussed support for our most vulnerable users, who may rely on these channels.

The Customer Service Programme has already established a Customer Panel of core citizens members based on the 2022 ONS Census data; and work to continuously improve the panel in terms of diversity, purpose and role; and to establish a wider cohort of member will continue during Phase 2 to ensure the group is truly representative and reflective of Birmingham's diverse community.

In order to ensure any programme engagement was reflective of Birmingham's diverse community, participation was based on the ONS 2022 Census data and all user research conducted by the programme to date has been rigorous in the application of the sampling mix.

Protected characteristic: Disability

Disability details:

Service Users / Stakeholders; Employees; Wider Community

The implementation of the Strategy may impact some customers with disability with the channel shift to self-serve; however the vision of the Strategy is clear and will endeavour to ensure a high quality, consistent and efficient approach to the customer journey across all channels by ensuring customers access the right information at the right time and content is accurate and update regardless of the channel.

The Customer Service Programme has already established a Customer Panel of core citizens members based on the 2022 ONS Census data; and work to continuously improve the

panel in terms of diversity, purpose and role; and to establish a wider cohort of member will continue during Phase 2 to ensure the group is truly representative and reflective of Birmingham's diverse community.

In order to ensure any programme engagement was reflective of Birmingham's diverse community, participation was based on the ONS 2022 Census data and all user research conducted by the programme to date has been rigorous in the application of the sampling mix.

Protected characteristic: Sex
Gender details:

Not Applicable

This protected characteristic is not directly impacted by delivery of the Customer Service Strategy other than to ensure all customers are engaged and the engagement is reflective of Birmingham's diverse community based on the ONS 2022 Census data and all user research conducted by the programme to date has been rigorous in the application of the sampling mix.

The Customer Service Programme has already established a Customer Panel of core citizens members based on the 2022 ONS Census data; and work to continuously improve the panel in terms of diversity, purpose and role; and to establish a wider cohort of member will continue during Phase 2 to ensure the group is truly representative and reflective of Birmingham's diverse community.

Protected characteristics: Gender Reassignment

Not Applicable

Gender reassignment details:

This protected characteristic is not direct impacted by delivery of the Customer Service Strategy other than to ensure all customers are engaged and the engagement is reflective of Birmingham's diverse community based on the ONS 2022 Census data and all user research conducted by the programme to date has been rigorous in the application of the sampling mix.

The Customer Service Programme has already established a Customer Panel of core citizens members based on the 2022 ONS Census data; and work to continuously improve the panel in terms of diversity, purpose and role; and to establish a wider cohort of member will continue during Phase 2 to ensure the group is truly representative and reflective of Birmingham's diverse community.

Protected characteristics: Marriage and Civil Partnership

Marriage and civil partnership details:

Not Applicable

This protected characteristic is not direct impacted by delivery of the Customer Service Strategy other than offering an improved, consistent and cost-effective end-to-end experience for our customers when accessing services, information or advice from the Council, including those who are most vulnerable ensuring simple and accessible points of contact reducing the effort to needed to use our services. The drive for channel shift continues, encouraging customers to self-serve, releasing the traditional methods such as telephone and face2face to provide focussed support for our most vulnerable users, who may rely on these channels.

Protected characteristics: Pregnancy and Maternity

Pregnancy and maternity details:

Not Applicable

This protected characteristic is not direct impacted by

delivery of the Customer Service Strategy other than offering an improved, consistent and cost-effective end-to-end experience for our customers when accessing services, information or advice from the Council, including those who are most vulnerable ensuring simple and accessible points of contact reducing the effort to needed to use our services. The drive for channel shift continues, encouraging customers to self-serve, releasing the traditional methods such as telephone and face2face to provide focussed support for our most vulnerable users, who may rely on these channels, in turn improving the well-being of our customers.

Protected characteristics: Race

Race details:

Service Users / Stakeholders; Employees; Wider Community

Although this protected characteristic is directly impacted by the implementation of the Customer Strategy; the delivery approach is focused on user needs and putting people at the heart of everything we do. The common themes feedback by our customers in the User Research Discovery work conducted by the programme confirm people want to be treated with empathy regardless of race (or any protected characteristic) and phase 2 of the programme will continue to embed the principles of Our Customer Charter through the Culture Change workstream to ensure all staff provide as a minimum a basic level of customer care to all our users and to demonstrate the impact of poor customer service on our users.

The programme ensures all engagement is reflective of Birmingham's diverse community based on the ONS 2022 Census data and all user research conducted by the programme to date has been rigorous in the application of the sampling mix.

The Customer Service Programme has already established a

	ONS Census data; and work to continuously improve the panel in terms of diversity, purpose and role; and to establish a wider cohort of member will continue during Phase 2 to ensure the group is truly representative and reflective of Birmingham's diverse community.
Protected characteristics: Religion or Beliefs	Not Applicable
Religion or beliefs details:	This protected characteristic is not direct impacted by delivery of the Customer Service Strategy other than offering an improved, consistent and cost-effective end-to-end experience for our customers when accessing services, information or advice from the Council, including those who are most vulnerable ensuring simple and accessible points of contact reducing the effort needed to use our services.
Protected characteristics: Sexual Orientation	Not Applicable
Sexual orientation details:	This protected characteristic is not direct impacted by delivery of the Customer Service Strategy other than offering an improved, consistent and cost-effective end-to-end experience for our customers when accessing services, information or advice from the Council, including those who are most vulnerable ensuring simple and accessible points of contact reducing the effort needed to use our services.
Socio-economic impacts	N/A
Please indicate any actions arising from completing this screening exercise.	N/A
Please indicate whether a full impact assessment is recommended	YES
What data has been collected to facilitate the assessment of this policy/proposal?	Complaints, CSAT, Contact Centre, gov.uk analytics, online

	Fire and Send data, Brum Account, Service requests, call volumes, transactions, Top 50 Services and Top 50 Transactions (based volume) and GovMetric data
Consultation analysis	There is a lack of communication when interacting with council services; and a lack of follow-up from the council to inform people what is happening. Decisions aren't made transparently; and customers don't know why things happen with poorly designed services creating distrust. Whilst there were some examples of good service, people recounted numerous examples where they felt they weren't treated in the way they expect.
Adverse impact on any people with protected characteristics.	N/A
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	N/A
How will the effect(s) of this policy/proposal on equality be monitored?	Through existing customer feedback channels, CSAT data - measuring the volumes of complaints for services that have undergone improvements; and customer satisfaction feedback data. The establishment of the Customer Panel is also a forum that will hold the programme and services to account.
What data is required in the future?	Monitoring of the baselined data sources i.e Complaints, CSAT, Contact Centre, gov.uk analytics, online Fire and Send data, Brum Account, Service requests, call volumes, transactions, Top 50 Services and Top 50 Transactions (based volume) and GovMetric data
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

From our Discovery in March-22 to understand the current customer experience by targeting high demand services accessed digitally and offline, the programme identified **118** recommendations/opportunities to improve the customer experience in Housing Repairs (13), Waste (13), Highways (10) and Bereavement Services (28); with a further **52** for Housing Management identified during our Discovery with Housing.

About our customers:

- People are proud of Birmingham
- There are mixed views of the council
- Trust in the council (and Government as a whole) is low
- There is an awareness that the council is stretched
- There is some discontent around political and contractual structures within the council

Common themes from our user research:

- Most people commented on a lack of communication when interacting with council services
- Decisions aren't made transparently, there is a lack of understanding about why things happen
- There is an expectation that the council should be proactive – some things shouldn't need customer interaction
- People should be treated empathetically

Submit to the Quality Control Officer for reviewing?	No
Quality Control Officer comments	happy with this and approved
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	20/10/2022
Reasons for approval or rejection	Happy to approve
Please print and save a PDF copy for your records	Yes

Content Type: Item

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Close

Birmingham City Council

Report to Cabinet

13th December 2022



Subject: Full Business Case and Contract Award: Birmingham Museum and Art Gallery – Museum Estate and Development Grant

Report of: Rob James, Strategic Director, City Operations

Relevant Cabinet Member: Councillor Yvonne Mosquito, Cabinet Member Finance and Resources
Councillor Jayne Francis, Cabinet Member Digital, Culture, Heritage and Tourism

Relevant O &S Chair(s): Councillor Akhlaq Ahmed, Resources
Councillor Jack Deakin, Commonwealth Games, Culture and Physical Activity

Report author: Lesley Steele, Operational Programme Manager, Property Services
Lesley.Steele@birmingham.go.uk

Symon Easton, Head of Cultural Development & Tourism
symon.easton@birmingham.gov.uk

Are specific wards affected? Ladywood	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
Is this a key decision? If relevant, add Forward Plan Reference: 010637/2022.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential : Exempt information Schedule 12A to the Local Government Act 1972 (as amended). Paragraph 3. Information relating to the financial or business affairs of any particular person (including the council)		

1 Executive Summary

- 1.1 A £4.998m grant award from the Department of Digital, Culture Media and Sport (DCMS) Museum Estate and Development (MEND) Fund (administered by Arts Council England) was accepted by delegated authority April 2022, for building and infrastructure repairs at Birmingham Museum and Art Gallery (BMAG).
- 1.2 The report seeks approval to the Full Business Case (FBC) Appendix 2 to approve the contract award detailed in Appendix 1 from RIBA Plan of Works Stage 5 to progress the repairs and renovation works on site at BMAG.

2 Recommendations

That Cabinet:

- 2.1 Approves the FBC in Appendix 2 for the refurbishment works at Birmingham Museum and Art Gallery at a maximum capital cost of £4.998m inclusive of works, fees and contingencies.
- 2.2 Approves the award of a construction contract to ISG Construction Ltd for the repairs and renovation works to BMAG from RIBA Plan of Work Stage 5 (construction) commencing 23rd January 2023 using the Constructing West Midlands 2 (CWM) Framework Agreement. Cabinet approved the procurement route for the project and the award of a contract to RIBA Stage 4 on 22nd March 2022 to ISG Construction Ltd which has been successfully completed.
- 2.3 Authorises the City Solicitor and Monitoring Officer (or their delegate) to take all steps necessary for the preparation of any documents, to negotiate, execute and complete all necessary documentation to give effect to the above recommendations.

3 Background

- 3.1 BMAG is a Grade II* listed building and consists of the 1885 galleries (entrance, Round Room, cafe, Industrial Gallery, balcony galleries, shop) which are linked by a bridge (Link Bridge) to the rest of the building which consists of the Council House Extension (CHE) Galleries, back of house spaces, workshops, fine art stores, and the Gas Hall exhibition space.
- 3.2 The BMAG is managed by the Birmingham Museum Trust (BMT) which was set up in 2012 as an independent charity to manage the city's museum collections and buildings. The Council has a 25 year service contract with BMT (with ancillary property leases) for the provision of museum services.
- 3.3 An Outline Business Case was approved at Cabinet on 22nd March 2022, to progress the development and design works and approval to the procurement strategy and activity for the works using Acivico Ltd's Constructing West Midlands 2 (CWM2) Framework Agreement.
- 3.4 A Delegated Authority 'DCMS MEND Fund Grant Acceptance' was approved in April 2022 by the Assistant Director Neighbourhoods to accept the grant funding

of £4.998m. This is supported by a sum of £3.415m match from the Council House Complex Refurbishment and Electrical Rewire project.

3.5 The scope of works includes repairs and renovations for the following:

- Accessibility – lift repairs/replacement to the public lift on Edmund Street and the goods lift on Margaret Street.
- Fabric longevity – replace water damaged plaster and paint work and roof works to the 1885 and Council House extension roofs.
- Upgrading building services – upgrade the heating systems to the 1885 building, link bridge and Council House extension and the upgrade of the mains water inlet/outlet valve.
- Fire protection – upgrade fire doors and other fire protection works.

3.6 A detailed costed options appraisal has been prepared to maximise the amount of work being carried out to take advantage of the closure period whilst still addressing the outcomes included within the MEND application and keeping within the budget allocation. The option included in the original application has been developed to RIBA Plan of Work Stage 4 with a full schedule of surveys commissioned to inform the design, achieve more cost certainty and to de-risk the project. The revised cost plan for this option exceeded the original estimate by £2.91m due to the complicated nature of replacing the patent glazing in the 1885 roof and the scaffolding required, extended programme of 18 months and increased cost of inflation, materials, labour and preliminaries. Together with the financial pressure of the reinterpretation costs (new display cases, rehanging of artwork, decoration of galleries) of reopening the BMAG in 2024 this cost has been deemed unaffordable hence the scope has been redeveloped in line with the findings of the surveys carried out and the work to the 1885 roof refined to necessary works to address the buildings defects whilst still meeting the original outcomes of the MEND application.

3.7 Following the completion of the electrical refurbishment of the Council House, BMAG reopened spaces within that block to the public on a reduced scale in April 2022 ready for the Commonwealth Games. However, the elements within the Council House Extension will not be available until the completion of the Council House Complex Refurbishment and Rewire programme of works in the summer 2023. Due to the scope of works included in this proposal i.e., roof and high level plaster repairs/replacement which will require internal scaffolding it is not possible to allow the public into these areas for health and safety reasons and it therefore makes sense to limit impact on the public to undertake these works whilst the facility is closed for other refurbishment activity.

3.8 The scope of works in the MEND proposal will take approximately 31 weeks to complete with a proposed start on site in January 2023 with completion anticipated for the end of August 2023. There will be a period of time thereafter

when BMT will reconfigure the displays in the galleries and recall the artefacts from storage prior to reopening to the public.

4 Options considered and Recommended Proposal

- 4.1 Do nothing and not to award a contract for RIBA Stage 5 – this would result in the building (Grade II* listed) deteriorating further and putting the building and collections at considerable risk. Doing nothing now will lead to escalating costs in the future to address the works.
- 4.2 The recommended proposal is to award a contract at RIBA Stage 5 and progress the works on site. This is a one-off opportunity to carry out major repair works whilst is BMAG already closed to the public and its collections removed from the galleries due to the current electrical refurbishment allowing full access for work to be carried out.

5 Consultation

- 5.1 The Leader of the Council and relevant Ward Members have been consulted on this proposal and support it going forward to the next stage of delivery.
- 5.2 The report and FBC was presented to Capital Board on the 9th November 2022 who supported the proposal being progressed.
- 5.3 On approval of the contract award to progress RIBA Stage 5 further consultation will be carried out with customers to inform them of the timetable, scope of works to be carried out and alternative service provision during the temporary closure of BMAG.
- 5.4 BMT's Trustees are working in partnership with the Council and are supportive of the works progressing on site.
- 5.5 The consultation with Arts Council England is ongoing as part of the development and delivery process for the project.

6 Risk Management

- 6.1 A risk register is appended to the Full Business Case Appendix 2.
- 6.2 The main risks to the project at this stage are unforeseen works and the impact these could have on the programme. If additional works are identified an informed decision will be made to what works can be progressed within the constraints of the budget. A contingency has been included within the cost plan.

7 Compliance Issues:

- 7.1 **How are the recommended decisions consistent with the City Council's priorities, plans and strategies?**
 - 7.1.1 The proposal supports the Birmingham City Council Corporate Plan 2022-2026 Our strategic outcomes and priorities:

- A Bold Prosperous Birmingham - The renovation work and continued operation of this internationally significant building will have a positive impact on the City's profile nationally and internationally with the potential to support the City's growing reputation as tourist destination.
- A Bold Inclusive Birmingham – BMT will be able to operate in a building that is watertight with internal areas upgraded allowing them to promote and champion diversity, civic pride and culture, and to empower the citizens of Birmingham to have a voice in how BMAG operates.

7.1.2 The repairs and renovations to BMAG will support the delivery of museum services that benefit the citizens of Birmingham and other stakeholders. The design development will be looking for sustainable solutions to evidence that Birmingham takes a leading role in tackling climate change.

7.1.3 It also supports the Property Strategy 2018/19 – 2023/24 by improving a Grade II* listed asset, providing “fit for purpose” property which meets modern standards and service specific defined objectives, specifically working towards ensuring the asset is operationally efficient.

7.1.4 An Environment and Sustainability Assessment was included as part of the report and Outline Business Case “Birmingham Museum and Art Gallery – MEND Grant’ approved at Cabinet on the 22nd March 2022 (Appendix 3).

7.1.5 Birmingham Business Charter for Social Responsibility (BBC4SR)

ISG Construction Ltd is an accredited signatory to the BBC4SR and has produced an action plan with commitments relevant and proportionate to the value of the proposed contract as part of the work to deliver this proposal. The commitments enhancing and increasing skill levels within the local labour market during construction, focusing on the following key areas:

- Provision of work placements for both education sector and those not in employment
- Jobs for local people and pre-employment routeways into roles for local people
- Educational activities and community activities around health and well being
- Support local community using Match My Project

7.2 Legal Implications

7.2.1 The Council has a best value duty under the Local Government Act 1999 to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of efficiency, economy and effectiveness.

- 7.2.2 This report exercises powers contained within the Public Libraries and Museums Act 1964 by which the local authority for the area is under a duty to provide and maintain museums and art galleries.
- 7.2.3 The Council has a duty under the Occupiers Liability Act 1957 to take such care as in all the circumstances of the case is reasonable to see that visitors will be reasonably safe in using the Council's premises for the purposes for which they are invited or permitted by the Council to be there
- 7.2.4 Under Section 145 of the Local Government Act 1972 the Council may do, or arrange for the doing of, anything necessary or expedient for the provision of entertainment of any nature, the provision of a theatre, development and improvement of the knowledge, understanding and practice of the arts and the crafts which serve the arts and any purpose incidental to the matters aforesaid.

7.3 Financial Implications

- 7.3.1 The capital cost of the scheme as set out in the FBC in Appendix 2 is £4.998m. This is funded by the MEND grant as awarded by the Department of Digital, Culture Media and Sport (DCMS). A breakdown of costs is included within Exempt Appendix 1. These works will improve the fabric of the building negating the need for ongoing revenue repairs.
- 7.3.2 Following escalating cost pressures as outlined in paragraph 3.6 the scope of the project has been revised to be contained within the affordable budget envelope whilst still meeting grant requirements

7.4 Procurement Implications

- 7.4.1 A contract was awarded to ISG Construction Ltd approved by Cabinet in the Outline Business Case 'Birmingham Museum and Art Gallery – MEND Grant' report dated 22nd March 2022 for the first stage of the construction under a Preconstruction Services Agreement up to and inclusive of RIBA Plan of Works Stage 4, using Acivico Ltd's CWM2 Framework Agreement by direct award. This report seeks authority to award a construction contract to ISG Construction Ltd in accordance with the approved procurement route to deliver the main works from RIBA Plan of Works Stage 5 (construction) to completion. Further details relating to the award of contract are in Exempt Appendix 1.

7.5 Human Resources Implications

- 7.5.1 Professional services to support the project are being provided by Property, Finance, Procurement and Legal Officers who will be engaged to deliver this proposal with technical support from Acivico Ltd who will administer the contract.

7.6 Public Sector Equality Duty

- 7.6.1 A copy of the Equality Act 2010 – Public Sector Duty statement together with the initial equality assessment screening are appended – Appendix 4 ref EQUA545 The initial equality assessment discloses that the report recommendations will not have a negative impact on the characteristics and groups protected under the Equality Act 2010 and therefore it is considered that a full assessment is not required for this report.

8 Background Documents

- 8.1 Cabinet report and Outline Business Case 22nd March 2022 'Birmingham Museum and Art Gallery – MEND Grant'

List of appendices accompanying this report:

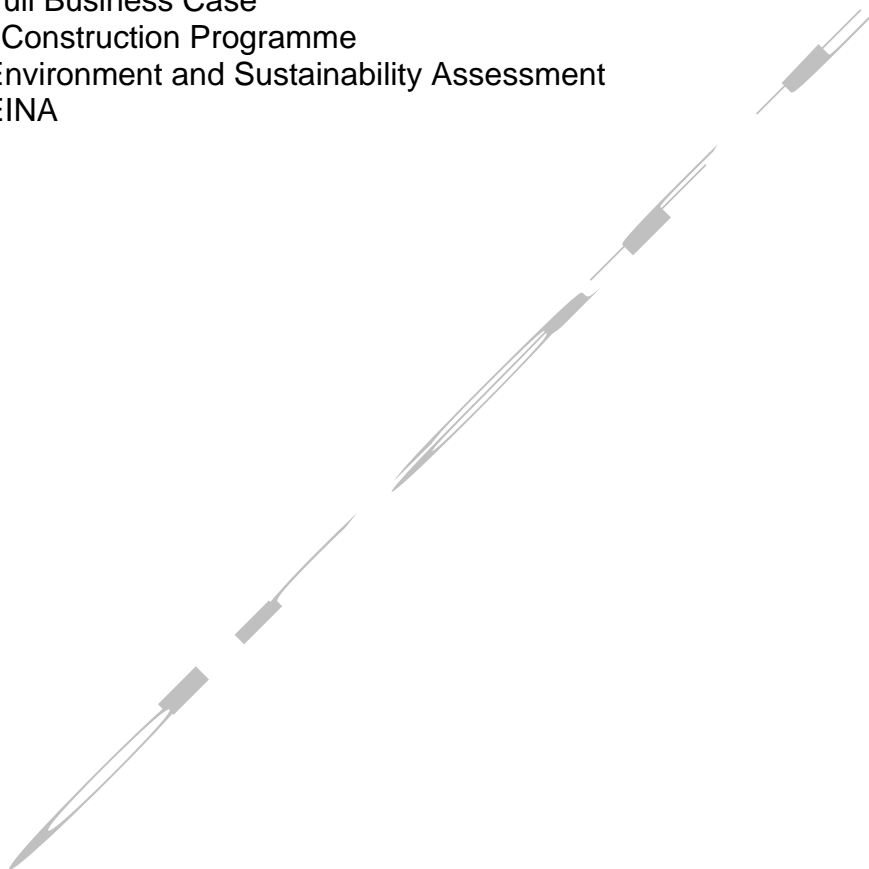
Appendix 1 Exempt Information

Appendix 2 Full Business Case

Appendix 2a Construction Programme

Appendix 3 Environment and Sustainability Assessment

Appendix 4 EINA



FULL BUSINESS CASE (FBC)

A. GENERAL INFORMATION

A1. General

Project Title <i>(as per Voyager)</i>	Full Business Case and Contract Award: Birmingham Museum and Art Gallery – Museum Estate and Development Grant		
Oracle code	L00065		
Portfolio /Committee	Leader's Portfolio	Directorate	City Operations
Approved by Project Sponsor	Chris Jordan AD Neighbourhoods	Approved by Finance Business Partner	Carl X Tomlinson

A2. Outline Business Case approval *(Date and approving body)*

Cabinet 22nd March 2022

A3. Project Description

Birmingham Museum and Art Gallery (BMAG) is part of the Council House Complex which includes the Council House, Council House extension (Margaret St) and BMAG. BMAG was built in 1885 and is Grade II* listed. It consists of the 1885 galleries (entrance, Round Room, cafe, Industrial Gallery, balcony galleries, shop) which are linked by a bridge (Link Bridge) to the rest of the building which consists of the Council House Extension (CHE) Galleries, back of house spaces, workshops, fine art stores, and the Gas Hall exhibition space.

A grant application was submitted to the Museum Estate and Development (MEND) Fund in October 2021. Approval was received from the Arts Council England (ACE) in February 2022 on the full grant submission of £4.9m. The funding will fund the following works:

- Repair the 1885 and Council House roofs including replacing gutters and flashings
- Improve physical access with the refurbishment of the Gas Hall public lift and the Margaret Street goods lift.
- Replace damaged plaster and decorations
- Upgrade heating and lighting.
- Fire protection works

The project delivers on all MEND aims with the majority of funds invested to protect the fabric and longevity of BMAG's structure, displays and stored designated collections by undertaking repairs to prevent water-ingress. The project includes improving conditions and safety for building users, collections and building fabric; improving physical access and protecting collections in transit with the replacement of lifts.

The Council is currently undertaking the 'Council House Refurbishment and Rewire' project which required a decant of BMAG. The timing offers a unique opportunity to undertake the project whilst the Museum is closed to the public and the artefacts have been put into storage.

A report and Outline Business Case were approved at Cabinet on the 22nd March 2022 which approved awarding a contract up to and including RIBA Stage 4 to ISG Construction Ltd (to RIBA Plan of Works Stage 4) who are undertaking the work on the Council House Complex. This has provided an opportunity to align the BMAG works with those of the Council House Complex.

The BMAG MEND works are programmed to commence on site in January 2023 with completion anticipated in August 2023. BMT will then undertake bringing the collections back from storage.

A4. Scope

- Repairs to plaster/paint work throughout the 1885 building and extension.
- Refurbished goods lift (Margaret St) and passenger lift (Gas Hall).
- Heating upgrades to 1885 building, bridge link and the Council House extension.
- Upgrades to water inlet/outlet
- Fire door/fire stopping upgrade.
- Repair/renovations to 1885 roof and Council House roof including improving access for

future maintenance

A5. Scope exclusions

All other areas of BMAG that were not included as part of the MEND grant application and all exhibit display cases are excluded from the proposal.

B. STRATEGIC CASE

This sets out the case for change and the project's fit to the Council Plan objectives

B1. Project objectives and outcomes

The case for change including the contribution to Council Plan objectives and outcomes

The proposal supports the Birmingham City Council Corporate Plan 2022-2026. The strategic outcomes and priorities specific to this proposal are:

- A Bold Prosperous Birmingham
- A Bold Inclusive Birmingham

The proposal supports the Property Strategy 2018/19 – 2023/24. The work will help to renovate a Grade II* listed asset, working towards providing “fit for purpose” property which meets modern standards and service specific defined objectives, specifically working towards ensuring the asset is operationally efficient. The completed project will assist in the protection of the Museum’s collections ensuring they are displayed and stored in an environment that is weather tight.

B2. Project Deliverables

These are the outputs from the project eg a new building with xm2 of internal space, xm of new road, etc

- Protect building fabric, structure, exhibits & collections from water ingress
- Improve physical access by repairing/replacing the public lift and goods lift that serve BMAG.
- Upgrade heating and lighting to reduce the buildings carbon footprint.
- Carry out repairs to water damaged plaster
- Renovate/repair roofs and associated fixtures and fittings including gutters, flashings and the inclusion of man safe systems for future maintenance.
- Replace the mains water outlet to ensure future internal floods are avoided in the future
- Fire protection works to improve fire avoidance.

B3. Project Benefits

These are the social benefits and outcomes from the project, eg additional school places or economic benefits.

Measure	Impact
<i>List at least one measure associated with 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 (eg for economic and transportation benefits)</i>
Deliver revenue savings – reduced maintenance and energy consumption	Reduces reactive repairs and maintenance, lower energy costs.
Supports income generation	Allows for areas to be used for functions, exhibitions without the risk of disruption from water ingress etc.
Improved fire protection, roof repairs and work to upgrade the water inlet/outlet	Collection safety - Reassurance that the collections are protected from the risk of fire and water damage in the future
Refurbishment of goods lift	Exhibits can be moved internally and externally without being damaged.
Refurbishment of the public lift	Refurbishment of the Gas Hall public lift will ensure that there is access for all.
Improved visitor experience	Installation of heating in the Tearoom, Bridge Link

APPENDIX 2

	and other areas of the building will provide a more ambient environment for visitors.
New heating and energy efficient lighting together with the roof repairs	Health and safety, access and building sustainability issues addressed
B4. Benefits Realisation Plan	
<i>Set out here how you will ensure the planned benefits will be delivered</i>	
<p>The Project Team will oversee the key actions and timeline in this proposal. Costs will be managed on an ongoing basis with strict control to keep within the limitations of the grant budget. The Programme will be aligned with that of the Council Complex project to ensure the reopening of the BMAG is not delayed and the grant condition relating to the deadline of spend are adhered to.</p>	
B5. Stakeholders	
<p>A stakeholder analysis is set out at G4 below. A summary of consultation responses is in the covering Executive report.</p>	
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	
<p><i>(including reasons for the preferred option which has been developed to FBC)</i> <i>If options have been further developed since the OBC, provide the updated Price quality matrix and recommended option with reasons.</i></p>	
<ul style="list-style-type: none"> Do nothing and not to award a contract for RIBA Stage 5 – this would result in the building (Grade II* listed) deteriorating further and putting the building and collections at considerable risk. Doing nothing now will lead to escalating costs in the future to address the works. Award a contract for RIBA Stage 5 and progress the works on site. - this is the recommended proposal to enable the work to be carried out site. 	
C2. Evaluation of key risks and issues	
<i>The full risks and issues register is included at the end of this FBC</i>	
<p>The keys risks are unforeseen works and the impact on the programme. It is essential that the project is completed within the MEND grant guidelines and whilst the building is closed (as part of the Council House Complex refurbishment and rewire project) and within budget. A contingency has been included within the cost plan to offset the cost of any unforeseen works Arts Council England will not increase the grant as it was the maximum amount awarded within the £5m threshold. Any additional funds will need to be identified by BCC and BMT.</p>	
C3. Other impacts of the preferred option	
<i>Describe other significant impacts, both positive and negative</i>	
<p>This is the only opportunity to carry out intrusive works whilst the building is closed to the public and the artefacts are not on display.</p> <p>Provides an opportunity to reduce the carbon footprint of the BMAG by improving energy and thermal efficiency in the building</p>	
D. COMMERCIAL CASE	
<i>This considers whether realistic and commercial arrangements for the project can be made</i>	
D1. Partnership, Joint venture and accountable body working	
<i>Describe how the project will be controlled, managed and delivered if using these arrangements</i>	
<p>Although not a formal partnership arrangement the Council has been working collaboratively with BMT as a partner, to deliver the project on site. BCC was awarded the grant formally but are working in partnership with BMT to ensure the project is delivered on site according to the grant conditions. Both BCC and BMT are members of the Project Team.</p> <p>The day to day relationship is that of Landlord and Tenant with BMT occupying their demised areas under a 25 year lease as part of the overall management agreement between the City Council and</p>	

Birmingham Museum Trust for management of the collection and historic premises.

D2. Procurement implications and Contract Strategy:

What is the proposed procurement contract strategy and route? Which Framework, or OJEU? This should generally discharge the requirement to approve a Contract Strategy (with a recommendation in the report).

The report and Outline Business Case approved at Cabinet on 22nd March 2022 approved the procurement route of a direct award to ISG Construction Ltd . Following successful completion of RIBA Stage 4, the recommendation is for ISG Construction Ltd to commence RIBA Stage 5 and progress the works on site.

D3. Staffing and TUPE implications:

There is no staffing or TUPE implications for this project.

E. FINANCIAL CASE*This sets out the cost and affordability of the project***E1. Financial implications and funding**

	Financial Year:	2022/23	2023/24	2024/25	later	Total
		£000	£000	£000	£000	£000
Capital code:	<input type="text"/>					
CAPITAL EXPENDITURE						
Capital costs already incurred						
Other costs to complete:		2,224,428	2,164,071	610,321		
Acivico fees						321,233
BMT PM						66,000
Works						4,289,519
Contingency						322,068
Total capital expenditure		2,224,428	2,164,071	610,321	0	4,998,820
CAPITAL FUNDING:						
Development costs funded by:						
[please itemise]						
Other costs funded by:						
MEND Grant		2,224,428	2,164,071	610,321		4,998,820
Total capital funding		2,224,428	2,164,071	610,321	0	4,998,820

Financial Year:	2022/23	2023/24	2024/25	later	Total
	£000	£000	£000	£000	£000
Revenue code:	<input type="text"/>				
REVENUE CONSEQUENCES					
Revenue costs during project delivery:					
[please itemise]					0
					0
Operating period expenditure:					
[please summarise main items]					0
					0
					0
					0
Less income:					
[please itemise]					0
					0
					0
Less proposed savings					0
Net revenue consequences	0	0	0	0	0
REVENUE FUNDING:					
					0
Current budget provision					0
Other revenue resources identified:					0
[please itemise]					0
					0
Total revenue funding	0	0	0	0	0
E2. Evaluation and comment on financial implications:					
The works are to be funded from the MEND Grant of £4.998m with match funding of £3.415m apportioned from the Council House Complex Refurbishment and Electrical Rewire project. Total value of the project £8.414m					
E3. Approach to optimism bias and provision of contingency					
A 7.5% client contingency for unforeseen additional works has been included within the cost plan.					
E4. Taxation					
Describe any tax implications and how they will be managed, including VAT					
The Council will be able to recover the 20% VAT on payments to the contractor under the normal procedures.					
F. PROJECT MANAGEMENT CASE					
This considers how project delivery plans are robust and realistic					
F1. Key Project Milestones			Planned Delivery Dates		
The summary Project Plan and milestones is attached at G1 below					
Cabinet approval			13 th December 2022		
Contract Award			20 th December 2022		
Planned start date for delivery of the project			23 rd January 2023		
Practical completion			August 2023		

Date of Post Implementation Review	September 2024
F2. Achievability	
<i>Describe how the project can be delivered given the organisational skills and capacity available</i>	
Acivico Ltd and ISG Construction Ltd are already contracted to deliver the 'Council House Complex Refurbishment and Rewire' Project which is currently progressing on site. They have a team of specialists who understand the building and have carried out surveys relating to the works in this proposal which puts them in an excellent position to continue and deliver the BMAG MEND project.	
F3. Dependencies on other projects or activities	
The proposal will be aligned with the programme for the Council House Complex Refurbishment and Rewire Project which is already progressing on site.	
F4. Officer support	
Project Manager (client): Lesley Steele	
Project Accountant: Lisa Pendlebury	
Project Sponsor: Chris Jordan AD Neighbourhoods	
F5. Project Management	
<i>Describe how the project will be managed, including the responsible Project Board and who its members are</i>	
<p>The project will be managed by the client Property Services on behalf of the end user BMT. Acivico Ltd have been commissioned to administer and manage the Pre-construction services agreement (PCSA) and on approval of the Cabinet report will be commissioned to administer the construction contract for delivery of the works.</p> <p>A project team has been set up, made up of BMT end user representatives, Client PM, Acivico and the contractor.</p> <p>The Project Board will be made up from representatives from Finance, Property Services, BMT and City Operations Directorate</p> <p>The project preconstruction is being managed through monthly design meetings and monthly Project Team meetings chaired by Acivico.</p> <p>Cost control will be a key measure as there is access to additional grant funding from MEND so change control must be rigorous to ensure there is no overspend.</p> <p>.</p>	

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

Attached Appendix 2a

G2. SUMMARY OF RISKS AND ISSUES REGISTER

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

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

		Risk after mitigation:	
Risk or issue	mitigation	Severity	Like- lihood
1. Unforeseen Works	Surveys have been carried out to identify the full scope of the works. A contingency is built into the cost plan to offset any additional costs and programme delays arising from unforeseen requirements. A further value engineering exercise will be carried out to ensure the scope does not exceed the grant funding.	M	L
2. Programme delays	Programme has been aligned with the Council House Complex programme to ensure there are no abortive or duplication of works. The programme will be reviewed regularly, and activities adjusted if required. The completion date is well within the deadline of spend for the MEND Grant of March 2025.	L	L
3. BMT request compensation for delay in reopening BMAG	The programme has been aligned with that of the Council House Complex to ensure completion in the summer of 2023. It is recognised that any deviation to this programme could result in claims for loss of income. See point 2 above	H	M
4. Listed Building Consent	The Conservation Planner has been consulted on the scope and specification for the works and is supportive.	L	L
5. Brexit, market conditions, material shortages & inflation	Competitively tender all sub-contract packages and monitor supply chain. Inflation and contingency sums included in cost plan.	M	M
6. Further Covid 19 Outbreak	Construction industry is familiar with working under pandemic conditions Government /NHS guidance to be followed. Welfare facilities will be provided to ensure hand washing/sanitiser stations are in place	L	L

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)

The terms and conditions associated with the MEND Grant are laid out in the offer letter. Payments are made in instalments as per the MEND schedule and are conditional on receiving the appropriate monitoring reporting information.

