

# Appendix 1: East Birmingham Inclusive Growth Programme Enhanced Business Case

## INCLUSIVE GROWTH PORTFOLIO



## Document Control

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## **1 Section A – General Information**

### **1.1 A1 - Programme Summary**

The East Birmingham area covers around a quarter of Birmingham and with a population of approximately 240,000 people, by itself it is larger than many British towns and cities. It forms a crucial part of the city and region's economy. It is a young place where a third of residents are under 16 years old - one of the highest proportions of children in the country. However, it is also an area of entrenched deprivation and inequality where residents fare poorly in terms of health, employment and educational attainment. Approximately a quarter of all job claimants across the West Midlands Combined Authority area are from East Birmingham. The area also suffers from some of the worst traffic, congestion and air quality issues in the city.

In 2017 a baseline study was undertaken to explore the best way forward for East Birmingham, 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 Metro East Birmingham to Solihull extension and the jobs growth that is expected at key employment sites like Birmingham Wheels.

The study concluded that development and infrastructure investments will be insufficient in isolation that a new approach is required that brings together a focus on places (including improving transport connections, stimulating local growth and involving local people and businesses in shaping this growth), with a focus on people including partnership working to improve the way that the public sector works, both for local people and with local people.

The Council's East Birmingham Inclusive Growth Strategy (EBIGS) sets out this holistic approach and articulates a clear vision for the regeneration of East Birmingham as part of the wider East Birmingham/North Solihull Inclusive Growth Corridor. EBIGS was developed in partnership with the key stakeholders who will need to collaborate to achieve the vision, and with the benefit of extensive community engagement.

Work is underway to deliver the vision of EBIGS and progress to date includes the establishment of governance and stakeholder interfaces including the East Birmingham Board, which brings together the Council with key partners including the West Midlands Combined Authority, National Health Service, Greater Birmingham and Solihull Local Enterprise Partnership, HS2 Ltd, West Midlands Police and Birmingham Children's Trust, and the East Birmingham Rapid Policy Unit (RPU) which is an informal team including City Council Officers and external partners who collaborate to support the Programme.

In addition, a package of initial projects and activities are in development as set out in Part G of this business case. However, these activities are being undertaken with very limited staffing and budgets and it will not be possible to fully deliver the EBIGS under current arrangements. Consequently, there is now a need for the Council to allocate

resources to establish a programme for the delivery of inclusive growth in East Birmingham.

This Enhanced Business Case responds to this requirement with a proposal for a first phase of activity to take forward the delivery of EBIGS. This will take in the delivery of physical development and infrastructure, systems change/organisational transformation, and inclusive economic growth that will benefit the target population. Many elements of this work will take considerable time to progress, and some of the benefits may take some years to fully realise. As such the full programme will cover the period 2021-2041.

The initial priority will be to develop a package of activities which will comprehensively address the objectives of the Strategy, in co-ordination with other key corporate programmes including the COVID-19 recovery and Route to Zero. This phase of work will seek both to secure immediate “quick wins”, and to begin the process of unlocking the longer-term and more extensive benefits. This will involve building the Council’s capacity and the capacity of the community and other stakeholders to collaborate in the delivery of inclusive growth.

For the initial phase of work, comprising the period 2021/22 and 2024/25, £3.5m funding is sought. At the end of this initial funding period there will be a review of the programme and a further business case will be prepared for the next phase.

In summary the Phase 1 activity will establish a comprehensive regeneration programme for East Birmingham to deliver the EBIGS vision, including:

- A core programme team and supporting specialists to enable joined up working across directorates and service areas and with stakeholders. The core team and specialists will ensure that momentum is created and maintained.
- Development funding to enable the team to develop business cases, and associated bids for external funding, for an array of projects which will address all of the objective themes identified in the East Birmingham Inclusive Growth Strategy.
- A budget for programme management, research and policy innovation, community development and small-scale “quick win” interventions. This will facilitate positive engagement, stakeholder support, partnership capacity building and the delivery of early benefits.

The benefits to the City Council will include enhanced effectiveness of service delivery and the accelerated implementation of corporate priorities leading to improved stakeholder satisfaction. There will also be interventions which deliver cashable and non-cashable financial benefits, including in the medium-long term those realised through prevention and early intervention.

The detailed quantification of these benefits will be progressed through the individual project business cases which will be generated by the programme team. However, the indicative additional value of the economic growth, cost savings and wider

benefits that could be expected to derive from this investment is estimated to be in excess of £1Bn over the next 20 years.

## 1.2 A2 – Programme Scope

The core Business Scope is the delivery of regeneration in East Birmingham, as set out below. Some of the activities identified as in scope will not be the sole responsibility of the Programme, but rather the Programme will support, expand and enhance the ability of the Council's business-as-usual resources. There will also be interfaces with other Programmes such as the COVID-19 Community Recovery and those within the Inclusive Growth Portfolio, particularly Development Delivery, Route to Zero and Our Future City Plan and in these cases some elements of scope will be shared. The geographic scope of the programme is the boundary set out in the EBIGS; however, the Programme will be expected to work across boundaries, both within the City and with neighbouring authorities.

In Scope
Spatial and socio-economic policy development and the related research and monitoring activities.
Proactive development in line with the Birmingham Development Plan, including the delivery of new homes, and ensuring that homes are affordable, and the improvement of key socio-economic assets including local centres and green and blue infrastructure.
The delivery of key transport infrastructure, in particular the Midland Metro East Birmingham to Solihull extension, and improvements to transport and connectivity in support of the delivery of the Birmingham Transport Plan.
Cross-directorate systems change and transformation projects to improve service effectiveness and efficiency and to increase the capacity of the Council, its partner organisations, and the community to work in partnership to deliver inclusive growth. This will include harnessing the benefits of procurement and recruitment activity.
Community wealth building, job creation and local economic development to increase the economic output of SMEs, social enterprises, local co-operatives, and community businesses.
Community development and empowerment including collaboration and co-design and the implementation of the Localism agenda.
Stakeholder engagement and communications.
Leveraging the council's assets to facilitate the above activities, including the rationalisation and improvement of service provision, and potentially land assembly and acquisition

Financial and other arrangements designed to retain in the city as much value from growth and development as possible
Initiatives designed to reduce carbon emissions and to develop the low-carbon sector
Securing financing/funding for the implementation of projects and identifying opportunities to create funding streams to deliver income to the Council to offset the cost of the programme itself.
Identification and exploitation of commercial opportunities presented by development from which BCC can gain a benefit

## 2 Section B – Strategic Case

**This sets out the case for change and the project's fit to the Council Plan objectives**

### 2.1 B1 - Programme Investment Objectives and Outcomes

EBIGS Objective Themes
Equality
Education and Learning
Health and Wellbeing
Affordable, Safe and Connected
Economy
Power, Influence and Participation
The Environment

The investment objectives are derived from the East Birmingham Inclusive Growth Strategy (EBIGS) which in turn addresses the delivery of the *Council Plan 2018-22* and *2019 update*, the *Birmingham Development Plan 2031* and the *Birmingham Transport Plan 2031*. In addition to reflecting the strategic priorities of the City Council the EBIGS objectives were also informed by the West Midlands Combined Authority's *Inclusive Growth Framework* which addresses inclusive growth in the context of the need to balance the needs of the population against impacts on the environment.