G4. STAKEHOLDER ANALYSIS		
Stakeholder	Role and significance	how stakeholder relationships will be managed
Birmingham Museum Trust	Partner	Regular meetings
Cabinet Member Digital, Culture, Heritage and Tourism & Cabinet Member Finance and Resources	Portfolio holders for the Service and Budget	Regular verbal and email updates via the Head of Cultural Development and Tourism
Strategic Director City Operations and Assistant Director Neighbourhoods	Sponsor	Regular verbal and email updates via the Head of Cultural Development and Tourism
Department of Digital, Media Culture and Sports, Arts Council England	Grant originator and administration	Regular progress reports as stipulated in the grant conditions.
The Public	End users	BMAG social media
ISG Construction	Contractor	Meetings and regular contact with Acivico

Other Attachments <i>provide as appropriate</i>	
•	
•	
•	
•	

10637/2022

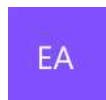
Revision Issue Date : 22/09/2022 Revision Comment : Option 6 - Removal of Patent Glazing to main roof & new state roof to bridge start 13th Feb

Drawn By : MP
Original Issue Date : 12/09/2022
Programme Number : ISG\CWM\BMBAGMEND\TP Revision : 01
Revision Issue Date : 22/09/2022 Revision Comment : Option 6 - Removal of Patent Glazing to main roof & new slate roof to bridge start 13th Feb

Revision Issue Date : 22/09/2022 Revision Comment : Option 6 - Removal of Patent Glazing to main roof & new state roof to bridge start 13th Feb

St Paul's Place
40 St Paul's Square
Birmingham B3 1QX
T 0121 262 1760
www.isgplc.com

Revision Issue Date : 22/09/2022 Revision Comment : Option 6 - Removal of Patent Glazing to main roof & new state roof to bridge start 13th Feb



Assessments

Title of proposed EIA	MEND Capital Funding Application
Reference No	EQUA730
EA is in support of	New Function
Review Frequency	Six Months
Date of first review	28/02/2022
Directorate	Neighbourhoods
Division	Neighbourhoods
Service Area	Cultural Development & Tourism
Responsible Officer(s)	<input type="checkbox"/> Symon Easton
Quality Control Officer(s)	<input type="checkbox"/> Karen Huxtable
Accountable Officer(s)	<input type="checkbox"/> Chris Jordan
Purpose of proposal	Application to DCMS for capital funding to repair BMAG
Data sources	Survey(s); Consultation Results; relevant reports/strategies
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	N
Protected characteristic: Age	Not Applicable
Age details:	
Protected characteristic: Disability	Not Applicable
Disability details:	
Protected characteristic: Sex	Not Applicable
Gender details:	
Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	
Protected characteristics: Marriage and Civil Partnership	Not Applicable
Marriage and civil partnership details:	
Protected characteristics: Pregnancy and Maternity	Not Applicable
Pregnancy and maternity details:	
Protected characteristics: Race	Not Applicable
Race details:	
Protected characteristics: Religion or Beliefs	Not Applicable
Religion or beliefs details:	
Protected characteristics: Sexual Orientation	Not Applicable
Sexual orientation details:	
Socio-economic impacts	N/A
Please indicate any actions arising from completing this screening exercise.	To reassess in Feb 2022 if application successful
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	Existing building condition surveys and meetings with Birmingham Museums Trust and ACIVICO
Consultation analysis	To discuss and inform a capital funding application to DCMS

Adverse impact on any people with protected characteristics.	None affecting any of the protected characteristics
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	N/A
How will the effect(s) of this policy/proposal on equality be monitored?	Will be reviewed in Feb 2022 if application successful
What data is required in the future?	Further detailed building surveys
Are there any adverse impacts on any particular group(s)	No
If yes, please explain your reasons for going ahead.	No
Initial equality impact assessment of your proposal	This is just a proposal to support a funding application to DCMS for capital funding towards vital building repairs at Birmingham Museum and Art Gallery. These are capital works so if the application is successful, have no impact on any of the Protected Characteristics.
Consulted People or Groups	
Informed People or Groups	
Summary and evidence of findings from your EIA	This is just a proposal to support a funding application to DCMS for capital funding towards vital building repairs at Birmingham Museum and Art Gallery. These are capital works so if the application is successful, have no impact on any of the Protected Characteristics.
QUALITY CONTROL SECTION	
Submit to the Quality Control Officer for reviewing?	No
Quality Control Officer comments	Following discussion with Symon Easton on 27th July. I can confirm that this can proceed for approval to the Accountable Officer.
Decision by Quality Control Officer	Proceed for final approval
Submit draft to Accountable Officer?	Yes
Decision by Accountable Officer	Approve
Date approved / rejected by the Accountable Officer	27/07/2021
Reasons for approval or rejection	Any capital improvements (if the bid is successful) will be in line with required building regs
Please print and save a PDF copy for your records	Yes
Julie Bach	
Person or Group	

Content Type: Item

Version: 40.0

Created at 26/07/2021 12:35 PM by ☐ Symon Easton

Last modified at 27/07/2021 05:58 PM by Workflow on behalf of ☐ Karen Huxtable

Close

APPENDIX 4

Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/ decision/development proposal is likely to have on the environment. This assessment must be completed for CLT and Cabinet reports where appropriate. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete.

To complete the assessment, you should consider whether the proposal will have a positive or a negative impact on each of the key themes by placing a (√) for positive, (x) for negative and (?) for unclear impact, and (N/A) for non-applicable impact. Further guidance on the completion of the template is available on page 3 below.

Project Title:	Birmingham Museum and Art Gallery MEND			
Directorate: City Operations	Team: Property Services		Person Responsible for assessment: Lesley Steele	
Date of assessment: 18th January 2022	Is it a new or existing proposal? New proposal			
Brief description of the proposal: The grant will fund the following areas of work <ul style="list-style-type: none"> • Accessibility – lift repairs/replacement to the public lift on Edmund Street and the goods lift on Margaret Street. • Fabric longevity – replace water damaged plaster and paint work and roof works to the 1885 and Council House extension roofs. • Upgrading building services – upgrade the heating systems to the 1885 building, link bridge and Council House extension and the upgrade of the mains water inlet/outlet valve. • Fire protection – upgrade fire doors and other fire protection works. 				
Potential impacts of the policy/development/ decision 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 - including water, soil, air	√			ISG Construction will support green travel plans by encouraging staff to utilise public transport to travel to and from site where feasible.

MEND 18.01.2022

1

				Where appropriate meeting will also be held via Microsoft Teams reducing travel into the city centre. Electronic files and Shared Drives will be utilised by the project team to view/share information reducing paper wastage (wood wastage).
Energy use and CO ₂ emissions	√			<p>Roof replacement works, specifically the 1885 roof will include insulation as per current Building Regs which will assist with reducing heat loss from the building</p> <p>New lighting will use LED fittings with sensor controls where appropriate, which are activated when movement is picked up.</p> <p>Additional heating is to be installed in areas where there is currently no heating; Link Bridge and where heating is inadequate; Edwardian Tearoom. This will help alleviate damp and condensation.</p> <p>Consideration will be given to how materials used in the refurbishment can be recycled at the end of their useful life.</p> <p>.</p>
Quality of environment	√			<p>We will encourage the contractor to review their transportation plan and encourage their staff where practicable to use public transport, cycle to work and car share.</p> <p>Overall, the internal environment will be improved for both visitors and staff as the proposed works will address the major issue of water ingress and lack of heating. The work will also extend the life of a grade II* listed building ensuring it is fit for purpose whilst also protecting the collections it houses.</p>

Impact on local green and open spaces and biodiversity			√	N/A
Use of sustainable products and equipment	√			<p>ISG Construction will be using material that are sensitive to the building's grade II* listing. This will include materials originally used e.g. lime plaster and slate roofing tiles. Materials will be responsibly sourced with consideration given to the impact on the environment. e.g. timber sourced from sustainable sources and reusing roof tiles where possible and replacing damaged tiles with reclaimed ones.</p> <p>N.B Historic England will dictate what materials we can use as part of the grant conditions as they will want us to replicate those used originally in the building where feasible.</p>
Minimising waste	√			ISG Construction has a Site Waste Management Plan. This encourages the concept of designing out waste and repurposing materials at end of life.
Council plan priority: a city that takes a leading role in tackling climate change	√			We will work in partnership with ISG and Acivico to ensure a sustainable repair and refurbishment is delivered. We will be encouraging ISG to review their working practices to support the R20 agenda e.g. operatives to car share reducing carbon emissions or where practicable cycle or utilise public transport to travel to and from site.
Overall conclusion on the environmental and sustainability impacts of the proposal	<p>We will encourage the contractor to be as resourceful as possible, working within the constraints of the buildings listed status. Environmental sustainability will be reviewed at each progress meeting to ensure that the project team are fully committed and additional contributions can be made.</p>			

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Guidance for completing the template

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 affluent water requires energy and contributes to climate change. Some of the activities including construction or disposal of waste may lead to soil pollution. The decisions may lead to more journeys thereby deteriorating air quality and thus contribution to climate change and greenhouse gases.</p>
Energy use and CO 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>
Quality of environment.	<p>Does the decision impact on the overall quality of the built environment?</p> <p>Decisions may have an impact on the overall setting, character and distinctiveness in the area. For example, if development involves ground digging and excavations etc. it may have an impact on the local archaeology.</p>
Impact on local green and open spaces and biodiversity	<p>The proposal may lead to localised impacts on the local green and open spaces which may have an impact on local biodiversity, trees and other vegetation in the area.</p> <p>Will the proposal lead to loss (or creation) of green and blue infrastructure?</p> <p>For example, selling an open space may reduce access to open space within an area and lead to a loss of biodiversity. However, creating a new open space would have positive effects.</p>
Use of environmentally sustainable products, equipment and packaging'	<p>Will the decision present opportunities to incorporate the use of environmentally sustainable products (such as compostable bags, paper straws etc.), recycled materials (i.e. Forest Stewardship Council (FSC) Timber/wood), non-polluting vehicles, avoid the use of single use plastics and packaging.</p>
Minimising waste	<p>Will the decision minimise waste creation and the maximise recycling during the construction and operation</p>

	<p>of the development/programme/project?</p> <p>Will the decision provide opportunities to improve recycling?</p> <p>For example, if the proposal involves the demolition of a building or a structure, could some of the construction materials be reused in the new development or recycled back into the construction industry for use on another project?</p>
Council plan priority: a city that takes a leading role in tackling climate change and deliver Route to Zero.	How does the proposal or decision contribute to tackling and showing leadership in tackling climate change and deliver Route to Zero aspirations?

If you require further assistance with completing this template, please contact: ESAGuidance@birmingham.gov.uk

Birmingham City Council

Report to Cabinet

13th December 2022



Subject: New Build - Atlas Works Depot, Tyseley

Report of: Rob James, Strategic Director City Operations and
Paul Kitson, Strategic Director Place, Prosperity & Sustainability

Relevant Cabinet Member: Councillor Majid Mahmood, Cabinet Member Environment
Yvonne Mosquito, Cabinet Member, Finance and Resources

Relevant O & S Chair(s): Councillor Mohammed Idrees, Housing and Neighbourhoods
Councillor Akhlaq Ahmed, Resources

Report author: Lesley Steele, Property Services
Lesley.steele@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
Tyseley and Hay Mills Ward		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 010720/2022		
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: This is exempt under Paragraph 3 of Schedule 12A of the Local Government Act 1972 as amended i.e. information relating to the financial or business affairs of any particular person (including the authority holding that information)		

1 Executive Summary

- 1.1 This report provides an overview of the increase in cost for the project due to the additional works identified since the works commenced on site in February 2022.

2 Recommendations

That Cabinet:

- 2.1 Notes the increase in the overall cost of the project from £13.99m to £16.24m
- 2.2 Approves the increase of the Prudential Borrowing (PB) from £2.25m to £4.50m over an extended payback period of 40 years.
- 2.3 Approves the increase in cost of the current contract with Morgan Sindall Construction Ltd for the construction of the new depot in the sum as set out in the Exempt Appendix 1.
- 2.4 Authorises the City Solicitor and Monitoring Officer (or their delegate) to execute and complete all necessary legal documents to give effect to the above recommendations.

3 Background

- 3.1 The Full Business Case (FBC) for the construction of a new depot to accommodate the relocation of the current Montague Street and Redfern Road Depots on the Atlas Works site was approved by Cabinet on 12th October 2021
- 3.2 Following the award of contract by Cabinet, Morgan Sindall Construction commenced works on site in February 2022, additional works with an increase in costs have been identified that were not foreseen during the tender process relating to extraordinary weather conditions, substantial water and drainage issues impacting on the remediation of the site and the cost of lowering and diverting utility and communication services at the new entrances to the site. The main items are detailed below:
 - 3.3 At the end of February 2022, Storm Eunice hit causing structural damage to the garages on the Kings Road Housing Depot site. The garages formed a boundary wall between the Atlas Works and Kings Road Housing Depot site. Following a structural survey, Morgan Sindall Construction raised major concerns that if they commenced piling in that area the garages were at risk of collapse. Housing approved the demolition of the garages which caused a 5 week delay to the programme. Also, with the removal of the garage walls, a new retaining wall, to address the drop in levels between the 2 sites had to be constructed.
 - 3.4 During the excavation of the site, it was identified that when the previous owner's demolition contractor demolished the buildings on the site, drainage connected to neighbouring properties was also removed. This has led to surface water from neighbouring properties dispersing onto the site from rainwater pipes and from underground drainage pipes. As a temporary solution a water tank and pump has

been installed to remove the water. Additional drainage including an attenuation tank has had to be designed and incorporated into the project.

- 3.5 Following extensive excavation of other areas of the site, ground water has been identified as a major issue, even during mild rainfall the site becomes saturated. Severn Trent Water Ltd have visited the site and have not identified any burst pipes within the Atlas Works site footprint however they have not discounted a burst pipe outside the boundary of the site. The water has been tested and has been identified as both storm and foul. Severn Trent Water Ltd have yet to identify the source but are investigating whether it may be from leaks from properties within the vicinity, levels in the immediate area, or a high-water table. The site is at a lower point than its surrounding neighbours and now that the original buildings on the site have been demolished, there is no barrier to stop excessive water accessing the site. The build-up of water has washed away the surface to the access road and car park. This will need to be reinstated and include cement stabilisation to the ground to the south of the site, consequently this has impacted on the programme with additional cost implications.
- 3.6 Costs requested by utility companies for the S278 Agreement (Highways Act 1980) works required to facilitate service diversions to form new entrances to the site [from Kings Road and Redfern Road] and the S104 Agreement (Water Industry Act 1991) requirement to install sewers to a standard at which Severn Trent Water Ltd will adopt, have come in excessively higher than the provisional sums included within the original cost plan. Negotiations with the utility companies is progressing to minimise costs.
- 3.7 There is a requirement as part of the disposal deal, for the Council to vacate Montague Street Depot by the 31st March 2023, when Homes England will take vacant possession of the site. Any further delays could impact on Homes England's programme. The construction works at the Atlas Works site are programmed to complete on the 20th January 2023. The building will then be fitted out with furniture and equipment following handover and the staff from Montague Street and Redfern Road Depots moved across to it.
- 3.8 The project contingency has been fully utilised and further funding is required to offset the cost of these additional works.

4 Options considered and Recommended Proposal

- 4.1 Do nothing and not modify the contract – this is not option as the works are required to be completed to meet the fixed deadline for the disposal deal.
- 4.2 To reduce the scope by value engineering the project specification and design – this has been carried out previously and it is not possible to identify further savings from this approach.
- 4.3 To modify the contract by increasing the value and that of the prudential borrowing sum – this is the recommended proposal to enable the completion of

the development without impacting on the programme or the service's revenue budget.

5 Consultation

- 5.1 A briefing note updating the group on the current position was presented to the Officers pre agenda for Capital Board on 23rd September 2022. The group advised that on confirmation of additional costs a draft Cabinet report be presented to the Capital Board.
- 5.2 This report was presented to Capital Board on the 9th November 2022 who supported it going forward.
- 5.3 Local Ward Members have been consulted on this report.

6 Risk Management

- 6.1 The main risk is a further delay to the programme would add additional cost to the project and impact on Montague Street and Redfern Road Depots relocating to the new building before the 31st March 2023. Also, a delay on vacating Montague Street Depot would impact on Homes England taking vacant possession of the Montague Street site on the contractually agreed date of the 31st March 2023. In order to mitigate this risk approval is required to extend the PB period to enable the modification of the contract with Morgan Sindall Construction.,

7 Compliance Issues:

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

- 7.1.1 The proposal supports the Birmingham City Council Corporate Plan 2022-2026 by contributing to the Council's Key Priorities, specifically A Bold Green Birmingham contributing to ensure the city's clean and supporting the aspiration for the City Council to be net zero-carbon by 2030.
- 7.1.2 The proposal supports the Waste Strategy 2019 – 2034 by working towards improving air quality by locating new facilities within the Tyseley Environmental Enterprise Zone footprint. Also, there is an aspiration to connect to the Tyseley Incinerator site, whilst it is still operating for the provision of energy converted from waste products.
- 7.1.3 An Environmental Sustainability Assessment was submitted as part of the 'Full Business Case - New Build Depot for the Relocation of Montague Street and Redfern Road Depots (Atlas Works)' and approved at Cabinet on the 12th October 2021.
- 7.1.4 Birmingham Business Charter for Social Responsibility (BBC4SR):
Morgan Sindall Construction Ltd is a certified signatory to the BBC4SR and has provided additional commitments proportionate to the modified contract.

7.2 Legal Implications

- 7.2.1 S1 of the Localism Act 2011 contains the Council's general power of competence, which is circumscribed only to the extent of any pre-commencement restrictions on or any specific post-commencement restrictions of that power, and S111 of the Local Government Act 1972 contains the Council's subsidiary powers to do anything, whether or not involving the expenditure, borrowing or lending of money, or the acquisition or disposal of any property or rights, which is calculated to facilitate, or is conducive or incidental to the discharge of any of its functions.

7.3 Financial Implications

- 7.3.1 The report seeks to increase the capital budget for the project and fund the increase through additional service funded prudential borrowing. The project is now estimated to cost £16.24m which is an increase of £2.25m from the original estimate of £13.99m – detail of the additional costs is set out in Exempt Appendix 1. The project is funded from capital receipts of £11.74m and service prudential borrowing of £4.50m as per table below.

	Original	Revised	Difference
Capital Cost	£13.99m	£16.24m	£2.25m
Funded by:			
Capital Receipts	£11.74m	£11.74m	-
Prudential borrowing	£2.25m	£4.50m	£2.25m

- 7.3.2 Borrowing will be repaid over a 40 year period reflecting the useful life of the asset. The cost of borrowing is £0.179m per annum and funded within the existing service revenue budget.

7.4 Procurement Implications (if required)

- 7.4.1 Regulation 72(1)(c), Modification of Contracts During their Term, of the Public Procurement Regulations (PCR) 2015, allows provision for contracts to be modified without the need for a new procurement procedure where all of the following conditions are fulfilled:

- i. the need for modification has been brought about by circumstances which a diligent contracting authority could not have foreseen.
- ii. the modification does not alter the overall nature of the contract.
- iii. any increase in price does not exceed 50% of the value of the original contract.

The contract modification is compliant with PCR 2015, Regulation 72(1)(c) on the basis that the modification was unforeseen as described in paragraphs 3.2 to 3.7

above, does not alter the overall nature of the contract and the increase in price does not exceed 50% of the value of the original contract.

- 7.4.2 Since the award of the contract, Morgan Sindall Construction Ltd have provided a satisfactory service in accordance with contractual requirements despite the requirement for the increase in the estimated spend. On this basis and for the reasons stated above, it is recommended that the value of the contract is modified.

7.5 Human Resources Implications (if required)

- 7.5.1 Professional services to support the project will be provided by Property, Finance, Procurement and Legal Officers who will be engaged to deliver this proposal with technical support for the construction from Acivico Ltd.

7.6 Public Sector Equality Duty

- 7.6.1 A copy of the Equality Act 2010 – Public Sector Duty statement together with the initial equality assessment screening ref EQUA549 were appended to the Cabinet Report and FBC approved at Cabinet on the 12th October 2021.

8 Background Documents

- 8.1 Cabinet Report and Full Business Case New Build Depot for the Relocation of Montague Street and Redfern Road Depots (Atlas Works) 12th October 2021.
- 8.2 Cabinet Report Financial Monitoring Report 2021/22 Quarter 3 (up to 31st December 2021) 8th February 2022.

List of appendices accompanying this report:

Appendix 1 - Exempt information
Appendix 2 - Environmental Sustainability Assessment
Appendix 3 - EQUA549

APPENDIX 2

Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/ decision/development proposal is likely to have on the environment. This assessment must be completed for CLT and Cabinet reports where appropriate. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete.

To complete the assessment, you should consider whether the proposal will have a positive or a negative impact on each of the key themes by placing a (√) for positive, (x) for negative and (?) for unclear impact, and (N/A) for non-applicable impact. Further guidance on the completion of the template is available on page 3 below.

Project Title:	New Build Depot for the Relocation of Montague Street and Redfern Road Depots (Atlas Works)			
Directorate: City Operations	Team: Property Services		Person Responsible for assessment: Lesley Steele	
Date of assessment: 5th August 2021	Is it a new or existing proposal? New proposal			
Brief description of the proposal: A new depot will be constructed on the former Atlas Works site in Tyseley. The proposal will amalgamate 2 existing depots (Montague St and Redfern Road Depots).				
Potential impacts of the policy/development/ decision 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 - including water, soil, air	√			Morgan Sindall will focus on air quality improvement by implementing dust control plans, green travel plans, and complying with EU Directive 97/68EC engine emissions standard for all non-road mobile machinery (NRMM). Saving water; Where the scope of works includes for new sanitaryware we will endeavour to use where

27.8.21

1

				<p>practicable push operation taps for wash hand basins and showers to reduce water usage and also fit low flush toilets.</p> <p>Reduce paper wastage (wood wastage) ;Electronic files and Shared Drives are being utilised by the project team to view/share information reducing paper wastage.</p>
Energy use and CO ₂ emissions	√			<p>The new lighting will use LED fittings with sensor controls in some areas e.g. offices whereby the lighting will be activated when movement is picked up by the sensors.</p> <p>The heating system to be installed is a wet system which can easily be converted to recycled energy in the future (There is an aspiration to connect to Tyseley Incinerator after 2023+ to utilise the energy produced from waste)</p> <p>New sanitary fittings will use push taps to reduce water wastage (and to stop anti-social behaviour by misuse and flooding of toilets)</p> <p>The infrastructure will be installed to allow for the future connection of a live wire from Tyseley RC to operate rapid electric chargers for the fleet.</p> <p>Consideration will be given to how materials used in the refurbishment can be recycled at the end of their useful life.</p> <p>.</p>
Quality of environment	√			<p>We will encourage the contractor to review their transportation plan and encourage their staff where practicable to use public transport, cycle to work and</p>

				<p>car share.</p> <p>Overall, the environment will be improved as the proposed works will extend the life of the buildings ensuring they are fit for purpose.</p> <p>The site of the new build is a brownfield site that will be brought back in to use. The design and access statement states that a green roof will be provided, and some trees will be planted. This will help to improve the quality of the local environment.</p>
Impact on local green and open spaces and biodiversity			√	
Use of sustainable products and equipment	√			<p>Morgan Sindall select partners that have considered the environmental and wellbeing impact of material choices, and the way materials are sourced from raw material extraction all the way through the value chain. Measurement: Social Value Bank – Adoption of Responsible Procurement Framework and percentage of timber sourced from sustainable sources.</p>
Minimising waste	√			<p>Morgan Sindall will have a Site Waste Management Plan. They adopt circular economy principles prevention, reuse, recycling, recovery and disposal. These ensure they design out waste, keep resources in use for as long as possible, extract maximum value while in use and repurpose materials at end of life.</p>
Council plan priority: a city that takes a leading role in tackling climate change	√			<p>We will work in partnership Morgan Sindall and Acivico to ensure a sustainable new build is delivered. We will expect Morgan Sindall to review their working practices to support the R20 agenda e.g. operatives to car share reducing carbon emissions or where practicable cycle or utilise public transport to site.</p>

<p>Overall conclusion on the environmental and sustainability impacts of the proposal</p>	<p>Morgan Sindall Construction the contractor on the project are committed to being a Responsible Business and to conduct its business with the highest standards of sustainability “Improving <i>the environment is fundamental to our business activities. We will act to combat climate change and its impact by reducing the CO2 emissions of our activities. Where possible we reduce, reuse or recycle to minimise our environmental impact. Our carbon strategy is about enabling and empowering customers to achieve their climate change commitments and aspirations. Our current trajectory points towards Net Zero in 2030 for our own operation</i>”.</p>
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Guidance for completing the template

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 affluent water requires energy and contributes to climate change. Some of the activities including construction or disposal of waste may lead to soil pollution. The decisions may lead to more journeys thereby deteriorating air quality and thus contribution to climate change and greenhouse gases.</p>
Energy use and CO 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>
Quality of environment.	<p>Does the decision impact on the overall quality of the built environment?</p> <p>Decisions may have an impact on the overall setting, character and distinctiveness in the area. For example, if development involves ground digging and excavations etc. it may have an impact on the local archaeology.</p>
Impact on local green and open spaces and biodiversity	<p>The proposal may lead to localised impacts on the local green and open spaces which may have an impact on local biodiversity, trees and other vegetation in the area.</p> <p>Will the proposal lead to loss (or creation) of green and blue infrastructure?</p> <p>For example, selling an open space may reduce access to open space within an area and lead to a loss of biodiversity. However, creating a new open space would have positive effects.</p>
Use of environmentally sustainable products, equipment and packaging'	<p>Will the decision present opportunities to incorporate the use of environmentally sustainable products (such as compostable bags, paper straws etc.), recycled materials (i.e. Forest Stewardship Council (FSC) Timber/wood), non-polluting vehicles, avoid the use of single use plastics and packaging.</p>
Minimising waste	<p>Will the decision minimise waste creation and the maximise recycling during the construction and operation</p>

	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?

If you require further assistance with completing this template, please contact: ESAGuidance@birmingham.gov.uk

Title of proposed EIA	Relocation of Montague Street and Redfern Road Depots to the Atlas Works Site, Tyseley
Reference No	EQUA549
EA is in support of	Amended Function
Review Frequency	Annually
Date of first review	11/08/2021
Directorate	Neighbourhoods
Division	Street Scene
Service Area	Refuse Collection- Street Cleansing
Responsible Officer(s)	<input type="checkbox"/> Leslie Williams
Quality Control Officer(s)	<input type="checkbox"/> Leroy Pearce
Accountable Officer(s)	<input type="checkbox"/> Darren Share
Purpose of proposal	To close both Redfern Road Depot and Montague Street Depot and to move all operations to a new proposed site formally the Atlas works located in Redfern Road Tyseley
Data sources	Survey(s); Consultation Results; relevant reports/strategies; relevant research
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Not Applicable
Age details:	
Protected characteristic: Disability	Not Applicable
Disability details:	
Protected characteristic: Gender	Not Applicable
Gender details:	
Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	
Protected characteristics: Marriage and Civil Partnership	Not Applicable
Marriage and civil partnership details:	
Protected characteristics: Pregnancy and Maternity	Not Applicable
Pregnancy and maternity details:	
Protected characteristics: Race	Not Applicable
Race details:	
Protected characteristics: Religion or Beliefs	Not Applicable

Religion or beliefs details:

Protected characteristics: Sexual Orientation

Not Applicable

Sexual orientation details:

Socio-economic impacts

Please indicate any actions arising from completing this screening exercise.

Please indicate whether a full impact assessment is recommended

YES

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

Consultation analysis

Adverse impact on any people with protected characteristics.

Could the policy/proposal be modified to reduce or eliminate any adverse impact?

How will the effect(s) of this policy/proposal on equality be monitored?

What data is required in the future?

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

No

If yes, please explain your reasons for going ahead.

No particular groups will suffer any adverse impacts

Initial equality impact assessment of your proposal

Consulted People or Groups

Consulted with Joint Trades Unions.

Informed People or Groups

Information sharing with the joint trades unions. Staff informed of changes to depots.

Summary and evidence of findings from your EIA

Consultation has taken place with the joint trades unions and this has been fed back to all employees who may be affected by the new depot. Some of the protected characteristics are further protected by the moving to a purpose-built site that allows for all who work or visit the site are fully protected.

There will be completely segregated facilities for male and female workers and a room for silence should anyone want to spend time to reflect/pray.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

No negative impacts to those with protected characteristics have been identified.

Decision by Quality Control Officer

Proceed for final approval

Submit draft to Accountable Officer?

No

Decision by Accountable Officer	Approve
Date approved / rejected by the Accountable Officer	17/08/2020
Reasons for approval or rejection	
Please print and save a PDF copy for your records	No
Julie Bach	<input type="checkbox"/> Darren Share
Person or Group	

Content Type: Item
Version: 34.0
Created at 11/08/2020 12:36 PM by ☐ Leslie Williams
Last modified at 08/09/2020 03:39 PM by Workflow on behalf of ☐ Leroy Pearce

Close

Birmingham City Council

Report to Cabinet

13 December 2022



Subject: Covid Recovery Support for Sport & Leisure Contracts (S0034A)

Report of: Rob James – Strategic Director City Operations

Relevant Cabinet Member: Councillor Mariam Khan - Cabinet Member for Health and Social Care
Councillor Yvonne Mosquito - Cabinet Member for Finance and Resources

Relevant O & S Chair(s): Councillor Jack Deakin - Commonwealth Games Culture and Physical Activity
Councillor Akhlaq Ahmed - Resources

Report author: Paul Walls, Senior Sports Manager (Contracts)
Email: paul.walls@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): Acocks Green, Billesley, Brandwood & King's Heath, Erdington, Ladywood, Northfield, Perry Barr, Sutton Trinity, Yardley West & Stechford.		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 010624/2022		
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 With the health and wellbeing of the City at the forefront of Council priorities the services delivered by the authority's external leisure operators play a vital role in this both now and in the future. The impact of Covid-19, including long periods of

closure and operational restrictions on income generating services has been significant, and previous financial support via the Councils supplier relief programme has been essential to sustaining this provision.

- 1.2 It has been established that under the Council's contracts, following the repeal of The Health Protection (Coronavirus, Restrictions) Regulations 2021 by Government on 18th July 2021, our leisure operators are entitled to request changes to the agreements to take account of the effect of Covid-19. Now that facilities have recovered and the cost implication for recovery is fully understood, it is necessary to reconcile the outstanding support with our external leisure operators to avoid protracted and costly contractual renegotiations with far greater financial ramifications.
- 1.3 This report is being presented to Cabinet for a decision because the level of support sought exceeds delegated limits.

2 Recommendations

- 2.1 Cabinet notes that the strategy to externalise part of the service has significantly decreased the financial pressures on the Council since 2015 and addressed issues at 9 key facilities that had reached or were approaching the end of their lifespan, delivering 4 new leisure centres and 5 refurbishments.
- 2.2 Cabinet notes that the impact of Covid-19 has had a crippling impact on leisure providers across the country with financial pressures only likely to worsen again because of rising energy prices and inflation.
- 2.3 That Cabinet agrees not to receive £0.515m of management fee income and approves modification of the contract to reflect support of the no better/no worse position of £1.092m from December 2021 through to September 2022 for all 9 leisure centres operated by Birmingham Community Leisure Trust.
- 2.4 That Cabinet approve use of the Finance Resilience Reserve to fund the balance remaining after cost mitigations delivered by the service. This will be no greater than £1.607m.
- 2.5 That Cabinet authorise the City Solicitor and Monitoring Officer (or their delegate) to agree and complete all necessary documents to give effect to the above recommendations.

3 Background

- 3.1 In 2010/11 the City Council was facing unprecedented financial challenges in the years ahead, and a contributing factor to this was significant overspends within its Sports Service. The number of leisure centres in the (then) Districts Sport portfolio totalled 41 with 16 having swimming pools. In 2012 a Future Operating Model developed at that time proposed a reduction in the portfolio bringing the total to 28 sites against a 33% reduction in service budget.

- 3.2 A total of 4 contracts were approved by Cabinet over several years following competitive tender processes assessed on construction (where appropriate), service delivery, social value, and price. The key outcomes being a partnership approach to managing leisure services, the delivery of quality services via a proven track record, exemplary Health and Safety performance, and a significant reduction in the Councils operating costs while at the same time delivering a significant capital build & refurbishment programme.
- 3.3 By 2015/16, 11 of the Councils largest leisure centres, including 10 of its swimming pools, were being delivered externally via 2 external operating partners under 4 separate contracts.
- 3.4 The 2 largest contracts were awarded to Birmingham Community Leisure Trust (BCLT) and its managing agent Serco Leisure Operating Limited (SLOL) on 16th March 2015. The 15-year contracts incorporated the management and operation of 9 leisure facilities under the Council's Sports and Leisure facilities Framework Agreement at the time.
- 3.5 The contracts were based on a financial plan that would provide savings to the Council of £21.2m when compared to continuing to manage the operation in-house, including management fee income to the Council of £6.5m over the life of the contract. In addition to this the contracts have delivered more than £39.8m of capital improvement works that has brought about 5 significant refurbishments and 4 brand new leisure centres, 2 of which have received national recognition.
- 3.6 On 20th March 2020, the Government announced the temporary closure of all gyms and leisure centres as part of its Covid-19 response to stop the spread of infection. Facilities reopened on 25th July 2020 with strict operational restrictions in place in line with government and governing body guidelines. A further temporary period of closure came during the coronavirus lockdown period from 5th November 2020 through to 2nd December 2020. Following a brief period of reopening a further lockdown occurred on 5th January 2021. From 12th April 2021 all facilities were permitted to reopen to the public once again but with significant Covid-19 operational restrictions still in place. On 18th July 2021 the Government moved to step 4 of its roadmap to recovery, a new phase of continued caution whilst managing the risks of Covid-19 with many of the legal restrictions that the Government had imposed through the pandemic being lifted.
- 3.7 The result of multiple periods of closure and various operational restrictions were such that both the number of service users and the services available had to cease or be severely limited on numerous occasions, which in turn impacted on the ability of the service to generate income that was vital to its sustainability. Feedback from BCLT at the time aligned with industry guidance from 4global consultants, working with UKActive, that it would likely take operators until the summer of 2022 to recover to Pre-Covid-19 (March 2020) trading positions.
- 3.8 In March 2020, at the start of the pandemic, Government issued a Procurement Policy Note 02/20 (PPN) for all public sector bodies advising of the measures it

expected organisations to take to support suppliers and contractors suffering from the adverse impacts from Covid-19. While the PPN did not account for the income arrangements between Councils and its leisure providers, an internal guidance note was prepared and circulated which set out criteria for eligibility.

- 3.9 If Birmingham's leisure provision was not sustained throughout the pandemic to recovery, the public leisure provision would have been significantly affected, with facilities unable to open and clubs and voluntary organisations unable to provide activities for communities. There would have been substantial additional costs to the public purse through re-procurement, TUPEing staff, or establishing new delivery mechanisms. There would also have been a significant impact on the social and health benefits to communities at a time when these were most in need.
- 3.10 BCLT operate approximately 43% of all Council owned sports facilities including 53% of all BCC swimming pools. Prior to March 2020 the Trust had grown health and fitness membership to over 16,500 members, enrolled more than 11,300 children on Learn to swim programmes, and were facilitating more than 1 million more visits annually than before the contract commenced. However, by March 2021, 1 year after the pandemic began, health and fitness memberships were down 47% to less than 8,700 members and less than 6,900 children remained on learn to swim programmes, a reduction of 39%.
- 3.11 Despite excellent performance prior to the outbreak of Covid-19, the delivery model for BCLT was such that there was little scope for the operator to do anything but seek support to avoid a position where it was no longer commercially viable to continue to operate the business:
- Due to the contractual requirements to invest profits back into the leisure services they provide in Birmingham, margins are extremely low, in the case of BCLT these are less than 5% of income relative to contracts.
 - BCLT are wholly reliant on income from customers.
 - Reserves are low because of the necessity to invest into facilities.
 - Management fees paid to and from BCLT are a balance figure between income and expenditure. Therefore, with no income a significant financial gap was created.
 - There is an ongoing net subsidy requirement even when facilities are closed, and mitigations are in place.
 - Up until the impact of Covid-19, under normal business the Council benefited from the Trust and private operator model which provided significant reductions in the cost of running facilities.
- 3.12 It was also highlighted that should BCLT begin to fail the Council would face a very difficult choice. It could either allow the operator to fail, potentially bringing all facilities back in-house as a means of keeping them open, or it could choose to support the operator. Either approach was likely to involve significant costs to

the Council. However, the cost of supporting BCLT was determined to be the most economical in comparison to bringing the service back in-house given that the current gross costs from the Trusts operational business plan was circa £13.7m alone.

3.13 Following a review by officers BCLT was judged to be a contractor 'at risk' and consequently they requested support from the Council under the terms of its Supplier Relief programme. SLOL, acting as managing agent for and on behalf of BCLT agreed to operate on an Open Book basis, and make cost/account data available on request to allow the Council to verify compliance with the criteria and ensure that payments were being used as intended.

3.14 The Council worked in partnership with BCLT throughout the pandemic and during recovery to identify what would work best for both parties and, more importantly for the citizens of Birmingham in support of the Council's public health and economic strategies recognising the significance that the services play in ensuring the mental and physical wellbeing and social connectedness of communities. The following actions were agreed and adopted where practical/possible:

- Working through the recommendations and approach recommended in PPN 02/20.
- Seek support of a net subsidy position utilising the Open Book approach recommended in PPN 02/20.
- Implement practical ways to mitigate costs as much as possible without dramatically impacting on front line services.
- Hold regular review meetings to monitor and manage a joint response to the crisis.
- Take steps to understand the potential cost to the Council in present and future budgets should BCLT be unable to continue.
- Note that within the contract under the 'Qualifying Change In Law' provisions, the Council could be fully responsible for all the costs of hibernation and supporting the ramp back up to normal working.

3.15 To minimise the levels of subsidy required from the Council BCLT have taken proactive steps to review all areas of the business with the aim of maximising efficiencies while protecting front line services. The actions they have taken include:

- Opening hours – The principle followed during all three reopening phases was to open as many activities as possible in a safe and customer friendly manner. Opening hours were reduced following the first lockdown to support a safe return and to allow operators to assess demand, ensuring the facilities were operating as efficiently as possible. Following the second and third periods of lockdown operators extended opening hours to near that of pre-Covid-19, opening to the maximum time to cater for the public demand whilst

ensuring the sites operated efficiently. While opening hours have since returned to levels that are like that of pre-Covid-19 any scope to reduce excess has been implemented.

- Plant Equipment – During each of the lockdown periods much of the plant that powers the pool circulation, heating, lighting, air handling, etc was all turned down or in some cases off. This was done to reduce utilities expenditure as the facilities were not in use. Statutory servicing and compliance maintenance took place throughout all periods. Since the return from Covid-19 processes to reduce and turn off plant during off peak and during periods of closure remain in place to ensure efficiency maximisation.
- Control of service provision costs – During each of the closure periods and the pre-opening phases each site took a number of measures to control costs with many services such as waste collections and cash collections being brought back in stages in line with business need. While these have all returned post Covid-19 they have been extensively reviewed to ensure that they are at the bare minimum required.
- Control of Utility Costs – As well as controlling the costs of service provision during lockdown operators also reduced several high-cost areas of the business, of which utilities are second only to salary costs. To achieve savings plant equipment was either switched off or down. The winter savings were not as high as the summer savings, as throughout this period there was still a requirement to heat the building and have a certain amount of air circulation to protect the building fabric from condensation, unlike in the summer months. Utilities continue to be monitored daily across all sites with an aim of minimising consumption, again limiting any opportunity to further reduce costs as the price per unit rises.

3.16 While BCLT provides its services through its managing agent SLOL and its parent company Serco Group PLC (who provide a Parent Company Guarantee), with the potential to sustain the impact of Covid-19 unlike BCLT, the Health Protection (Coronavirus Business Closure) Regulations 2020 and subsequent related legislation were interpreted by leisure operators as an effective 'Qualifying Change In Law' (QCIL) in contractual terms, with all resulting liabilities falling to the Council.

3.17 Prior to legal advice provided in December 2021, the Council's primary concern was that leisure operators would seek to hold the Authority accountable for the losses/damages incurred because of the QCIL event as per the relevant clause within the leisure management agreements. However, following the repeal of The Health Protection (Coronavirus, Restrictions) Regulations 2021 by Government on 18th July 2021 the most up to date legal advice set out that operators would be entitled to request contractual changes to take into account the effect of Covid-19 regarding, amongst other things, a reduction in income.

- 3.18 In line with the approach taken to date, and to minimise the risk of the leisure operator seeking to significantly renegotiate the contract to its own financial advantage for the remainder of the contract, a position has been adopted to ensure that the contractor is supported to a no better/no worse position up until the point of recovery in August 2022.
- 3.19 While this proposal seeks to settle the Covid-19 recovery position with the operator and mitigate further financial risk in this respect, it is recognised that rising energy prices and inflation are likely to worsen the financial pressures and leave operators with no choice but to invoke formal contractual clauses such as utility benchmarking in the future. Such matters will be picked up and progressed separately with Cabinet approvals sought accordingly.

4 Options considered and Recommended Proposal

- 4.1 **To do nothing and stop all further funding** – This option was discounted as it would leave the operator with no choice but to pursue legal action against the Council, potentially resulting in high legal costs and reputational damage from facility closures. Furthermore, it would be highly likely that the contractor would seek a complete rebase of the contract resulting in no further management fee income at all to the Council for the remainder of the contract.
- 4.2 **To retender the contracts** – This option was discounted as market knowledge indicates that the contracts with BCLT remains unattractive in the current climate. Despite the additional costs incurred because of the pandemic, a similar return to the Council would not be achieved if these contracts were to be re-tendered.
- 4.3 **To run the facilities in-house** – This option was discounted as the in-house preferred test was undertaken and demonstrated that this service is not suitable for delivery in-house. A direct comparison between the cost of running the facilities in-house or by BCLT was undertaken at the contract award stage and identified that the contract would deliver savings to the Council of £21.2m over 15 years when compared to continuing to manage the operation in-house, excluding the impacts of Covid-19 and any other unforeseen events. While these unforeseen additional pressures have considerably reduced that figure the contract remains financially advantageous to the Council in comparison.
- 4.4 **Recommended Proposal – To subsidise the current no better/no worse position of £1.092m and not receive £0.515m of management fee income up to Sept 2022** – this is the recommended option based on a balance of the risks of legal challenge, reputational risk, and a reasonable financial outcome for the Council under the circumstances. Market knowledge indicates that the contract with BCLT was and still is economically advantageous to BCC. The Local Authority leisure centre operation market is no longer as attractive and in recent years as contracts in other Local Authorities for the operation of leisure centres have involved Authorities paying the third-party provider an income rather than the operator paying the Council. The impact of Covid-19 has been significant on all leisure facilities and industry advice aligns with recovery to Pre-Covid-19

(March 2020) trading positions by August 2022 which is reflective of the financial support proposed.

5 Consultation

- 5.1 Sport England and Sport England framework consultants Continuum Sport & Leisure Ltd have been fully engaged and have assisted in the review the Council's Post Covid Options.

6 Risk Management

- 6.1 Supporting BCLT to fully recover from the impacts of Covid-19 will mitigate the risk of contractor failure and/or any associated facility/service closures. It will help to ensure that the contracts remain sustainable and deliver quality accessible leisure services for citizens of Birmingham.

7 Compliance Issues:

- 7.1 **How are the recommended decisions consistent with the City Council's priorities, plans and strategies?**
- 7.2 **Outcome 4 – Birmingham is a Great City to Live in:** Through its Sports Service Birmingham City Council strives to raise the quality of life and health of its citizens and to enhance its reputation as one of the UK's leading sporting cities. The city wants to work with organisations that support its vision for an excellent leisure service, by increasing participation, succeeding economically, and improving the health and wellbeing of the local communities that it serves.
- 7.3 **Outcome 5 – Birmingham residents gain the maximum benefit from hosting the Commonwealth Games:** Through its Sports Service Birmingham City Council encourages citizens of all abilities and ages to engage in physical activity and improve their health and wellbeing. The city delivers high-quality sporting facilities for the benefit of our citizens.
- 7.4 **Birmingham Business Charter for Social Responsibility (BBC4SR) –** BCLT are signed up to the principles of the BBC4SR and have an action plan of activities as part of their contract management plan. This will not be impacted by these proposals.

8 Legal Implications

- 8.1 Under Section 19 of the Local Government Act (Miscellaneous Provisions) 1976 the Council has the power to provide such recreational facilities as it thinks fit in its area and under Section 111 of the Local Government Act 1972 the Council may do anything which is incidental to the discharge of its functions

9 Financial Implications

- 9.1 The report relates to the final claim for financial support submitted by BCLT for a total of £1.607m. This includes £1.092m contractor claim for period Quarter 4

2021/22 to Quarter 2 2022/23 and the council forgoing £0.515m of management fee income receivable in 2022/23. This concludes financial support provided throughout the pandemic period and the return to pre-covid performance levels.

9.2 Over the pandemic period the council has provided total financial support of £9.757m to BCLT, agreeing the recommendations in this report brings the total to £11.364m as set out in the table below. The council has received Covid-19 grant funding over this period to fund the support provided. The amount of £1.607m contained within this report is in excess of covid grant received and will be funded within the service through cost mitigations and underspends with any residual funded through the Finance Resilience Reserve. BCLT have operated on an Open Book basis throughout the pandemic and associated recovery period, making all cost and account data available to the Council.

9.3 The table below summarises the total support provided to and sought by BCLT:

	Total 2020/21	Total 2021/22	Total 2022/23	Total support
	£m's	£m's	£m's	£m's
Contractor supplier relief payments	5.372	2.493	0	7.865
Final claim to achieve pre-Covid performance.		0.602	0.490	1.092
Management fee income not received	0.891	1.001	0.515	2.384
Total	6.263	4.096	1.005	11.364

10 Procurement Implications (if required)

10.1 The procurement implications are detailed throughout this report regarding options appraisal and recommendation to modify the existing contract in accordance with PCR15 72.1(c): *“(i) the need for modification has been brought about by circumstances which a diligent contracting authority could not have foreseen; (ii) the modification does not alter the overall nature of the contract; (iii) any increase in price does not exceed 50% of the value of the original contract or framework agreement.”* The need for modification has been brought about as a result of the COVID 19 pandemic and is detailed throughout this Report and background documents.

10.2 **Contract & Performance Management** – The Contract will continue to be managed operationally and strategically by the Sports Service Contracts Team, in line with the terms of the contracts.

11 Human Resources Implications (if required)

11.1 There are no Human Resources implications by extending these contracts.

12 Public Sector Equality Duty

- 12.1 There are not considered to be any adverse impacts associated with the recommendations in this report, as the contract variations are not expected to have any material impact on the services already delivered.

13 Environment & Sustainability Assessment

- 13.1 An ESA has not been deemed necessary as this is a financial report with no sustainability/environmental implications.

14 Background Documents

- 14.1 4Global - The C19 impact study in the UK
14.2 BCLT - April Reopening and Covid-19 Recovery

List of appendices accompanying this report:

Appendix 1 EIA

Title of proposed EIA *

Covid Recovery Support for Sport & Leisure Contracts (S0034A)
Please provide the title of your policy or service area.

Reference No

EQUA1001
Please do not amend. A reference number will automatically be applied once the form is saved.

EA is in support of *

Amended Service

Review Frequency *

Annually
Please select how regularly you plan to review the assessment.

Date of first review *

01/11/2023
Based on the review frequency, please enter the date when your first review will take place.

Directorate *

City Operations

Division

Neighbourhoods

Service Area

Sports Service
Please add if applicable

Responsible Officer(s) *

Paul Walls x
This is the person responsible for completing, submitting and reviewing the assessment. If you get the message 'The user does not exist or is not unique'. Please enter the full email address.

Quality Control Officer(s) *

Leroy Pearce x
This is the person responsible for checking the quality of the assessment. If you get the message 'The user does not exist or is not unique'. Please enter their full email address.

Accountable Officer(s) *

Dave Wagg x
This is the person responsible for making the final decision on the EIA and the policy, plan, procedure etc. If you get the message 'The user does not exist or is not unique'. Please enter their full email address.

Purpose of proposal *

To conclude the supplier relief process and subsidise Birmingham Coi

Data sources

☐ Survey(s)

☐ Consultation Results

☐ Interviews

☒ relevant reports/strategies

☐ Statistical Database (please specify)

☒ relevant research

☐ Other (please specify)

What sources of data have been used to produce the screening of this policy/proposal? (Please tick all that apply)

Please include any other sources of data

ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS

Protected characteristic: Age *

☐ Service Users / Stakeholders

☐ Employees

☐ Wider Community

☒ Not Applicable

Please select those directly impacted or affected.

Age details:

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

Protected characteristic: Disability *

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

Please select those directly impacted or affected.

Disability details:

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

Protected characteristic: Sex *

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

Please select those directly impacted or affected.

Gender details:

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

Protected characteristics: Gender Reassignment *

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

Please select those directly impacted or affected.

Gender reassignment details:

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

Protected characteristics: Marriage and Civil Partnership *

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

Please select those directly impacted or affected.

Marriage and civil partnership details:

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated.

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

Please select those directly impacted or affected.

Protected characteristics: Pregnancy and Maternity *

Pregnancy and maternity details:

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

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

Please select those directly impacted or affected.

Protected characteristics: Race *

Race details:

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

Protected characteristics: Religion or Beliefs *

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

Please select those directly impacted or affected.

Religion or beliefs details:

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

Protected characteristics: Sexual Orientation *

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

Please select those directly impacted or affected.

Sexual orientation details:

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

Socio-economic impacts

Non

Please indicate any actions arising from completing this screening exercise.

Non

Please indicate whether a full impact assessment is recommended

NO ▼

If yes, please continue to complete the remaining questions. If no, please go to the quality control section below.

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

What are the main findings from the analysis of the data?

Consultation analysis

Sport England and Sport England framework consultants Continuum Sport & Leisure Ltd have been fully engaged and have assisted in the review the Council's Post Covid Options.

Who was consulted, what are the results of the consultation exercise?

Adverse impact on any people with protected characteristics.

There is no adverse impact as a result of this proposal on any people with protected characteristics. The proposal is to subsidise the service in order to sustain its delivery as previously agreed and assessed for equality impact purposes.

Based on the analysis of the data does the policy/proposal have any adverse impact?

Could the policy/proposal be modified to reduce or eliminate any adverse impact?

No. Conversely failing to implement the proposal could lead to action being taken against the Council, potentially resulting in high legal costs and reputational damage from facility closures that could have an adverse impact.

Can the policy/proposal be modified to reduce or eliminate any adverse impact? on any particular group(s)?

How will the effect(s) of this policy/proposal on equality be monitored?

While no effect(s) are anticipate this proposal will be monitored as per the frequency outlined above.

What data is required in the future?

Non

Please describe the data needed to ensure effective monitoring of this policy/proposal?

20/10/2022, 15:22

Assessments - Covid Recovery Support for Sport & Leisure...

Are there any adverse impacts on any particular groups?

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

Please give details on any initial assessment carried out. For a full assessment please complete the rest of the form. AS OF 29/11/2018 YOU ARE NO LONGER REQUIRED TO COMPLETE THIS BOX.

Consulted People or Groups

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

Informed People or Groups

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

Summary and evidence of findings from your EIA *

There wil be no negative impacts as a result of implementing the proposal to subsidise Birmingham Community Leisure Trust from the impacts arising from Covid-19. It will serve to sustain service delivery as previously agreed and assessed for equality impact purposes.

include how you will mitigate against any negative impacts.

☐

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

This EIA has been passed to the Accountable Officer for final approval.

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

Proceed for final approval ▾

IMPORTANT: Quality Control Officer - Please untick the above box 'Submit to the Quality Control Officer for reviewing?' before providing your decision.

☒

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

▾

IMPORTANT: Accountable Officer - Please untick the above box 'Submit draft to Accountable Officer' before providing your final decision.



☒

Save

Cancel

QUALITY CONTROL SECTION

Submit to the Quality Control Officer for reviewing?

Quality Control Officer comments

Decision by Quality Control Officer

Submit draft to Accountable Officer?


Decision by Accountable Officer

Date approved / rejected by the Accountable Officer

Reasons for approval or rejection

Please print and save a PDF copy for your records

Version: 26.0

Created at 19/10/2022 04:37 PM by  Paul Walls

Last modified at 20/10/2022 03:21 PM by Workflow on behalf of  Paul Walls

Birmingham City Council

Report to Cabinet

13 December 2022



Subject: REGULATED ADULT SOCIAL CARE COMMISSIONING STRATEGY - CARE HOMES, SUPPORTED LIVING AND HOME SUPPORT SENSORY LOSS 2023+

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

Relevant Cabinet Member: Cllr Mariam Khan - Health and Social Care
Cllr Yvonne Mosquito - Finance & Resources

Relevant O & S Chair(s): Cllr Mick Brown - Health and Social Care
Cllr Akhlaq Ahmed – Resources

Report author: Alison Malik, Head of Commissioning
Email: Alison.Malik@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: 010717/2022		
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 sets out a revised Commissioning Strategy for the Regulated Adult Social Care Sector to ensure that the Council's statutory duties to meet care and support needs and to have a diverse range/quality of services available for citizens under the Care Act 2014 can be met.

2 Recommendations

- 2.1 That the Cabinet is recommended to:
- 2.2 Approve the Regulated Adult Social Care Commissioning Strategy 2023+ in **Appendix 1**.
- 2.3 Approve the Procurement Strategy for Home Support Sensory Loss in **Appendix 2**.
- 2.4 Approve the Procurement Strategy for Care Homes (with and without nursing) and Supported Living services in **Appendix 3**.
- 2.5 Approve commencement of procurement activity, including the use of the Adults CareMatch Portal to conduct the procurement, to establish an electronic system to give commissioners access to a pool of pre-qualified providers of home support sensory loss, supported living and residential care (with and without nursing) services.
- 2.6 To delegate authority to the Strategic Director of Adult Social Care and Health in consultation with the Strategic Director of Council Management (or their delegate) and the City Solicitor (or their delegate) to appoint the successful providers to the CareMatch Portal.
- 2.7 To delegate the award of call off contracts for these services to the Directorate of Adult Social Care, the Director of Commissioning and the Head of Commissioning (Adult Care).
- 2.8 To delegate any modifications, to the electronic system or contracts, to the Directorate of Adult Social Care, the Director of Commissioning and the Head of Commissioning (Adult Care), including the annual setting of fees in line with the Commissioning Strategy and the Council's revenue budget and Medium-Term Financial Plan.
- 2.9 To delegate the recommissioning of Home Support Approved Premises to the Director of Adult Social Care and Health in consultation with the City Solicitor (or their delegate) and the Assistant Director – Procurement (or their delegate) via a contract variation to the Home Support – Prisons contract.

3 Background

- 3.1 The Council has a range of statutory duties and powers under the Care Act 2014 to assess the needs of citizens for care and support and commission a range of services that meet these needs. The Council currently commissions a wide range of regulated care and support services under the 2017 Commissioning Strategy approved by Cabinet.
- 3.2 The Council commissions care and support on behalf of almost 13,000 service users with eligible needs each year and the Council currently contracts with over 1100 independent care providers to deliver these statutory services, both within and outside of Birmingham.

- 3.3 The following contracts are currently within scope of the 2023+ Commissioning Strategy and the subject of this decision/report:
1. Flexible Contracting Arrangement – Care Homes and Supported Living from 1/5/18 – 30/4/23
 2. Framework Agreement – Home Support Sensory Loss from 1/5/18 – 30/4/23
- 3.4 Adult residential care is provided for those citizens who are over 18 and unable to live independently in their own home. Residential care is usually separated into two categories:
- Homes registered with the Care Quality Commission (CQC) to provide personal care - these homes are able to provide personal care services similar to those provided by home support but are delivered in a permanent care home setting. These are referred to as Residential Care (without nursing) and the regulation and commissioning is of both the care and support and accommodation.
 - Homes registered with the CQC to provide nursing care - these homes are able to provide personal care services but also have registered nurses to provide care for medical conditions or disabilities. Some nursing homes may also specialise in providing care for certain disabilities or conditions such as dementia. These are referred to as Residential Care (with nursing) and the regulation and commissioning is of both the care and support and accommodation.
- 3.5 Supported Living - any references within this report and associated documentation to 'supported living' relate to the Care Quality Commission's definition which means "schemes that provide personal care to people as part of the support that they need to live in their own homes. The personal care is provided under separate contractual arrangements to those for the person's housing. The accommodation is often shared but can be single household. Supported living providers that do not provide the regulated activity 'personal care' are not required by law to register with CQC".
- 3.6 Home Support Sensory Loss services for adults provides care in the citizen's home and can include help with the following:
- personal care including washing and dressing
 - housekeeping or cleaning
 - cooking and preparing meals
 - taking medications or health care needs; and
 - companionship or activity- based support.
- 3.7 The services outlined in 3.3-3.6 are currently regulated by the Care Quality Commission (CQC) under the Health and Social Care Act 2008 and associated

Regulations. This level of regulation provides assurance to the Council - and providers commissioned to deliver the services within the scope of this Commissioning Strategy 2023+ will continue to be required to be registered with the CQC.

3.8 There are other regulated adult social care services commissioned by the Council under the current Commissioning Strategy (2017), however these are **not within scope of this decision/report** as follows:

- General Home Support (all ages) – these contracts have been extended until 7/4/24 and are not currently due to be recommissioned. The current intention is to jointly commission these services with our NHS partners in 2024.
- Home Support Approved Premises – whilst this service was included in the previous Commissioning Strategy 2017 and associated contracts, there have only been 6 citizens supported by this service since 2018. The Council already commissions a Home Support – Prisons service which provides personal care to citizens with care needs in Prison settings. The Home Support - Approved Premises service provides personal care for citizens with care needs in registered housing specifically for ex-offenders in the community. It is therefore proposed to vary the current Home Support – Prison's contract to support citizens in Approved Premises in future. The procurement implications are set out in 7.4 and alternative contractual options set out in Section 4.
- Home Support – Quick Discharge and Quick Intervention Service – these contracts have been extended until 5/6/24 and are not currently due to be recommissioned. Discussions remain ongoing with NHS partners about this service in the context of the nationally mandated Discharge to Assess model.

3.9 The current contracts in scope (as per 3.3) have been extended until 30/4/23 and there are no further opportunities for extension under the Regulated procurement process followed in 2017/2018.

3.10 In 2017, the Council embarked on a significant change to the way regulated adult social care services were commissioned. This approach was consulted on widely with citizens, providers and partners and the final Commissioning Strategy was approved by Cabinet in December 2017.

3.11 Since this time, the Council, providers and partners have worked closely to mobilise the services and embed the necessary changes in the market. Furthermore, as widely publicised nationally, the sector has been significantly affected by the Covid-19 pandemic.

3.12 The 2017 Commissioning Strategy has largely served the Council, partners and providers well. The following summarises some of the key outputs and outcomes from the 2017 Commissioning Strategy:

- 75% of citizens are now supported by either Gold or Silver quality rated providers.
- Council Officers have worked with over 25 Inadequate providers since May 2018 to either improve or decommission their services safely.
- The Council has invested over £40m in the sector in annual fee increases since 2018, including increasing around 85% of care home packages at the start of the new contracts.
- Implemented an open book fee process for younger adult placements with robust commissioner challenge and engagement with providers in relation to their costs.
- Developed and implemented three cost of care exercises (some were paused due to the Pandemic) to review fees and set the Council's regulated adult social care budget.
- Improved relationships between providers and commissioners, with regular opportunities for dialogue and a named commissioner for every care provider.
- The geographic approach to commissioning has improved relationships amongst providers, allowed linkages with other local provision/support and ensured commissioners are closely aligned to local social work teams.
- All packages of care are now allocated based on the quality rating of the provider, rather than focussing on the cost of care.
- There has been an increase in citizen satisfaction and use of citizen feedback in our commissioning processes.
- We have implemented a new IT solution which has saved the Council over £400k per annum and has improved the speed and efficiency of identifying care providers for citizens.
- We now have in place contracts and quality assurance of younger adults' care homes and supported living provision and are working closely to improve the quality of services across the market.

3.13 Given; the benefits of the current arrangement; the recent impact of the pandemic on the sector; and ongoing cost and staffing pressures in a highly regulated market, a light touch refresh of the 2017 Commissioning Strategy has taken place. The focus of this has been to build on the success of the current strategy and bring the content up to date, with an ongoing focus on quality.

3.14 The Commissioning Strategy 2023+ in **Appendix 1** outlines our ongoing approach to the commissioning of social care and provides a framework for the future commissioning of services that will support us to achieve our key aims to:

1. Improve outcomes
2. Improve quality; and

3. Improve resilience and sustainability of the wider health and social care system.

3.15 The benefits of the Commissioning Strategy 2023+ are detailed below:

Aim 1: To improve outcomes

- 3.16 The Council will continue to commission high quality services to ensure better outcomes for service users.
- 3.17 The quality rating system will ensure informed choice can be made, giving service users and their family's choice and control over the services they receive.
- 3.18 The ongoing approach to pricing will stabilise the care sector and ensure it remains sustainable (taking into account any outcomes from the national Market Sustainability and Fair Cost of Care requirements which is described in more detail in 7.2), with fees paid by the Council, keeping pace with a number of significant cost pressures in the market - as allowed for by the Council's budgetary position. This will ensure better continuity of care for service users and allows providers to invest in the quality of their services.
- 3.19 The Council has set out clear quality standards that all care providers are expected to meet. This will set a benchmark against which service users can assess the quality of services they are receiving.
- 3.20 The inclusion of service user, family and carer feedback about the quality of services received will mean that this information is used to inform future commissioning decisions for other services users, again giving choice and control to service users.

Aim 2: To improve the quality

- 3.21 The framework will continue to provide an incentive to care providers to improve the quality of their services and also to be clear about how this should be achieved.
- 3.22 There will be a transparent quality rating system to inform service user choice but also to share with other commissioners and to inform decision-making across the health and social care system locally and regionally.
- 3.23 The Integrated Quality Assurance Framework will continue to provide a clear focus on quality, aligning resources and outcomes across health and social care. This will include a range of support for the sector to help them to deliver the best possible service.
- 3.24 Clear quality standards and tools will allow robust contract management.
- 3.25 The integration of customer feedback will drive up the quality of services, based on real service user experiences.
- 3.26 The quality rating system will increase the accountability of providers to both the Council and service users.

Aim 3: To improve the resilience and sustainability of our health and social care system

- 3.27 The Council will continue to contract with a range of providers which will improve the resilience of the market.
- 3.28 The Council's fixed fee or Guide Price (for younger adults care homes) will:
- Allow Birmingham City Council to plan both financially but also in terms of the types and volumes of services needed in future.
 - Enable care providers to plan and invest in the quality of their service, as they will know how much they can expect to be paid by the Council.
 - Be transparent and fair.
 - Keep pace with significant price pressures in the care market to ensure sustainability in future - within the constraints of the Council's revenue budget.
- 3.29 This proposal provides ongoing investment to the care market over the life of the contract, allowing investment and for the Council to work with care providers to tackle poor quality.
- 3.30 The Council will continue to work with our partners to develop an ongoing programme of support to the sector – including improving clinical support, supporting recruitment and retention, a package of targeted support to improve services and a wide-ranging training offer.
- 3.31 We will support young people entering the care sector through ongoing implementation of the Birmingham Care Wage.
- 3.32 All of the proposals will ensure the market is developed and reshaped to enable it to be transformed as we prepare for further integration across our health and social care system and for wider Social Care Reform.
- 3.33 The Adults Directorate has a bespoke IT solution (the CareMatch Portal) that is in use to operate the contracts for the services in scope of this report. Using this system allows successful providers to be passported directly through to our micro-procurement module. This system is then used to manage call-offs from the contract in the forms of individual packages of care for citizens. These call-offs are to meet the Council's statutory duty to meet care and support needs under the Care Act and the system allows new provision to be offered to citizens. The integrated procurement and micro-procurement modules, also interfaces with the Council's care records system (Eclipse) and payment systems (CareFirst and Oracle). Work has been underway for many months with all relevant IT suppliers to stress-test the systems and ensure a smooth transfer of data to meet statutory duties when new contract commence on 3 April 2023.

4 Options considered and Recommended Proposal

- 4.1 There are a number of elements to the proposal, so the number of alternative options are considerable. However, for the purposes of this report, these have been summarised based on the key considerations of the contractual nature of the relationship with care providers.
- 4.2 There are broadly four alternative contractual options to the arrangements proposed in the Commissioning Strategy in **Appendix 1**:
- 4.3 **Option 1** - Do nothing. This has been discounted because current arrangements come to an end on 1 May 2023. The future approach to commissioning of these essential services requires planning, development and ongoing investment as described above and to do nothing would put the Council at significant risk of destabilising the care market and being unable to meet its statutory duties to provide care.
- 4.4 **Option 2** – to extend the contract period for existing contracts – The Council let and advertised these contracts for a maximum period of 5 years – subject to satisfactory performance. This period has now elapsed, and no further extensions are possible under the Public Contracts Regulations 2015 and this option has therefore been discounted.
- 4.5 **Option 3** – Use a select list of providers and spot purchase individual packages of care and support - This option has been discounted for the same reasons as Option 1.
- 4.6 **Option 4** – Move to block contracted provision - Although the Council does still have a very small number of block-contracted providers (who offer the Council surety of supply), the Council has already reduced its reliance on block contracted provision, including internal Council operated provision. This has allowed us to provide choice for citizens (as required under The Care and Support and After-care (Choice of Accommodation) Regulations 2014) as well as to facilitate competition and to meet changes in demand for regulated adult social care services over time. This option has therefore been discounted.
- 4.7 **Option 5** - extend the scope of a new flexible contract with providers to cover the majority of other commissioned services such as day care, respite, all age groups and/or include provisions for NHS services such as Continuing Health Care. - This option has been considered however, the Council is keen to increase the number of citizens who direct and control their own care through the use of mechanisms such as Direct Payments. There is therefore limited benefit in incorporating all services, into a future contract, as this may undermine the Council's approach in this area. Furthermore, Commissioning arrangements with the NHS have identified an intention to move towards joint commissioning of regulated adult social care, however due to the recent establishment of the Integrated Care Boards/Systems and the need for new contracts to be in place for March 2023, there is insufficient time for joint

commissioning. Current commissioning intentions are for the joint commissioning of home support services from 2024.

- 4.8 In relation to the Home Support – Sensory Loss services, learning from the current commissioning arrangements has identified that although there are 41 current providers registered to provide this service, many of them do not have the specific skills and experience needed to effectively support citizens with sensory loss. Added to this, the fact that demand for this service is very low, with currently only 3 citizens in receipt of a commissioned service, we have considered options that address these issues. The Procurement Strategy in **Appendix 3** sets out the approach to awarding contracts only to those providers with the relevant expertise and experience. The following options were considered and rejected:

4.8.1 **Option 1** - Do nothing. This has been discounted because current arrangements come to an end on 1 May 2023. To do nothing would put the Council at significant risk of destabilising the care market and being unable to meet its statutory duties to provide care.

4.8.2 **Option 2** – to extend the contract period for existing contracts – The Council let and advertised this contract for a maximum period of 5 years – subject to satisfactory performance. This period has now elapsed and no further extensions are possible under the Public Contracts Regulations 2015 and this option has therefore been discounted.

4.8.3 **Option 3** – Spot purchase individual packages of care and support - This option has been discounted because it will not be compliant with the Council's Finance, Procurement and Contract Governance Rules.

4.8.4 **Option 4** – Move to block contracted provision – Due to the number of referrals for this service (10 since 2018) it would not offer the Council value for money to enter into a block contract. The volume of commissioned care required to make this financially viable for providers, would significantly outweigh the cost of the individual care packages. This option has therefore been discounted.

- 4.9 In relation to the Home Support – Approved Premises services, learning from the current commissioning arrangements has identified that although there are 49 current providers registered to provide this service, demand for this service is very low, with no citizens currently in receipt of a commissioned service. Permission is therefore being sought to vary the Home Support – Prisons contract as set out in 3.8 above, however the following options were considered and rejected:

4.9.1 **Option 1** - Do nothing. This has been discounted because current arrangements come to an end on 1 May 2023 and would not allow the Council to discharge its statutory duties to provider care and support for those leaving prison.

- 4.9.2 **Option 2** – to extend the contract period for existing contracts – The Council let and advertised this contract for a maximum period of 5 years – subject to satisfactory performance. This period has now elapsed and no further extensions are possible under the Public Contracts Regulations 2015 and this option has therefore been discounted.
- 4.9.3 **Option 3** – Spot purchase individual packages of care and support - This option has been discounted because it will not be compliant with the Council's Finance, Procurement and Contract Governance Rules.
- 4.9.4 **Option 4** – Move to block contracted provision – Due to the number of referrals for this service (6 since 2018) it would not offer the Council value for money to enter into a block contract. The volume of commissioned care required to make this financially viable for providers, would significantly outweigh the cost of the individual care packages. This option has therefore been discounted.

5 Consultation

- 5.1 The 2017 Commissioning Strategy was widely consulted upon in 2017. As there are minimal changes to the Commissioning Strategy 2023+ and based on legal advice, further consultation was not required.

6 Risk Management

- 6.1 Due to the scale of this procurement both in relation to the number of services users impacted and also the Council's expenditure on these services, the potential risks do need to be considered. However, the light touch review of the Commissioning Strategy should have mitigated the majority of these i.e. the approach is largely the same as the current arrangements.
- 6.2 The most significant risk to the implementation of the Commissioning Strategy 2023+ is if providers chose not to sign up to the new contract, resulting in insufficient supply to meet demand. However, given that the Council already has over 1100 in-scope providers signed up to our existing contracts we are confident that - with a strong communication plan – the majority of these providers will sign up to the new contracts. Given the minimal amount of change and the large number of existing providers, Commissioners are confident that providers will sign up to the new arrangements.
- 6.3 There are currently 114 providers who either; have historic agreements with the Council; who did not sign up to the new contracting arrangements; or who were unsuccessful and due to be decommissioned. Targeted communication will take place with these providers to ensure they are aware of the benefits of the new contract and the risks if they do not sign up this time around.

7 Compliance Issues:

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

7.1.1 Birmingham City Council has a clear vision for Birmingham, which is to create 'a city of growth where every child, citizen and place matters'. This vision, along with the Council's strategic outcomes and priorities, is described in its latest Council Plan 2018 – 2022 (published in June 2018) and are:

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

7.1.2 The aim of adult social care in delivering the Council's vision and the wider context is to protect and empower the most vulnerable citizens. This means supporting vulnerable people to maximise their independence, health and wellbeing, whilst ensuring that publicly funded care and support provides value for money for Birmingham citizens and is provided only when it is really needed.

7.1.3 The Council's vision has been translated into the Vision and Strategy for Adult Social Care which addresses potential barriers and obstacles to delivering the above outcomes. It also provides a framework for the actions required to modernise adult social care services in Birmingham and to guide decisions regarding how resources are used. The Vision and Strategy comprises eight key elements:

- Information, advice and guidance - People need access to high quality information, advice and guidance. The range of services that people can access directly will be increased and it will be easier for carers to have their needs assessed.
- Personalised support - Social work and care management services will be re-organised. They will move from assessing people for services to assessing them for the outcomes they want and the assets they have to achieve them.
- Community assets - Resources need to be made available for local groups to provide the wide range of support that enables people to remain in the community.

- Prevention and early intervention - People need to be able to access prevention and early intervention services quickly and at any time in their lives to help maximise their independence.
- Partnership working - Services need to be integrated and built on partnership working using multi-disciplinary teams and, where feasible, single points of access. The Council and its partners need to work as a whole system and to embrace locality working.
- Making safeguarding personal - We must 'make safeguarding personal' and understand what outcomes people want from safeguarding enquiries and actions. Safeguarding must be seen as everybody's business and kept in the public eye.
- Co-production - All services should be co-produced with users and carers. Ongoing engagement needs to be at the heart of commissioning and service delivery.
- Social Justice - Services should seek to improve social justice by tackling the reasons for discrimination and creating opportunities for all citizens.

7.2 Legal Implications

- 7.2.1 Under Section 8 of the Care Act 2014, a local authority can discharge its duty to meet assessed eligible need for care and support under sections 18 to 20 of the Act, by providing care and support at home or in the community or goods or facilities and the local authority can provide these by arranging for them to be provided by another person or body other than the local authority.
- 7.2.2 The Council is enabled, by Section 111 of the Local Government Act 1972, to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The Council therefore has a general power to enter into contracts for the discharge of any of its functions.

7.3 Financial Implications

- 7.3.1 It is estimated that £207m will be spent through the proposed contracts annually (i.e. on care homes, supported living and home support sensory loss), funded from the Adult Social Care budget.
- 7.3.2 The Council has already moved to a largely fixed fee (with the exception of the Guide Price/Open Book process for younger adults care homes) to allow for better financial planning and certainty for care providers and the Council alike.
- 7.3.3 There are robust financial savings plans across the Adult Social Care Directorate and these are largely focussed on reducing and delaying the demand for services and supporting independence, choice and control. The

contracts that are in scope of this decision, provide maximum flexibility to meet these changes in demand.

7.3.4 The amounts in Table 1 below shows the budget for services in scope over the next 3 years and assumes:

- Total Demand budget growth of £9.4m year on year apportioned by 22/23 budget
- Savings of £3.7m in 23/24
- Further savings of £5.2m in 24/25
- No further savings in 25/26

7.3.5 The budget estimates provided above and in tables below are subject to approval by Cabinet in February 2023 as part of Medium-Term Financial Planning process (MTFP). The recommendations in this paper will take into consideration affordability within the final approved budget for Adult Social Care Directorate.

7.3.6 The figures in Table 1 below do not take into account any fee increases required as part of the Market Sustainability and Fair Cost of Care Fund as summarised in 7.4.13 – 7.4.15. This ringfenced grant can only be used to prepare the care market for reform of the adult social care system and to increase fee rates paid to providers. It cannot be used solely to cover existing pressures.

Table 1 - Indicative Adult Social Care Revenue Budget for care homes/supported living and home support sensory loss:

	23/24	24/25	25/26
Budget	£210.247m	£212.059m	£217.510m

7.3.7 The Council's current Medium Term Financial Plan includes provision for inflationary pressures and for paying increases attributable to the National Living Wage as set out in Table 2 below. There is already a strong evidence-based approach to the setting of fees annually and the use of inflationary budget provision.

7.3.8 **Table 2 – Current Medium Term Financial Plan - Inflation Provision**

	23/24	24/25	25/26
Inflation Provision	£18.246m	£10.087 m	£12.801m

7.3.9 The figures in Table 2 is the annual increase year on year, a total cumulative budget of £41.134m over three years.

- 7.3.10 Any further implications for pricing changes for these services will be contained within the total funding available in Table 1 and Table 2 and any pressures arising from this will be contained within the approved budgets for the Directorate.
- 7.3.11 The amounts in Table 1 and Table 2 don't include financial provision or costs associated with demographic changes which impact on the volume of service users who are supported with their eligible care and support needs by the Council. This is funded separately under the Council's Medium Term Financial Plan.
- 7.3.12 As set out in the Commissioning Strategy 2023+ in **Appendix 1**, there are some specific fee-increase arrangements for care homes (with and without nursing) for under 65's as follows:
- From 3 April 2023, the Council will continue to operate a Guide Price and the 'open book' process for new packages of care in care homes (with and without nursing) for under 65's. This requires providers to submit a breakdown of their costs if the proposed fee is above the Guide Price. There will continue to be robust check and challenge of these fees in line with benchmarks and cost of care data.
 - For providers who are successfully awarded a new care homes (with and without nursing) for under 65's contract after 3 April 2023, their existing packages of care will be transferred onto the new contract at their existing fee rate. However, they will then be immediately eligible for any applicable annual fee increase.
 - For any provider who has not come onto the new contract either voluntarily or as a result of being unsuccessful at the tender stage, any annual increase will not apply, including those under previous contracts. The Council will continue to pay the existing fee applicable as at 2 April 2023 to that provider, until such time as that care package ends or they apply for and are awarded a new contract.
- 7.3.13 To ensure we can continue to attract young people into the sector, care must be a more attractive prospect than the alternatives. The Commissioning Strategy for Regulated Adult Social Care 2023 will therefore continue to require all contracted Birmingham care providers to pay Birmingham Care Wage to align to the National Living Wage (confirmed at £10.42/hour from 1 April 2023) and focus this on matching of this for under 25's through the Council's fee structure and contracts.
- 7.3.14 The Government have announced a range of social care reforms including People at the Heart of Care white paper, which forms "a plan for social care to ensure that older people get the best possible care, without the fear or anxiety of catastrophic social care costs". This is principally designed to:
- Remove anxiety about leaning on family or spending lifetime earnings

- Standardise social care quality, cost and commissioning arrangements, including for self-funders
- Require further integration across Health and Social Care

7.3.15 The Market Sustainability and Fair Cost of Care Fund is part of these wider reforms and is the element most likely to have a more immediate impact on the regulated adult social care market.

7.3.16 The Market Sustainability and Fair Cost of Care Fund is a Section 31 ringfenced Grant to support Local Authorities (LA's) with their Section 5 (of the Care Act 2014) duty to promote the efficient and effective operation of the care market. The Market Sustainability and Fair Cost of Care Fund's primary purpose is to; help LA's prepare markets for wider reforms; and support LA's to move towards paying a fair cost of care.

7.3.17 The Council has currently only received notification of its 2022/23 Grant allocation, although further announcements on funding for 23/24 and 24/25 are expected imminently. The sums in Table 1 and Table 2 are therefore exclusive of any such Grant funding and Grants will be distributed in accordance with the Grant Determination and Conditions.