The investment objectives and outcomes for this programme are as follows:

Objectives	Outcomes
<ul style="list-style-type: none"> <li>Improve performance across a range of key socio-economic indicators including the seven objectives set out in the East Birmingham Inclusive Growth Strategy to at least the national average.</li> </ul>	<ol style="list-style-type: none"> <li>Improved socio-economic performance               <ol style="list-style-type: none"> <li>Improved skills and educational attainment</li> <li>Improved health and wellbeing</li> <li>Reduced crime</li> <li>Improved access to housing and services</li> <li>Improved power, influence, and participation</li> </ol> </li> </ol>



	<ul style="list-style-type: none"> <li>f) Improved equality</li> <li>2. Improved effectiveness and efficiency of BCC service delivery</li> <li>3. Optimisation the Council's property portfolio within the area</li> <li>4. Increased capture of public sector spending within local economy</li> </ul>
<ul style="list-style-type: none"> <li>• Deliver 5,000 homes within the area, of which a minimum of 35% will be at least affordable</li> </ul>	<ul style="list-style-type: none"> <li>5. Economic outputs of housing growth</li> <li>6. Reduced requirement for temporary accommodation</li> </ul>
<ul style="list-style-type: none"> <li>• Create at least 10,000 jobs within the area which will pay the Real Living Wage</li> </ul>	<ul style="list-style-type: none"> <li>7. Economic outputs of employment growth</li> <li>8. Increased capture of public sector recruitment in local jobs market</li> </ul>
<ul style="list-style-type: none"> <li>• To support the Council's aspiration to be net carbon neutral by 2030, or as soon after as a just transition permits.</li> </ul>	<ul style="list-style-type: none"> <li>9. Accelerated housing retrofit</li> <li>10. Reduced CO2 emissions</li> </ul>

## 2.2 B2 - Programme Deliverables

Deliverable	Expected Timeline
1. Establishment of programme team	Q3 2021/22
2. Project business cases and funding bids	Ongoing from Q2 2021/22
3. Community development and capacity building	Ongoing from Q2 2021/22
4. Policy development	Ongoing from Q2 2021/22
5. Initial delivery of project outputs	Ongoing from Q2 2021/22
6. Annual report to Cabinet	Q1 2022/23 and annually thereafter
7. Programme Implementation Plan	Updated quarterly from Q3 2021/22

## 2.3 B3 - Programme Benefits

The information below provides an indication of the benefits to be realised by the programme and the measures which will be used to quantify the programme impact and outcomes. During the initial phase of the programme this framework will be developed into a full Benefit Realisation Plan which will form part of the first Programme Report to Cabinet. Please see section F5 for further information.

Outcome	Benefit	Measure
<ul style="list-style-type: none"> <li>1. Improved socio-economic performance</li> <li>a) Improved skills and educational attainment</li> </ul>	<ul style="list-style-type: none"> <li>• Local economic productivity protected and strengthened</li> <li>• Greater social mobility</li> <li>• Increased social capital</li> </ul>	<ul style="list-style-type: none"> <li>• IMD Education, Skills and Training Deprivation</li> <li>• IMD Health Deprivation and Disability</li> </ul>

<ul style="list-style-type: none"> <li>b) Improved health and wellbeing</li> <li>c) Reduced crime</li> <li>d) Improved access to housing and services</li> <li>e) Improved power, influence and participation</li> <li>f) Improved equality</li> </ul>	<ul style="list-style-type: none"> <li>• Improved health and wellbeing (prevalence of diabetes as proxy)</li> <li>• Reduced poverty</li> <li>• Increased social and public sector innovation</li> <li>• Further specific fiscal and economic and public benefits (in addition to those under Outcomes 2-7) to be identified on a project-by-project basis.</li> </ul>	<ul style="list-style-type: none"> <li>• IMD Crime</li> <li>• IMD Barriers to Housing and Services</li> <li>• IMD Living Environment Deprivation</li> <li>• IMD Employment Deprivation</li> <li>• IMD Income Deprivation</li> <li>• Funding secured by local organisations</li> <li>• Community researchers engaged</li> </ul>
2. Improved effectiveness and efficiency of BCC services.	<ul style="list-style-type: none"> <li>• Specific cashable and non-cashable benefits to BCC to be identified on a project-by-project basis</li> </ul>	<ul style="list-style-type: none"> <li>• to be identified on a project-by-project basis</li> </ul>
3. Optimisation of the Council's property portfolio within the area	<ul style="list-style-type: none"> <li>• Operational and community estate review: estimated £0.15m p/a saving to BCC from 2024.</li> <li>• Potential for capital receipts and support for housing delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Cashable savings</li> </ul>
4. Increased capture of public sector spending within local economy	<ul style="list-style-type: none"> <li>• £4.7m p/a economic value</li> </ul>	<ul style="list-style-type: none"> <li>• % of Anchor Institution procurement locally</li> </ul>
5. Economic outputs of housing growth <i>(Outcome shared with Development Delivery project)</i>	<ul style="list-style-type: none"> <li>• £380m economic value by 2041</li> </ul>	<ul style="list-style-type: none"> <li>• Housing completions</li> </ul>
6. Reduced requirement for temporary accommodation <i>(Outcome shared with other portfolio project/s)</i>	<ul style="list-style-type: none"> <li>• £24m p/a savings to BCC</li> <li>• Fully realised by 2041</li> </ul>	<ul style="list-style-type: none"> <li>• Families in temporary accommodation</li> </ul>
7. Economic outputs of employment growth	<ul style="list-style-type: none"> <li>• £900m economic value by 2041</li> </ul>	<ul style="list-style-type: none"> <li>• Claimant count unemployment</li> </ul>
8. Increased capture of public sector recruitment in local jobs market	<ul style="list-style-type: none"> <li>• 5,000 public sector vacancies filled</li> <li>• £12m p/a economic value</li> </ul>	<ul style="list-style-type: none"> <li>• Number of additional Anchor Institution vacancies filled locally</li> </ul>

9. Accelerated housing retrofit ( <i>outcome shared with Route to Zero</i> )	<ul style="list-style-type: none"> <li>• Greater leverage of external funding for BCC retrofit</li> <li>• Reduced fuel poverty</li> </ul>	<ul style="list-style-type: none"> <li>• Units retrofitted</li> <li>• Families in fuel poverty</li> </ul>
10. Reducing CO2 emissions ( <i>outcome shared with Route to Zero</i> )	<ul style="list-style-type: none"> <li>• TBC</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon Emissions</li> </ul>

## 2.4 B4 - Stakeholders

The programme stakeholders comprise:

- the residents, businesses, visitors, and other users of the East Birmingham and its adjacent areas
- the organisations involved in research, policy development and service delivery in the area

The programme will require extensive stakeholder interface and engagement activities. This is described in section F1 below.