7.4 Procurement Implications

7.4.1 The services in scope of this report will be tendered using the "restricted" procurement route under the Light Touch Regime of the Public Contracts Regulations 2015 (Regulations 74 to 77).

7.4.2 Procurement Strategies are set out in **Appendix 2 and 3** and give full details of the procurement approach and relevant procurement considerations for each.

7.4.3 An indicative timetable has been developed in conjunction with Corporate Procurement Services to ensure an alternative contractual arrangement is embedded by 3 April 2023. Communication activity will take place with providers and affected citizens at all appropriate stages of the procurement and implementation.

7.5 The proposed timeline is set out in Table 3 below:

Table 3: Indicative Procurement and Implementation timeline

Timeline	Activity
13 December 2022	Cabinet
20 December 2022	Commencement of tender
27 January 2023	Tender closes
30 January – 24 February 2023	Tender Evaluation
27 Feb - 15 March 2023	Delegated authority reporting

15 March 2023	Award letters issued
16 – 26 March 2023	Stand still period (<i>for Home Support – Sensory Loss only</i>)
27 March 2023	Final contract award and issue of contracts to commence
3 April 2023	Contract commences

7.5.1 The Procurement Strategy for Home Support Sensory Loss is contained in **Appendix 2** and the Procurement Strategy for Care Homes (with and without nursing) and Supported Living is contained in **Appendix 3**. These strategies have been developed to build upon the approach taken during the 2017/2018 tender and associated lessons learnt.

7.5.2 As set out in 3.8 and 4.9 above, Home Support Approved Premises will be procured in line with the Public Contract Regulations (2015) - where appropriate via contract variations.

7.6 Social Value

7.6.1 Social Value requirements will be included within the Council's ongoing contract and quality management arrangements. Providers will be required to submit a Social Value action plan as part of their annual Provider Quality Assurance Statement and will receive support from Commissioners in developing and reviewing these.

7.6.2 Providers will also be required to tell the Council about the steps they are taking in relation to Environmental and Sustainability implications of their services through their Social Value action plans.

7.7 Public Sector Equality Duty

7.7.1 An Equality Impact Assessment has been carried out to identify the impact of the proposed changes. Details of the Equality Assessment can be found in **Appendix 4**. As the proposals will impact on all users of commissioned social care services, the assessment has not identified any groups that will be adversely affected. The proposals are designed to improve the outcomes, quality of services and continuity of service for all service users regardless of their protected characteristics.

7.8 Environmental and Sustainability Implications

7.8.1 All successful providers are required to be familiar with the Council's aims for a Sustainable Birmingham and ensure that in its performance of the Service, it uses working methods, equipment, materials and consumables which minimise environmental impact. An Environmental & Sustainability Assessment is attached as **Appendix 5**.

8 Appendices

- 8.1 Appendix 1 – Commissioning Strategy 2023+
- 8.2 Appendix 2 – Procurement Strategy for Home Support Sensory Loss
- 8.3 Appendix 3 – Procurement Strategy for Care Homes (with and without nursing) and Supported Living
- 8.4 Appendix 4 – Equality Assessment
- 8.5 Appendix 5 – Environmental & Sustainability Assessment

9 Background Documents

- 9.1 12 December 2017, Adult Social Care Commissioning Strategy (Forward Plan Ref: 004083/2017)

APPENDIX 1

BIRMINGHAM CITY COUNCIL

COMMISSIONING STRATEGY FOR REGULATED ADULT SOCIAL CARE

SUPPORTED LIVING AND CARE HOMES (WITH AND WITHOUT NURSING) AND HOME SUPPORT – SENSORY LOSS

REGULATED ADULT SOCIAL CARE COMMISSIONING - DECEMBER 2022

CONTENTS

1. INTRODUCTION

2. OUR VISION AND STRATEGIC AIMS

3. DRIVERS FOR CHANGE

4. COMMISSIONING INTENTIONS

5. HOW THE STRATEGY WILL BE IMPLEMENTED

6. PERFORMANCE FRAMEWORK

1. INTRODUCTION

“BIRMINGHAM - A CITY OF GROWTH WHERE EVERY CHILD, CITIZEN AND PLACE MATTERS.”

Birmingham City Council has a clear vision for Birmingham, which is to create ‘a city of growth where every child, citizen and place matters’. This vision, along with the Council’s strategic outcomes and priorities, is described in its latest Council Plan 2018 – 2022 (published in June 2018) and are:

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

The Council has set out a challenging agenda to support citizens to live more active, longer, healthier and independent lives and to reduce social isolation so that people can make positive choices and take control of their wellbeing.

The aim of adult social care in delivering the Council’s vision and the wider context is to protect and empower the most vulnerable citizens. This means supporting vulnerable people to maximise their independence, health and wellbeing, whilst ensuring that publicly funded care and support provides value for money for Birmingham citizens and is provided only when it is really needed.

The Council’s vision has been translated into the Vision and Strategy for Adult Social Care which addresses potential barriers and obstacles to delivering the above outcomes. It also provides a framework for the actions required to modernise adult social care services in Birmingham and to guide decisions regarding how resources are used. The Vision and Strategy¹ comprises eight key elements:

1. **Information, advice and guidance** - People need access to high quality information, advice and guidance. The range of services that people can access directly will be increased and it will be easier for carers to have their needs assessed.
2. **Personalised support** - Social work and care management services will be re-organised. They will move from assessing people for services to assessing them for the outcomes they want and the assets they have to achieve them.

¹ Birmingham City Council – Vision and Strategy for Adult Social Care October 2017

3. **Community assets** - Resources need to be made available for local groups to provide the wide range of support that enables people to remain in the community.
4. **Prevention and early intervention** - People need to be able to access prevention and early intervention services quickly and at any time in their lives to help maximise their independence.
5. **Partnership working** - Services need to be integrated and built on partnership working using multi-disciplinary teams and, where feasible, single points of access. The Council and its partners need to work as a whole system and to embrace locality working.
6. **Making safeguarding personal** - We must 'make safeguarding personal' and understand what outcomes people want from safeguarding enquiries and actions. Safeguarding must be seen as everybody's business and kept in the public eye.
7. **Co-production** - All services should be co-produced with users and carers. Ongoing engagement needs to be at the heart of commissioning and service delivery.
8. **Social Justice** - Services should seek to improve social justice by tackling the reasons for discrimination and creating opportunities for all citizens. .

It is this more detailed vision that forms the platform of this commissioning strategy for regulated adult social care services. The commissioning strategy focusses on services for those citizens who will need; care at home; residential care; nursing care; or ask for the Council's support in planning and arranging their care. The following commissioned services are included within this strategy at this time (collectively described as "commissioned adult social care services" hereafter):

- Home support – for people with sensory loss
- Care Homes (without nursing) – for adults of all ages
- Care Homes (with nursing) – for adults of all ages
- Supported Living – for adults of all ages

This commissioning strategy recognises that relationships between health, social care and wider community services are integral to the health and well-being of local communities and builds upon the previous commissioning strategy for these services (2017). Birmingham City Council is mindful of its role as a significant commissioner of these services and also the underlying price pressures in the social care sector - along with rising demand for services - which it must provide for through its social care budget. A key requirement in meeting these financial challenges is to work more collaboratively with our partners and increase joint commissioning across health, social care, and housing with support.

The commissioning strategy also makes clear the role that adult social care plays in the economy both locally and nationally and the need to reframe the sector as not just a significant cost, but a major economic sector in its own right².

² New Economics Foundation – Social Care as a Local Economic Solution for the West Midlands August 2017.

This strategy outlines our approach to the commissioning of regulated adult social care and provides a framework for the future commissioning of services that will support us to achieve our key aims to: improve outcomes; improve quality; and improve resilience and sustainability of the wider health and social care system.

2. OUR VISION AND STRATEGIC AIMS

The vision for regulated adult social care services in Birmingham recognises the role the Council can play across the health and social care system, in ensuring we make fundamental changes to; promote well-being; increase independence within limited resources; and to help people to achieve the outcomes that matter to them in their life.

Most adults and older people can enjoy access to mainstream services independently or with help and support from their families, friends and social groups. However, for some citizens this is only possible with support from Adult Social Care services and from other public sector agencies such as health services.

The challenges facing the Council to achieve this have never been greater. While it is a great achievement for society that there are more people living longer with more complex needs, inevitably this puts pressure on resources. While Birmingham is one of the youngest cities in Europe, the older population is growing rapidly. However there are an estimated 14,000 adults living with dementia, with a further 3,000 people expected to be diagnosed over the coming 20 years. Further, there are nearly 24,000 people living with a learning disability and an increasing number of adults who have disabilities or are living with mental illness. The resources previously available to the Council have been significantly reduced, making the use of available resources more important than ever. The public have higher expectations of the public sector, and rightly so, the standards of care they expect are rising. It is increasingly recognised that people want support to enable them to exercise independence, choice and control.

Consequently, the Council has changed and adapted to these new circumstances, which means that the type of services arranged and provided and the way they are organised and delivered has to change. Our vision for commissioned services in Birmingham is therefore:

TO HAVE A VIBRANT, DIVERSE AND SUSTAINABLE LOCAL HEALTH AND SOCIAL CARE MARKET, WHICH SUPPORTS THE ACHIEVEMENT OF BETTER OUTCOMES, INCREASED INDEPENDENCE AND CHOICE AND CONTROL FOR ADULTS.

This vision for commissioned adult social care services is underpinned by three clear aims to:

1. Improve outcomes for those with health, care and support needs
2. Improve the quality of commissioned health and care services
3. Improve the resilience and sustainability of our health and social care system

This recognises that if people are to live better lives and achieve better outcomes then we need to help people, their families and the community to have greater choice and control about the care that they receive, to promote independence and to ensure that all adults have access to the support that they require to live safely and independently.

To deliver this vision a whole systems approach is required which recognises that much of the need for care and support is met by people's own efforts including their families, friends or other carers,

and by community networks. Services commissioned by the Council and NHS need to support and complement these individual and personal care and support resources.

3. DRIVERS FOR CHANGE

NATIONAL DRIVERS FOR CHANGE

Adult social care operates within a complex statutory framework, with significant legislative reform on the horizon. The legislative and regulatory requirements underpin the approach to commissioning as well as the way in which these vital services are delivered. It is important that commissioners, providers and regulators work together to ensure the delivery of a range of services that meet citizens' needs, provide choice and are of good quality.

The key statutory driver for the work of adult social care is currently the Care Act 2014. The Care Act places clear duties on providing care and support to meet the assessed eligible needs of individuals and ensuring that wellbeing is promoted when carrying out any of the Council's care and support functions. The Care Act also sets out a range of commissioning and market shaping duties for Local Authority commissioner to ensure a range of quality and type of services are available to meet needs.

The "Build Back Better: Our Plan for Health and Social Care" published by Government in September 2021 sets out significant reform for the health and social care sector. The plan aims to address the catastrophic impact of the Covid-19 Pandemic on the NHS and social care sector, focussing on addressing extensive hospital backlogs, but also reforming the adult social care system in England in order to meet the increasingly complex needs of an ageing population, as well as those of younger adults who need support.

Part of the Build Back Better policy change is the Government White Paper "Joining up care for people, places and populations" published in February 2022. This sets out a challenging agenda for the NHS and Local Government to further integrate through the planning, commissioning and delivery of co-ordinated, joined up and seamless services to support people to live healthy, independent and dignified lives and which improves outcomes for the population as a whole. The goal being that "everyone should receive the right care, in the right place, at the right time."

The regulatory framework for commissioned adult social care services³ sets out an approach to how the Care Quality Commission powers can and will be used to; protect people who use regulated services from harm; to ensure they receive health and social care services of an appropriate standard; and to hold providers and individuals to account for failures in how services are provided.

These key pieces of legislation taken together are powerful vehicles to help drive change in services and to ensure the provision of high-quality services to meet the needs of individuals.

It is therefore critical that the Council, the NHS and providers shape and deliver the services that are needed by citizens to meet these requirements. This commissioning strategy sets out a number of

³ As contained within the Health and Social Care Act 2008, the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 and the Care Quality Commission (Registration) Regulations 2009.

ways in which this agenda will be further embedded across commissioned adult social care services in Birmingham.

LOCAL DRIVERS

In 2012 the Council moved away from traditional block contracting, spot purchasing and large-scale internal provision of some commissioned adult social care services, to an open market approach with dynamic pricing. This approach delivered a number of benefits for the City Council and for citizens. Whilst the overall approach had allowed the Council to move away from more traditional delivery and contracting arrangements and provide some structure to the market to allow it to develop, it did not address all of the drivers for change and the needs of the market.

In 2017 the Council adopted a Commissioning Strategy for Adult Social Care which set out a range of ambitious changes to improve the quality and resilience of the sector. This Strategy has seen significant improvements including:

- working with over 25 Inadequate providers since May 2018 to either improve performance or safely decommissioned services
- investing over £40m in the sector through annual fee increases, with initial fee increase for 75% of home support/supported living packages of care and 85% of care homes packages of care
- establishing a pricing structure and processes for younger adults' placements, with robust social work input and commissioner challenge
- improving relationships with providers through named Commissioners, locality working, provider forums and engagement on a range of topics.
- Implementing a clear quality framework where provider quality is regularly assessed, and packages of care are allocated based on the quality rating of the provider
- improving performance so that 75% of citizens are now receiving either Gold or Silver rated care, compared with around 50% in 2013.
- increase in citizen satisfaction and use of citizen feedback in our commissioning processes
- implementing a new IT solution to support commissioning and contracting arrangements
- requiring all Birmingham contracted care providers to pay the Birmingham Care Wage for under 25's – encouraging young people to enter the care sector in Birmingham.

However, there were and remain a number of wider local challenges we must continue to address by whatever means available. The most significant of which are the adult social care workforce pressures, which remain a significant risk to the sector and therefore a local priority to support where we can. The care workforce are some of the lowest paid in our economy with some 6,800 social care leavers per year and an estimated 1,300 vacant jobs at any time. The Covid-19 Pandemic, Brexit and the current cost of living crisis are all exacerbating the existing pressures. Whilst this commissioning strategy alone cannot address all of these issues, it is an opportunity for the Council

to reaffirm its ongoing commitment to work with the sector to address these issues - where they are in our collective ability to do so.

Given the national and local drivers for change and the positive impact of the previous commissioning strategy, the future commissioning arrangements for the sector will remain largely unchanged.

LOCAL NEEDS

The Council has published a number of Market Position Statements which identify current capacity and predicted demand. These are available on the Council's website by following the link below:

https://www.birmingham.gov.uk/info/20066/for_care_professionals/131/birminghams_market_position_statements

The Council's Draft Market Sustainability Plan also sets out key aspects of the regulated adult social care market in Birmingham and how the Council intends to work with the sector to develop the market.

The proposals contained within this strategy and the detailed documents that will result from this, have all been designed to ensure that individual assessed eligible care and support needs can be met in high quality services and that citizens are given choice and control over their care.

4. COMMISSIONING INTENTIONS

We need to transform the sector but are under no illusions about the scale of change this will involve and the need to take citizens, providers, partners and professionals on that journey with us. We will continue to support the local economy and the care sector and have set out below how this will be implemented and supported to deliver our vision.

COMMISSIONING PRINCIPLES

Whilst the commissioning approach adopted in 2017 has created many positive changes, there is still a great deal of work to do to reshape services to meet current and future demands and to address national and local drivers.

The 'preparation for integration' phase of this strategy from 3 April 2023 to 2 April 2028 has been designed to take that next step on the transformation journey and will be focussed on:

- **Integration** – preparing the sector and commissioners across the Integrated Care System for a move towards joint and/or delegated commissioning arrangements, including implementation of a revised Integrated Quality Assurance Framework and a move towards joint commissioning and contracts.
- **Investment and stability** – investing existing resources into the care sector in a more structured way, including with our NHS and other partners, to provide stability of care, but also recognising the role of the social care and health economy in the region and to allow all parties to plan their businesses.
- **Commissioner-led support** – a package of support from commissioners and partners across the system that promotes quality improvement. Including ways in which social value will be delivered by the care sector and other partners.
- **Incentivising quality** – implementing an Integrated Quality Assurance Framework that recognises the best care provision and informs choice.
- **Market shaping** – developing mechanisms and specifications that support reduced reliance on the Council and support ongoing development and sustainability of the market.
- **Efficiency and modernisation** – developing integrated systems and processes that are efficient and fit for the future.
- **Robust contract management** – clear specifications focussed on enabling, independence, choice and control and that make clear the requirements, with robust and consistent management against these.
- **Employment and skills** – having a health and social care system that acts as an economic driver for change at a local community level; ensuring the sector is an attractive prospect for those entering the job market; and that those within the sector are supported and trained to remain and develop their skills.
- **Reduced reliance on commissioned adult social care services** – the Council will do further work to; develop alternatives to more traditional models of care commissioning and delivery which will incentivise providers to enhance the independence of citizens; and support the development and understanding of community-based services.

- **Partnership with providers** – having transformed the Council’s relationship with the market by being open and transparent, the Council will have a range of high- quality providers who want to work with the Council to deliver services in the future, are clear about what is required and are able to work with the Council/NHS to influence the future direction.

THE ROLE OF OTHER PARTNERS

The Council is clear that it plays a significant role in the commissioning of services that make up the health and social care system across Birmingham and beyond. However, we also recognise the crucial role of families, carers, communities, third sector organisations and partners such as the NHS and Birmingham Children’s Trust. Together, they provide advice, guidance, support and care to a whole range of citizens that the Council may not have visibility of. It is therefore crucial that the Council works with these partners to improve the quality of commissioned adult social care services.

CURRENT RESOURCES

The financial sustainability of the social care system is a nationally recognised and widely reported issue, for which there has been much lobbying from the local government sector. The Government has set out a range of reforms, albeit the funding has yet to be confirmed for all aspects of change.

The Council continues to face financial challenges and has set out a Financial Plan confirms that sets out the expenditure, income and savings the Council expects to face for 2022 and beyond. Based on current spend and expected increases in demand it is estimated that £357m will be spent on adult social care by Birmingham City Council in 2022/2023, which comprises 47% of the Council’s overall net budget.

A further £4.3m of savings are required in 2022/23, with a further £7m in 2023/24. Many of these savings plans are very challenging and there are limited opportunities for alternative plans, however the Council continues to monitor and manage spend rigorously and identify further contingency plans.

It is estimated that £207m will be spent through the proposed contracts which are the subject of this strategy, funded from the Adult Social Care budgets.

5. HOW THE STRATEGY WILL BE IMPLEMENTED

The following section describes how the commissioning strategy will be implemented to support delivery of high-quality services, the achievement of better outcomes, increased independence and choice and a more resilient and sustainable health and social care system over the next five years.

ENTRY CRITERIA INTO THE COUNCIL'S CONTRACT 2023 +

The Council will operate a flexible contracting arrangement or framework agreement for the majority of commissioned adult social care services, however these arrangements will be adapted to reflect current supply and demand. This will mean the following:

- **Home support Sensory Loss** – once the initial procurement has taken place, no new providers will be allowed to join this lot under the contract. This means the Council will contract with a fixed group of providers. This service will be a specialist city-wide home support service to citizens with sensory loss including Congenital Sight and Hearing Loss, Usher Syndrome and Acquired Sight and Hearing Loss. We will be seeking providers with the necessary skills and experience of delivering services to meet the needs of those with sensory loss.
- **Supported living** (personal care elements only) – this will be operated as an open flexible contracting arrangement on a city-wide basis, whereby the Council will allow new providers to join the contract at any time, subject to the relevant entry criteria being met.
- **Care Homes (with and without Nursing)** – this will be operated as an open flexible contracting arrangement, whereby the Council will allow new providers to join the contract at any time, subject to the relevant entry criteria being met.

To drive up quality, the Council will not allow a provider who is currently rated by the Care Quality Commission (CQC), the Council or the NHS as Inadequate or equivalent to enter the new flexible contracting arrangement.

To ensure that Commissioning and quality arrangements support and are aligned to the need to offer citizens a choice (particularly in relation to accommodation), partners will work to ensure that chosen regulated provision can be incorporated into our contracting and quality arrangements. It is important this process is clear to all parties and that appropriate quality assurances can be obtained promptly, particularly where it is needed to support hospital discharge.

The contracting and procurement arrangements will be set out in the relevant Procurement Strategy, associated contracts and the Integrated Quality Assurance Framework. However, where these criteria and processes have been fulfilled, but a provider does not currently have either a CQC rating (albeit they must be CQC registered) or quality rating, the Council and/or NHS will conduct a baseline quality assessment in accordance with the Integrated Quality Assurance Framework. To protect citizens and providers, restrictions on admissions may be aligned to the overall quality rating. This will be designed to reduce the volume or complexity of citizens supported by new or lower rated providers and to allow time for improvement.

All providers seeking to join the contract will therefore have to have at least one of the following, the most recent of which will be considered for entry:

- a CQC rating of Requires Improvement, Good or Outstanding;
- a Birmingham City Council quality rating of Gold, Silver or Bronze (as detailed in the Integrated Quality Framework below); or
- an NHS score of Amber, Green or Bright Green – currently only applicable to nursing homes.

Providers will be awarded contracts based on the combination of their Company Name, CQC Provider organisation and CQC location and each registered location will be assessed separately.

Beyond this, a more detailed set of entry criteria will maximise the quality of providers that can enter the flexible contracting arrangement and to reduce potential risks to all parties, this will include (but not be limited to) provision of the following – all of which will be set out in the relevant Procurement Strategy and associated Invitation to Tender and Contracts:

- Valid CQC registration certificate
- Bank account details and copies of financial accounts
- Employers Liability and Public Liability insurance certificates with cover up to £10m
- Company registration details
- Details of any bankruptcy or convictions of owners/responsible persons
- Data protection and modern slavery compliance
- Confirmation of Food Hygiene Rating for care homes (with and without nursing) of 4 and above
- Copies of a range of policies to include (but not limited to) Safeguarding Policy, Health and Safety Policy, Recruitment and Selection Policy, Business Continuity policy, Equal Opportunities Policy, Environmental/Sustainability Policy, Care Planning and Risk Assessment Policies.
- The same requirements must be met by Care Homes (with and without nursing) and Supported Living care providers should they wish to join the flexible contracting arrangement at a later date. The only exception being those placements that are outside of the Birmingham City Council boundary, where full compliance will not be required with:the Birmingham Care Wage
- the Birmingham Business Charter for Social Responsibility

TRANSITION ARRANGEMENTS

The Council is keen to stabilise the care being received by our citizens and the Council believe this is a collective responsibility which we should all take whilst we continue to transform the market and quality of services across Birmingham in a more structured way. We are keen to work with providers who share this ethos and are comfortable to work with us.

As part of the Council's Vision and Strategy for Adult Social Care, there will continue to be an emphasis on reviewing the eligible care and support needs of service users funded by the Council. The principles of this approach are to ensure:

- Care is closer to home and supports maintaining of family and community links.
- People are supported in their own home and supported to return home wherever possible.
- Care settings are the least restrictive and designed to support recovery, independence and progress.
- Resources are maximised through meeting needs in the most effective way and spending public money wisely.
- Systems and processes that enable joint working, assessment and review, as well as consideration of most appropriate funding.

The Council must demonstrate value for money and the transition arrangement are designed to ensure that there is a link between the price the Council pays for care and the needs of the service user, that services promote independence and choice and that the Council commissions the best quality services possible.

The terms of the new contract will therefore apply:

- **For home support – sensory loss (adults), care homes (with and without nursing) for over 65's and for supported living (adults)** - to all packages of care commissioned both on and after 3 April 2023 under the 2023 contracts (or at the date of contract award if made after this date), including the proposed relevant fixed fee. For successful applicants, the new contract will replace all previous contractual arrangements for existing packages in these categories that are in place on 3 April 2023 (or at the date of contract award if made after this date) and will also apply to all new care packages in these categories during the contract term.
- **For care homes (with and without nursing) for under 65's** - to all packages of care commissioned both on and after 3 April 2023 under the 2023 contracts (or at the date of contract award if made after this date), will be at the Guide Price or that determined following the Open Book process. For any packages of care commissioned by the Council prior to the provider being awarded a 2023 contract, these will be novated to the 2023 contract at their 2 April 2023 fee. After the transfer, any inflationary increases will be applied in line with this commissioning strategy 2023 + and apply from the date of contract award.

As set out above, only providers who are successful in applying for a 2023 contract will receive fee increases from the date of contract award.

In cases where a provider is unsuccessful (for example does not meet the entry criteria or is rated as Inadequate) in joining the new contract but has existing care packages commissioned by the Council, the following will apply:

- **Home support Sensory Loss** – any citizens currently supported will be contacted by the Council and advised of the outcome of the procurement exercise, alongside the quality rating. They will be offered a choice to either remain with the existing provider by taking up a Direct Payment or choose for the Council to find them a new provider. This new provider will be identified in line with the process described in the Allocation of Work section below and with care providers who are successful in joining the contract.

- **Supported Living** – as these citizens will have an independent tenancy and the Council is only commissioning the care element, there may be a range of considerations. In these cases, the Council will consider a range of alternatives to secure high quality services which may include the use of an Individual Service Fund, Direct Payments or the provider agreeing to make service improvements within an agreed timescale. In all cases, any citizens currently supported will be contacted by the Council and advised of the outcome and the choices available to them, along with details of any action being taken by the Council.
- **Care Homes (with and without Nursing)** – the provider will no longer receive any new placements from the Council and will be required by the Council to make the necessary improvements to the quality of the service within timescales agreed with the Council. Should the provider make the necessary improvements and are then able to meet the entry criteria, they will be allowed to join the new contract. For those providers that are unable to make the necessary improvements, the Council will commence dialogue with service users and their families to start considering moves to alternative, higher quality provision. Only a small number of care homes (with and without nursing) services are expected not to get onto the flexible contracting arrangement.

Every effort will be made to make providers aware of this commissioning strategy and associated procurement activity. The Council already holds contracts with over 1,000 care providers under the 2017 commissioning strategy/contracts and it is expected the majority of these will sign up to any new contracts. However, in cases where a provider chooses not to join the contract or is not aware of the arrangements, but has existing care packages commissioned by the Council, the provider will no longer receive any new placements from the Council with immediate effect. Current contracts do allow for placements to continue on their previous terms and conditions which will allow dialogue with effected providers, service users and families. The Council will commence dialogue with providers, service users and their families to start considering moves to alternative contracted provision where appropriate.

CORE STANDARDS

The Council not only has a statutory duty to meet assessed eligible care and support needs but a wider responsibility to the people of Birmingham to ensure the care sector is fit for purpose and supports the wider health and social care system.

To ensure citizens and their families are clear about the standards they can expect from their provider and that providers are clear about what is required, the Council has set out a series of service specifications and core standards. These will be used as the foundation for all quality monitoring assessments undertaken by the Council, NHS, or any other party acting on the Council's behalf.

In meeting all regulatory, legal and contractual requirements, each provider will be required to meet the five core standards which will deliver the following outcomes:

1. Involvement and information

- a. Service Users understand the care and support choices available to them. They are encouraged to express their views and are always involved in making decisions about the way their care and support is delivered. Their privacy, dignity and independence are respected and their (or their carer's) views and experience are taken into account in the way in which the Services are provided.

- b. Where they are able, Service Users give valid consent to the care and support they receive. They understand and know they can change any decision that has been previously agreed about their care and support. Their human rights continue to be respected and are taken into account.

2. Personalised care and support

- a. Service Users experience appropriate, effective, care and support in an enabling way that safely meets their needs, protects their rights and maximises their independence, health and wellbeing.
- b. Service Users are enabled and supported to have a choice of nutritional and balanced food and drink to meet their diverse needs.
- c. Service Users receive safe, coordinated care and support where more than one Service Provider is involved, or where they are moved to another Service Provider.

3. Safeguarding and safety

- a. Service Users are protected from abuse or the risk of abuse and their human rights are respected and upheld.
- b. Service Users experience care and support in a clean environment that protects them from, and reduces the risk of, infection.
- c. Service Users will have the medicines they are prescribed, at the times they need them, and in a safe way.
- d. Service Users, together with those who work in or visit the premises, are in safe and accessible surroundings that promotes and protect their wellbeing.
- e. Service Users, together with those who work in or visit the premises, are not at risk of harm from unsafe or unsuitable equipment (including furnishings or fittings). Service Users benefit from equipment that is comfortable and meets their needs.

4. Suitability of staffing

- a. Service Users are safe and their health and welfare needs are met by staff who have been appropriately recruited and who have the right qualifications, skills and experience.
- b. Service Users and their health and welfare needs are met by sufficient numbers of appropriate staff with the right qualifications, knowledge, skills, approach and experience.
- c. Service Users are safe and their health and welfare needs are met by staff who are appropriately trained, well supervised, and receive the development opportunities they need to carry out their role effectively whilst keeping their skills and training up to date.

5. Quality of management

- a. Service Users benefit from safe, quality care due to effective decision making and management of risks to their health, welfare and safety because lessons are learned, and the quality of Services is effectively monitored.

- b. Service Users and / or their nominated representative can be sure that the Service Provider listens to and acts on their complaints and comments. They know that they will not be discriminated against for making a complaint or raising an issue.
- c. Service Users are confident that the records kept by the Service Provider about their care and support (including those that are required to protect their safety and wellbeing) are accurate, fit for purpose, held securely and remain confidential.

THE INTEGRATED QUALITY FRAMEWORK

The Council has adopted an Integrated Quality Framework (IQAF) with partners across our Integrated Care System. This framework sets out the approach to quality assurance and the full detail of which will be incorporated into relevant contracts. The key principles of the IQAF, as set out in the NHS National Quality Board Shared Commitment to Quality (2021):

Delivering quality care in systems: key principles

Based on learning from systems to date, there are six key principles that should underpin decisions around quality in health and care systems:



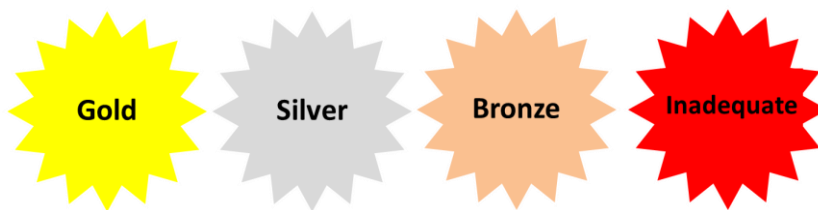
Providers will be given a Provider Quality Rating which will be based on whichever is the most recent of the following. Between them, these will act as a baseline of quality assurance for all commissioned services:

- The view of the regulator: the CQC inspection rating
- A baseline of all quality standards; the Quality Monitoring Visit rating

In addition, the following elements may be considered:

- An assessment of health care quality: the Healthcare Quality Assurance Level
- The view of the Provider: Provider Quality Assurance Statement (PQAS)
- The views of the Service User: Customer feedback

The Provider Quality Rating will be measured, and each service given an overall quality rating of either 'Gold', 'Silver', 'Bronze' or 'Inadequate'. The statements below reflect what services in the different quality categories should look like.



WHAT DO THESE SERVICES LOOK LIKE?

‘Gold’

- People describe the service as exceptional and distinctive, with staff going out of their way to meet personal preferences and individual outcomes.
- The provider is striving to be a leader in their field.
- The provider exceeds the standards set down by CQC, and contractual terms and core standards.
- The exceptional level of service is delivered consistently over time.

‘Silver’

- People describe the service as good and that it meets their needs and delivers good outcomes.
- The provider meets the standards set down by CQC, and contractual terms and core standards.
- The good level of service is delivered consistently over time.

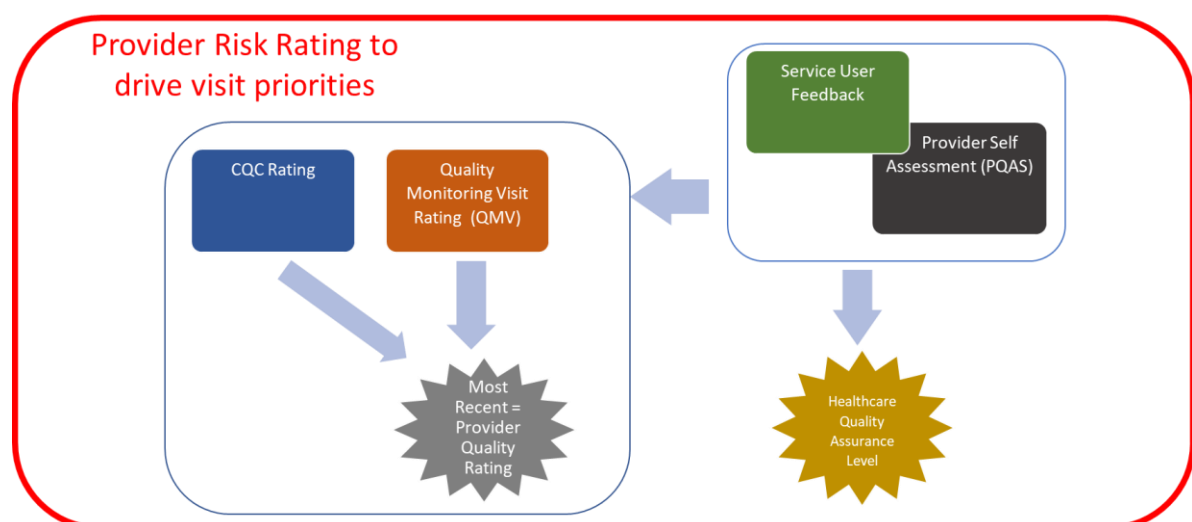
‘Bronze’

- People describe the service as not always good and that it does not always meet their needs or deliver good outcomes.
- The provider is working towards meeting all of the standards set down by CQC and contractual terms and core standards, but improvement is still required.
- A good level of service is not consistent over time.

‘Inadequate’

- The provider does not meet key standards set by CQC and contractual terms and core standards.
- People using the service are not safe and they are at risk of harm.
- Significant improvement is required, the service will be at risk of losing its registration.

WHAT INFORMATION WILL DRIVE THE RATING?



The Integrated Quality Assurance Framework aims to capture a range of views of the quality of services and use them to produce an Overall Quality Rating for all services and a Healthcare Quality Rating for those services providing FNC/CHC/Section 117 health and care support. These will be used to inform care commissioning processes and will help people to make informed choices. The Overall Quality Rating will therefore draw upon a range of data sources and be published regularly:

- The view of the citizen or service user: Customer feedback and social worker feedback
- The view of the regulator: The Care Quality Commission (CQC) inspection rating
- The view of the Commissioner: Birmingham City Council or NHS quality monitoring rating
- The view of the provider: Provider Quality Assurance Statement

The Integrated Quality Assurance Framework will be used to develop and improve commissioned regulated adult social care services and will set out all detailed quality improvement processes.

CUSTOMER FEEDBACK

Service user feedback will be used to evaluate what service users think about the service they use, how the service involves and consults with service users and how responsive the service is. The Integrated Care System (ICS) will take into account customer feedback using a range of methods including (but not limited to):

- The ICS Council will assess the service delivery against the 'Involvement and information' and 'Personalised care and support' domain of the agreed quality toolkit.
- The ICS will use data gathered through the social work and clinical assessment and review process about how well the provider delivers outcomes for service users using the Friends and Family Test.
- All care providers will be required under the terms of their contract, to use and promote the Healthwatch feedback tools and to use data collected to improve services.
- The ICS will work with Healthwatch to further develop their tools and usage of these to support quality improvements in adult social care services.
- The ICS will continue to work with partners including the Care Quality Commission to obtain feedback on commissioned services and ensure coordinated action to support service improvement.
- The ICS will work with citizen groups and partners to ensure our quality standards reflect professional, contractual and regulatory compliance but also those issues that are important indicators of quality for service users and potential service users.
- The ICS will work with citizen groups to ensure feedback can be obtained from everyone who receives service in a way that meets their individual communication needs.

The Council may take into account customer feedback recorded on other websites where it feels that the feedback is relevant.

PUBLICATION OF THE QUALITY RATING

The Council will publish online each provider's overall Provider Quality Rating, alongside their CQC inspection rating, any NHS quality rating and customer feedback data. This will enable citizens to make informed choices about the care providers they choose to meet their needs and how they compare with other providers in the care market. This will also allow the Council to share market intelligence more readily on a regional and national basis.

PROVIDER SUPPORT PACKAGE

The Council is committed to ensuring that the care market is supported to make the necessary changes described in this strategy and a wider Quality Support Package will be developed as part of the Integrated Quality Assurance Framework. A wide range of providers operate within Birmingham, from national organisations to some of our smaller and more specialist providers. It is therefore important that, regardless of the wider assets and resources a care provider has, they have equal access to the Council and partners support in making changes and improvements in quality. All providers under the new contract will therefore be entitled to a package of support from Birmingham City Council and its partners, to incentivise improved quality which will include:

- A **dedicated commissioning team** will continue to be aligned at a local geographic level. This will allow commissioners to work locally to support the further shaping of all sectors of the market, development of and linking to community assets and to have a real understanding of the availability and quality of care in their area. They will provide advice and guidance in relation to the contract; be proactive in picking up potential quality issues early on in order to reduce more intensive interventions in future; signpost providers to targeted and specialist training; support the development of social value and to continually improve quality.
- A **quarterly contract review meeting with commissioners for those providers with the largest market share**. This will be used to discuss market intelligence, quality, performance, improvements, innovation and address questions and concerns either party may have about the contract and how it is operating.
- A **training and support programme** delivered jointly with the NHS and partners, aimed at driving up quality, will be developed to ensure the care sector is an attractive employment choice for people.
- The Council is keen to **explore new ways of working with providers** and to ensure that the market remains sustainable in the future. The Council will look to develop models through its Social Value Policy and the Birmingham Business Charter for Social Responsibility to **connect organisations that can support and benefit one another** to improve areas of their business and quality.

PRICING

The Council undertook a range of comparison, benchmarking and consultation to develop its fee structure in 2017 and to further understand the costs of care in Birmingham. In 2019 and 2021 the Council undertook Open Book cost of care exercises across the sector and used the results in the setting of fees and increasing commissioner understanding of provider costs/pressures. In 2022 the Council undertook a mandated Fair Cost of Care exercise as required by the Market Sustainability and Fair Cost of Care Fund grant.