## 3 Section C - Economic Case and Options Appraisal

**This section sets out the options that have been considered to determine the best value for money in achieving the Council's priorities**

### 3.1 C1 - Summary of options reviewed at OBC stage

The programme Outline Business Case reviewed the following options:

#### 3.1.1 Option 1 – Do Nothing

This option assumes that the East Birmingham Programme is not progressed, and that existing staff contracts are not renewed.

#### 3.1.2 Option 2 – Do Minimum

This option would involve the continuation of the existing small team within the Inclusive Growth Directorate which has the following main functions:

- Facilitating meetings of the East Birmingham Board
- Co-ordinating City Council and partner projects and activities and encouraging best practice
- Seeking opportunities for external funding for project development and delivery
- Enhancing community engagement and collaboration and the role of Ward Forums

In summary, the Programme Team would seek to address the Investment Objectives by influencing and providing support to existing business-as-usual activities.

### **3.1.3 Option 3 – Establishment of a Multi-disciplinary Team with Budget(s) to Deliver the Programme**

This option is based on concepts developed by the East Birmingham Board and in discussion with senior management and political leadership. It involves the establishment of a core Programme team within the Inclusive Growth Directorate. The Programme team will significantly increase the capacity of the Rapid Policy Unit (RPU).

In addition to the scope of Option 2, the expanded RPU will work at scale with public, private and third sector partners to bring forward a comprehensive set of projects. This will include preparing business cases, bidding into external funding and the co-ordination of project delivery. The projects generated in this way will incrementally contribute towards the achievement of the investment objectives.

The RPU will also work to position East Birmingham at the forefront of the City's inclusive growth agenda, providing a centre of excellence for policy, research, innovation, and collaborative working which empowers local communities to shape the delivery of the Programme.

The overall approach would combine elements of the co-ordinated approach to place-based development and infrastructure delivery, which has been successfully employed for major development sites such as Smithfield and Curzon, with a comprehensive approach to systems change taking in both the Council's services and those of partner organisations such as the NHS and WMCA. This would build on the highly successful approach pioneered in North-West Birmingham as part of the USE-IT project, and via the Anchor Institutions Network. The effect would be to continually expand the capacity of the Council, its partners and local organisations to collaborate to deliver inclusive growth and to improve service efficiency and effectiveness.

### **3.1.4 Option 3a – As Option 3 with the Addition of a Property Development Workstream**

This option would involve the incorporation within the programme of a proactive investment and development workstream which would work closely with corporate property and asset programmes to seek to utilise both existing City Council property assets and potentially further land acquisitions/investments as a mechanism for stimulating growth and development through Council-led redevelopment of key opportunity sites. Any revenue streams or land value appreciation arising from improvements would be captured to support the long-term financial sustainability of the Programme.

### 3.2 C2 – Critical Success Factors (CSFs)

The CSFs have been used alongside the investment objectives for the project to evaluate the long list of possible options.

The Critical Success Factors (CSFs) for this programme are as follows:

Desired outcome	Critical Success Factors
CSF1 Meeting the identified Business Needs in alignment with the Business Strategy	<ul style="list-style-type: none"><li>• Utilise robust approach to multi-agency collaboration and co-ordination</li><li>• Apply systems change methodology to service improvement</li><li>• Take a holistic approach to planned interventions to maximise social value</li><li>• Develop community to improve resilience and capability</li><li>• Accelerate the delivery of the Birmingham Transport Plan and major infrastructure as a catalyst to support regeneration.</li><li>• Implement the rationalisation and optimisation of public estate</li><li>• Accelerate, evolve and intensify Birmingham Municipal Housing Trust programme</li><li>• Develop new approaches to securing social housing</li><li>• Accelerate implementation of the Urban Centres Framework</li><li>• Co-ordinate business development with skills and training</li><li>• Maximise value of anchor employer recruitment and development initiatives</li><li>• Accelerated development of low-carbon sector, maximising the potential of local assets such as Tyseley Energy Park</li><li>• Pilot approaches to housing retrofit</li></ul>
CSF2 Creating wealth and ensuring it is captured for the benefit of the citizens of Birmingham	<ul style="list-style-type: none"><li>• Directly deliver more development and infrastructure projects and stimulate private development</li><li>• Creating conditions conducive to increased economic output through socio-economic interventions</li><li>• Optimising the return on investment from assets for the council over short, medium and long-term</li><li>• Capture the uplift in land value deriving from regeneration</li><li>• Coordinate capital/infrastructure investment with development and regeneration activities</li></ul>

Desired outcome	Critical Success Factors
	<ul style="list-style-type: none"> <li>• Build relationships with the partners and the private sector to work up joint solutions that maximise the benefits to all parties</li> </ul>
<p>CSF3 All activity secures true inclusive growth, including good jobs, skills/education, happier/healthier communities</p>	<ul style="list-style-type: none"> <li>• Make and/or coordinate strategic investments in enabling infrastructure, including transport, schools, medical facilities, community hubs etc</li> <li>• Invest in and/or leverage opportunities to develop local skills, including apprenticeships</li> <li>• Expand social value procurement both for the Council and its partners including optimised use of local labour, supply chains etc.</li> <li>• Enhance local Voluntary, Community and Social Enterprise capacity to secure external funding streams</li> <li>• Foster and develop community capacity including influence over public sector decision making.</li> </ul>
<p>CSF4 Accelerated progress on the route to zero carbon for the city</p>	<ul style="list-style-type: none"> <li>• Work with partners to expand the low-carbon sector</li> <li>• Develop community-led approaches to local initiatives</li> <li>• Pioneer/promote low-carbon construction</li> <li>• Pioneer/promote zero-carbon buildings</li> <li>• Build in carbon-efficient infrastructure (for example ground source heat pumps) in BCC developments</li> <li>• Building zero carbon into supply chains and 3<sup>rd</sup> party relationships</li> <li>• Whole lifecycle sustainability from zero carbon perspective</li> <li>• Provision of green space</li> <li>• Contribution to investment propositions – get ahead of the market</li> </ul>

### 3.2.1 Key findings

The long-listed options were assessed against the CSFs and the outcome is set out in the table below. The nature of the programme proposal means that detailed economic appraisal of the options is not feasible. However, this assessment takes account of the extent to which the investment objectives can be reasonably expected to be delivered in each case.

CSFs	Option 1	Option 2	Option 3	Option 3a
CSF1 Meeting the identified Business Needs in alignment with the Business Strategy	L	M	M	H
CSF2 Creating wealth and ensuring it is captured for the benefit of the citizens of Birmingham	L	L	H	H
CSF3 All activity secures true inclusive growth, including good jobs, skills/education, happier/healthier communities	L	L	H	H
CSF4 Accelerated progress on the route to zero carbon for the city	L	L	M	M
Overall	<b>Status Quo</b>	<b>Ruled Out</b>	<b>Preferred</b>	<b>Preferred</b>

#### *Option appraisal conclusions*

- Option 1: this option ranks 4
- Option 2: this option ranks 3
- Option 3: this option ranks 2
- Option 3a: this option ranks 1

### 3.2.2 Overall findings: The preferred option

The initial analysis concluded that Options 3 and 3a were preferred, the main advantages being that the approach:

- addresses all Investment Objectives and CSFs
- is consistent with the Council's published intentions and in line with stakeholder expectations

- represents an expansion/elaboration of the existing approach and therefore can be mobilised relatively quickly
- is likely to be affordable in the short term, and financially sustainable in the long term through increasing the Council's ability to secure external funding and supporting the delivery of efficiencies, savings and income and (under Option 3a) includes a mechanism for generating income in the medium-long term.