The Birmingham Fair Cost of Care and findings, outputs and all associated reports and analysis, including the Market Sustainability Plan will be published on the Council's website in due course:

www.birmingham.gov.uk/stm

Having considered the above exercises, the Council will continue to operate a **fixed fee** approach for the following services:

- Home support Sensory Loss (adults ages)
- Supported Living (adults)
- Care Homes without nursing (for over 65's)
- Care Homes with nursing (for over 65's)

To reflect the complex range of support provided for those citizens aged 18 – 64 years old with a learning disability, mental health condition or with a physical disability, the Council will continue with the Guide Price and Open Book process established in 2017. This includes the Council using a Guide Price for various levels of need and any variations from this being managed and agreed using an 'open book' approach. The open book process will require providers to provide the cost of meeting the service users needs and to provide a transparent and evidence-based breakdown of these costs.

Home Support Sensory Loss (adults) services will be paid an additional fee to recognise the additional staffing, training and travel time required to provide a specialist city-wide service.

The fees for each type of care above, will:

- Provide greater transparency of pricing that is fair.
- Enable all parties to plan more effectively.
- Allow investment to drive up the quality of services.
- Enable providers to recruit and retain staff.
- Keep pace with changes to the National Living Wage and general inflationary pressures.

The inclusion of a contractual requirement for all providers to open their financial accounts to the Council on an annual basis will further allow the Council and providers to discuss costs, identify ways in which we can work collaboratively to reduce costs, increase efficiency and also work on developing more of a partnership approach.

The following general pricing assumptions have also been adopted:

- The proposed rates will enable providers to pay their care workforce an hourly rate which is in line with the National Living Wage.
- The proposed rates will enable providers to pay staff employed that are under 25 years old, an hourly rate equivalent to the National Living Wage.
- In addition to quality incentives and a range of support, the Council will make a commitment to increase fees annually in line with the principles set out in the Price Review Methodology section below.
- Providers will meet the CQC requirement that they 'must provide sufficient numbers of suitably qualified, competent, skilled and experienced staff to meet the needs of the people using the service at all times and... other regulatory requirements.'
- Third Party Contributions (also known as top ups) - where a care provider has made an offer through the CareMatch Portal (that is not a direct allocation as a result of the citizens right to choose more expensive accommodation), there should not be any Third Party Top Ups put in place – by agreeing to the terms of the Council's Flexible Contracting Arrangement providers are agreeing to provide the care and support detailed in the support plan at the contract rate. The Council will continue to invest in IT systems that ensure prompt payment and secure cashflows, to reduce providers' financing/borrowing costs.
- Providers will take all opportunities available to reduce overheads and transaction costs and increase occupancy levels.
- All nursing related costs must be met through the Funded Nursing Care (FNC) or Continuing Health Care (CHC) contributions.
- The Council may agree to a discretionary additional payment for a service user who is a delayed discharge from hospital or who the Council has been unable to place due to complex care needs or is under Section 117 aftercare. This will be at the sole discretion of the Council.

The Council will continue to engage with providers to explore the impact of Social Care Reform and requirements of the Market Sustainability and Fair Cost of Care Fund as these emerge during 2022 and beyond.

PRICE REVIEW METHODOLOGY

The Council recognises underlying price pressures within the care sector, particularly those in relation to employee costs, which make up the largest proportion of the cost of delivering care. We have invested over £40m in the sector through our previous commissioning strategy – however we know there is still more to be done. We are working closely with the sector to implement social care reform, including the requirements of the Market Sustainability and Fair Cost of Care Fund.

The Council is committed to ensuring the care sector remains sustainable, not only as it delivers care to some of our most vulnerable citizens, but also as a major employer across the region. We will therefore increase prices of care packages placed under the new contract on an annual basis having considered the following principles:

- Changes in the rate of inflation including consideration of the Consumer Price Index (CPI) and the Consumer Price Index Housing (CPIH).

- Changes in national minimum wage rates including the National Minimum Wage and National Living Wage.
- Other relevant price pressures likely to significantly impact on the care sector e.g changes to employer pension contributions and National Insurance.
- Regional price comparison data
- Open book accounting/Fair Cost of Care returns from care providers
- Sustainability of the care sector including the scale of providers existing the market locally
- In accordance with our Market Sustainability Plan where relevant
- Affordability to the Council within the context of the overall annual budget settlement

The Council will use the above principles each year to set a price increase applicable from April the following year. This will be set out transparently and shared with care providers as early as possible to assist with financial and business planning.

For care homes (with and without nursing) providers for under 65's (or those in Learning Disability, Mental Health and Physical Disability placements as recorded on the Council's care records management system) the approach will differ as follows:

- From 3 April 2023, the Council will continue to operate a Guide Price and the 'open book' process for new packages of care in care homes (with and without nursing) for under 65's. This requires providers to submit a breakdown of their costs if the proposed fee is above the Guide Price. There will continue to be robust check and challenge of these fees in line with benchmarks and cost of care data.
- For providers who are successfully awarded a new care homes (with and without nursing) for under 65's contract after 3 April 2023, their existing packages of care will be transferred onto the new contract at their existing fee rate. However, they will then be immediately eligible for any applicable annual fee increase.

For any provider who has not come onto the new contract either voluntarily or as a result of being unsuccessful at the tender stage, any annual increase will not apply, including those under previous contracts. The Council will continue to pay the existing fee applicable as at 2 April 2023 to that provider, until such time as that care package ends or they apply for and are awarded a new contract.

CARE PACKAGE ALLOCATION PROCESS

Providers will be asked to submit offers for packages of care via an electronic system. The following principles will therefore apply:

- Each provider submitting an offer will be required to confirm that they can meet the needs of the citizen based on the individual support plan. This will have been provided as part of the requirement to the market and anonymised as appropriate.
- Provider quality ratings will be used when evaluating individual offers for care packages. The provider with the highest quality rating will win the tender – subject to citizen choice in relation to Supported Living and Care Homes (with and without nursing), which will be considered in line with statutory requirements.
 - Where there is no clear difference between the quality ratings of the providers who make an offer for the package e.g., two Silver rated tenders are received citizens will be presented with all of the highest rated tenders and asked to choose.

The allocation process will differ for the following services:

- Supported Living – the principle decision will be around location as service user will be signing an independent tenancy. However, the market will be tested, and all offers will be presented to the service user in quality rated order.
- Home Support Sensory Loss – this is a city-wide service with a small number of specialist providers, therefore, the market will be tested and all offers will be presented to the service user in quality rated order.

SYSTEMS AND PROCESSES

The Council will ensure it maximises the use of technology to operate the commissioning strategy and associated contracts efficiently, effectively and with a focus on transparency. Any systems used will deliver the following key functionality as a minimum:

- **Provider enrolment** – an electronic process for those joining the contract to record and capture compliance with the entry criteria and ensure details remain up to date.
- **Quality rating** – an electronic method for calculating and recording provider quality ratings, using these in the tendering process and publishing these scores.
- **Tendering** – a simple system for providing care requirements to the market and for managing the tender, evaluation and contracting processes and linking these to citizens in the Council client records management system.
- **Supplier relationship management** – a single electronic record of each provider that can hold records of all provider/commissioners' interactions including monitoring visits, improvement plans, offers and any correspondence.
- **Data and reporting** – reporting capability that allows the Council to manage providers at both a market and individual level and can provide appropriate public quality information.

SERIOUS INCIDENTS AND SAFEGUARDING

The Care Act 2014 Statutory Guidance makes clear that adults safeguarding responses should not be a substitute for:

- Care providers' responsibilities to provide safe and high-quality care and support;
- Commissioners regularly assuring themselves of the safety and effectiveness of commissioned adult social care services; and
- The Care Quality Commission (CQC) ensuring that regulated providers comply with the fundamental standards of care.

Adults safeguarding is therefore not intended to replace either existing governance structures or the effective management/oversight of commissioned adult social care services, but to supplement and support these arrangements to ensure a safety net is in place for all. The Council will continue to work with NHS and other commissioners across Birmingham, to develop an approach to the reporting of serious incidents and safeguarding alerts that:

- gives better oversight of quality concerns to commissioners.
- offers providers the ability to own, investigate and learn from quality issues and serious incidents.
- ensures providers receive appropriate support and training in investigating and reporting concerns and incidents
- mandates that all quality issues, serious incidents and safeguarding incidents will be reportable
- ensures sustainable improvements in quality and information sharing.

OPEN BOOK ACCOUNTING

Transparency of operational and financial performance will be a fundamental condition of doing business with the Council. The Council require all providers to regularly submit details of the cost of their service. Reporting standards and tools will be proportionate and recognise the size of some of the organisations that deliver adult social care across the city. This will be at least an annual data collection exercise.

OUT OF CITY PLACEMENTS

For 'out of city' care home placements for people over 65 years old, the Council will pay the usual rate set by the host local authority in which the Provider is located, where that usual rate is higher than the Birmingham City Council's standard residential fee and/or standard nursing fee. In situations where the host local authority does not have a usual rate, that rate is not easily identifiable, or the rate is lower than that paid by Birmingham City Council then the Council's standard residential fee and/or standard nursing fee shall apply.

The above fee change will apply only to placement made from 3 April 2023 and not apply to existing/historic arrangements.

JOINT FUNDED PLACEMENTS

The Council currently commissions a number of placements for citizens that have both health and social care support needs. These placements, although commissioned by Birmingham City Council, may be jointly funded by the Council and the NHS. Any such placements may be made under the new contract.

6. PERFORMANCE FRAMEWORK

A performance framework will be developed to monitor delivery of the commissioning strategy.

APPENDIX 2**PROCUREMENT STRATEGY (P0995)****FRAMEWORK AGREEMENT FOR THE PROVISION OF HOME SUPPORT SENSORY LOSS****1 Background**

1.1 The requirements and outcomes are set out in the accompanying report titled Regulated Adult Social Care Commissioning Strategy.

1.2 The existing service is delivered as part of a Framework Agreement which expires on 29 April 2023.

2 Service Requirements

The Council has a range of statutory duties and powers under the Care Act 2014 to assess the needs of citizens for care and support and commission a range of services that meet these needs.

Home Support is provided for those citizens who are over 18 years with sensory loss to provide support needed for people to live in their own home.

3 Procurement Options

The following options were considered:

- Option 1 - Do nothing. This was discounted on the basis that this is a statutory requirement and the current arrangements come to an end on 29 April 2023.
- Option 2 - Tender for a Birmingham City Council only contract. This option was discounted because Health has requested access to this framework agreement
- Option 3 - Use a collaborative framework agreement. There are no collaborative framework agreements in place that meets the Council's requirement, therefore this option was discounted.
- Option 4 - Tender the services using a Framework Agreement under the Light Touch Regime (LTR). This is the recommended option as it will allow the Council to respond efficiently to individual and specific client needs by closing the market to a number and range of providers with the appropriate Quality Ratings.

4 Procurement Approach**4.1 Duration and Advertising Route**

In line with the Public Contract Regulations (PCR) 2015; the framework agreement will be for a period of 4 years; contracts called off may be for a shorter or longer periods and may run past the end of the framework duration. The opportunity will be advertised via Find a Tender, www.finditinbirmingham.com and Contracts Finder.

4.2 Sourcing Strategy

The number of providers on the Framework Agreement will be unlimited to allow maximum citizen choice and reduce the potential for citizens to opt out of engaging framework providers. Multiple providers are required to allow capacity for the required specialist provision. The framework will be awarded to those providers who meet the criteria

4.3 Procurement Route

The requirement will be tendered following the 'Open' Procedure. The procurement of these services will be subject to the Light Touch Regime of the Public Procurement pursuant to the Public Contracts Regulations 2015 ("PCR 2015"), which provides flexibility to respond to the needs of citizens as a priority.

4.4 Scope and Specification

This framework is primarily for the Council and will also be available for Health to use.

The Council has a range of statutory duties and powers under the Care Act 2014 to assess the needs of citizens for care and support and commission a range of services that meet these needs. The Council currently commissions a wide range of regulated care and support services under the 2017 Commissioning Strategy approved by Cabinet.

The provision of Sensory Loss Home Support services will be delivered in accordance with Health and Social Care policy to all adults with an identified adult social care need.

The Commissioners will expect the service to provide:

- care and support that enables the service user to do as much as possible for themselves
- a personalised and responsive service (with all staff delivering care being aware of service users' personal preferences & agreed outcomes)
- care and support that encourages autonomy and independence
- a range of stimulation to meet the individuals needs and wishes
- activities that are meaningful for service users
- equality of opportunity
- choice and the fulfilment of personal ambitions
- protection, dignity and respect
- relationship maintenance - supporting the service user to build and maintain relationships
- the meeting of religious, cultural and spiritual needs and wishes
- prevention of hospital admission and / or facilitation of safe discharge

In addition to the above, the Provider will need to be able to put specific arrangements into place with regards to:

- Communication – A Service User with a Single or Dual Sensory Loss uses a range of communication including clear speech, sign language, tactile communication based on the alphabet. A Service User born with Dual Sensory Loss may have little or no formal communication or may have very specific and skilled modes of communication.

- Access to information – this includes difficulty with correspondence and written information such as timetables, websites, bus numbers, use by dates on food; spoken information such as train platform announcements; environmental information such as the layout of a room, finding a seat on public transport, busy traffic, potholes, obstacles on pavements, etc.

- Mobility – this refers to the ability to safely move around the home and outside the home. A Service User with a Single or Dual Sensory Loss may appear to have no difficulty in moving around a familiar place or taking a regular journey but be unable to safely manage an unfamiliar journey or cope with a change such as a blocked pavement on a usual route. A Service User with Single or Dual Sensory Loss ability to move safely out of doors can also vary depending on light levels, for instance between daytime and at night.

Whilst fixed fee arrangements are in place, the following arrangements shall apply to Home Support packages commissioned under the service specification for Sensory Loss Service;

- an additional fee per hour will be paid on top of the Standard Home Support Fee (the 'Congenital Sensory Loss Premium') for packages of care for congenital sight and hearing loss including Usher Syndrome and any specialist communication need
- an additional fee per hour will be paid on top of the Standard Home Support (the 'Acquired Sensory Loss Premium') for packages of care for acquired sight and hearing loss (where there is a specialist communication need)
- an additional fee per hour will be paid on top of the Standard Home Support Fee to packages of care delivered for Single Sensory Loss where the level of complexity is on a par with Congenital and Acquired Sight and Hearing Loss
- the Congenital Sensory Loss Premium and the Acquired Sensory Loss Premium will not increase annually.

5 Market Analysis

Summary

The home support sensory impairment market is characterised by sufficient supply of good quality provision, although the current situation of high inflation is likely to further impact on provider and workforce sustainability. Commissioners require contracted services to be able to deliver against the sensory impairment service specification.

In Birmingham there are 139 home support locations whose CQC registration identifies a sensory impairment service user band type. The majority of these locations offer home support services to a people with a wide range of needs and the CQC registered sensory impairment service user band type is not necessarily an accurate indicator of service delivery specialism.

The main barrier to entry to the market is the availability of suitably qualified specialist staff and providers must draw on a smaller labour market than that for more general provision. There are risks associated with the current labour market, because of high inflation and the relatively low wages in the sector and these may impact sufficiency of supply in the short and medium term

The local market is well established and composed of small suppliers and is not dominated by large companies. While there is limited supply of services, this is matched by limited demand.

The majority of suppliers are rated Good or Outstanding although a proportion Require Improvement. Inadequate suppliers are supported to improve by the Council and CQC or proactively managed to exit the market. Quality of contracted provision has increased between 2017 and 2022.

6 Market engagement

Some targeted market engagement has been carried out.

7 Tender Structure (Including Evaluation and Selection Criteria)

The quality / social value / price balances below were established having due regard for the corporate document 'Evaluating Tenders' which considers the complexity of the services to be provided.

Tenders will be evaluated against the specification in accordance with a pre-determined evaluation model.

The evaluation of tenders will be assessed as detailed below:

The criteria below will be assessed on a pass / fail basis:

Criteria	Evaluation
STAGE ONE - Selection Stage	
Company Information	Pass / Fail
Financial Information (including Insurance)	Pass / Fail
Health and Safety	Pass / Fail
Compliance with Equalities	Pass / Fail
Quality Management	Pass / Fail
Grounds for Mandatory Exclusion	Pass / Fail
Grounds for Discretionary Exclusion	Pass / Fail
Modern Slavery Act 2015	Pass / Fail
Technical and Professional Ability	Pass / Fail
Third Party Data Protection Requirements	Pass / Fail
Cyber Security Requirements	Pass / Fail
CQC Registration Specialism/Service 'Sensory Impairments'	Pass / Fail
CQC Rating or Council Quality Assurance Rating	Pass / Fail
Commitment to Social Value Requirements	Pass / Fail
Declaration	Pass / Fail

Those organisations that pass all sections of Stage 1 will proceed to Stage 2.

STAGE 2 - QUALITY (80% Weighting)

Criteria	Sub-weighting
Service Delivery and Methodology	50%
Organisation and Resources	30%

Safeguarding	20%
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Tenderers who score more than the quality threshold of 60% i.e. a score of 60 out of a maximum quality score of 100 marks will proceed to the Social Value Assessment.

STAGE 3 - Social Value (20% Weighting)

Framework Agreement

A Qualitative Assessment will be applied for the framework agreement.

SV Qualitative Weighting 100%

Sub-Criteria	Theme Sub-Weighting
Partner in Communities	35%
Local Employment	35%
Green and Sustainable	30%
	TOTAL 100%

Social Value Quantitative will not be used as an evaluation criteria as there is no guarantee of spend at this stage. There is also the potential for unfair competition at the further competition stage between the small and large providers. Additionally the further competition process is automated due to the urgency to award for service delivery to start.

A Social Value Action Plan (SVAP) will be requested when the contract value threshold for a SVAP is achieved and will be part of the annual Quality Assurance process. .

Price (0%)

Price will not be used as an evaluation-criteria as a fixed pricing model for this tender will be used in line with the Adult Social Care Commissioning Strategy approved in December 2022. Suppliers will have to confirm their understanding and acceptance to the fixed pricing model during the pass/fail evaluation at Stage one.

Overall Evaluation

The evaluation process will result in comparative quality and social value scores for each tenderer. Every bidder who passes the threshold for Quality and Social Value will be awarded onto the framework agreement.

A Quality Rating based on the organisations Care Quality Commission (CQC) Rating* will be applied to each provider on the framework agreement.

*Where an organisation has not received a CQC Rating the Council will provide a Quality Score based on the Quality Monitoring Process.

Stage 2

The opportunity will be advertised to those providers on the framework agreement who will express an interest to deliver. A list of the providers who expressed an interest will be presented to the citizen with a recommendation of the provider with the Best Quality Rated Score.

If the citizen rejects all the providers that have submitted an expression of interest they will be given a personal budget to spend with a provider of their choice via a Direct Payment.

8 Evaluation Team

The evaluation of initial tenders for the framework agreement will be undertaken officers from Corporate Procurement Services, Adult Social Care, with representatives from Health and Finance as required.

The call-off process under this agreement will be undertaken by Adult Social Care and Health Commissioning Officers.

5 Indicative Implementation Plan

The indicative implementation plan below has been produced to meet the overall deadline for the project.

Cabinet Approval (Strategy)	13 th December 2022
ITT Issued	20 th December 2022
ITT Return	Noon on 27 th January 2023
Evaluation Period	January / February 2023
Framework Agreement Award	March 2023
Framework Agreement Letters Issued	March/April 2023
Call Off Contracts	April 2023
Contract Start	April 2023

6 Service Delivery Management

6.1 Contract Management

The contracts will be managed operationally by the Adults Social Care Team. The Head of Commissioning will work closely with both Directorate Finance and Assessment and Support Planning colleagues to manage the associated budget. The approach to contract management is set out within the Commissioning Strategy in the accompanying report. The key elements of the contract management approach are;

- Completion of an annual self-assessment by the provider against key contractual obligations and elements of the specification.

- Completion of an annual monitoring visit from either the Council, the CQC or the NHS.
- Quarterly collection of market intelligence information from all care providers.
- Regular analysis of customer feedback.
- Maintenance of a provider risk register to monitor complaints, safeguarding incidents, quality concerns, live credit alerts etc.
- Regular data sharing meetings with partners locally and regionally to ensure coordinated contract management of providers.
- A geographic commissioning presence to ensure better oversight of providers.
- Regular contract review meetings with providers with the largest market share; and
- Monitoring compliance with the BB4SCR, including reviewing action plans.

6.2 Performance Measurement

The framework agreement is responsive to service requirements and there are no SLAs, it is on a service need basis. Information on volumes and spend will be available.

The individual contract monitoring is included in the Quality Assurance process which ensures best quality with choice.

6.3 Data Protection

The 3rd Party Data Protection and Cyber Security requirements will be agreed with the relevant officers and included in the Invitation To Tender.

The Data Sharing Agreement will be agreed with Legal Services and included in the contract terms and conditions.

Social Value Rationale

<p>Providers will produce a Social Value Action Plan as part of the annual Quality Assurance programme in the contract management stage. Commissioners will be able to support providers in the development of this plan. Key elements will be seeking to utilise local community assets via the MatchMyProject Scheme, links with Neighbourhood Network Services and support in the Environmental and Sustainability assessment.</p> <p>Social Value Qualitative will be included in the evaluation process at the Framework Agreement stage, please refer to the Social Value section of the strategy for more information</p>
<p>The majority of the market is made up of small and medium size suppliers, many of which are local businesses with a smaller number of medium and large national suppliers operating in the area.</p> <p>Although mature in terms of service provision the market is immature in terms of social value. There are opportunities for the care homes to become community assets as there are a range of facilities including meeting rooms which could be used by local community groups subject to safeguarding requirements.</p>
Total Social Value Weighting: 20%
Qualitative / Quantitative split: 100% / 0%
Reasons for which themes are to be prioritised:
List the themes in order of priority (sub-weighting not applicable)
<p>Priority Theme 1: Local Employment</p> <p>Commissioners want more local employment on these contracts. There are a number of measures in the social value action plan where commitments could be made and achieved. One measure will be removed due to the vulnerability of the client group.</p>
<p>Priority Theme 2: Partners in Communities</p> <p>Commissioners want initiatives supporting disabled and vulnerable adults to build stronger community networks; e.g. befriending schemes, digital inclusion clubs</p>
<p>Priority Theme 3: Green and Sustainable</p> <p>Commissioners have developed an Environmental and Sustainability assessment which requires providers to reduce their adverse impacts on the environment.</p>

APPENDIX 3**PROCUREMENT STRATEGY (P0996)****PROCUREMENT STRATEGY FOR THE PROVISION OF CARE HOMES WITH AND WITHOUT NURSING SERVICES AND CARE AND SUPPORT (SUPPORTED LIVING) P0996****1 Background**

1.1 The requirements and outcomes are set out in the accompanying Cabinet Report titled Regulated Adult Social Care Commissioning Strategy.

1.2 The existing services are delivered in 3 distinct services based on the service users' requirements:

- A) Care Homes With and Without Nursing Over 65yrs
- B) Care Homes With and Without Nursing Under 65yrs
- C) Supported Living 18 years and over

2 Service Requirements

The Council has a range of statutory duties and powers under the Care Act 2014 to assess the needs of citizens for care and support and commission a range of services that meet these needs.

Adult Residential Care (with and without nursing)

Residential care is provided for those citizens who are over 18 and unable to live independently in their own home. Residential care is usually separated into two categories:

- Homes registered with the Care Quality Commission (CQC) to provide personal care - these homes are able to provide personal care services similar to those provided by home support but are delivered in a permanent care home setting. These are referred to as Residential Care (without nursing) and the regulation and commissioning is of both the care and support and accommodation.
- Homes registered with the CQC to provide nursing care - these homes are able to provide personal care services but also have registered nurses to provide care for medical conditions or disabilities. Some nursing homes may also specialise in providing care for certain disabilities or conditions such as dementia. These are referred to as Residential Care (with nursing) and the regulation and commissioning is of both the care and support and accommodation.

Supported Living

Any references within this report and associated documentation to 'supported living' relate to the Care Quality Commission's definition which means "schemes that provide personal care to people as part of the support that they need to live in their own homes. The personal care is provided under separate contractual arrangements to those for the person's housing. The

accommodation is often shared but can be single household. Supported living providers that do not provide the regulated activity 'personal care' are not required by law to register with CQC".

The provision of Care and Support (Supported Living) will be delivered in accordance with health and social care policy to all young people with disabilities and adults. This includes those with complex health needs, the presentation of behaviours that challenge services, mobility needs and physical disabilities; sensory impairment (including acquired brain injury); cognitive impairment; dementia, learning disabilities and/or autism; and mental health needs.

3 Procurement Options

The following options were considered:

- Option 1 - Do nothing. This has been discounted because current arrangements come to an end on 1 May 2023. The future approach to commissioning of these essential services requires planning, development and ongoing investment as described above and to do nothing would put the Council at significant risk of destabilising the care market and being unable to meet its statutory duties to provide care.
- Option 2 - Tender for a Birmingham City Council only contract. This option was discounted on the basis the NHS has requested access to this framework agreement
- Option 3 - Use a collaborative framework agreement. This option was discounted as there are no collaborative framework agreements in place that meet the Council's requirement.
- Option 4 - Tender the services under the Light Touch Regime (LTR) similar to a Dynamic Purchasing System (DPS) to establish a Flexible Contracting Arrangement (FCA) framework which allows providers to be added at any time during the lifetime.. This is the recommended option because it retains an open market throughout the duration and can manage a high number of providers and contracts. Similar to a DPS, the FCA framework will be operated via an electronic portal with maximum automation for the required efficiency of time and resources.

4 Procurement Approach

4.1 Duration and Advertising Route

The Flexible Contract Arrangement Framework will be for a period of 5 years, with the option to extend for up to two years. The opportunity will be advertised via Find a Tender, www.finditinbirmingham.com and Contracts Finder.

The duration of the call off contracts will be based on the individual requirements.

4.2 Procurement Route

The requirements will be tendered using a Flexible Contracting Arrangement framework via the "restricted" procurement route which is standard for a DPS type of procurement.

The procurement of these services will be subject to the Light Touch Regime of the Public Procurement.

4.3 Scope and Specification

This framework is primarily for the Council and will also be available for Health to use.

The Council has a range of statutory duties and powers under the Care Act 2014 to assess the needs of citizens for care and support and commission a range of services that meet these needs. The Council currently commissions a wide range of regulated care and support services under the 2017 Commissioning Strategy approved by Cabinet.

The Council commissions care and support on behalf of almost 13,000 service users with eligible needs each year and the Council currently contracts with over 1100 independent care providers to deliver these statutory services, both within and outside of Birmingham.

The provision of Care and Support (Supported Living) will be delivered in accordance with health and social care policy to all young people with disabilities and adults. This includes those with complex health needs, the presentation of behaviours that challenge services, mobility needs and physical disabilities; sensory impairment (including acquired brain injury); cognitive impairment; dementia, learning disabilities and/or autism; and mental health needs.

The Commissioners will expect the service to provide:

- care and support that enables the citizen to do as much as possible for themselves
- a personalised and responsive service (with all staff delivering care being aware of citizens' personal preferences & agreed outcomes)
- care and support that encourages autonomy and independence
- a range of stimulation to meet the citizens needs and wishes within their own community
- activities that are meaningful for citizens
- equality of opportunity
- choice and the fulfilment of personal ambitions
- protection, dignity and respect
- relationship maintenance and opportunities to develop new relationships
- the meeting of religious, cultural and spiritual needs and wishes
- prevention of hospital admission and / or facilitation of safe discharge
- Housing tenure secured
- support with management of personal possessions
- to be involved with decision making over where and whom citizens live with

5 Market Analysis

Summary

The care home and supported living markets are characterised by sufficient supply of diverse and good quality provision, although the current situation of high inflation is likely to further impact on provider and workforce sustainability. The current position enables both choice for service users but also the Local Authority to discharge its duties and manage risk within the markets. It is therefore critical that the Council continues to commission and contract with a range of suppliers.

Care Homes

There is sufficient capacity within the Birmingham care market to meet current and future projected demand. Particularly, within the Older Adult (65 years +) market there is current oversupply with 14% of beds unoccupied but available for use, and the market is still recovering from a decline in demand experienced during the Covid-19 pandemic.

The local care home market is long established and composed of a large number of individual providers most of which operate just one home. A range of sizes of care home operate with the majority having less than 50 beds.

The majority of care homes are rated Good or Outstanding although 20% of the Market Requires Improvement. Inadequate homes are supported to improve by the Council and CQC or proactively managed to exit the market. Quality of contracted care homes has increased significantly between 2017 and 2022.

Supported Living and Home Support

Barriers to entry are low and the market is fluid and competitive with suppliers both exiting and entering the market regularly. There is sufficient supply within the market to meet demand and particularly in supported living there is oversupply. There are risks associated with the current labour market, because of high inflation and the relatively low wages in the sector and these may impact sufficiency of supply in the short and medium term.

The local market is well established and composed of many small suppliers and is not dominated by large companies. Market share is well spread, and most suppliers support less than 50 service users.

The majority of suppliers are rated Good or Outstanding although similar to care homes a proportion Require Improvement. Inadequate suppliers are supported to improve by the Council and CQC or proactively managed to exit the market. Quality of contracted provision has increased between 2017 and 2022.

6 Market engagement

Some targeted market engagement has been carried out.

7 Tender Structure (Including Evaluation and Selection Criteria)

The quality / price balances below were established having due regard for the corporate document 'Evaluating Tenders' which considers the complexity of the services to be provided.

Tenders will be evaluated against a pre-set pass/fail criteria within the Carematch portal.

There will be 3 Lots:

Lot 1 - Care Homes With and Without Nursing Over 65yrs

Lot 2 - Care Homes With and Without Nursing Under 65yrs

Lot 3 - Supported Living 18yrs and over

The evaluation of tenders will be based on the assessment process set out below:

The criteria below will be assessed on a pass / fail basis:

Criteria	Evaluation
STAGE ONE - Selection Stage	
Company Information	Pass / Fail
Financial Information (including Insurance)	Pass / Fail
Health and Safety	Pass / Fail
Compliance with Equalities	Pass / Fail
Quality Management	Pass / Fail
Grounds for Mandatory Exclusion	Pass / Fail
Grounds for Discretionary Exclusion	Pass / Fail
Modern Slavery Act 2015	Pass / Fail
Technical and Professional Ability	Pass / Fail
Third Party Data Protection Requirements	Pass / Fail
Cyber Security Requirements	Pass / Fail
Commitment to Social Value Requirements	Pass / Fail
Declaration	Pass / Fail

Tenderers will be required to pass all sections of Stage 1 will be admitted to the FCA and can bid for contracts at Stage 2.

After the initial set up of the Flexible Contracting Arrangements System the system will remain permanently open.

STAGE 2

Following the initial award, suppliers who have been successfully awarded in the relevant care category will be invited to bid for individual service packages via a further competition exercise as detailed

Quality (100%)

Individual call off orders (individual care packages) under the Flexible Contracting Arrangements will be advertised via a micro tendering process on Care Match to relevant categories of providers, based upon the service user's care requirements, and then awarded to a provider based upon a quality determination. The provider quality determination, Provider Quality Rating, will be made in accordance with a Quality Assurance Framework as set out in the Tender documents.

The micro tendering process will facilitate short-listing and selection of a provider based on the following:

1. A long list of potential Providers from the Flexible Contracting Arrangement, who can meet the needs of the Service User, will be generated. This will be based upon: Provider categories, geographic location and service type.

2. The top 'ranked' provider(s) will be identified and the score will be based upon the Provider's Quality Rating in accordance with the Quality Assurance Framework.
3. The Service User will be presented with details of the top-ranked Provider(s). The Provider chosen to deliver Services to the Service User will have confirmed that they are able to meet the Service User's needs, preferences and requirements as described in the Support Plan. There may, however, be circumstances where the top-ranked Provider is not chosen by the Service User in line with statutory requirements.
4. If there is a tie between providers within an identical inspection rating then providers shall be ranked based upon customer feedback data gathered through the social work review process.

Social Value (0%)

Social Value will not be used as an evaluation criteria as there is no guarantee of spend at this stage. There is also the potential for unfair competition at the further competition stage between the small and large providers. Additionally the evaluation process is automated due to the volumes and urgency to award for service delivery to start.

Bidders will be required to commit at Stage 1 to provide a Social Value Action Plan (SVAP) when requested making it a contractual requirement. Social Value Action Plans will be requested when the contract value threshold for a SVAP is achieved and will be part of the annual Quality Assurance process.

Price (0%)

Price will not be used as an evaluation criteria as a fixed pricing model for this tender will be used in line with the accompanying cabinet report. Suppliers will have to confirm their understanding and acceptance to the fixed pricing model during the pass/fail evaluation at Stage one.

To reflect the complex range of support provided for those citizens aged 18 – 64 years old with a learning disability, mental health condition or with a physical disability, the Council will continue with the Guide Price and Open Book process established in 2017. This includes the Council using a Guide Price for various levels of need and any variations from this being managed and agreed using an 'open book' approach. The open book process will require providers to provide the cost of meeting the service users' needs and to provide a transparent and evidence-based breakdown of these costs.

8 Evaluation Team

The process for accepting providers onto the Flexible Contracting Arrangement system is on a pass/fail basis. Feedback on unsuccessful applications is provided via a combination of automated and manual responses which will be undertaken officers from Corporate Procurement Services, Adult Social Care, with representatives from Health and Finance as required.

The evaluation of individual call-offs made under this agreement will be undertaken by Adult Social Care and Health Commissioning Officers.

9 Indicative Implementation Plan

The implementation plan below has been produced to meet the overall deadline for the project.

Note; there is no obligation to hold a standstill before admitting suppliers and commencing the FCA and as suppliers may apply, or reapply if previously not accepted at any time during the duration of the FCA, a standstill at initial set up would be of little value so this stage will not be applied.

Activity	Anticipated Dates
Cabinet Approval (Strategy)	13 December 2022
ITT Issued	20 December 2022
ITQ Return	27 January 2023
Evaluation Period	30 January - 24 February 2023
FCA Contract Award	27 February - 15 March 2023
FCA Award Letters Issued	15 March 2023
Contract Starts – Individual Contracts	3 April 2023
Contract Award Notices	Published Quarterly (within 30 days of the Quarter end)

10 Service Delivery Management

10.1 Contract Management

The DPS and contracts will be managed operationally by the Adults Social Care Team. The Head of Commissioning will work closely with both Directorate Finance and Assessment and Support Planning colleagues to manage the associated budget. The approach to contract management is set out within the Commissioning Strategy approved by Cabinet in December 2022. The key elements of the contract management approach are;

- Completion of an annual self-assessment by the provider against key contractual obligations and elements of the specification.
- Completion of an annual monitoring visit from either the Council, the CQC or the NHS.
- Quarterly collection of market intelligence information from all care providers.
- Regular analysis of customer feedback.
- Maintenance of a provider risk register to monitor complaints, safeguarding incidents, quality concerns, live credit alerts etc.
- Regular data sharing meetings with partners locally and regionally to ensure coordinated contract management of providers.
- A geographic commissioning presence to ensure better oversight of providers.
- Regular contract review meetings with providers with the largest market share; and
- Monitoring compliance with Social Value requirements including obtaining action plans at the Quality Assurance stage and monitoring as appropriate.
- Monitoring of contract awards and quarterly publishing of contract award notices in line with the Public Contract Regulations (PCR) 2015.

10.2 Performance Measurement

The DPS is responsive to service requirements and there are no SLAs, it is on a service need basis. Information on volumes and spend will be available.

The individual contract monitoring is included in the Quality Assurance process which ensures best quality with choice.


10.3 Data Protection

The 3rd Party Data Protection and Cyber Security requirements will be agreed with the relevant officers and included in the Invitation To Tender.

The Data Sharing Agreement will be agreed with Legal Services and included in the contract terms and conditions.

Social Value Rationale

<p>Providers will produce a Social Value Action Plan as part of the annual Quality Assurance programme in the contract management stage. Commissioners will be able to support providers in the development of this plan. Key elements will be seeking to utilise local community assets via the MatchMyProject Scheme, links with Neighbourhood Network Services and support in the Environmental and Sustainability assessment.</p> <p>Social Value will not be part of the evaluation process, please refer to the Social Value section of the strategy for more information</p>
<p>The majority of the market is made up of small and medium suppliers, many of which are local businesses with a smaller number of medium and large national suppliers operating in the area.</p> <p>Although mature in terms of service provision the market is immature in terms of social value. There are opportunities for the care homes to become community assets as there are a range of facilities including meeting rooms which could be used by local community groups subject to safeguarding requirements. Comm</p>
Total Social Value Weighting: 0%
Qualitative / Quantitative split: Not applicable
Reasons for which themes are to be prioritised:
List the themes in order of priority (sub-weighting not applicable)
<p>Priority Theme 1: Local Employment</p> <p>Commissioners want more local employment on these contracts. There are a number of measures in the social value action plan where commitments could be made and achieved. One measure will be removed due to the vulnerability of the client group.</p>
<p>Priority Theme 2: Partners in Communities</p> <p>Commissioners want initiatives supporting disabled and vulnerable adults to build stronger community networks; e.g. befriending schemes, digital inclusion clubs, provision of community assets; e.g. use of meeting room or other facilities. Providers will be encouraged to join the Council's MatchMyProject scheme. One measure meets this requirement; providers will be guided to this measure.</p>
<p>Priority Theme 3: Green and Sustainable</p> <p>Commissioners have developed an Environmental and Sustainability assessment which requires providers to reduce their adverse impacts on the environment.</p>

Title of proposed EIA *	<div>Framework & Flexible Contract Recommissioning</div> <div>Please provide the title of your policy or service area.</div>
Reference No	<div>EQUA953</div> <div>Please do not amend. A reference number will automatically be applied once the form is saved.</div>
EA is in support of *	<div>New Strategy ▼</div>
Review Frequency *	<div>No preference ▼</div> <div>Please select how regularly you plan to review the assessment.</div>
Date of first review *	<div>01/04/2027 </div> <div>Based on the review frequency, please enter the date when your first review will take place.</div>
Directorate *	<div>Adults Social Care ▼</div>
Division	<div>Adult Care</div>
Service Area	<div>Commissioning</div> <div>Please add if applicable</div>
Responsible Officer(s) *	<div>Chris MacAdams x</div> <div>This is the person responsible for completing, submitting and reviewing the assessment. If you get the message 'The user does not exist or is not unique'. Please enter the full email address.</div>
Quality Control Officer(s) *	<div>Alison Malik x</div> <div>This is the person responsible for checking the quality of the assessment. If you get the message 'The user does not exist or is not unique'. Please enter their full email address.</div>
Accountable Officer(s) *	<div>Simon Talbot x</div> <div>This is the person responsible for making the final decision on the EIA and the policy, plan, procedure etc. If you get the message 'The user does not exist or is not unique'. Please enter their full email address.</div>
Purpose of proposal *	<div>In order to progress recommissioning of two key care contracts</div>
Data sources	<div> <input type="checkbox"/> Survey(s) <input type="checkbox"/> Consultation Results <input type="checkbox"/> Interviews <input checked="" type="checkbox"/> relevant reports/strategies <input type="checkbox"/> Statistical Database (please specify) <input type="checkbox"/> relevant research <input type="checkbox"/> Other (please specify) </div> <div>What sources of data have been used to produce the screening of this policy/proposal? (Please tick all that apply)</div>
Please include any other sources of data	<div>N/A</div>
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	<div></div> <div>Include how any potential negative impact be removed or mitigated.</div>
Protected characteristic: Age *	<div> <input checked="" type="checkbox"/> Service Users / Stakeholders <input type="checkbox"/> Employees <input type="checkbox"/> Wider Community <input type="checkbox"/> Not Applicable </div> <div>Please select those directly impacted or affected.</div>
Age details:	<div>The contractual arrangements (as aligned to The Care Act 2014) will stipulate as to how care is provided to all Adults aged 18+ who have an assessed, unmet, adult social care need. There is no age exclusion for any adults, the qualifying criteria is based on need and whether the Council has a legal duty to part or fully fund the care needs of the citizen. There is no negative impact upon citizens - for those identified as requiring care, the Care Provider will look to</div>

enhance the daily living experience of the citizen and will support and deliver care, support and medical interventions as determined to be appropriate by Health and Social Care staff.

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

Protected characteristic: Disability *

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

Please select those directly impacted or affected.

Disability details:

The contractual arrangements (as aligned to The Care Act 2014) will stipulate as to how care is provided to all Adults aged 18+ who have an assessed, unmet, adult social care need. There is no disability related exclusion for any adults, the qualifying criteria is based on need and whether the Council has a legal duty to part or fully fund the care needs of the citizen. There is no negative impact upon citizens - for those identified as requiring care, the Care Provider will look to enhance the daily living experience of the citizen and will deliver care, support and medical interventions as determined to be appropriate by Health and Social Care staff. The Care Act 2014 and these contracting arrangements look to have a positive impact on the health and wellbeing of citizens with a Disability.

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

Protected characteristic: Sex *

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

Please select those directly impacted or affected.

Gender details:

The contractual arrangements (as aligned to The Care Act 2014) will stipulate as to how care is provided to all Adults aged 18+ who have an assessed, unmet, adult social care need. There is no Gender related exclusion for any adults, the qualifying criteria is based on need and whether the Council has a legal duty to part or fully fund the care needs of the citizen. There is no negative impact upon citizens - for those identified as requiring care, the Care Provider will look to enhance the daily living experience of the citizen and will support and deliver care, support and medical interventions as

determined to be appropriate by Health and Social Care staff.

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

Protected characteristics: Gender Reassignment *

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

Please select those directly impacted or affected.

Gender reassignment details:

The contractual arrangements (as aligned to The Care Act 2014) will stipulate as to how care is provided to all Adults aged 18+ who have an assessed, unmet, adult social care need. There is no Gender Reassignment related exclusion for any adults, the qualifying criteria is based on need and whether the Council has a legal duty to part or fully fund the care needs of the citizen. There is no negative impact upon citizens - for those identified as requiring care, the Care Provider will look to enhance the daily living experience of the citizen and will support and deliver care, support and medical interventions as determined to be appropriate by Health and Social Care staff.

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

Protected characteristics: Marriage and Civil Partnership *

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

Please select those directly impacted or affected.

Marriage and civil partnership details:

The contractual arrangements (as aligned to The Care Act 2014) will stipulate as to how care is provided to all Adults aged 18+ who have an assessed, unmet, adult social care need. There is no Marriage and Civil Partnership related exclusion for any adults, the qualifying criteria is based on need and whether the Council has a legal duty to part or fully fund the care needs of the citizen. There is no negative impact upon citizens - for those identified as requiring care the Care Provider will look to enhance the daily living experience of the citizen and will deliver care, support and medical interventions as determined to be appropriate by Health and Social Care staff. Where appropriate, Social Workers will put into

Social Care staff. Where appropriate, Social Workers will put into place care delivery arrangements which enable those married or in civil partnerships to continue to live with each other.

For the selected characteristics, please add further details. Describe the potential positive and negative impact of the policy or service and how any negative impacts will be mitigated.

Protected characteristics: Pregnancy and Maternity *

Pregnancy and maternity details:

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

Please select those directly impacted or affected.

The contractual arrangements (as aligned to The Care Act 2014) will stipulate as to how care is provided to all Adults aged 18+ who have an assessed, unmet, adult social care need. There is no pregnancy and maternity related exclusion for any adults, the qualifying criteria is based on need and whether the Council has a legal duty to part or fully fund the care needs of the citizen. There is no negative impact upon citizens - for those identified as requiring care the Care Provider will look to enhance the daily living experience of the citizen and will deliver care, support and medical interventions as determined to be appropriate by Health and Social Care staff. Where appropriate, Social Workers will put into place care delivery arrangements which enable those pregnancy or recently given birth to continue to live with each other.

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

Protected characteristics: Race *

Race details:

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

Please select those directly impacted or affected.

The contractual arrangements (as aligned to The Care Act 2014) will stipulate as to how care is provided to all Adults aged 18+ who have an assessed, unmet, adult social care need. There is no Race related exclusion for any adults, the qualifying criteria is based on need and whether the Council has a legal duty to part or fully fund the care needs of the citizen. There is no negative impact upon citizens - for those identified as requiring care the Care Provider will look to enhance the daily living experience of the citizen and will support and deliver care, support and medical interventions as determined to be appropriate by Health and Social Care staff. Birmingham is widely recognised as being a diverse city - there are care schemes and arrangements in place that meet specific Race and cultural requirements. The citizen has the

ability to choose as to where (and often when) there care is delivered and social workers liaise closely with citizens/family members in order to ensure that Race/cultural requirements are met.

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

Protected characteristics: Religion or Beliefs *

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

Please select those directly impacted or affected.

Religion or beliefs details:

The contractual arrangements (as aligned to The Care Act 2014) will stipulate as to how care is provided to all Adults aged 18+ who have an assessed, unmet, adult social care need. There is no Religion or Beliefs exclusions for any adults, the qualifying criteria is based on need and whether the Council has a legal duty to part or fully fund the care needs of the citizen. There is no negative impact upon citizens - for those identified as requiring care the Care Provider will look to enhance the daily living experience of the citizen and will support and deliver care, support and medical interventions as determined to be appropriate by Health and Social Care staff. Social Workers liaise closely with citizens/family members in order to ensure that Religion or Beliefs are met.

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

Protected characteristics: Sexual Orientation *

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

Please select those directly impacted or affected.

Sexual orientation details:

The contractual arrangements (as aligned to The Care Act 2014) will stipulate as to how care is provided to all Adults aged 18+ who have an assessed, unmet, adult social care need. There is no Sexual Orientation exclusions for any adults, the qualifying criteria is based on need and whether the Council has a legal duty to part or fully fund the care needs of the citizen. There is no negative impact upon citizens - for those identified as requiring care the Care Provider will look to enhance the daily living experience of the citizen and will support and deliver care, support and medical interventions as determined to be appropriate by Health and Social Care staff. Birmingham is widely recognised as being a diverse city - there are care schemes and arrangements in place that meet specific Race and cultural requirements. The citizen has the ability to choose as to where (and often when) there care is delivered and social workers liaise closely with citizens/family members in order to ensure that

Race/cultural requirements are met.

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

Socio-economic impacts

N/A

Please indicate any actions arising from completing this screening exercise.

None

Please indicate whether a full impact assessment is recommended

NO ▼

If yes, please continue to complete the remaining questions. If no, please go to the quality control section below.

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

What are the main findings from the analysis of the data?

Consultation analysis

Who was consulted, what are the results of the consultation exercise?

Adverse impact on any people with protected characteristics.

None

Based on the analysis of the data does the policy/proposal have any adverse impact?

Could the policy/proposal be modified to reduce or eliminate any adverse impact?

Can the policy/proposal be modified to reduce or eliminate any adverse impact? on any particular group(s)?

How will the effect(s) of this policy/proposal on equality be monitored?

What data is required in the future?

Please describe the data needed to ensure effective monitoring of this policy/proposal?

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

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

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

U

The initial equality impact assessment does not identify anyone with protected characteristics who would be impacted by this decision.

Please give details on any initial assessment carried out. For a full assessment please complete the rest of the form. AS OF 29/11/2018 YOU ARE NO LONGER REQUIRED TO COMPLETE THIS BOX.

Consulted People or Groups

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

Informed People or Groups

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

Summary and evidence of findings from your EIA *

There is no documents to attach in this instance. Services are being recommissioned as contracts have reached the expiration date. The Commission Strategy will be revisited and updated and refinements will be made in order to take on any learning during the lifetime of the contract(s).

Please add any documents including any consultation or engagement documents. Attach any source data using the attachment button above. Please

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

Quality Control Officer comments

Decision by Quality Control Officer

Submit draft to Accountable Officer?

Decision by Accountable Officer

Date approved / rejected by the Accountable Officer

Reasons for approval or rejection

Please print and save a PDF copy for your records

Version: 43.0

Created at 18/07/2022 12:35 PM by ☐ Chris MacAdams

Last modified at 11/10/2022 12:36 PM by Workflow on behalf of ☐ Simon Talbot

include how you will mitigate against any negative impacts.

☐

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

I have reviewed the assessment and agree with it's contents.

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

Proceed for final approval ▼

IMPORTANT: Quality Control Officer - Please untick the above box 'Submit to the Quality Control Officer for reviewing?' before providing your decision.

☐

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

Approve ▼

IMPORTANT: Accountable Officer - Please untick the above box 'Submit draft to Accountable Officer' before providing your final decision.

11/10/2022

☒

Save

Cancel

Environment and Sustainability Assessment

Birmingham City Council is required to assess any positive or negative impacts that any policy/strategy/ decision/development proposal is likely to have on the environment. This assessment must be completed for CLT and Cabinet reports where appropriate. It is the responsibility of the Service Director signing off the report to ensure that the assessment is complete.

To complete the assessment, you should consider whether the proposal will have a positive or a negative impact on each of the key themes by placing a (✓) for positive, (x) for negative and (?) for unclear impact, and (N/A) for non-applicable impact. Further guidance on the completion of the template is available on page 3 below.

Project Title:	Regulated Adult Social Care Commissioning			
Directorate: Adults	Team: Commissioning		Person Responsible for assessment: Alison Malik	
Date of assessment: 13/10/22	Is it a new or existing proposal? Existing services being recommissioned			
Brief description of the proposal: Approval is being sought to a Commissioning Strategy for the commissioning of Regulated Adult Social Care – in particular for care homes, supported living and home support – sensory loss that the Council has a statutory duty to provide for citizens under the Care Act 2014. The Council currently commissions around 1,000 independent care providers to provide these services on our behalf and holds contracts with each organisation/care location.				
Potential impacts of the policy/development/ decision 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 - including water, soil, air			X	<p>The services provided will require the use of natural resources, however for care homes, this would be no more detrimental than if citizens were living in their own homes and using their own utilities for bathing, cooking, cleaning etc.</p> <p>For supported living and home support – sensory loss, citizens are living in their own homes and the carers would make use of the citizen's utilities as needed.</p>

				<p>However, contracts require all providers to ensure that it is familiar with the Council's aims for a Sustainable Birmingham and shall ensure that in its performance of the Service, it uses working methods, equipment, materials and consumables which minimise environmental impact.</p>
Energy use and CO ₂ emissions		x		<p>The services provided will require energy use through things like lighting and heating in care homes, through to travel to citizens homes for the supported living and home support – sensory service.</p> <p>However for care homes, this would be no more detrimental than if citizens were living in their own homes and using their own utilities and in many cases offers opportunities for reductions in energy use/economies of scale. However, many of our smaller care homes are not purpose built and there is limited scope to address alterations to buildings to become more energy efficient. All new build care homes must comply with relevant Planning and Building Regulations in relation to energy use.</p> <p>For supported living and home support – sensory loss, citizens are living in their own homes and the carers would make use of the citizen's utilities. Carers may be required to travel to provide care to individuals in their own homes.</p> <p>However, contracts require all providers to ensure that it is familiar with the Council's aims for a Sustainable Birmingham and shall ensure that in its performance of the Service, it uses working methods, equipment, materials and consumables which minimise environmental impact.</p>
Quality of environment	x			<p>Where there are significant physical developments within care homes, Planning and Building Regulations will require a range of environmental considerations.</p>

				Similarly for new build care homes, there are significant Planning and Building Regulation requirements to ensure sustainability and environmental impacts are carefully managed.
Impact on local green and open spaces and biodiversity			x	<p>Where there are significant physical developments within care homes, Planning and Building Regulations will require a range of environmental considerations.</p> <p>Similarly for new build care homes, there are significant Planning and Building Regulation requirements to ensure sustainability and environmental impacts are carefully managed.</p>
Use of sustainable products and equipment		x		<p>As providers are providing personal care and in some cases such as nursing care, it is not always possible to use sustainable products for example the requirement to use disposable PPE.</p> <p>However, contracts require all providers to ensure that it is familiar with the Council's aims for a Sustainable Birmingham and shall ensure that in its performance of the Service, it uses working methods, equipment, materials and consumables which minimise environmental impact.</p>
Minimising waste		x		<p>As providers are providing personal care and in some cases such as nursing care, some types of waste must be disposed of in line with Infection Control Procedures e.g. disposal of human waste.</p> <p>However, contracts require all providers to ensure that it is familiar with the Council's aims for a Sustainable Birmingham and shall ensure that in its performance of the Service, it uses working methods, equipment, materials and consumables which minimise environmental impact.</p>
Council plan priority: a city that takes a leading role in tackling			x	See conclusion below.

climate change				
Overall conclusion on the environmental and sustainability impacts of the proposal	<p>Whilst the services commissioned by the Council that are within scope of this decision do have an impact on the environment, this is no greater than if citizens were to remain in their own homes and in some cases, there are opportunities through Planning and Building Control Regulations to improve this where significant physical developments/new builds are made. In some cases, having a number of citizens residing in a single location can provide economies of scale.</p> <p>Some elements of the service require compliance with national guidance and legislation in relation to Infection Control practice and requirements. In these cases, there are sometimes limitations in relation to use of sustainable products. However, providers are required to take opportunities to reduce their environmental impact wherever possible and we will capture any actions taken through their Social Value action plan.</p> <p>All services require staff to travel to their place of work and this will be considered by providers and Commissioners as part of Social Value action plans.</p> <p>All care providers are required to ensure that they are familiar with the Council's aims for a Sustainable Birmingham and shall ensure that in its performance of the Service, it uses working methods, equipment, materials and consumables which minimise environmental impact. This will be monitored through providers Social Value Action Plans, including:</p> <ul style="list-style-type: none"> • Transport: encouraging use of low/zero emissions vehicles to travel between residents • Buildings: encouraging homes to work towards lowering their emissions by moving away from fossil fuel to low emission technologies and improving the fabric of their buildings in order to reduce their heating etc. • Minimising Waste and the use of sustainable products: encouraging providers to procure locally and avoiding single use products wherever possible. 			

Guidance for completing the template

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 affluent water requires energy and contributes to climate change. Some of the activities including construction or disposal of waste may lead to soil pollution. The decisions may lead to more journeys thereby deteriorating air quality and thus contribution to climate change and greenhouse gases.</p>
Energy use and CO 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>
Quality of environment.	<p>Does the decision impact on the overall quality of the built environment?</p> <p>Decisions may have an impact on the overall setting, character and distinctiveness in the area. For example, if development involves ground digging and excavations etc. it may have an impact on the local archaeology.</p>
Impact on local green and open spaces and biodiversity	<p>The proposal may lead to localised impacts on the local green and open spaces which may have an impact on local biodiversity, trees and other vegetation in the area.</p> <p>Will the proposal lead to loss (or creation) of green and blue infrastructure?</p> <p>For example, selling an open space may reduce access to open space within an area and lead to a loss of biodiversity. However, creating a new open space would have positive effects.</p>
Use of environmentally sustainable products, equipment and packaging'	<p>Will the decision present opportunities to incorporate the use of environmentally sustainable products (such as compostable bags, paper straws etc.), recycled materials (i.e. Forest Stewardship Council (FSC) Timber/wood), non-polluting vehicles, avoid the use of single use plastics and packaging.</p>
Minimising waste	<p>Will the decision minimise waste creation and the maximise recycling during the construction and operation</p>

	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?

If you require further assistance with completing this template, please contact: ESAGuidance@birmingham.gov.uk

Birmingham City Council

Report to Cabinet

13th December 2022



Subject: Application for Moving Traffic Enforcement Powers

Report of: Strategic Director, City Operations and Strategic Director Place, Prosperity and Sustainability

Relevant Cabinet Member(s): Councillor Liz Clements – Transport
Councillor Yvonne Mosquito – Finance and Resources

Relevant O & S Chair(s): Councillor Chaman Lal – Sustainability and Transport
Councillor Akhlaq Ahmed – Resources

Report authors: Phil Edwards – Assistant Director Transport and Connectivity -
Tel: 07557 203167 Email: philip.edwards@birmingham.gov.uk

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 010811/2022		
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 In February 2022, the DfT enabled Local Authorities to apply for Moving Traffic Enforcement (MTE) powers, under Part 6 of the Traffic Management Act (2004).
- 1.2 This report sets out the process for application, and a recommended approach for Birmingham City Council to apply for MTE powers.

2 Recommendations

- 2.1 It is recommended that the Cabinet:
- 2.1.1 Delegates authority to the Assistant Director for Highways and the Assistant Director for Transport and Connectivity in consultation with the Cabinet

Member for Transport to authorise the making of an application to the Department for Transport (DfT) for powers to enforce moving traffic contraventions across the City Council's jurisdiction, in accordance with Part 6 of the Traffic Management Act 2004, following consideration of all objections raised through the public consultation and taking such steps that are considered reasonable to resolve any disputes.

- 2.1.2 Delegates the management of operational policy regarding camera site selection and operation to the Assistant Director for Highways in consultation with the Assistant Director for Transport and Connectivity and the Cabinet Member for Transport;
- 2.1.3 Delegates the authority to approve future camera enforcement sites to the Assistant Director for Highways in consultation with the Cabinet Member for Transport and relevant divisional members;
- 2.1.4 Approves the setting of Penalty Charge Notices to be issued with MTE at the higher level of (£70) for moving traffic contraventions;
- 2.1.5 Agrees to receive annual reports on the effectiveness of MTE by the Cabinet Member for Transport;
- 2.1.6 Ensures that any surplus revenue arising from MTE is applied in line with legislative requirements and to delegate authority to make decisions about the use of any surplus revenue to the Assistant Director for Highways in consultation with the Assistant Director for Transport and Connectivity and the Cabinet Member for Transport; and
- 2.1.7 Authorises the City Solicitor to negotiate, execute and complete any necessary legal documentation to give effect to the above recommendations.

3 Background

- 3.1 Part 6 of the Traffic Management Act (2004) made provision for Government to confer powers on Local Authorities to enforce moving traffic contraventions. A set of Regulations giving effect to these Part 6 powers came into effect in February 2022. Local Authorities wanting to take on these powers are required to apply to the Secretary of State for a Designation Order to obtain these MTE powers. These powers are in addition to existing powers to enforce Decriminalised Parking and Bus Lane Enforcement, which the City Council has been delivering successfully since September 2001 and July 2013, respectively.
- 3.2 Moving traffic contraventions are currently enforced by West Midlands Police in Birmingham. It is important to note that moving traffic offences are not being decriminalised, so West Midlands Police will still be able to enforce such offences. If Birmingham City Council chooses to apply for Part 6 powers, this enforcement will be complementary to existing Police enforcement activities.

- 3.3 A moving traffic contravention is a criminal offence where drivers do not comply with designated Traffic Regulation Orders, which have been implemented to ensure the safety of all road users. Examples include:
- Banned turns
 - One-way streets
 - Yellow box markings
 - Weight restrictions
 - Mandatory cycle and bus lanes
 - Restricted access
 - School 'Keep Clear' markings
 - Red routes
 - and may also include speeding enforcement, in future.
- 3.4 Applications for Part 6 powers under the Traffic Management Act may be made for the whole, or part of, a Local Authority area. Under the 2004 Act only areas within, or coextensive with, areas already designated as civil enforcement areas for parking contraventions may be designated as areas for MTE. In Birmingham City Council's case, the city is fully covered in this way, so any application to enforce moving traffic contraventions can be similarly universal. Given the number of Local Transport Authorities that are expected to apply for MTE powers, the DfT have asked Local Transport Authorities to bring forward their applications in tranches, to expedite the process. The first of these tranches was opened for applications and processed in June 2022.
- 3.5 The Government sees the Part 6 powers as a key tool in reducing congestion and improving air quality, while promoting the attractiveness of active travel by keeping vehicles out of cycle lanes. In addition, by keeping junctions clear the policy also aims to improve punctuality of bus services making travel easier for all, including disabled people. Increasing compliance through targeted enforcement at problem locations, will also bring benefits to lives of pedestrians including people with sensory impairments, older people, children, those looking after children, as well as carers.
- 3.6 MTE powers are intended for use only in defined problem locations, where contraventions cannot be avoided by delivery of improvements to the highway or traffic signing, and public consultation should be used to seek local views on these proposals.
- 3.7 As delivery of MTE is rolled out across specific 'problem locations' across the city where compliance with Traffic Regulation Orders is poor, this proposal will support enhanced wider compliance with existing traffic management arrangements, leading to a much safer, more regulated highway network for Birmingham. This outcome aligns directly with the vision, principles and objectives of the adopted Birmingham Transport Plan, in particular, the stated

objective to “reduce the negative impacts of transport on the environment to make Birmingham a great place to live, grow up, and age in.”

- 3.8 Once the City Council has applied for these powers, it will also be possible to consider implementing MTE in new schemes as a preventative measure, to ensure compliance is achieved from the outset to protect user safety. A number of written questions have already been submitted to the Council already calling for MTE to be implemented, so this proposal is likely to benefit from strong support.
- 3.9 The DfT has confirmed that any application for MTE powers, as set out in Part 6 of the Traffic Management Act (2004) will require the following measures to be completed in support of any application:
- Consulted the appropriate Chief Officer of Police;
 - Carried out a minimum six-week public consultation on the detail of planned civil enforcement of moving traffic contraventions. Consultations should include the types of restrictions to be enforced and the location(s) in question;
 - Considered all objections raised and has taken such steps the Council considers reasonable to resolve any disputes;
 - Carried out effective public communication and engagement as the Council considers appropriate, for example using local press and social media, and that this will continue up to the start of enforcement and for a reasonable period thereafter;
 - Ensured all moving traffic restrictions to be enforced will be underpinned by accurate Traffic Regulation Orders, and indicated by lawful traffic signs and road markings;
 - Ensured all the relevant equipment has been certified by the Vehicle Certification Agency specifically for moving traffic contraventions.
 - As part of ensuring that TROs and traffic signs are accurate and lawful, applicant local authorities are encouraged to take the opportunity to identify and remove any signs that are either obsolete or no longer necessary, whether or not relating directly to the restriction being enforced.
- 3.10 Six potential MTE sites have been selected for consideration in the City Council’s first batch, based upon a range of factors including appropriateness for camera enforcement, evidence of serious collisions, a history of user non-compliance and impacts on network performance:
- Newhall Street / Great Charles Queensway (A4400) (City Centre, Soho and Jewellery Quarter Ward) - Banned left and right turns;
 - Bristol Road (A38) / Priory Road (B4217) (Edgbaston, Edgbaston Ward) - Banned left and right turns;

- Kingsbury Road / Gravelly Hill (A5127) (Erdington, Gravelly Hill Ward) – Banned right turn;
- Corporation Street / James Watt Queensway (B4114) / (City Centre, Ladywood Ward) – Banned left turn;
- Rectory Road / Midland Drive (Sutton Coldfield, Trinity Ward) – No entry;
- Boldmere Road (B4142) / Cofield Road (Sutton Coldfield, Vesey Ward) – No entry.

- 3.11 All the proposed sites for enforcement have existing, implemented Traffic Regulation Orders which have been subject to public consultation as part of the formal delivery process. There are no proposals to deliver any additional restrictions at these locations as part of this initiative.
- 3.12 Once the legal Designation Order has been made by Government, it will be possible for the City Council to expand its programme of MTE locations without further reference to the DfT subject to the above process being followed for each new enforcement location.
- 3.13 The DfT has determined two bands for the level of penalty charge payable for moving traffic contraventions, in the same way that there are two bands for parking contraventions. Band 1 would see the charge at £60 (reduced to £30 if paid within 21 days) and Band 2 at £70 (reduced to £35 if paid within 21 days).
- 3.14 Representations can be made against a penalty charge notice to the enforcing council and there will be an adjudication service to arbitrate when there is a dispute, in a very similar way that bus lane enforcement and civil parking enforcement operates.
- 3.15 The business case for implementation of MTE in specific locations will need to consider a number of factors. Depending on the location and type of restriction to be enforced, traffic enforcement cameras can cost between £15,000 and £25,000 and up to £700 per month to operate and maintain. There are additional costs associated with dealing with representations against penalty charge notices and adjudication. Some types of restriction might also require more than one camera for effective enforcement.
- 3.16 Ideally, traffic enforcement cameras will be self-financing (i.e. the fines will cover the costs associated with operating them), but this will not always be the case. The Council will need to ensure that site selection considers the business case for installation and particularly, the financial implications involved. For example, at a site with very poor compliance levels, a camera could potentially be justified and is likely to cover its costs from the fines issued. In time, if compliance improved, the cameras could be moved elsewhere or rotated between different sites as necessary thereby reducing overall costs. In other cases, where a camera is considered necessary but unlikely to be self-financing, alternate funding will need to be secured. Should any surplus revenue arise as a result of MTE, by law, this must be applied towards specified purposes as set out in

legislation, following a similar approach to revenue arising from parking and bus lane enforcement.

4 Options Considered and Recommended Proposal

4.1 The following options have been considered:

Business As Usual (Do Nothing)

- 4.1.1 Enforcement of Moving Traffic Offences would remain the sole responsibility of West Midlands Police. Given resource limitations, this would mean that existing constraints in the number of locations that can be enforced effectively would persist and may deteriorate as traffic volumes continue to rise, resulting in gradually worsening safety for all users of Birmingham's highway network.

Defer Application for Moving Traffic Enforcement Powers

- 4.1.2 Under this arrangement, Birmingham City Council would prepare an application to take on enforcement of moving traffic offences by applying to the Government for powers under Part 6 of the Traffic Management Act (2004) in a later application round (Tranche 3 or 4). The City Council would then deliver a phased programme of enhanced enforcement at locations of concern across the city, leading to gradual improvement in compliance with existing Traffic Regulation Orders and enhanced user safety.
- 4.1.3 The Government has made clear that changes to the legislative landscape in the coming months are likely to mean that it will not be possible to make a Tranche 3 order later in 2023, as previously planned, so there may be a significant delay for Councils wishing to apply for MTE powers after Tranche 2 (13th January, 2023).

Apply for Moving Traffic Enforcement Powers Now

- 4.1.4 Under this arrangement, Birmingham City Council would apply to take on enforcement of moving traffic offences by applying to the Government for powers under Part 6 of the Traffic Management Act (2004) in the next (Tranche 2) round of applications. The deadline for this is 13th January, 2023. The City Council would then deliver a phased programme of enhanced enforcement at locations of concern across the city, leading to gradual improvement in compliance with existing Traffic Regulation Orders and enhanced user safety.
- 4.2 It is recommended that the City Council applies for MTE powers now, in Tranche 2 to meet the deadline of 13th January, 2023, recognising that poor compliance with Traffic Regulation Orders in some parts of the city's highway network is causing significant deterioration in user safety. Application to take on these powers now would provide the City Council with an effective tool to tackle these areas of concern at the earliest possible opportunity.

5 Consultation

- 5.1 In order to comply with the Department for Transport's application process for powers to enforce Moving Traffic Contraventions, Birmingham City Council is required to consult upon an initial batch of potential sites for enforcement, following a minimum six-week consultation period. This consultation is currently available on the City Council's BeHeard website, which commenced on 14th November, 2022 and will conclude on 26th December, 2022
- 5.2 Additionally, the City Council is required to consult formally with West Midlands Police's Chief Officer on these proposals. The Chief Officer has responded to the City Council in support of this proposed application.
- 5.3 The results of public consultation will be reported and published on the Birmingham BeHeard consultation website. Responses received so far indicate a high level of support. Following the conclusion of the consultation exercise all responses received will be taken into consideration by the authorised officers in consultation with the Cabinet Member before making a final decision to make an application to DfT.
- 5.4 The consultation responses will also be used to inform the development of a Full Business Case for MTE at these locations. Any subsequent proposals for MTE at other locations will be required to follow a similar approach.

6 Risk Management

- 6.1 A risk register will be prepared, as part of business case development to accompany each batch of proposals for MTE delivered across the city. Key risks are likely to include:
- Securing stakeholder support for MTE proposals;
 - Ensuring Traffic Regulation Orders are fit for purpose and suitable for enforcement;
 - Physical implications (including safety and visibility issues) of installing camera enforcement equipment in identified locations.

7 Compliance Issues

- 7.1 How are the recommended decisions consistent with the City Council's priorities, plans and strategies?
- 7.1.1 Application for MTE powers will provide the City Council with a valuable tool to support a range of transport programmes and projects that contribute towards achieving the City Council's key policies and priorities as set out in the City Council Plan and Budget 2021-25, West Midlands Strategic Transport Plan, Birmingham Development Plan, Birmingham Transport Plan, Birmingham Cycling and Walking Strategy & Infrastructure Plan, Clean Air/Climate Change Emergency including the Route to Zero agenda.

- 7.1.2 In particular, the successful delivery of the Birmingham Transport Plan is key to the delivery of the City Council's priorities including Route to Zero, the East Birmingham Strategy and Our Future City Plan.

7.2 Legal Implications

- 7.2.1 The relevant primary legislation required to implement individual enforcement projects is contained within Part 6 of the Traffic Management Act (2004) supported by Regulations made in 2022. Additionally, these powers will also support Birmingham City Council to discharge its statutory duties under the following secondary legislation: Highways Act 1980; Road Traffic Regulation Act 1984; Road Traffic Act 1988; Transport Act 2000; Traffic Management Act 2004; Town and Country Planning Act 1990 and Planning and Compulsory Purchase Act 2004, together with related regulations and guidance. The 2022 Regulations are also directly relevant to this report in terms of the application of surplus revenues arising from MTE and bus lane enforcement, alongside the Ambient Air Quality and Cleaner Air for Europe Directive 2008 and the Air Quality Standards Regulations 2010 in relation to Clean Air Zone implementation.
- 7.2.2 Section 111 of the Local Government Act 1972 empowers Local Authorities to do anything (whether or not involving the borrowing, expenditure or lending of money or the acquisition or disposal of any of its property) which, is calculated to, or is conducive or incidental to the discharge of any of their functions.

7.3 Financial Implications

- 7.3.1 There are no financial implications in submitting the application for MTE powers, because the costs of this will be fully covered within existing Directorate budgets. TfWM have provided additional funded support via their 'Rules of the Road' project to undertake the technical aspects required to underpin this application.
- 7.3.2 For each location, or rollout phase (which could include a number of locations), a business case will need to be developed to examine the capital and revenue cost implications of enforcement and associated budget implications. This will include consideration of:
- Enforcement equipment required at each location (cameras, communications, infrastructure improvements etc.)
 - Penalty charges to be applied; and
 - Any amendments required to Traffic Regulation Orders.

7.4 Procurement Implications

- 7.4.1 There are no procurement implications with the recommendation of this report.

8 Public Sector Equality Duty

- 8.1 An initial screening for an Equality Analysis (EA) has been undertaken for this and has concluded that a full EA is not required at this time, with no adverse impacts on the protected groups and characteristics under the Equality Act 2010. This position will be reviewed for each composite project and/or programme at OBC and FBC stage as necessary. The initial EA screening is provided as Appendix A to this report.

9 Appendices

- 9.1 Appendix A - Equalities Assessment Initial Screening

10 Background Documents

- Birmingham Transport Plan
- Traffic Management Act 2004 (Part 6)

Title of proposed EIA	Application for Moving Traffic Enforcement Powers
Reference No	EQUA1015
EA is in support of	New Policy
Review Frequency	Annually
Date of first review	17/11/2023
Directorate	Inclusive Growth
Division	Transport and Connectivity
Service Area	Transport Planning and Network Strategy
Responsible Officer(s)	<div>■ Jamie Stanford</div>
Quality Control Officer(s)	<div>■ Jaswinder Gandham</div>
Accountable Officer(s)	<div>■ Mel Jones</div>
Purpose of proposal	To review the Application for Moving Traffic Enforcement (MTE) Powers which will enable Birmingham City Council to enforce moving traffic contraventions against designated Traffic Regulation Orders.
Data sources	
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders; Employees; Wider Community
Age details:	<div> <p>Of the 1,140,500 people living in Birmingham (according to the 2020 mid-year population estimates):</p> <ul style="list-style-type: none"> • 22.5% (257,100) are children and young persons; and, • 13.1% (140,400) are pensioners (older persons and the elderly). <p>Younger people typically make a higher than average proportion of journeys on foot. Supporting this, a study commissioned by the DfT (2018), 'Young People's Travel – What's changed and why?', suggests that only 29% of those aged 17-20 have a driving licence, falling by 20% since 2000. Through the expected improvements to road safety due to stronger deterrents for non-compliant drivers, children will be encouraged to travel actively from a younger age which will subsequently help develop confidence and other skills, increasing the chance of continuing these behaviours into adulthood, without the need to start driving.</p> <p>The Application for MTE Powers also further supports the clean air agenda, following on from the implementation of the Clean Air Zone, through aiming to direct any revenue generated from non-compliant vehicles towards sustainable, low and no-carbon modes of transport in areas of the city where most needed. This will contribute towards improved ambient air quality, through reducing the pollutants associated with transport.</p> <p>Air pollution affects everyone, but certain age groups are more likely to be adversely affected by poor air quality (e.g. the very old or the very young). Throughout childhood, there is a natural development of lung functioning which is vitally important. Similarly, lung function in adulthood slowly declines with age, and there is emerging evidence that air pollution and living near a busy road accelerates this decline for both adults and older people.</p> <p>It is considered that the Application for MTE Powers will result in a net Positive impact upon the Age protected characteristic.</p> </div>
Protected characteristic: Disability	Service Users / Stakeholders; Employees; Wider Community
Disability details:	<p>The West Midlands Metropolitan area has a larger percentage of people in households with a limiting long-term illness (6% of households compared to 4.7% in England and Wales). It also has a slightly larger proportion of disabled people than England and Wales (19% versus 18% in England and Wales). More and more people are living with impairments or with or beyond serious illness.</p> <p>Although the Application for MTE Powers seeks to deter non-compliant car-use where possible while encouraging use of more sustainable modes of travel, it is recognised that the levels of access experienced by some disabled persons with physical mobility issues may be dependent upon use of private vehicles. In mitigating this, provisions for disabled car-users will be retained and improved where possible – for example,</p>

retaining Blue Badge Holder parking bays situated near key services while monitoring abuse of them by non-compliant drivers.

It is also recognised that for those with hearing or visual impairments, some modes of more sustainable transport - in particularly cycles and scooters (both electric and manual) may not be visible or audible which can lead to accidents and confusion. In mitigating this, separated and segregated transport modal facilities will be provided wherever possible, as well as dropped kerbs and improved legibility for all users as part of wider high-quality streetscape/public realm (re)design.

Driver behaviour is also expected to become more predictable which may significantly benefit those with mental disabilities such as autism. Sudden and drastic behaviour of drivers (e.g. fast / loud acceleration) can be distressing and disorientating for them – therefore removing this, the environment becomes safer and more attractive for them.

Poor air quality is also proven to adversely impact people with disabilities, particularly those with respiratory problems. Schemes incorporated by this proposal will subsequently aim to improve air quality in the city (e.g. through reducing congestion) and therefore, it is likely to have a positive impact on those with long-term health issues.

It is considered that the Application for MTE Powers will result in a net Positive impact upon the Disability protected characteristic.

Protected characteristic: Sex

Gender details:

Service Users / Stakeholders; Employees; Wider Community

The gender balance of residents in Birmingham is currently 49.2% male and 50.8% female.

The Application for MTE Powers will indirectly increase footfall across the city which is expected to deliver increased natural surveillance, creating a safer environment for all residents and visitors. This change is likely to be significantly beneficial to women and girls due to improved, safer access to key services and facilities at all times of the day and night. Supporting this, in a study by TWM (2022), whilst 87% of women noted that they feel safe walking during peak times, only 70% felt the same during off-peak times.

It will also be considered where measures can be implemented to further protect women in the public environment – for example, one-way streets have the ability to remove the possibility of following vehicles.