### Disadvantages

The main disadvantages are that:

- (Option 3) The option has less capacity to generate savings/revenue to work towards becoming partly or fully self-funding.
- The programme would be dependent upon existing governance channels for business case approval – i.e. the East Birmingham Board will be purely advisory and will therefore be an additional layer of governance on top of the usual approval routes.

The preferred options identified above were carried forward into the short list for further appraisal and evaluation. All the options that were discounted as impracticable were excluded.

Subsequently the preferred options have been further developed with the benefit of new information and analysis and portfolio-level co-ordination with other emerging programmes. This has allowed a single preferred option to be developed for this business case based on Option 3a.

### **Preferred option**

The preferred and agreed option at OBC stage was Option 3a: establishment of multi-disciplinary team (the Rapid Policy Unit) with budget(s) to deliver the programme, with addition of a property investment and development workstream that can accelerate delivery and contribute towards the development of an internal funding and delivery mechanism.

This option has been developed during the period 2018-2021 in parallel with the preparation of the EBIGS and with the input of key internal and external stakeholders. The core concept draws upon the Council's policies and strategies, and the objectives of the wider Inclusive Growth portfolio, and is informed by the Inclusive Growth Directorate's extensive experience of large-scale regeneration initiatives including recent projects which have focussed on securing the value of major development for the benefit of local communities.

Under this option the RPU would:

- Develop local policy approaches, in collaboration with key stakeholders and the community, and informed by an ongoing research, engagement and impact evaluation workstream.



- Deliver accelerated project inception, development and delivery aligned with internal and external funding opportunities
- Incorporate the Programme Management and Programme Office functions
- Have a dedicated Project Development Budget for project business case development and a Rapid Policy Unit budget for ongoing programme development including:
  - Research, monitoring and insight
  - Community development and inclusive Growth capacity building
  - Comms and engagement
- Draw in external personnel as associates to the RPU, supplementing Council capabilities in areas including policy formulation, analysis and delivery and forming a centre of excellence for Inclusive Growth policy development, delivery and research.
- Have dedicated BCC officers funded through the programme to provide specialist input and drive forward partnership projects focussed on education, skills, employability, transportation, health, and social care.
- Incorporate a dedicated property resource to undertake the local property investment and development workstream in collaboration with wider corporate and portfolio activities, inform development proposals, and support community asset development,
- Facilitate meetings of the East Birmingham Board, East Birmingham Delivery Board, Ward Members' Forum and other associated activities to guide the programme.
- Facilitate community development, engagement and empowerment and expand the role of Ward Forums in line with the Localism agenda
- Enhance, accelerate and co-ordinate City Council and partner projects and activities within workstreams including but not limited to the following list, promoting best practice and innovation, improving outcomes and maximising the overall delivery of social value:
  - Housing delivery (in co-ordination with the Housing Delivery Review project).
  - Convergence (in co-ordination with the Early Interventions project).
  - Bordesley Area Action Plan implementation.
  - Local centres regeneration including implementation of the Urban Centres Framework.
  - Property/estate rationalisation in co-ordination with the City Council's Hubs and Asset Review projects and NHS One Public Estate programme.
  - Green space improvement strategy and delivery plan.
  - Transport Plan delivery, including 15-minute and low traffic neighbourhoods.
  - Infrastructure delivery including the East Birmingham to Solihull Midland Metro and improvements to the heavy rail network.

- Social Care and Health, including collaboration with the Integrated Care System regarding the development and reconfiguration of local health care services.
  - Education, including working with local schools, colleges and Universities to improve outcomes and increase access to training.
  - Business support and enterprise and the COVID-19 recovery
  - Skills and training provision in collaboration with the West Midlands Combined Authority, Greater Birmingham and Solihull Local Enterprise Partnership, and Department for Work and Pensions, and East Birmingham Employment and Skills Board.
- Continue the delivery of the initial tranche of projects which are already underway (further details are set out in Section G.)

### 3.3 C3 - Risks and Issues

Top risks and issues for the implementation of the preferred option:

No.	Description	Impact	Mitigation
1	Failure to meet stakeholder expectations leading to political and reputational damage	Loss of partnership support and capability. Decreased ability to secure political support for funding asks.	Communications strategy to set out how programme scope and timescales will be clearly communicated.  Ongoing engagement as a programme workstream.
2	Impacts of macro-economic conditions including worsening of deprivation and reduced development viability.	Deprivation worsens increasing need for programme intervention	Tight coupling of the programme with economic recovery planning. “Over-programme” and plan to exceed targets.
3	Limited availability of funding leads to reduced ability to deliver programme	Failure to achieve objectives, or delayed achievement of objectives	Flexibility will be incorporated into the programme to allow incremental delivery/reduced pace of delivery if required

## **4 Section D – Commercial Case**

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

### **4.1 D1 - Partnership, Joint venture and accountable body working**

The Programme itself will be delivered by the City Council and there will be no requirement for partnership, joint venture or partnership arrangements. Where these issues are relevant to the projects which make up the programme, they will be addressed through the individual project business cases and reported to Cabinet as required.

### **4.2 D2 - Procurement implications and Contract Strategy**

The development of project business cases will require the commissioning of external services such as design, technical and feasibility reports. These will be procured following standard Council procedures via approved channels including the Inclusive Growth Professional Services Framework Contract 2019 and/or commissioned via Acivico and/or Landscape Practice Group.

The procurement strategy for the delivery of individual projects/work packages will be developed on a scheme-by scheme basis and addressed through the individual project business cases.

### **4.3 D3 - Staffing and TUPE implications**

Additional personnel resources for the programme team will be recruited via standard City Council procedures and/or contracted providers. The programme funding is available for a limited period and new posts will therefore be offered on a Fixed-Term Contract basis, ending March 2025.

The East Birmingham Development Manager is currently funded under the Enterprise Zone programme until June 2022. The funding for this post will be extended until March 2025.

Project management support will normally be provided for individual projects by Project Delivery, European Affairs, and Infrastructure Projects teams on an internal recharge basis.

Any additional supporting capacity will be procured through the Inclusive Growth Professional Services Framework Contract 2019.

There are no TUPE implications.

## 5 Section E – Financial Case

This section sets out the cost and affordability of the programme

### 5.1 E1 Financial Implications and Funding

The costs of phase 1 of the Programme and the relevant funding sources are shown below. The proposed additional expenditure comprises £3.506m revenue over the period 2021/22 to 2024/25 funded from Delivery Plan Capacity Build Transformation Budget. At the end of this period the Programme funding arrangements will be reviewed.