A study undertaken by Sustrans entitled Birmingham Bike Life 2017 identified that women in Birmingham are less represented than men in cycling and a lack of cycle infrastructure adversely affects them, attributable in part to women generally having a more risk averse attitude to mixing with traffic. Through gaining these powers, it will be considered whether cycle lanes can be introduced where the potential increase in uptake of cycling by females is greatest.

It is considered that the Application for MTE Powers will result in a net Positive impact upon the Sex protected characteristic.

Protected characteristics: Gender Reassignment

Gender reassignment details:

Service Users / Stakeholders; Employees; Wider Community

There are no national estimates on the trans population in England because the subject is not included in the national census. Additionally, there hasn't been any research completed elsewhere in England which was large enough to be statistically significant. The best estimate is that around 1% of the population might identify as trans, including people who identify as non-binary. If this estimate is applied to Birmingham, assuming that the 1% figure is equally represented across all age groups, then there are an estimated 1,400 trans people aged 16 to 24 years in Birmingham.

This proposal is expected to indirectly increase footfall across the city which would deliver increased natural surveillance, improving perceptions of, and actual personal safety at all times of the day and creating a safer environment for all residents and visitors. This change is likely to be significantly beneficial to those undergoing gender reassignment who can be at higher risk of discrimination, hate crime and personal safety issues by delivering improved, safer access to key services and facilities provided within the city at all times of the day and night.

It is considered that the Application for MTE Powers will result in a net Positive impact upon the Gender Reassignment protected characteristic.

Protected characteristics: Marriage and Civil Partnership

Marriage and civil partnership details:

Service Users/ Stakeholders; Employees; Wider Community

Only 41% of Birmingham's resident population are married or in a civil partnership, which partly reflects the relative youth of the city's population.

It is considered that the Application for MTE Powers will result in a net Neutral impact upon the Marriage and Civil Partnership protected characteristic.

Protected characteristics: Pregnancy and Maternity

Pregnancy and maternity details:

Service Users / Stakeholders; Employees; Wider Community

Approximately 17,000 babies are born in Birmingham each year. As such, Birmingham has a large resident population of persons with this protected characteristic.

Research shows that pregnancy and early childhood are critical times for the formation and maturation of bodily systems. Factors that can adversely affect human development include air pollution and can have both immediate and long-lasting effects such as low birth weight and premature birth. The positive implications for air quality will further reduce local air pollution and the effects it has on pregnant women and their new-born children.

Access to main hospitals across the city, in particular Birmingham's Children Hospital located within the city centre, will be maintained and enhanced where possible. It is recognised that ambulances will continue to need rapid road access and therefore, congestion levels around its vicinity will be addressed where possible.

It is considered that the Application for MTE Powers will result in a net Positive impact upon the Pregnancy and Maternity protected characteristic.

Protected characteristics: Race

Race details:

Service Users / Stakeholders; Employees; Wider Community

Birmingham is a multi-ethnic city with 57.9% of Birmingham's population identifying as white, 26.6% as Asian, 9% as black and 2% as other ethnicities.

Gaining MTE Powers will indirectly help provide an enhanced environment for all users of active travel and road-based public transport modes, regardless of race. In addition, creating roads where driver behaviour will become more predictable is expected to improve the perception of safety for all.

It is considered that the Application for MTE Powers will result in a net Neutral impact upon the Race protected characteristic.

Protected characteristics: Religion or Beliefs

Religion or beliefs details:

Service Users / Stakeholders; Employees; Wider Community

In Birmingham, 46.1% of residents identify as Christian, 21.8% as Muslim, 19.3% have no religion, 3% are Sikh, 2.1% are Hindu and the remaining 7.7% are other religions. The city is known for its ethnic diversity.

Some of the largest religious institutions in the West Midlands are located in Birmingham (e.g. Birmingham Central Mosque). Access to them will be encouraged via more sustainable modes of transport while for whom this may not be possible, driving is expected to become safer due to improved road safety and quicker given the reduced congestion.

It is considered that the Application for MTE Powers will result in a net Neutral impact upon the Religion or Belief protected characteristic.

Protected characteristics: Sexual Orientation

Sexual orientation details:

Service Users / Stakeholders; Employees; Wider Community

Public Health England (PHE) estimate that between 2% and 5% of the national population identify with a non-heterosexual sexual orientation. GP survey data also shows that young adults are more likely to identify with non-heterosexual identities than older age groups. Although there has been NHS guidance on collecting data on sexual orientation there is very little Birmingham data on the health of this group. Based on the various available reports, the LGBTQIA+ population of Birmingham is estimated to be approximately 45,000 adults. This does not however include practising homosexual men who continue to see themselves as heterosexual whilst having sexual contact with other men.

Members of the LGBTQIA+ community are disproportionately more likely to be subject to personal security issues, discrimination and hate crime. These proposals will indirectly increase footfall and natural surveillance across Birmingham, as well as improving access by public transport and active travel modes for all by enhancing the quality of infrastructure and services provided to support use of these modes. On the other hand, it is anticipated that roads will become safer to be driven on by those who may not feel comfortable travelling outside in the public realm.

It is considered that the Application for MTE Powers will result in a net Positive impact upon the Sexual Orientation protected characteristic.

Socio-economic impacts

Please indicate any actions arising from completing this screening exercise.

Undertake further equality assessments as part of individual scheme design, development and delivery, informed by public and stakeholder consultation, to identify opportunities to mitigate any adverse impacts and generate additional positive impacts, where realistic and appropriate.

Please indicate whether a full impact assessment is recommended

NO

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

- **Census 2011 and Mid Year Population Estimates:**
- www.nomisweb.co.uk
- **Why getting transport right matters to young people - Campaign for Better Transport:**
- https://bettertransport.org.uk/sites/default/files/research-files/Young_People_and_Buses_FINAL_forweb_0.pdf
- **Fit for the Future – Birmingham's Childhood Obesity Strategy:**
- https://www.birmingham.gov.uk/downloads/file/8102/fit_for_the_future_childhood_obesity_strategy
- **The future of Transport in an Ageing Society – Age UK:**
- https://www.ageuk.org.uk/globalassets/age-uk/documents/reports-and-publications/reports-and-briefings/active-communities/rb_june15_the_future_of_transport_in_an_ageing_society.pdf
- **Transport for London – Violence Against Women and Girls Strategy:**
- https://www.london.gov.uk/sites/default/files/vawg_strategy_2018-21.pdf
- **Bike Life Birmingham – Sustrans:**
- <https://www.sustrans.org.uk/media/2950/bike-life-birmingham-2017.pdf>
- **LGBT in the UK - Trans Report - Stonewall:**
- https://www.stonewall.org.uk/system/files/lgbt_in_britain_-_trans_report_final.pdf
- **LGBT Britain – Hate Crime and Discrimination – Stonewall:**
- <https://www.stonewall.org.uk/lgbt-britain-hate-crime-and-discrimination>
- **Health Matters: Air Pollution – Public Health England:**
- <https://www.gov.uk/government/publications/health-matters-air-pollution/health-matters-air-pollution>
- **Accessing transport connectivity in London – TfL:**
- <https://content.tfl.gov.uk/connectivity-assessment-guide.pdf>
- **Tackling Violence Against Women and Girls - TfWM:**
- <https://beta.wmca.org.uk/what-we-do/tackling-violence-against-women-and-girls/>

Consultation analysis

Adverse impact on any people with protected characteristics.

Could the policy/proposal be modified to reduce or eliminate any adverse impact? If deemed necessary, any potential adverse impacts of the Application for MTE Powers can be mitigated by:

- Ensuring provisions for disabled car-users go unaffected and potentially improved where possible – for example, retaining Blue Badge Holder parking bays situated near key services and monitoring abuse by non-compliant drivers;
- Providing separated and segregated transport modal facilities wherever possible, as well as dropped kerbs and improved legibility for all users as part of wider high-quality streetscape/public realm (re)design;
- Directing attention towards non-compliant drivers in critical areas of the city – for example, Birmingham Children's Hospital; and,
- Consultation / communication with members from each of these protected characteristics as part of the design, development and delivery of each measure and subsequently (re-) undertaking a Equality Impact Assessment.

How will the effect(s) of this policy/proposal on equality be monitored?

Further EQIAs will be undertaken at each stage of the process and compared to the results of this screening.

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

This EQIA has reviewed the Application for Moving Traffic Enforcement (MTE) Powers which will enable Birmingham City Council to enforce moving traffic contraventions against designated Traffic Regulation Orders including:

- Banned Turns;
- One-way streets;
- Yellow box markings;
- Weight restrictions;
- Mandatory cycle and bus lanes;
- Restricted access;

- School Keep Clear markings;
- Red routes; and,
- ...could include speeding, in future.

Approval of this will allow BCC to:

- Make an application to the DfT for powers to enforce moving traffic contraventions across the City Council's jurisdiction, in accordance with Part 6 of the Traffic Management Act 2004.
- Delegate the management of operational policy regarding camera site selection and operation to the Assistant Director for Highways in consultation with the Assistant Director for Transport and Connectivity and the Cabinet Member for Transport;
- Delegate the authority to approve future camera enforcement sites to the Director for Highways and Transport in consultation with the Cabinet Member for Transport and relevant divisional members;
- Approve the setting of PCNs to be issued with MTE at the higher level of (£70) for moving traffic contraventions;
- Agree to receive annual reports on the effectiveness of MTE by the Cabinet Member for Transport; and
- Ensure that any surplus income generated as a result of MTE is hypothecated towards transport or environmental improvement schemes, as required by law and to delegate authority to make decisions about the use of any surplus income to the Assistant Director for Highways in consultation with the Assistant Director for Transport and Connectivity and the Cabinet Member for Transport.

This EQIA has identified a list of actions and mitigations to take when considering the next steps of the proposals in order to ensure that benefits are harnessed and adverse impacts are minimised for as many people as possible. Most notably, it has been established that there a number of associated benefits for those identifying with the mentioned protected characteristics including that relating to: improved road safety, reduced congestion and likelihood of delays, improved air quality, and increased compliance with TROs. Through BCC gaining these powers, it will also ensure that matters of equality and equity are intertwined at every stage from design through to use of the generated revenue from non-compliant drivers.

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?

Yes

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

16/11/2022

Reasons for approval or rejection

Approved because the overall impact is net neutral or positive. It will be important to make sure project communications are appropriately inclusive.

Please print and save a PDF copy for your records

Yes

Content Type: Item

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Close

Birmingham City Council

Report to Cabinet

13 December 2022



Subject: APPOINTMENTS TO OUTSIDE BODIES

Report of: City Solicitor

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

Relevant O & S Chair(s): Cllr 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 representatives to serve on the Outside Bodies detailed in the appendix to this report.

3 Background

- 3.1 At a meeting of all Councillors on 11 July 2017, the City Council approved changes to the Constitution that set out those appointments that are reserved to the full City Council to determine. All other appointments of Members and officers to outside bodies shall be within the remit of Cabinet to determine and the proportionality rules will not automatically apply.

4 Options considered and Recommended Proposal

- 4.1 These appointments are a matter for the Cabinet to determine, in accordance with the City Council's current Constitution.

5 Consultation

For appropriate items, the Secretaries to the Political Groups represented on the Council.

6 Risk Management

- 6.1 The main risk of not making appointments might lead to the City Council not being represented at meetings of the bodies concerned. It is always important in making appointments to have regard to the City Council's equal opportunities policies.

7 Compliance Issues:

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

- 7.1.1 The appointments are consistent with the legal and constitutional requirements of the City Council.

7.2 Legal Implications

- 7.2.1 As set out in paragraph 7.1.1 above.

7.3 Financial Implications

- 7.3.1 There are no additional resource implications. Where applicable, those implications arise at the time that the relevant body, or a grant to it, is established.

7.4 Procurement Implications (if required)

- 7.4.1 Not applicable.

7.5 Human Resources Implications (if required)

- 7.5.1 Not applicable.

7.6 Public Sector Equality Duty

- 7.6.1 As set out in paragraph 6.1 above.

8 Background Documents

- 8.1 Report of the Council Business Management Committee to City Council on 11 July 2017 “Revised City Council Constitution”; along with relevant e-mails/file(s)/correspondence on such appointments.

Attached: Appendix to Report to Cabinet – 13 December 2022 - Appointments to Outside Bodies

APPENDIX 1**APPENDIX TO REPORT TO CABINET 13 December 2022**
APPOINTMENTS TO OUTSIDE BODIES**1. Summary of Decisions**

On 15 August 2017, Cabinet resolved under decision number 004096/2017 that the practice be continued of contacting each representative when their term of office is due to expire to ascertain whether they are willing to be re-appointed and that, unless indicated otherwise in the report to Cabinet, it will be understood that such representatives are not willing to be re-appointed.

2. Annual Appointment

Further to the meeting on the 28 June 2022:-

Birmingham and Midlands Institute

Cllr Adam Higgs (Con) is to fill the Conservative Group vacancy as one of the City Governor for the Birmingham and Midlands Institute.

Therefore, it is

RECOMMENDED:-

That Cabinet agrees the appointment of Cllr Adam Higgs (Con) as one of the City Governor for the Birmingham and Midlands Institute for the remainder of the term i.e. 13 December 2022 until 27 June 2023.

Ikon Gallery

Cllr Kirsten Kurt-Elli (Lab) is to be replaced with Cllr Jayne Francis.

Therefore, it is

RECOMMENDED:-

That Cabinet agrees the replacement of Cllr Kirsten Kurt-Elli (Lab) with Cllr Jayne Francis (Lab) on the Ikon Gallery for the remainder of the term i.e. 13 December 2022 until 27 June 2023.

B:Music formerly**Performances Birmingham Ltd (formerly Symphony Hall Birmingham Ltd)**

Cllr Alex Aitken (Lab) is to be replaced with Cllr Sir Albert Bore

Therefore, it is

RECOMMENDED:-

That Cabinet agrees the replacement of Cllr Alex Aitken (Lab) with Cllr Sir Albert Bore (Lab) on B:Music for the remainder of the term i.e. 13 December 2022 until 27 June 2023.

City of Birmingham Symphony Orchestra (CBSO)

Cllr Sir Albert Bore (Lab) is to be replaced with Cllr Liz Clements.

Therefore, it is

RECOMMENDED:-

That Cabinet agrees the replacement of Cllr Sir Albert Bore (Lab) with Cllr Liz Clements (Lab) on the City of Birmingham Symphony Orchestra for the remainder of the term i.e. 13 December 2022 until 27 June 2023.

Sutton Coldfield Town Centre Business Improvement District (BID)

Sutton Coldfield Town Centre Business Improvement District (BID) has requested that the level of City Council representation on their Board be reduced from two Councillor representatives to one.

Therefore, it is

RECOMMENDED:-

That Cabinet agrees the reduction of the City Council representation to one representative and that Cllr Robert Pocock is to stand down as one of the representatives but can be an observer whilst Cllr Barrie (Con) remains on the Board until 27 June 2023.

Kings Heath Business Improvement District (BID)

Kings Heath BID failed at the ballot that was held on the 27 October 2022 and will close on subject to any challenge or future ballot before the 31 March 2023.

Therefore, it is

RECOMMENDED:-

That Cabinet agrees to discontinue appointments to Kings Heath BID subject to any challenge or future ballot before the 31 March 2023.

3. Non - Annual Appointment

Yardley Educational Foundation

The term of office for Councillors Paul Tilsley and Penny Wagg lapsed on the 11 February 2022, but they had both continued to serve as nominative trustees on the Yardley Educational Foundation.

Therefore, it is

RECOMMENDED:-

That Cabinet agrees the continuation of Councillors Paul Tilsley and Penny Wagg as nominative trustees for a further 3 year-term on Yardley Educational Foundation expiring on the 21 February 2025.

Birmingham City Council

Report to Cabinet

Date: 13th December 2022



Subject: KEY DECISION PLANNED PROCUREMENT ACTIVITIES (JANUARY 2023 – MARCH 2023) AND QUARTERLY CONTRACT AWARDS (JULY – SEPTEMBER 2022)

Report of: ASSISTANT DIRECTOR – PROCUREMENT

Relevant Cabinet Member: Councillor Yvonne Mosquito, Finance and Resources

Relevant O & S Chair(s): Councillor Akhlaq Ahmed, Chair of Resources O & S

Report author: Steve Sandercock, Assistant Director, Procurement
Email Address: steve.sandercock@birmingham.gov.uk

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: 010729/2022		
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 January 2023 – March 2023 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 4 informs Cabinet of the contract award decisions made under Chief Officers delegation during the period July 2022 – September 2022.

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 2022 – September 2022 as detailed in Appendix 4.

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 Support Officers and to Resources Overview & Scrutiny Committee and therefore is the process for consulting with relevant cabinet and scrutiny members. At the point of submitting this report Cabinet Members/ Resources Overview & Scrutiny Committee Chair have not indicated that any of the planned procurement activity needs to be brought back to Cabinet for executive decision.

6 Risk Management

- 6.1 Members should note that in respect of any procurement projects which are sought to be referred back to Cabinet for further considerations these may impact on timescales around the delivery of those projects.
- 6.2 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports.

7 Compliance Issues:

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

- 7.1.1 Details of how the contracts listed in Appendix 1 and Appendix 2 support relevant Council policies, plans or strategies, will be set out in the individual reports.

7.2 Legal Implications

- 7.2.1 Members are reminded that as a Local Authority the Council has specific duties under public sector procurement, specifically the Public Contract Regulations 2015.

- 7.2.2 Specific details of any implications related to public sector procurement Regulations are set out- in the individual reports appended to this report.

7.3 Financial Implications

- 7.3.1 Specific details of how decisions will be carried out within existing finances and resources will be set out in the individual reports.
- 7.3.2 Any cashable savings generated as a result of the procurement exercises are detailed in Appendix 2 to the delivery of procurement related savings and be removed from Directorate where identified in addition to the existing service area savings target as set out in the Medium-Term Financial Plan (MTFP) in line with the principles to treatment of identified savings against third party contracts as agreed by CLT on 24th January 2022.

7.4 Procurement Implications (if required)

- 7.4.1 As noted under the Legal Implications the Council has a duty to ensure that public sector procurement activity is in line with public sector legislation, specifically the Public Contracts Regulations 2015.
- 7.4.2 For each of the individual projects the specific procurement implications associated to the legislation are set out and detailed in the appendices

7.5 Human Resources Implications (if required)

- 7.5.1 None.

7.6 Public Sector Equality Duty

- 7.6.1 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports which should also give consideration to application of Equality Impact Assessments in line with Council Policy

8 Background Documents

- 8.1 List of Appendices accompanying this Report (if any):
- 1. Appendix 1 - Planned Procurement Activity January 2023 – March 2023
 - 2. Appendix 2 – Background Briefing Paper
 - 3. Appendix 3 – Exempt Information
 - 4. Appendix 4 – Quarterly Awards Schedule (July 2022 – September 2022)

APPENDIX 1 – PLANNED PROCUREMENT ACTIVITIES (JANUARY 2023 – MARCH 2023)

No.	Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources Plus	Finance Officer	Contact Name	Planned CO Decision Date
1	Strategy / Award	Grounds Maintenance Equipment	P1097	The supply and delivery of a range of grounds maintenance equipment (strimmers, hedge cutters, blowers, rotary mowers).	3 years with 1 year option to extend	City Operations	Environment	Carl Tomlinson	Gary McManus / Adele Rawlins	20/01/2023
2	Approval to Tender Strategy	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	City Housing	Housing	Andrew Healey	Justin Brennan / Jose Vitoria	01/03/2023
3	Strategy / Award	Development of Housing at Stockfield Road	P0921	The requirement is for a residential development of 8 units for rent, using Birmingham Municipal Housing Trust standard house types on one site located at Stockfield Road, Acocoks Green.	1 year, 6 months	Place, Prosperity & Sustainability	Housing	Azhar Rafiq	Emma Bradley / Charlie Short	27/03/2022
4	Strategy / Award	Design Services for the Alexander Stadium Legacy Works		To support the reinstatement of the Alexander Stadium site to operate as a functional community and events facility to support the legacy from the Commonwealth Games 2022, there is a requirement for design services to support the works.	2 years	City Operations	Leader	Guy Olivant	Dave Wagg / Charlie Short	20/01/2023
5	Strategy / Award	Infrastructure Works in Perry Barr		The requirement is for infrastructure works in the Perry Barr area as follows: •Road widening to support the new school in Perry Barr that was constructed by the Department for Education to be completed before the school opens for the autumn term in 2023 •Public realm, footway and cycle way upgrades on Aldridge Road in the vicinity of the Perry Barr Regeneration Scheme (PBRS) •New cycle way joining the PBRS to the Tame Valley canal cycle route	2 years	Planning, Transport & Sustainability	Transport	Guy Olivant	Claire Steiner / Charlie Short	20/01/2023
6	Strategy / Award	Development of Housing in Druids Heath		The requirement is for a residential development for social rent, using Birmingham Municipal Housing Trust standard house types approved by Cabinet as part of the Driving Housing Growth, Land Appropriations Report 2019 (4) on 26th March 2019 on three sites in Druids Heath: •20 units at Bells Lane •18 units at Sherston Covert •12 units at Brockworth Road	11 months	Place, Prosperity & Sustainability	Housing	Azhar Rafiq	Simon Felton / Charlie Short	10/04/2023
7	Approval to Tender Strategy	Concrete Liners for Burials	P0851	There is a requirement for Bereavement Services to supply and install concrete liners for burials which are utilised by mainly the Muslim community for burials. There has been a significant increase in usage recently and it is estimated that around 500 concrete liners per annum will need to be installed.	4 years	City Operations	Social Justice, Community Safety and Equalities	Carl Tomlinson	Bev Nash / Raja Chowdhury	01/03/2023

APPENDIX 2

BRIEFING NOTE ON PLANNED PROCUREMENT ACTIVITIES **CABINET – 13th December 2022**

Title of Contract	Grounds Maintenance Equipment
Contact Officers	Director / Assistant Director: Darren Share, Assistant Director Street Scene Client Officer: Gary McManus Procurement Officer: Adele Rawlins, Sub Category Officer
Briefly describe the service required	The supply and delivery of a range of grounds maintenance equipment (strimmers, hedge cutters, blowers, rotary mowers).
What is the proposed procurement route?	Further competition using YPO Grounds Maintenance Equipment Framework Agreement no. 969.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There are currently 2 separate contracts which both expire in February 2023.
Will any savings be generated?	No cashable savings will be generated by this project, however there may be administrative efficiencies from having a single contract.
Has the In-House Preferred Test been carried out?	The Grounds Maintenance service has been provided in-house since April 2019. The equipment required to support this cannot be provided in-house.
How will this service assist with the Council's commitments to Route to Zero?	The further competition will include social value element which includes commitments to reduce carbon footprint. The green spaces maintained by the Grounds Maintenance Service help reduce CO2.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The Grounds Maintenance service contributes to the advancement of a green and sustainable city providing parks, open spaces and services that are accessible to all. The further competition will include social value in the evaluation criteria, such as diversity statistics provision and requirement to commit to a project from Match My Project.
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 powers for the provision of parks and leisure facilities are contained in the Public Health Acts 1875 and 1890, the Public Health Acts Amendments Act 1890, the Public Health Act 1925 and Section 19, Local Government (Miscellaneous Provisions) Act 1976. The powers for the maintenance of the public highway are contained within the Highways Act 1980. The grounds maintenance service also supports the following Council Priorities: <ul style="list-style-type: none"> • Birmingham is a great, clean, and green city to live in. • Birmingham is a city that takes a leading role in tackling climate change.
What budget is the funding from for this service?	This is funded from the existing Birmingham Parks Operations revenue budget.
Proposed start date and duration of the new contract	The proposed start date is February 2023 for a period of 3 years with the option to extend for a further 1 year subject to satisfactory performance.

Title of Contract	Household Removals (P1074)
Contact Officers	Director / Assistant Director: Paul Kitson, Strategic Director, Place, Prosperity & Sustainability Client Officer: Justin Brennan (Housing Development Manager) and Noreen Khadim (Principal Housing Development Officer) Procurement Officer: Jose Vitoria (Assistant Sub Category Manager)
Briefly describe the service required	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 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.
What is the proposed procurement route?	An open procurement process will be advertised in Find a Tender, Contracts Finder and www.finditinbirmingham.com
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There is not a current contract in place. The existing contract expired in September 2021 and has not been repurchased in time. However, the provider has continued to deliver the services at an ad hoc basis.
Will any savings be generated?	There are no cashable savings derived from the award of this contract. During the past couple of years, the industry of household removals has suffered from the impact of Brexit, where companies have seen themselves forced to increase their salaries in order to retain staff and most recently the impact of the increase in inflation including energy and fuel price increases. Due to these factors, it would be extremely difficult to achieve any monetary savings with the award of this contract.
Has the In-House Preferred Test been carried out?	Yes, and the test demonstrated this is not suitable to be carried out in-house as there is not the resources within the Council to provide this service.
How will this service assist with the Council's commitments to Route to Zero?	<p>The tender will include a requirement for the provider to optimise routes and aggregate moves where possible to reduce the carbon footprint of this service.</p> <p>Weighted criteria will be included in tender documentation and be evaluated to encourage tenderers that provide a removal service:</p> <ul style="list-style-type: none"> • Low carbon vehicles (non- diesel) • Use of electric vehicles
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The contract resulting from this procurement, once it has been commissioned will be providing their services to support the Temporary Accommodation Team, Housing Team and Wise Moves Team which in turn support vulnerable households who are potentially at risk of becoming homeless.
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 Removal Services. However, the service is required by Wisemove whom provide a service providing furnished accommodation on a short to medium term basis to vulnerable groups.
What budget is the funding from for this service?	<p>This is funded from the Housing Revenue budget.</p> <ul style="list-style-type: none"> • Wisemove • Clearance
Proposed start date and duration of the new contract	The proposed start date is 1st April 2023 for a period of 4 years (plus an additional 1-year extension, subject to services being required and acceptable performance of the Provider).

Title of Contract	Development of Housing at Stockfield Road
Contact Officers	Director / Assistant Director: Paul Kitson, Strategic Director, Place, Prosperity & Sustainability Client Officer: Emma Bradley, Principal Housing Development Officer Procurement Officer: Charlie Short, Procurement Manager
Briefly describe the service required	The requirement is for a residential development of 8 units for rent, using Birmingham Municipal Housing Trust standard house types on one site located at Stockfield Road, Acocks Green approved by Cabinet as part of the Driving Housing Growth, Land Appropriations Report 2019 (4) on 26 th March 2019.
What is the proposed procurement route?	A call off using the Dudley Council's Housing Development & Regeneration Framework Agreement in accordance with its protocol or another compliant public sector framework agreement.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a one-off requirement.
Will any savings be generated?	No savings will be generated from this procurement process for a one-off construction project.
Has the In-House Preferred Test been carried out?	Yes, and the test demonstrated this is not suitable to be carried out in-house for a construction project.
How will this service assist with the Council's commitments to Route to Zero?	The house types to be constructed are to Birmingham Municipal Housing Trust's Birmingham design and will include air source heat pumps, thicker insulated walls, triple glazing, electric car charging points, water meters, etc. to support the Council's Route to Zero strategy.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The construction of housing for social rent will be available to all sections of the community.
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 proposed site supports the delivery of the core objectives of the Birmingham Development Plan (BDP) 2031 which was adopted by the Council on 10 January 2017 to increase housing growth.
What budget is the funding from for this service?	The scheme is funded from the Housing Revenue Account (Capital) budget.
Proposed start date and duration of the new contract	The proposed start date is September 2023 for a construction period of 1 year, 6 months.

Title of Contract	Design Services for the Alexander Stadium Legacy Works
Contact Officers	Director: Rob James – Strategic Director of City Operations Client Officer: Dave Wagg, Head of Sport and Physical Activity Procurement Officer: Charlie Short, Sub-Category Manager
Briefly describe the service required	To support the reinstatement of the Alexander Stadium site to operate as a functional community and events facility to support the legacy from the Commonwealth Games 2022, as approved in the Full Business Case to Cabinet dated 11 th October 2022, there is a requirement for design services for the works.
What is the proposed procurement route?	A direct award to Ove Arup & Partners Ltd using the NHS Shared Business Services Construction Professional Services Framework Agreement in accordance with its protocol.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a one-off requirement.
Will any savings be generated?	No cashable savings will be directly generated by this contract, although the overall proposals for the Stadium as set out in the FBC approved in October 2022 demonstrate a reduction in the ongoing costs associated with the facility.
Has the In-House Preferred Test been carried out?	Yes, and the test demonstrated this is not suitable to be carried out in-house as there are not the skills or capability within the Council for this service.
How will this service assist with the Council's commitments to Route to Zero?	The specification will require the bidders to deliver the service in way that reduces or eliminates their carbon footprint.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The designs for the works will support the Alexander Stadium in legacy mode to provide benefit to all sections of the local diverse communities in the area who may use the facilities.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty for this service. However, it will support the reinstatement work for one of the Council's major assets to build up the legacy from hosting the Commonwealth Games 2022.
What budget is the funding from for this service?	The service will be funded from the approved Alexander Stadium budget.
Proposed start date and duration of the new contract	The proposed start date is February 2023 for a period of up to 2 years.

Title of Contract	Infrastructure Works in Perry Barr
Contact Officers	Director / Assistant Director: Ian McLeod, Director, Planning, Transport & Sustainability Client Officer: Claire Steiner, Transport Delivery Specialist Procurement Officer: Charlie Short, Procurement Manager
Briefly describe the service required	The requirement is for infrastructure works in the Perry Barr area as follows: <ul style="list-style-type: none"> • Road widening to support the new school in Perry Barr that was constructed by the Department for Education to be completed before the school opens for the autumn term in 2023 • Public realm, footway and cycle way upgrades on Aldridge Road in the vicinity of the Perry Barr Regeneration Scheme (PBRS) • New cycle way joining the PBRS to the Tame Valley canal cycle route
What is the proposed procurement route?	A further competition exercise or direct award will be undertaken using a compliant framework agreement identified as being the most suitable that demonstrates value for money.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a one-off requirement.
Will any savings be generated?	No savings will be generated from this procurement process for a one-off construction project.
Has the In-House Preferred Test been carried out?	Yes, and the test demonstrated this is not suitable to be carried out in-house for a construction project.
How will this service assist with the Council's commitments to Route to Zero?	The works will encourage travel by walking and cycling in the area through the provision of a high-quality pedestrian access and additional cycle parking, along with the removal of parking availability for vehicles on the carriageway.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The scheme will provide improved access in the area and to the school to enable it to increase its capacity, providing additional facilities to the local diverse community.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty to provide this service. However, the works improve the area and the planning conditions for the school have limited the capacity for pupils until the infrastructure is in place.
What budget is the funding from for this service?	Funding for the proposed works in relation to the road widening and Aldridge Road works is included within the overall approved budget for the Perry Barr Regeneration Scheme, as a part of the FBC for the wider scheme approved by Cabinet on 27 th July 2021, as part of the approved budget for Site Infrastructure and associated works. Works in relation to the new cycle way are separately funded from budgets approved for that specific scheme.
Proposed start date and duration of the new contract	The proposed contract start date is not later than February 2023 for a period of up to 2 years, with different elements of the works phased to meet operational requirements.

Title of Contract	Development of Housing in Druids Heath
Contact Officers	Director / Assistant Director: Paul Kitson, Strategic Director, Place, Prosperity & Sustainability Client Officer: Simon Felton, Principal Housing Development Officer Procurement Officer: Charlie Short, Procurement Manager
Briefly describe the service required	<p>The requirement is for three residential developments for social rent, using Birmingham Municipal Housing Trust standard house types approved by Cabinet as part of the Birmingham Municipal Housing Trust Delivery Plan 2019 – 2029 on the following sites in Druids Heath:</p> <ul style="list-style-type: none"> • 21 units at Bells Lane • 18 units at Sherston Covert • 12 units at Brockworth Road <p>It should be noted that these sites are adjacent to the boundary for the Druids Heath Regeneration Scheme.</p>
What is the proposed procurement route?	A further competition exercise or direct award will be undertaken using a compliant framework agreement identified as being the most suitable that demonstrates value for money. Depending on the fit between the service requirements on the framework, this will be delivered either by lot or as one process.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a one-off requirement.
Will any savings be generated?	No savings will be generated from this procurement process for a one-off construction project.
Has the In-House Preferred Test been carried out?	Yes, and the test demonstrated this is not suitable to be carried out in-house for a construction project.
How will this service assist with the Council's commitments to Route to Zero?	The house types to be constructed are to Birmingham Municipal Housing Trust's Birmingham design and will include air source heat pumps, thicker insulated walls, triple glazing, electric car charging points, water meters, etc. to support the Council's Route to Zero strategy.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The construction of housing for social rent will be available to all sections of the community.
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 proposed site supports the delivery of the core objectives of the Birmingham Development Plan (BDP) 2031 which was adopted by the Council on 10 January 2017 to increase housing growth.
What budget is the funding from for this service?	The scheme is funded from the Housing Revenue Account (Capital) budget.
Proposed start date and duration of the new contract	Various start dates from October/November 2023 through to completion of all three schemes between September – November 2024.

Title of Contract	Concrete Liners for Burials
Director / Assistant Director	Director / Assistant Director: Sajeela Naseer, Director Regulation and Enforcement Client Officer: Bev Nash, Bereavement Officer Procurement Officer: Raja Chowdhury, Sub Category Officer
Briefly describe the service required	There is a requirement for Bereavement Services to supply and install concrete liners for burials which are utilised by mainly the Muslim community for burials. There has been a significant increase in usage recently and it is estimated that around 500 concrete liners per annum will need to be installed.
What is the proposed procurement route?	An open procurement exercise will be undertaken advertised in Find a Tender, Contracts Finder and www.finditinbirmingham.com
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There is not a current contract in place. The existing contract expired 31 st October 2022 and has not been reprocured in time. However, the provider has continued to deliver the services as under the contractual arrangements.
Has the In-House Preferred Test been carried out?	The in-house preferred test has been undertaken and demonstrates that this service is not suitable for delivery in-house due to a lack of resources and the inability to manufacture the liners in house.
How will this service assist with the Council's commitments to Route to Zero?	This specification will include a requirement that concrete liners are constructed to ensure that they meet the latest environmental standards.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The concrete liners for burials will be available to those communities with specific faith requirements for the burial of their dead.
Is the Council under a statutory duty to provide this service? If not what is the justification for providing it?	There is not a statutory duty for this service. The justification for providing concrete liners for this type of burial is the requirement that the Council caters for all communities regarding their preferred method of disposal of the deceased. Not providing this method of burial will result in communities seeking alternative sites across the city's boundaries and will result in a loss of income and failure to satisfy the needs of the citizens of Birmingham and a failure to meet the specific religious and cultural requirements of the community under the Equalities Act 2010.
What budget is the funding from for this service?	This is funded from the Bereavement Services approved budget.
Proposed start date and duration of the new contract	The proposed start date is 1 st April 2023 for a period of 4 years.

APPENDIX 4 - QUARTERLY CONTRACT AWARD SCHEDULE (JULY 2022 – SEPTEMBER 2022)

Type of Rep	Title of Procurement	Ref	Brief Description	Contract Durat	Directorate	Portfolio Finance and Resources	Finance Officer	Contact Nam	Comments	Contractor(s) Awarded to	Value of Contracts	Chief Officer	Actual G Live date
Strategy / Award	Contact Centre Telephony	P0832	A cloud hosted solution that provides functionality for call routing, call queuing along with omni channel capability (web chat, email and social). The procurement will extend the usage of the current contact centre hosted platform with provider support.	2 years with option to extend for a further 12 months	Digital and Customer Services	Digital, Culture, Heritage & Tourism	Lee Bickerton	Dan Gaiger	Presented to Cabinet for info 07/06/2022. Strategy / Award Report signed 05/07/2022.	Cirrus Response Limited	£1,430,000	Cheryl Dora / Steve Sandercock	08/07/2022
Strategy / Award	Catering and Non-Food for Cityserve/Civic Catering	F0256R F285 F228 F214	The supply of Catering and Non-Food under the ESPO frameworks agreement 83_21 Grocery, Fresh, Chilled and Frozen Foods and 98_22 Catering Equipment and The University Caterers Organisation Ltd (TUCCO) Butchered Meat and Poultry Framework and Framework Catering Innovation and Concept Solutions stage 2 call off	1 year with an option to extend for a further 12 months.	Council Management	Finance and Resources	Lee Bickerton	Satpal Singh	Cabinet approved the Catering and Food Procurement Strategy for Cityserve and Civic Catering report on 22nd March 2022 and delegated the award to CO. Delegated Award Report signed 08/07/2022.	Supply and Distribution of Fresh Meat, Fresh Frozen Meat, Cooked Meat Supply and Distribution of Grocery - A.F. Blakemore Supply and Distribution of Frozen Foods - Brakes Supply and Distribution of Light Catering Equipment - WV Howe Supply and Distribution of Disposables - Nobisco Supply and Distribution of Food Court Concepts - Theo's - TUGO - Pasta King	£170,000 £1,700,000 £2,500,000 £83,000 £400,000 £55,000 £8,000 Total £4,916,000	Alison Jarrett / Steve Sandercock	11/07/2022
Strategy / Award	City Centre Public Realm Phase 2 - Design Professional Services, Contract Management and Site Supervision Support.	P0857	The provision of design professional services, contract management and site supervision for the City Centre Public Realm Phase 2.	Up to 4 years	Place, Prosperity and Sustainability	Transport	Carl Tomlinson	Stuart Rawlin / Charlie Short	Presented to Cabinet for info 07/09/2021. Strategy / Award Report signed 19/07/2022.	Jacobs UK Ltd	£1,100,000	Paul Kitson/Steve Sandercock	22/07/2022
Strategy / Award	For the Provision of A reseller arrangement for licensing and support of the Cyglass Internal AI Network Defence as a Service	P0987	Provision of reseller arrangement for licensing and support of the Cyglass Internal AI Network Defence as a Service platform	2 years	Digital and Customer Services	Digital, Culture, Heritage & Tourism	Lee Bickerton	Jamie Parris	Cabinet report approved in February 2021 in respect of a 36 month solution. Contract was terminated after 12 months. Remaining 24 months scoped with alternate reseller.	Insight Direct (UK) Ltd	£547,628	Peter Bishop / Steve Sandercock	01/08/2022
Strategy / Award	The Provision of Digital Transformation Consultancy Services -IT	CNTR0011174	The provision of a managed service to deliver Digital Transformation services under the HealthTrust Europe ICT Solutions 2019 Framework Agreement (ComIT2).	5 years	Digital and Customer Services	Digital, Culture, Heritage & Tourism	Lee Bickerton	Jamie Parris	Compliant call-off awarded 1st August 2022 for a 5 year period.	Insight Direct UK Ltd	£3,000,000	Peter Bishop / Steve Sandercock	01/08/2022
Strategy / Award	For the Provision of reseller arrangement for licensing and support of the Nanitor Real-time Intelligent Security Compliance Solution.	P0988	Provision of reseller arrangement for licensing and support of Nanitor Real-time Intelligent Security Compliance Solution.	2 years	Digital and Customer Services	Digital, Culture, Heritage & Tourism	Lee Bickerton	Jamie Parris	Cabinet report approved in February 2021 in respect of a 36 month solution. Contract was terminated after 12 months. Remaining 24 months scoped with alternate reseller at a more competitive price.	Specialist Computer Centres PLC (SCC)	£583,758.30	Peter Bishop / Steve Sandercock	01/08/2022
Strategy / Award	Home To School Transport	P0504-90	The provision of Home to School Transport.	4 years	Children & Families	Children, Young People and Families	Clare Sandland	Cyril Egharevba / Henrietta Jacobs	Cabinet approved the Home to School Transport 24/12/2019. Strategy / Award Report signed 18/08/2022.	1) AFJ Limited 2) Green Destinations Limited 3) Olympic South Limited (trading as HATS)	£566,476.56 £3,053,213.88 £18,893,407.60	Sue Harrison / Steve Sandercock	05/09/2022
Delegated Award Report	Specialist Adult Social Care Training	P0876	There is a requirement for training for the Council's adults social care workforce, which includes all staff within Directorate e.g., Commissioning, Client Financial Services and internal provider support services, to support their learning and development needs.	4 Years	Adult Social Care	Health and Social Care	Andrew Healey	Patricia Daley / Andrea Webster	Presented to Cabinet for info 18/01/2022. Approval to Tender Strategy Report signed 23/03/2022 and delegated the award to CO. Delegated Award Report signed 31/08/2022.	Lot 1 - Social work (Assessment and Support Planning) 1) 3 Spirit UK 2) C Howell Consultancy 3) Care Business Associate Training 4) Central Consultancy and Training 5) Community Navigator Services CIC 6) DCC Interactive Ltd 7) Local Government Training Ltd 8) Signis Group 9) St Thomas Training Ltd Lot 2 - Mental Health 1) 3 Spirit UK 2) A1 Social Care Training Ltd 3) Aspect Training 4) Birmingham Mind 5) Care Business Associate Training 6) Central Consultancy and Training 7) DCC Interactive Ltd 8) First Response Training and Consultancy Services Limited 9) Grassroots Suicide Prevention 10) Hari Sewell Consultancy Ltd 11) Local Government Training Ltd 12) Signis Group 13) St Thomas Training Ltd Lot 3 - Social Care and Health 1) 3 Spirit UK 2) A1 Social Care Training Ltd 3) Aspect Training 4) Bridge Mentoring Community Interest Company 5) Care Business Associate Training 6) Central Consultancy and Training 7) CPI Inc (Crisis Prevention Institute) 8) COM Learning Ltd 9) DCC Interactive Ltd 10) First Response Training and Consultancy Services Limited 11) Hari Sewell Consultancy Ltd 12) Local Government Training Ltd 13) Signis Group 14) St Thomas Training Ltd Lot 4 - Leadership and Management 1) C Howell Consultancy 2) Care Business Associate Training 3) Central Consultancy and Training 4) Community Navigator Services CIC 5) DCC Interactive Ltd 6) Hari Sewell Consultancy Ltd 7) Heldercorp Ltd 8) Local Government Training Ltd 9) New Level Results 10) St Thomas Training Ltd Lot 5 - Safeguarding 1) 3 Spirit UK 2) A1 Social Care Training Ltd 3) Aspect Training 4) Care Business Associate Training 5) Central Consultancy and Training 6) COM Learning Ltd 7) DCC Interactive Ltd 8) First Response Training and Consultancy Services Limited 9) Local Government Training Ltd 10) Signis Group 11) St Thomas Training Ltd	£2,000,000	Graeme Betts / Steve Sandercock	01/10/2022

Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources	Finance Officer	Contact Name	Comments - including any request from Cabinet Members for more details	Contractor(s) Awarded to	Value of Contracts	Chief Officer	Actual Go Live date
Strategy / Award	Enforcement Agent For The Revenues Service (Recycled Cases)	P1122	Where the Revenues Service has obtained a liability order and all other avenues of collection have been exhausted, the recycled cases will be passed to an enforcement agent who will be expected to use their powers where appropriate to recover and collect arrears / take control of goods when a customer fails to make payments on time for the recycled cases.	2 years with option to extend for a further 1 year	Council Management	Finance and Resources	Lee Bickerton	Jonathan Woodward / Stuart Follows	Presented to Cabinet for info 28/06/2022. Strategy / Award Report signed 15/09/2022.	Qualco (UK) Limited	Nil cost to the Council-No costs are incurred by the Council with the case issuing cost being met by the collecting Enforcement Agent and the statutory fees being met by the individual or business who the debt belongs too	Peter Bishop / Steve Sandercock	19/09/2022
Strategy / Award	Cycle To Work Salary Sacrifice Provider	P1084	There is a requirement for the provision of bicycles in line with the Birmingham Cycle to Work salary sacrifice scheme.	4 years	Council Management	Finance and Resources	Lee Bickerton	Selina Erfani / Richard Tibbatts	Presented to Cabinet for info 27/07/2022. Strategy / Award Report signed 20/09/2022.	Halfords	£550,000	Darren Hockaday / Steve	23/09/2022
Strategy / Award	Professional Services to Support the Transforming Cities Fund – Major Road Network Development Tranche 2		There is a requirement for technical professional services to undertake transport studies and develop scheme proposals under the Transforming Cities Fund – Major Road Network Development Tranche 2 funding for study work and options development at three locations: •A435 Alcester Road Corridor •A38 Kingsbury Road Corridor •A4540 Middleway Corridor	up to 1 year	Planning, Transport and Sustainability	Transport and Environment	Carl Tomlinson	Andy Chidgey / Charlie Short	Presented to Cabinet for info 22/03/2022. Strategy / Award Report signed 20/09/2022.	Pell Frischmann Consultants Ltd	£523,002	Paul Kilsen/Steve Sandercock	22/09/2022

Birmingham City Council

Report to Cabinet

Date: 13th December 2022



Subject: NON-KEY DECISION PLANNED PROCUREMENT ACTIVITIES (JANUARY 2023 – MARCH 2023) AND QUARTERLY CONTRACT AWARDS (JULY 2022 – SEPTEMBER 2022)

Report of: ASSISTANT DIRECTOR – PROCUREMENT

Relevant Cabinet Member: Councillor Yvonne Mosquito, Finance and Resources

Relevant O &S Chair(s): Councillor Akhlaq Ahmed, Chair of Resources O & S

Report author: Steve Sandercock, Assistant Director, Procurement
Email Address: steve.sandercock@birmingham.gov.uk

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, add Forward Plan Reference:		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential :		
3. Information relating to the financial or business affairs of any particular person (including the council)		

1 Executive Summary

- 1.1 This report provides details of the planned procurement activity for the period January 2023 – March 2023 which are not 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 £500,000, unless TUPE applies to current Council staff.
- 1.3 Appendix 4 informs Cabinet of the contract award decisions made under Chief Officers delegation during the period July 2022 – September 2022.

2 Recommendations

- 2.1 To note the planned procurement activities as set out in Appendix 1 and Chief Officer delegations, set out in the Constitution, for the subsequent decisions around procurement strategy and contract awards.
- 2.2 Notes the contract award decisions made under Chief Officers delegation during the period July 2022 – September 2022 as detailed in Appendix 4.

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 £500,000 for non-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 £500,000 (excluding VAT) for non-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 £500,000 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 note the planned procurement activities for all the projects listed in appendix 1 and the Chief Officer delegations as set out in the Constitution, for the subsequent decisions around procurement strategy and contract awards.– this is the recommended option.

5 Consultation / Engagement

- 5.1 This report to Cabinet is copied to Cabinet Support Officers and to Resources Overview & Scrutiny Committee and therefore is the process for consulting with relevant cabinet and scrutiny members. At the point of submitting this report Cabinet Members/ Resources Overview & Scrutiny Committee Chair have not indicated that any of the planned procurement activity needs to be brought back to Cabinet for executive decision.

6 Risk Management

- 6.1 Members should note that in respect of any procurement projects which are sought to be referred back to Cabinet for further considerations these may impact on timescales around the delivery of those projects.
- 6.2 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports.

7 Compliance Issues:

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

- 7.1.1 Details of how the contracts listed in Appendix 1 and Appendix 2 support relevant Council policies, plans or strategies, will be set out in the individual reports.

7.2 Legal Implications

- 7.2.1 Members are reminded that as a Local Authority the Council has specific duties under public sector procurement, specifically the Public Contract Regulations 2015.
- 7.2.2 Specific details of any implications related to public sector procurement Regulations are set out- in the individual reports appended to this report.

7.3 Financial Implications

- 7.3.1 Specific details of how decisions will be carried out within existing finances and resources will be set out in the individual reports.
- 7.3.2 Any cashable savings generated as a result of the procurement exercises are detailed in Appendix 2 to the delivery of procurement related savings and be removed from Directorate where identified in addition to the existing service area savings target as set out in the Medium Term Financial Plan (MTFP) in line with the principles to treatment of identified savings against third party contracts as agreed by CLT on 24th January 2022.

7.4 Procurement Implications (if required)

- 7.4.1 As noted under the Legal Implications the Council has a duty to ensure that public sector procurement activity is in line with public sector legislation, specifically the Public Contracts Regulations 2015.
- 7.4.2 For each of the individual projects the specific procurement implications associated to the legislation are set out and detailed in the appendices

7.5 Human Resources Implications (if required)

- 7.5.1 None.

7.6 Public Sector Equality Duty

- 7.6.1 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports which should also give consideration to application of Equality Impact Assessments in line with Council Policy

8 Background Documents

- 8.1 List of Appendices accompanying this Report (if any):
 - 1. Appendix 1 - Planned Procurement Activity January 2023 – March 2023
 - 2. Appendix 2 – Background Briefing Paper
 - 3. Appendix 3 – Exempt Information
 - 4. Appendix 4 – Quarterly Awards Schedule (July 2022 – September 2022)

APPENDIX 1 – PLANNED PROCUREMENT ACTIVITIES (JANUARY 2023 – MARCH 2023)

No.	Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources Plus	Finance Officer	Contact Name	Planned CO Decision Date
1	Strategy / Award	Technical Professional Services for the Southside Public Realm Final Scheme		Technical professional services to support the completion and delivery of the Southside Public Realm scheme.	30 months	Place, Prosperity & Sustainability Directorate	Transport	Azhar Rafiq	Jaswant Chahal / Charlie Short	06/05/2023

APPENDIX 2

BRIEFING NOTE ON PLANNED PROCUREMENT ACTIVITIES **CABINET – 13th December 2022**

Title of Contract	Technical Professional Services for the Southside Public Realm Final Scheme
Contact Officers	Director / Assistant Director: Phil Edwards, Assistant Director, Place, Prosperity & Sustainability Directorate Client Officer: Jas Chahal Procurement Officer: Charlie Short, Procurement Manager
Briefly describe the service required	Technical professional services to support the completion and delivery of the Southside Public Realm scheme, in accordance with the Full Business Case approved by the Cabinet Member for Transport and Environment and the Cabinet Member for Finance and Resources, dated 9 th February 2021.
What is the proposed procurement route?	A further competition exercise using the Council's Transportation and Development Professional Services Framework Agreement – Lot 2a – Multi Disciplinary - Highways and Infrastructure
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a one-off requirement.
Will any savings be generated?	No savings will be generated from this procurement process. However, modernised public realm should realise revenue saving for future maintenance.
Has the In-House Preferred Test been carried out?	Yes, and the test demonstrated this is not suitable to be carried out in-house.
How will this service assist with the Council's commitments to Route to Zero?	The scheme will improve walking and cycling connectivity, enhanced pedestrianised public realm close to major public transport services and National Cycle Route Network. New tree planting to provide localised environmental and air quality benefits in the street scene.
How do these activities assist the Council with Everybody's Battle; Everybody's Business?	The scheme will enhance the Southside area of the city providing benefit to the vibrant local diverse communities which has been developed by engagement with Southside BID and its close links with the local businesses and community. Upgrading of street lighting, CCTV, pedestrian space, cycle route and inclusion of artwork relevant to the local community. The works contract will require the delivery of the key principles of BBC4SR including making our suppliers pay the Birmingham Real Living Wage.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not a statutory duty to provide this service. However, the Southside Public Realm Final scheme is required for completion to improve the visitor experience to the city centre and assist with the facilitation of economic growth.
What budget is the funding from for this service?	The scheme will be funded from the Enterprise Zone Investment Plan budget
Proposed start date and duration of the new contract	The proposed start date is February 2023 for a period of 30 months.

APPENDIX 4 - QUARTERLY CONTRACT AWARD SCHEDULE (JULY 2022 – SEPTEMBER 2022)

Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources	Finance Officer	Contact Name	Comments - including any request from Cabinet Members for more details	Contractor(s) Awarded to	Value of Contracts	Chief Officer	Actual Go Live date
Strategy / Award	Provision of continued support of the SentinelOne End-Point Detection Response Solution		The provision and continued support of the SentinelOne End-Point Detection Response Solution and Security infrastructure.	2 years	Digital and Customer Services	Digital, Culture, Heritage & Tourism	Lee Bickerton	Jamie Parris	Cabinet report approved in February 2021 in respect of a 36 month solution. Contract was terminated after 12 months. Remaining 24 months scoped with alternate reseller at a more competitive price.	Softcat Plc	£470,208	Cheryl Doran / Steve Sandercock	02/07/2022
Strategy / Award	Professional Services for the Refurbishment of Moseley Road Baths	P0909	There is a requirement for construction project management services to support the latest capital renovation programme for the baths. The services is to project manage the works and to manage the individual disciplines including the conservation architect, cost control, health & safety, engineering and clerk of works.	2 years	City Operations	Leader	Carl Tomlinson	Dave Wagg / Stuart Follows	Presented to Cabinet for info 22/03/2022. Strategy / Award Report signed 29/07/2022.	Mace Limited	£249,914	Rob James / Steve Sandercock	01/08/2022
Delegated Award Report	Increase In Contract Value – Development of Housing At Bingham Pit Road	P0348	To modify the contract for the construction of housing at Bingham Pit Road by increasing the financial value.	6 months	Place, Prosperity and Sustainability	Housing	Andrew Healey	Oliver French / Charlie Short	Cabinet approved the award the Bingham Pit Road scheme in Driving Housing Growth and Supporting Young People Into Employment Through the BMHT Development Programme report dated 15/11/2016. Report signed 16/08/2022.	Jessup Brothers Ltd	£402,614	Paul Kitson/Steve Sandercock	
Strategy / Award	Repair to the Roof at Handsworth Wellbeing Centre		The repair to the roof above the large swimming pool at Handsworth Wellbeing Centre to protect a Council asset from deterioration and, potentially, escalating repair costs; and allow the local community and local schools to continue to access the social and health benefits of regular swimming.	18 weeks	City Operations	Homes and Neighbourhoods	Carl Tomlinson	Lesley Poulton / Charlie Short	Presented to Cabinet for info 22/03/2022. Handsworth Wellbeing Centre Roof Repairs – Cabinet Report 26 April 2022. Delegated Award Report signed 25/08/2022.	Graham Asset Management Limited	£294,168	Rob James / Steve Sandercock	01/09/2022
Strategy / Award	Replacement to the Roof at Quinbourn Community Centre		The replacement to the roof at Quinbourn Community Centre to protect a Council asset and to fulfil the legal obligation as the building's landlord.	18 weeks	City Operations	Homes and Neighbourhoods	Carl Tomlinson	Lesley Poulton / Charlie Short	Presented to Cabinet for info 22/03/2022. Handsworth Wellbeing Centre Roof Repairs – Cabinet Report 26 April 2022. Delegated Award Report signed 25/08/2022.	Graham Asset Management Limited	£260,575	Rob James / Steve Sandercock	01/09/2022
Strategy / Award	Japanese Knotweed Removal at the Bordesley Park Development Site increase in contract value	P0869	Contract for the removal of Japanese Knotweed at the Bordesley Park development site.		City Operations	Leader	Carl Tomlinson	Doug Lee / Charlie Short	The Bordesley Park (Wheels Site) Development: Strategic Business Case Update to Cabinet dated 12/10/2021 approved the commencement of the procurement activity and delegated the award the award to CO. Delegated Award Report 16/03/2022. The additional value is within this approval of £0.500m. The original value of £0.254m to £0.386m. This increase is due to the unforeseen extra works and costs following the discovery of greater extent of Japanese Knotweed on the site than was anticipated from the original site surveys.	Ebsford Environmental Limited	£132,000	Paul Kitson/Steve Sandercock	
Delegated Award Report	Specialist PFI Contract Management Consultancy	P1075	To support the Council in relation to the operational management of all PFI Schools/Academy contracts across the Birmingham PFI 4 PFI/FM (Facilities Management) Contracts delivering services to 26 schools.	Up to 4 years	Children & Families	Children, Young People and Families	Clare Sandland	Nadia Majid / Aimee Waterman	Presented to Cabinet for info 18/05/2022. Approval to Tender signed 28/06/2022 and delegated the award to CO. Delegated Award Report signed 09/09/2022.	Insycle Ltd	£206,000	Sue Harrison /Steve Sandercock	12/09/2022

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

Birmingham City Council

[13 December 2022]



Subject:	USE OF HOUSEHOLD SUPPORT FUND
Report of:	Professor Graeme Betts, CBE Director for Adult Social Care
Report author:	Kalvinder Kohli Assistant Director - Early Intervention and Prevention Adult Social Care Email: kalvinder.kohli@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>	The Household Support Fund seeks to help vulnerable households across the three groups (all age, pension age and families with children) with essentials. These include costs relating to energy, food and water, and wider essentials. This grant provides crisis relief. This urgent decision request is in response to the urgent need to deploy and mobilise funding into Birmingham schools and nurseries to value of circa £600K for distribution to families with children prior to the December-January school holidays. This consideration requires immediate implementation protocol, as observation of the five-day standstill period following December Cabinet agreement to proceed, would negate opportunities to mobilise the deployment via schools before the end of term on 16 December 2022.
<i>Date Chief Executive Agreement obtained:</i>	8 th December 2022
<i>Name, Date and any comments of O&S Chair agreement obtained:</i>	Councillor Mick Brown - Health & Social Care O&S Committee - 12 th December 2022 Cllr Kerry Jenkins - Education & Children's Social Care O&S Committee – 12 th December 2022

	Cllr Akhlaq Ahmed – Resources O&S Committee – 12 th December 2022
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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>	NA
<i>Name, Date and any comments of O&S Chair agreement obtained:</i>	

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>	Please refer to section 1
<i>Date agreement obtained (Executive e.g. Leader and/or CEX):</i>	8 December 2022

Birmingham City Council

Report to Cabinet

13th December 2022



Subject: USE OF HOUSEHOLD SUPPORT FUND

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

Relevant Cabinet Members: Cllr Mariam Khan - Health & Social Care
Cllr Karen McCarthy - Children, Young People & Families
Cllr Yvonne Mosquito - Finance & Resources
Cllr John Cotton - Social Justice, Community Safety and Equalities

Relevant O&S Chairs: Cllr Kerry Jenkins - Education & Children's Social Care
Cllr Mick Brown - Health & Social Care
Cllr Akhlaq Ahmed - Resources

Report author: Kalvinder Kohli
Assistant Director - Early Intervention and Prevention
Adult Social Care
Email: kalvinder.kohli@birmingham.gov.uk

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

1 Executive Summary

- 1.1 This report sets out Birmingham's allocation under the government's Household Support Fund (HSF).
- 1.2 It seeks approval for the proposed use of Birmingham's third allocation of £12.971m. Of this total £11,949,000 will be targeted towards citizens, with direct delivery costs totalling £842,000, or 6.6% of the total available allocation.
- 1.3 A report setting out the plans for this allocation was planned for Cabinet in January 2023. A decision in January, however, would mean a key part of the overall HSF package, which is for families with children to receive financial assistance through their schools, not being in place immediately before and after the Christmas period. In addition to the urgent Cabinet decision, due consideration is being requested to approve immediate implementation, to enable the Council to allocate funds before the end of the school term in December 2022.

2 Recommendations

- 2.1 That Cabinet; -
 - 2.1.1 Approves the use of the Household Support Fund as set out in 3.12.
 - 2.1.2 Delegates the management of the distribution to the Director Adult Social Care (or their delegate) in conjunction with the Director of Strategy, Commissioning and Transformation Children and Families (or their delegate) and Strategic Director of Council Management (or their delegate).
 - 2.1.3 Approves the transfer of £5.1m claimed from DWP to Birmingham Children's Trust to provide £4.8m in direct financial assistance to vulnerable families with children until 31st March 2023. This includes a £1m overspend allocation to flexibly respond to demand across the specified areas of spend on vulnerable children including those in low income families, over the course of this winter in line with DWP guidance. This includes delivery costs of the BCT' overall package of HSF assistance which totals £300K. This will be set out in a conditions of grant aid agreement.
 - 2.1.4 Noting a requirement for waiver procedure required in order to establish a contract with the Post Office for delivery of cash pay-out voucher schemes at cost of £135,000 required for £2m to low income All Age Households and £2m to Pension Age households in receipt of Council Tax Support (CTS) voucher scheme. This will be carried out in accordance with the Public Contract Regulations (PCR) 2015.
 - 2.1.5 Approval of delegated authority to grant award to a suitable third sector organisation, the delivery of two Targeted Hardship Grant Schemes for All Age Households and the distribution of payments to families with children that are referred by Birmingham Children's Trust partners. The estimated cost to run this is £300,000, until 31st March 2023. This provider will be selected through a grant application process with associated risk assessments.

- 2.1.5 Approval of £500K top up to Local Welfare Provision funding and £87K additional staffing costs associated with direct delivery.
- 2.1.6 Authorises the City Solicitor (or delegates) to execute and complete all necessary legal documents to give effect to the above.

3 Background

- 3.1 The Household Support Fund seeks to help vulnerable households with essentials. As the country continues its recovery from the pandemic the Cost of Living Crisis has become part of everyday life. The HSF has had a positive impact on many citizens' lives, although given the magnitude of the financial challenges that Birmingham's citizens face, its direct financial impact is likely to be limited to providing crisis relief support. Community organisations have suggested that administering the HSF has helped them engage with deprived communities and link with wider systems of support. However, demand has continued to rise.
- 3.2 Delivery of previous rounds of HSF has meant that the most deprived neighbourhoods have received the most money, and although there is substantial local variation, this trend is shown for the city as a whole and every constituency.
- 3.3 In the Spring Statement 2022, The Chancellor of the Exchequer announced an additional £500m for the Household support fund (HSF) and further two rounds in the Autumn Statement in November. Birmingham City Council has been allocated £12.791m from the Department for Work and Pensions (was the same amount awarded in the first and second rounds).
- 3.4 Accompanying DWP guidance to amended in each round the Household Support Fund maintains that it should be used to support households in the most need; including those who may not be eligible for other Government support.
- 3.5 As with previous rounds, the Fund can be used to support households a broad range of essentials related to the Cost of Living. These include costs relating to energy, food and water, and wider essentials. These is also scope, in exceptional cases of genuine emergency, to support housing costs where existing housing support schemes do not meet exceptional need.
- 3.6 Round 3 includes a requirement to capture metrics on disabled persons across the three household groups (all age, pension age and families with children) assisted by the fund, setting out acute challenges that are presented such as the disproportionate impact that rising costs bring for the additional services they need. For example, managing their conditions to remain independent and avoid becoming socially isolated.
- 3.7 Unlike previous rounds of HSF there is no specific percentage spend quota under round 3 by household type. The revised Government guidance (October 2022) therefore allows Council's greater flexibility and discretion to identify vulnerable households in accordance with their local household profiles.

- 3.8 The grant must be spent in full between 1st October 2022 and 31st March 2023 and will be paid in arrears in 2 instalments in accordance with submitted Management Information reports to DWP. The focus of the spend is the same as the last allocation, essential goods and supplies, food, energy, water and crisis arrears support.
- 3.9 Data gather on rounds 1 and 2 in Birmingham suggests hardship grant schemes have been highly effective at targeting households at city level as well as deprived areas at a local level. The application-based delivery models using third sector specialist support can also help signpost vulnerable people into wider support networks. Cash based grants alone achieves little in making a long-term impact to people experiencing hardship in Birmingham. To manage programme expectations and effectiveness it is important to achieve a balanced approach between application-based grants and targeted voucher based support.
- 3.10 Birmingham locality-based model deployed in rounds 1 and 2 of HSF signposted citizens to other help and support available in their area. This was achieved through access to a network of over 400 statutory and Voluntary Community Faith and Social Enterprise partners across Birmingham. Over 4500 new referrals/signposting were made over the course of HSF2 by partners to support offerings included:
- Food banks;
 - Debt and financial advice;
 - Benefits and council tax support;
 - Addiction services;
 - Careers and job support;
 - Domestic abuse support;
 - Child support;
 - Mental health services;
 - Disability services;
 - Family Support;
 - GP, Occupational Health and Physiotherapy referrals;
 - Homelessness services;
 - Housing support;
 - School support;
 - Community centres and support group referrals
- 3.11. In Round 3, the programme is deploying greater proactive targeting of support alongside scaled down application based delivery, focussed on citizens with greatest need utilising the Financial Resilience Toolkit, designed by the City Observatory, to underpin Birmingham's approach.

3.12 This report seeks approval for the use of the of the fund which is claimed from DWP (in arrears), as set out below

Household Group Type	Funding Allocations	Allocation	Estimate Volume of Awards	Cost Group Total
All Age	Enhancement to Local Welfare Provision (LWP) Budget	£500,000	TBC	£5,149,000
	Cash Pay-out Voucher scheme (targeted at CTS customers)	£2,000,000	40,000-41,000	
	Targeted Hardship Grant Application Based Scheme - third sector local delivery	£2,000,000	20,000	
	Targeted Hardship Grant Application Based Scheme (Demand contingency)	£649,000	6,500	
Pension Age	Cash Pay-out Voucher scheme (targeted at CTS customers)	£2,000,000	33,000-34,000	£2,000,000
Children & Families	Referral Based Hardship - £250 per household or £100 per child/household members	£1,000,000	10,000	£4,800,000
	Targeted (IDACI Based) Flexible Funds to 318 schools & Nurseries	£600,000	NA	
	Rent arrear support (social and private landlords)	£500,000	NA	
	Supplement Section 17 (Children in Need) Payments	£400,000	NA	
	Care Leavers - Digital Poverty Support (12-18 month MyFi & Sim Cards)	£500,000	984	
	Care Leavers - household essentials support	£500,000		
	NRPF Warm Packs & food vouchers/cash	£100,000	163	
	Unaccompanied Asylum Seeking Children - Warm Packs & Food Vouchers/cash	£200,000	129	
	To be used flexibly for the referral-based hardship, section 17 and targeted flexible fund to relieve anticipated pressures in these funds (Demand contingency)	£1,000,000	NA	
HSF Delivery Costs	BCT & Early Help Sector Delivery, PSS Admin, & Finance Costs	£300,000		£842,000
	BCC Infrastructure (Whole of HSF) staff resource, FOIs, Complaints, Comms, Admin	£15,000		
	Post Office Voucher Scheme - Delivery, Admin, Letters, Data Storage & Processing	£135,000		
	Targeted Hardship Grant Application Based Schemes - third sector local delivery	£300,000		
	LWP additional admin costs	£87,000		
	TOTAL	£12,791,000	83,650 - 87,000	

4 Delivery Arrangement for Household Support Fund 3

4.1 It has to be recognised that £12.79M will hardly scratch the surface estimated to help around 85,000 to 100,00 households given over 300,000 households are in absolute poverty and 200,000 households are at the margins of poverty in Birmingham. Previous rounds resulted in available HSF funds being exhausted before the end of each six month round. To focus and ensure best use of limited resources can be achieved round 3 is based on the following: -

- Delaying most expenditure until January 2023 to pick up need at its most critical.
- Avoiding a first come first serve approach through total application process.
- Ensuring the majority of those in need receive a payment.
- Reducing the amount of money from the fund used on administration which overall comprises of 6.6% of the overall allocation.
- Targeting other support to those in need through communications and linking this with the broader City Council led funding £5m earmarked as result of the Cost Living Emergency workstreams.
- Retaining contingency funds for applications/contacting and referring those in need not accessing support through other means.

4.1.1 Recognising that not every citizen struggling with household expenses will apply through application based support, an expansion of cash pay-out voucher schemes is being included in Round 3. This will be in the form of a £50 voucher scheme targeted pensioners and all age households in receipt of Council Tax Support. A suitable vehicle will be procured within short timescales to enable citizens to redeem the vouchers to provide them with funds to spend on essential household expenses.

4.2.2 Families with children are amongst the largest numbers of households that have approached HSF schemes for assistance under rounds 1 and 2. October 2022 Council Tax Support caseload highlights that 41,210 households with dependent children.

4.2.3 The City's existing Early Help network has sufficient insight and intelligence to direct payments using trusted professional for families most in the need across the 10 constituencies of the city. This fund will be accessible to any family known to Birmingham children's Trust or trusted community organisations. To help households with payments of £250 per household or £100 per child or household member. Additionally, Birmingham Children's Trust will provide direct support to the most vulnerable children and families, including care leavers who are more likely to experience poverty than their peers.

4.2.4 Schools often offer the first line of support to vulnerable children young people and families. Their support at an early stage can prevent more enduring and serious issues for families. A one off support payment will be made to schools drawn from

the most deprived communities using the Income Deprivation Affecting Children Index – IDACI, which looks at out of work and low-income households. Schools can use this fund to directly support children, young people and families who are experiencing hardship.

4.3 A Targeted Hardship Grant Application Based Scheme for All-Age Household groups will be deployed at those areas of the city that are the least financially resilient using the Financial Toolkit developed through the City Observatory. Households will be able to apply for a grant of £100 via a recognised lead within their locality and signposted to appropriate support to reduce debt, maximise income and other relevant Information, Advice and Guidance to support them through this crisis.

4.3.1 To deliver an effective application and payment process it is recognised that a third sector/voluntary sector partner who understands the varied needs of communities across Birmingham is best placed to undertake this work. As such, a grant will be awarded to a suitable organisation following a robust and transparent competitive tender process being undertaken.

4.4 Local welfare provision enhancements

4.4.1 Demand for local welfare provision continues to increase year on year and a further £500k will be directed to the local welfare provision budget. Additional administrative costs of have been allocated to deliver this within HSF timescales and guidelines.

4.5 Administration and delivery costs

4.5.1 There are always costs associated with short term blocks of funding that lead to pressures on the council and organisations required to deliver within short timescales and at volume for a city the size of Birmingham. Administrative costs will be kept to no more than 10% currently programmed at 6.6% of the overall budget and include: -

- Officer resource to administer the increase in demand in local welfare provision
- Officer to provide oversight on programme as a whole
- Contract for provision of voucher system (see above)
- Grant for third sector/voluntary sector organisation to coordinate the application-based programme and infrastructure.

5 Options considered and Recommended Proposal

5.1 Do nothing now. The impact of this will be a delay in the use of Birmingham's Household Support Fund available allocation to support vulnerable households facing severe cost of living pressures. The government's guidance to Council's states that funds should be spent or committed before 31st March 2023 and cannot be held over for future usage.

5.2 Preferred option – approve the use of the Fund as set out in the report. This will ensure that Birmingham's available allocation is used to support vulnerable

households over the winter months in accordance with the Government's guidance on the use of the fund.

5.3 Justification for preferred option:

- 5.3.1 At a time when we are acutely aware of significant pressure on citizens in a cost of living emergency, delaying implementation and distribution of available HSF resources present risks in the delivery of the council's action on this critical agenda. It is for this reason we sought delegated authority for Chief Financial Officer approval (Birmingham City Council Constitution PART D: Financial, Contract & Procurement Regulations May 2021 para 1.9 p12) to agree grant fund spend as described here. Please note the proposed funding distribution is shown in paragraph 3.12.
- 5.3.2 We already have in place the payment and grant funding arrangements from earlier iterations of the fund to make these payments. BCC officers clearly understand the HSF grant funding conditions and will ensure these are adhered to in distribution of the grant.
- 5.3.3 We have continued to operate a 'Household Support Fund Oversight Group' (HSFOG) which meets weekly. In addition to reviewing 'Lessons Learned' from previous rounds of HSF delivery, the group will be repurposed with leads covering HSF 3 delivery and include input from the Council's associated Cost of Living workstreams including its Tactical and Strategic Response groups.

5 Consultation

- 6.1 We have worked closely internally with officers across all directorates and relevant Cabinet Members will be briefed. Further engagement and briefings over the course of mobilisation of HSF funded support will be provided, both internally across Council directorates and to elected members.

6 Risk Management

- 7.1 The overriding risk is that we delay our decision to distribute funding for beneficiaries of this funding at a time of critical need. We have considered the risks of the proposal for immediate distribution of funding in this way. We have the experience and expertise (and controls in place) to meet DWP guidance and expectations. BCT will also have processes in place as they did last iteration of the fund with support from the BCT Commissioners.
- 7.2 If funding is not distributed, we run the risk of not spending the available DWP allocation of £12.791m and Birmingham households in severe financial hardship and distress will miss out on much needed support.

7 Compliance Issues:

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

8.1.1 Outcome 2, Priority 1: We will improve protection of vulnerable children and young people (including those with Special Educational Needs and Disability).

8.1.2 The distribution of Birmingham's allocation of the fund proposed in this report takes account of the guidance issued by the government for use of the Household Support Fund.

8.1.3 Healthy living

This funding supports the core themes of the Birmingham Joint Health and Wellbeing Strategy, Creating a Bolder, Healthier City 2022-2030 encompassing the life course themes:

Getting the Best Start in Life.

- 28.1% of Birmingham children live in low-income families, compared with 17.0% nationally (2016)

Ageing Well and Dying Well

- Women at 65 years old in Birmingham are expected to spend 8.5 years of their life in good health. This is 2.6 years less than the England average (11.1 years).
- Men at 65 years old in Birmingham are expected to spend 6.9 years of their life in good health. This is 3.7 years less than the England average (10.6 years).

8.1.4 Distribution of grants to citizens in greatest need supports activity undertaken to address citizens needs during the Cost-of- Living Crisis.

8.2 Legal Implications

8.2.1 Under the general power of competence per Section 1 of the Localism Act 2011, the Council has the power to enter into the arrangements set out in this report and they are within the boundaries and limits of the general power of competence Section 2 and 4 of the Localism Act 2011.

8.2.2. S.17 of the Children's Act 1989 requires the Council to Safeguard and promote the welfare of children within their area. The Act also requires the Council to facilitate the provision by others of services and to make such arrangements as it sees fit for any person to act on their behalf in the provision of any such service.

8.2.3 Under S.111 Local Government Act 1972 the Council has power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

8.2.4 Part B, B6.9, Council's Constitution states that "If the interests of the Council are jeopardised unless an executive decision is implemented immediately then the Chief Executive in consultation with the Leader (or Deputy Leader in his/her

absence) may designate such executive decision as so urgent that its implementation cannot wait until the expiry of the call-in period.”

8.3 Financial Implications

- 8.3.1 Birmingham City Council has been allocated a further £12.791m HSF for the period 1st October 2022 to 31st March 2023. This is paid in arrears on claim of activity. Based on experience of managing previous rounds of HSF we are confident that the full allocation will be claimed for Birmingham.
- 8.3.2 Section 3.12 outlines the proposed distribution of this grant in full. This report seeks formal approval for this distribution.
- 8.3.3 The purpose of HSF is to support citizens who are struggling due to the cost-of-living crisis. The council is undertaking a similar and overlapping programme in Council management directorate with a £5m cost of living fund. Work to harmonise and maximise the collective impact of these financial resources, in the most efficient and cost effective manner is underway. This will need to be continuously and regularly optimised with two further HSF rounds for the 2023/24 financial year commencing in April and October 2023.

8.4 Procurement Implications

- 8.4.1 Third party expenditure to be incurred using the grant funding, will be procured in accordance with the Council's Standing Orders and the Public Contract Regulations 2015 (where applicable).

8.5 Human Resources Implications

- 8.5.1 The distribution of the fund set out in this report will be overseen by the Strategic Director of Adult Social Care in conjunction with Director of Strategy, Commissioning and Transformation Children and Families.
- 8.5.2 There are no other HR implications due to the short life of the funding staffing resource will be sourced through agency resources in line with current process.

8.6 Public Sector Equality Duty

- 8.6.1 The funding will be distributed in line with the terms and conditions outlined in the grant allocation documentation from DWP set out in Household Support Fund (HSF) Guidance (Background Document). In accordance with the public sector equality duty, DWP has had due regard for the potential equalities impacts of this grant. A range of delivery both proactive and application based methods have been carefully devised to ensure groups with protected characteristics are not adversely affected. Any Third party providers will be required to demonstrate diversity competencies as a minimum requirement to deliver services directly funded from HSF. There are no adverse impacts.

8.7 Environmental and Sustainability Implications

8.7.1 None - Financial report with no sustainability/environmental implications.

9. Appendices

9.1 None

10. Background Documents:

[Guidance: Household Support Fund \(1 October 2022 to 31 March 2023\): final guidance for county councils and unitary authorities in England, Updated 24 October 2022](#)