	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m
Head of East Birmingham Development (GR7)	0.077	0.103	0.103	0.103	0.386
Development Manager (GR6)	0.058	0.078	0.078	0.078	0.292
Programme Manager (GR6)	0.024	0.031	0.031	0.031	0.117
2x Senior Programme Officer (GR5)	0.090	0.120	0.120	0.120	0.450
2x Programme Support Officer (GR4)	0.072	0.095	0.095	0.095	0.357
Transport Specialist (GR5)	0.045	0.060	0.060	0.060	0.225
Skills & Education Specialist (GR5)	0.045	0.060	0.060	0.060	0.225
Health & SC Specialist (GR5)	0.045	0.060	0.060	0.060	0.225
RPU budget	0.075	0.100	0.100	0.100	0.375
Project Development Budget	0.195	0.260	0.260	0.260	0.975
<b>TOTAL EXPENDITURE</b>	<b>0.726</b>	<b>0.967</b>	<b>0.967</b>	<b>0.967</b>	<b>3.627</b>
Funded by:					
Existing (Enterprise Zone)	0.082	0.039	0.000	0.000	0.121
Additional (Transformation)	0.644	0.928	0.967	0.967	3.506
<b>TOTAL FUNDING</b>	<b>0.726</b>	<b>0.967</b>	<b>0.967</b>	<b>0.967</b>	<b>3.627</b>

### 5.2 E3 - Overall affordability

Through the activities set out in section 3.2.2 the programme as a whole is expected to deliver savings and income which will offset this cost. These will be quantified as part of individual project business cases within the programme; however, the majority of savings and income are expected to be accrued during future phases of activity, beyond the initial 2021/22 - 2024/25 phase. The Programme will also draw in external funding and resources to amplify the impact of the City Council's financial commitment.

The programme is to be funded from the Delivery Plan Capacity Build Transformation Budget. The programme is classified as transformational because it will deliver long-term savings and/or reduce the cost of service delivery. In the short term (under the phase 1 period funded in accordance with this report) the programme will identify savings, efficiencies and opportunities for additional income streams through project activity including but not limited to:

- Making better use of the Council's land and property assets, for example bringing vacant property back into use, reducing maintenance and potential liability costs,

developing business cases for public service hubs in conjunction with the New Ways of Working programme, potentially generating savings through the reduction of running costs for Council floorspace and enabling more efficient delivery of services in conjunction with public sector partners, and supporting the delivery of housing or repurposing of assets in order to reduce of the requirement for temporary accommodation which reduces both the demand for this service and its considerable net cost when compared with the provision of more secure housing products.

- Working with partners to transform public sector recruitment and procurement activity. Prior experience through the USE-IT! Projects demonstrates that this activity can boost participation in recruitment leading to better outcomes and more efficient use of recruitment spend. Through capturing procurement spend in the local economy the Council will benefit through economic effects including the appreciation of business rates and reduction in service need due to higher rates of employment.
- Progressing pilot and pathfinder projects to take forward the efficient delivery of services through digital channels. This will pave the way for the borough-wide roll out of digital service delivery, providing faster and more accurate services to local residents and businesses, reducing the need to maintain paper-based systems and the infrastructure that supports them.
- Change projects focussed on improving the efficiency and effectiveness of services including skills, education, social care and health. Reducing the extent to which Birmingham residents rely on local and central government services and improving employment prospects. This will result in an increase in tax contributions and disposable income levels linked to the opportunity to contribute to the local and wider economy.
- Community development and capacity building to support activities such as Social Prescribing, which reduces the demand for social care and health services, and also as part of economic development which contributes towards a reduction in overall service need.
- Supporting the COVID-19 recovery programme by helping to ensure that the short-term response to the pandemic creates sustainable economic benefits. For example, by enabling local businesses to achieve pre-COVID trading levels sooner than would otherwise be achieved, thereby improving short-term business rate income and also reducing both the possibility of sites within the Council's commercial portfolio becoming vacant and local businesses reliance on government support.

In the long term (the period to 2041) the programme is expected to make a very significant contribution towards reducing the cost of service delivery through prevention and early intervention. For example, by delivering at least 10,000 new jobs the programme is expected to create £900m economic value, with a corresponding increase in local business rates and reduction in service needs.

### **5.3 E4 – Approach to Optimism Bias and Provision of Contingency**

Due to the nature of the programme, and the difficulty of directly connecting investment to outputs in the context of long-term holistic regeneration, the financial value of benefits set

out in section B3 is provided on an indicative basis only and does not include optimism bias. It is expected that there are also substantial additional benefits which will be identified through the programme activities. The detailed quantification of benefits and the specific arrangements for optimism bias will therefore be addressed via individual project business cases and through the development of the benefit realisation plan as per section F5

The nature of the programme activities and the risk profile does not necessitate a contingency budget at programme level.

#### **5.4 E5 – Taxation**

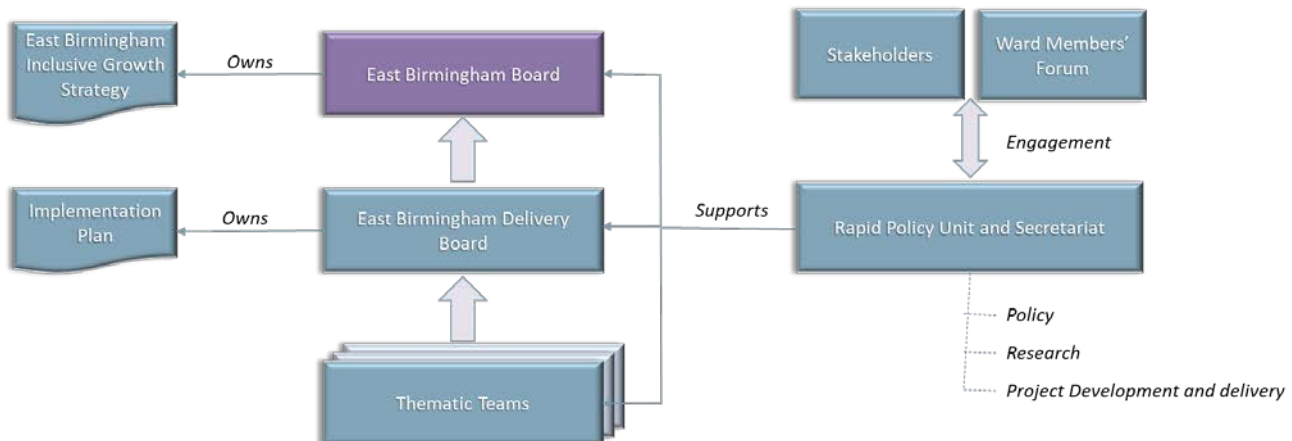
There are no tax implications at this stage. Any taxation issues arising from project activities (for example Value Added Tax or Stamp Duty Land Tax) will be handled at the level of individual project business cases.

## 6 Section F – Management Case

This section considers how robust your programme delivery plans and arrangements are

### 6.1 F1 - Programme management arrangements

The programme would function in the context of the following structures (illustrated below)



**East Birmingham Board (EBB):** The EBB will be accountable for the delivery of the Strategy and providing the Programme with political direction and support. It is chaired by the Member of Parliament for Birmingham Hodge Hill and the membership will include:

- Local political representation including the Leader of the Council, Cabinet Members and Ward Members
- Senior Officers from the City Council including the Chief Executive and relevant Directors
- Representatives of Solihull Metropolitan Borough Council
- Representatives of key partners including the West Midlands Combined Authority, Birmingham Children's Trust, Transport for West Midlands and the Birmingham and Solihull Integrated Care System, HS2, Greater Birmingham and Solihull Local Enterprise Partnership
- Representatives of local businesses, educational institutions and the voluntary, community and social enterprise sector

**East Birmingham Delivery Board (EBDB):** the internal Programme Board with responsibility for drawing in resources and for the prioritisation and co-ordination of delivery. The EBDB will be chaired by the Head of East Birmingham Delivery.

**East Birmingham Thematic Teams:** convened as required where it is necessary to assemble subject matter experts within a particular domain of activity.

**Ward Members' Forum (WMF):** bringing together the 26 Ward Members whose Wards are affected by the programme, the WMF is chaired by the Leader of the Council and meets quarterly.

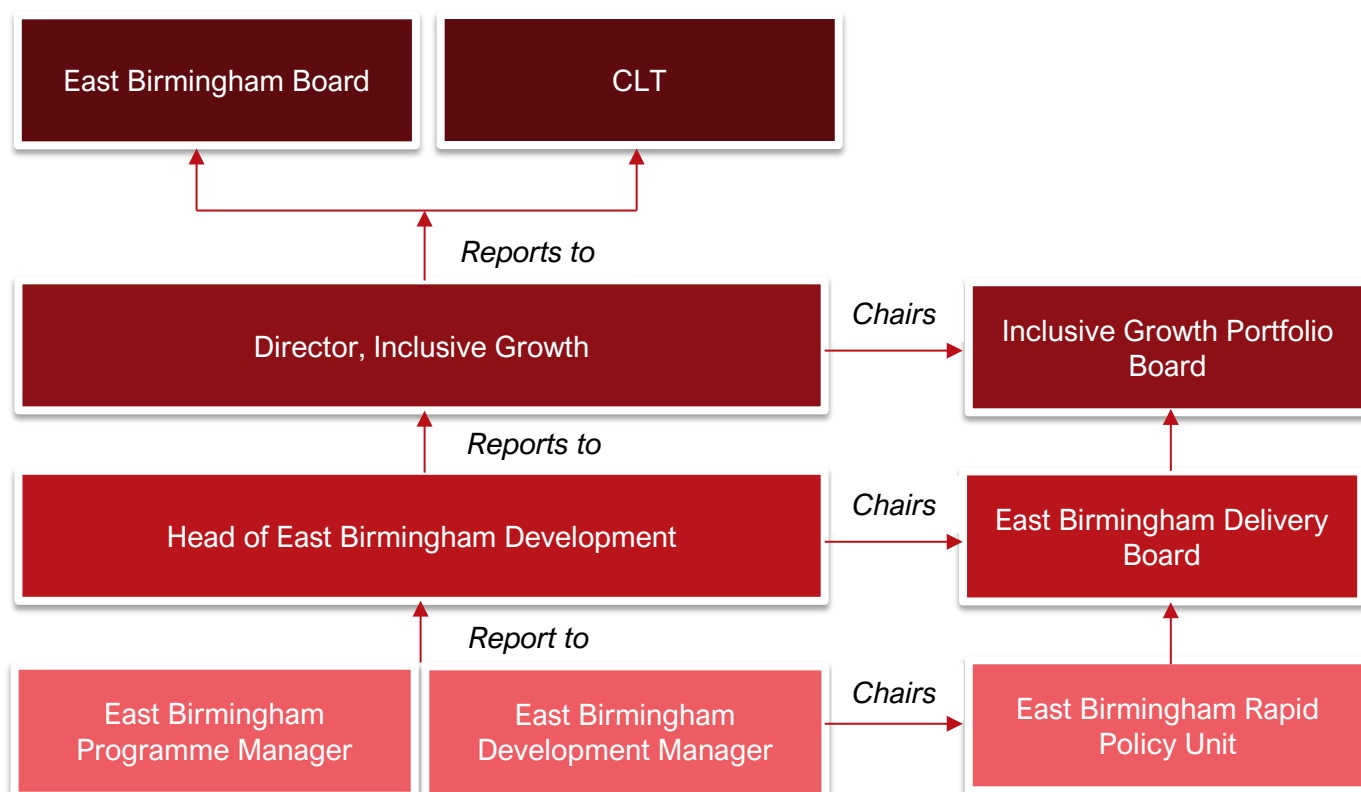
The Programme Management and Programme Office functions would fall within the **East Birmingham Rapid Policy Unit and Secretariat (RPU)**. Formed of the programme team with associated personnel from key partner organisations, the RPU is the team which will support and connect the two Boards and any Thematic Teams and be responsible for day-to-day delivery – ensuring that meetings run as they should, capturing actions and synergies, bringing new partnerships, projects and policies together, and ensuring that the voices of citizens and places are heard throughout.

## 6.2 F2 - Programme management arrangements

The project will be managed in accordance with BCC corporate projects and programmes methodology, as agreed with the Inclusive Growth Portfolio and corporate PMO. Oversight of projects will be provided by the East Birmingham Delivery Board which will meet monthly and address projects by exception, or otherwise at the discretion of the Chair.

### 6.2.1 Programme reporting structure

The reporting organisation and the reporting structure for the project are as follows:





The RPU core team (within BCC) would comprise:

1x Head of East Birmingham Delivery

1x Programme Manager

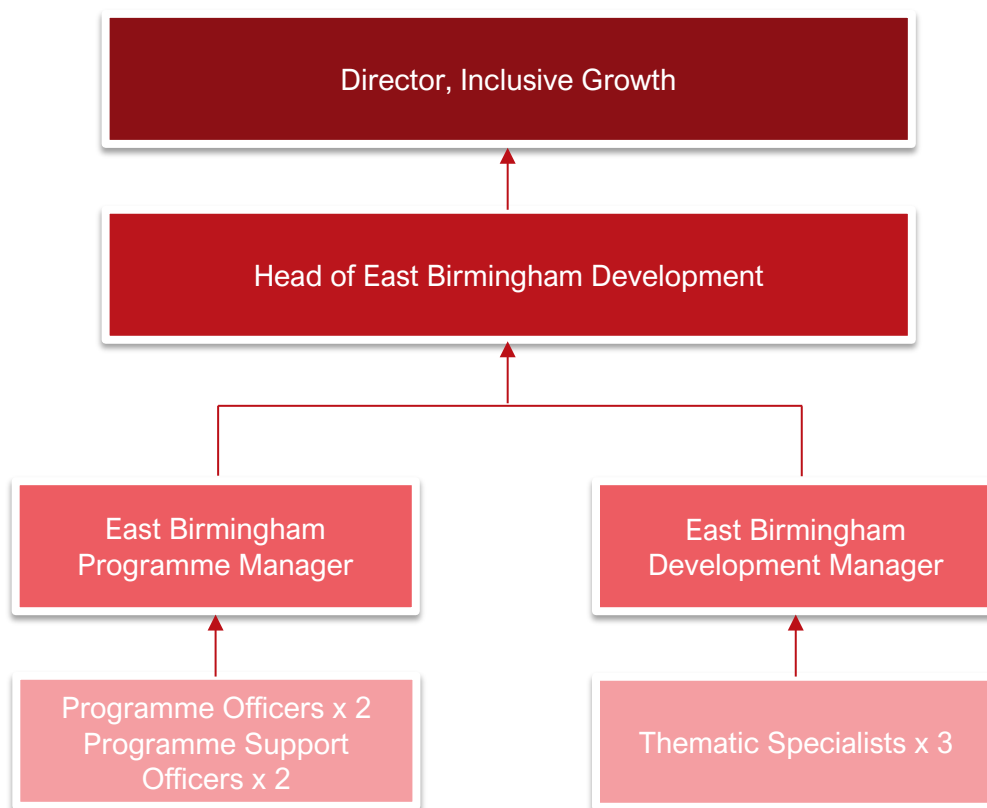
1x Development Manager

2x Programme Officer

2x Programme Support Officer

3x Thematic specialists

The line management structure will be as follows:



## 6.2.2 Programme roles and responsibilities

These are as follows:

Deliverable or Task	Status	ROLES		East Birmingham Programme Manager	East Birmingham Development Manager	Programme Officers x4	Thematic Specialists x3	Project Delivery Teams*	External Rapid Policy Unit Membership	
		Director, Inclusive Growth	Head of East Birmingham Development							
		Sponsor		ProgrammeTeam				Other Resources		
Programme Mobilisation										
Recruitment of programme team		I	A	R	C					
Establishment of programme governance		I	A	R	C					
Programme Management										
Monitoring, governance and reporting			A	R	S	S	S	S	I	
Programme administration and finance			A	R	S	S				
Programme Development										
Research and policy development			A	R	R	S	S		S	
Project Development and funding applications			A	R	R	R	R		S	
Stakeholder capacity development			A	R	R	S	S		S	
Project Delivery										
Project Management		I		A	C	S	S	R	I	
Project Administration and finance		I		A	C	S	S	R	I	
Governance and Engagement										
Facilitation of Boards and other meetings				A		R	S			
Stakeholder engagement				A	S	R	S		C	

#		
R	Responsible	Assigned to complete the task or deliverable.
A	Accountable	Has final decision-making authority and accountability for completion. Only 1 per task.
S	Support	Provides support during implementation.
C	Consulted	An adviser, stakeholder, or subject matter expert who is consulted before a decision or action.
I	Informed	Must be informed after a decision or action.

## 6.2.3 Programme plan

The nature of the programme means that the programme plan is open ended and there are a limited number of fixed milestones. It is expected that projects will enter development and delivery on an iterative and incremental basis. Project milestones will be set out in a programme implementation plan which will be regularly reported to the programme boards.

Milestone Activity	Date
Tranche 1 projects	Underway
Establishment of programme team	Q3 2021/22
Tranche 2 business cases and funding bids	Ongoing from Q3 2021/22
First Annual Report to Cabinet	Q1 2022/23

## 6.3 F3 - Use of special advisers

Special advisers were used as follows:

Specialist Area	Adviser
Economics	Tomas Gonzales, Inner Circle Consulting
Inclusive Growth & Social Procurement	Matthew Baqueriza-Jackson (independent policy adviser)

	Conrad Parke, Centre for Local Economic Studies
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#### **6.4 F4 - Arrangements for change management**

The change management strategy will be in accordance with BCC corporate projects and programmes methodology, as agreed with the Inclusive Growth Portfolio and corporate PMO. Changes will be agreed at the East Birmingham Delivery Board where appropriate or otherwise in accordance with the Council's Constitution, financial regulations and standing orders.

#### **6.5 F5 - Arrangements for benefits realisation**

Benefit realisation for the programme will be overseen at the portfolio level by the Inclusive Growth Delivery Board. At the programme level the programme manager will be responsible for the day-to-day implementation of the benefit realisation plan.

The high-level objectives and benefits will be as set out in this business case, however due to the nature of the programme the detailed benefit realisation plan will need to be developed and updated in parallel with the projects which will deliver the programme.

The initial benefit realisation plan for Phase 1 of the programme, including arrangements for impact evaluation and monitoring, will be developed during 2021-22 as a workstream within the programme and reported to Cabinet as part of the first annual programme update.

#### **6.6 F6 - Arrangements for risk management**

Risks will be managed at the programme level by the programme manager in consultation with the programme sponsor. Risks will be managed at the project level by the respective project manager and reported to the East Birmingham Delivery Board. Risk management methodology will follow the City Council's standard approach as agreed with the Inclusive Growth Portfolio and corporate PMO.

A copy of the Programme risk register is to be found in Section G - Supporting Documents. This sets out who is responsible for the management of risks and the mitigations which are in place.

#### **6.7 F7 – Arrangements for dependency management**

Dependencies will be managed at a portfolio level by the Inclusive Growth Delivery Board. At the programme level the programme manager will be responsible for the day-to-day tracking and management of dependencies.

#### **6.8 F8 – Arrangements for Impact assessments**

Equalities Impact Assessment has been carried out at a programme level and attached to the Cabinet Report that accompanies this business case. Impact assessments will be carried out on a project-by-project basis.

### **6.9 F9 - Arrangements for contract management**

There will be limited programme-level contract management activities. These are expected to be limited to contracts issued under the Transportation and Development Professional Services Framework Contract (2020) and will follow standard contract management methodology. Contract management arrangements for projects will be addressed at the level of individual project business cases and will be the responsibility of the relevant Project Manager.

### **6.10 F10 - Arrangements for programme evaluation**

Programme update reports will be prepared as follows:

- Cabinet (annual)
- Economy and Skills Overview and Scrutiny Committee (biannual)
- East Birmingham Board (Quarterly)

The long duration of the programme requires that evaluation be ongoing and continuous rather than retrospective. This Business Case sets out an indicative approach to indicators and measures based on the high-level programme objectives. This approach will be refined by the Rapid Policy Unit during the initial phases of activity, and a detailed monitoring framework will be developed for the agreement of the East Birmingham Board and reported to Cabinet as part of the annual programme report.

Impact assessment and monitoring will be one of the roles of the Rapid Policy Unit which will produce regular reports and analysis for the East Birmingham Board and Delivery Board. Individual projects will be subject to post implementation review (PIR) by the Rapid Policy Unit, and this will be reported to the East Birmingham Delivery Board.

## 7 Section G – Supporting Information

### 7.1.1 Appendix 1: In-Flight Projects

The following table provides a high-level summary of the projects and activities which are in progress including their alignment with the East Birmingham Inclusive Growth Strategy in terms of objectives themes (EBIGS page 26, summarised in Table 3)

These are the first phase of projects and activities which have come forward in advance of the mobilisation of the core programme team. Consequently, there are a limited number of projects, and most are at an early stage of development. It is anticipated that this list will expand significantly over the next twelve months and in due course will include projects which comprehensively address the programme objectives and the delivery of the EBIGS vision.

General project progression is illustrated with reference to four generic project stages as set out in Table 2. The term *Project Development* is used to indicate progressing projects through Concept and Definition stages, and *Project Delivery* is used to indicate the management of the Delivery and Closure phases. Depending on the scale of the project, the funding source and governance route there may be sub-stages or variations to this lifecycle.

**Table 1: EBIGS Objective Themes**

Theme	Reference
Equality	EQ
Education and Learning	EL
Health and Wellbeing	HWB
Affordable, Safe and Connected	ASC
Economy	ECO
Power, Influence and Participation	PIP
The Environment	ENV

**Table 2: Project Stages**






Stage	Key activities and outputs
Concept	Inception, feasibility, and initial options appraisal. Production of Outline Business Case (if required)
Definition	Development of preferred option. Production of Full Business Case and project management plan.
Delivery	Implementation of project. Delivery of project product/outputs.
Closure	Handover of project outputs and evaluation

Project Reference and Title	Summary	Stage Outputs	Funding Source(s)	Stage	Update and Next Milestone	Objective Ref
EB001: USE-IT Transfer Network	Successor to the successful USE-IT (Unlocking Social and Economic Innovation) project in North-West Birmingham this project seeks to transfer the USE-IT methodology to other parts of Birmingham and also to other cities in Europe. This project is a first phase of activity in the workstream that will shape and inform the overall Programme approach to the delivery of inclusive growth	<ul style="list-style-type: none"> <li>• Creation of East Birmingham USE-IT network</li> <li>• Springboard report</li> <li>• International learning</li> <li>• Capacity building</li> <li>• Local interface with Anchor Network</li> </ul>	URBACT (ERDF)	Delivery	Funding offer in place and project is mobilising. BCC Cabinet Member approval will be required to release funding, and this is anticipated for July 2021.	PIP, ECO
EB002: Ward End/Cole Valley Skills Hub	The project concept is to deliver green recovery by creating a skills and digital training hub at Ward End Park, supporting local SMEs and social enterprises. Further employment and skills opportunities will be created through a linked programme of connectivity and green infrastructure projects focussed on the strategic Cole Valley green corridor.	<ul style="list-style-type: none"> <li>• Designs and costs in support of future Outline Business Case</li> </ul>	BCC	Concept	Stakeholder engagement currently underway. Design and options appraisal studies were commissioned Q1 2021. Next milestone will be completion of initial studies during Q2 2021.	ECO, EL
EB003: Meadway Local Centre	Redevelopment of vacant site for a new local centre. This project will test key concepts which can be iterated upon across the wider area. The new local centre is expected to include affordable housing, retail and community uses and potentially BCC & partner services.	<ul style="list-style-type: none"> <li>• Feasibility study to inform future business case</li> </ul>	BCC	Concept	Feasibility work and options appraisal to be commissioned Q2 2021	ASC
EB004: Tyseley Clean Energy Masterplan for Growth	Development of a masterplan for the area around Tyseley Energy Park. Combining spatial planning with strategies for power heating, transport and waste processing in a way that addresses key societal challenges as part of the transition to a zero-carbon energy future. Will include a road map for energy technologies and solutions	<ul style="list-style-type: none"> <li>• Masterplan study to inform preparation of BCC Masterplan</li> </ul>	BCC/University of Birmingham	Definition	Study to be commissioned Q2 2021	ECO, ENV

## Appendix 1 Programme Business Case

Project Reference and Title	Summary	Stage Outputs	Funding Source(s)	Stage	Update and Next Milestone	Objective Ref
EB005: Community Engagement Pilot	The City Council and Birmingham City University have agreed to work together on a programme of innovative community engagement in East Birmingham including an “Ideas Factory” will engage and train community researchers to build local capacity to engage with the Programme.	<ul style="list-style-type: none"> <li>• Ward Planning support</li> <li>• Engagement Toolkit</li> <li>• Pathway into BCU</li> <li>• Train community researchers</li> <li>• Capacity building</li> </ul>	BCC/Birmingham City University	Delivery	Local engagement underway.	PIP
EB006: EBNS Transport Study	Transport for West Midlands (TfWM), in partnership with Birmingham City Council (BCC), and Solihull Metropolitan Borough Council (SoMBC), has commissioned a study to assess all short to medium-term options for transport enhancements in the East Birmingham to Solihull (EBNS) Corridor. Options will answer the special needs of the corridor over the next ten years, in advance of, and complementary to, a longer-term Metro solution.	<ul style="list-style-type: none"> <li>• Corridor transport study to inform future transport projects including Metro</li> </ul>	BCC/TfWM/SoMBC	Delivery	In progress. Initial Evidence Report delivered. Next milestone will be options development workshops during Q2 2021.	ASC
EB007: Spatial Pilot	This is a place-based to study which seeks to establish a framework for assessing the quality of local places in terms of utility and amenity in line with the theory of the “15-minute city”.	<ul style="list-style-type: none"> <li>• Pilot study to inform future transport and development activities in East Birmingham.</li> </ul>	BCC/Future Parks Accelerator	Concept	Initial project concept has been agreed with stakeholders. The next milestone will be wider stakeholder engagement, expected to commence Q2 2021.	ASC, HWB
EB008: Community Economic Development Planning Policy Lab	This policy lab will explore how can councils effectively utilise Community Economic Development Planning. Community economic development planning or CEDP is a process of economic development within a specific geographic area, to make the economy in that area work well for that community. The process is led by people living, working, and running businesses in that area.	<ul style="list-style-type: none"> <li>• Policy Lab report informing future best practice.</li> <li>• Increased Community capacity</li> </ul>	Cooperative Councils Innovation Network	Delivery	In progress. Next milestone will be delivery of Policy Lab report and Framework in Q4 2021	PIP

## 7.1.2 Appendix 2: Programme Risk Register

Programme Risks: Mobilisation and Phase 1			
Risk	Description	RAG	Mitigation
Risk 1	Funding: Programme mobilisation and initial delivery hindered by limited staff resource and lack of budget prior to EBC.		An initial allocation of £200k was agreed for pre-EBC costs including the that were needed to progress project development and initial delivery activities.
Risk 2	Failure to maintain political and key stakeholder support.		Engagement with decision-makers will continue beyond Cabinet process to ensure support is in place. Key resources are the East Birmingham Board and Ward Members Forum.
Risk 3	Funding: failure to secure approval for finance and to maintain resources to facilitate programme delivery		The Enhanced Business Case addresses a first phase of work, thus reducing the initial financial ask to the costs required for the programme to mobilise. During the subsequent stages of activity work will be undertaken to maximise the opportunities to draw in external resources. And explore finance/funding opportunities to support further phases of the programme.
Risk 4	Delays to programme mobilisation caused by recruitment processes		Recruitment will follow standard City Council procedures. Where necessary, consideration will be given to use of temporary capacity supplied by contracted providers and/or the Inclusive Growth Professional Services Framework Contract 2019
Risk 5	Creation of unrealistic public and stakeholder expectations leading to loss of constructive engagement.		Throughout consultation to date the Council has been clear around the existing resource position, however there is an expectation that delivery will begin imminently. Continual engagement will help to maintain support, but programme mobilisation and delivery also needs to begin ASAP.