

BIRMINGHAM CITY COUNCIL

CABINET

TUESDAY, 13 NOVEMBER 2018 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 Chairman to advise/meeting to note that this meeting will be webcast for live or subsequent broadcast via the Council's Internet site (www.civico.net/birmingham) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

2 DECLARATIONS OF INTERESTS

Members are reminded that they must declare all relevant pecuniary and non pecuniary interests arising from any business to be discussed at this meeting. If a disclosable pecuniary interest is declared a Member must not speak or take part in that agenda item. Any declarations will be recorded in the online details of the meeting.

3 APOLOGIES

To receive any apologies.

5 - 68

4 FINANCIAL MONITORING REPORT QUARTER 2 2018/19

Report of the Corporate Director of Finance & Governance - update on the Revenue, Capital & Treasury Management financial position.

69 - 92

5 PERFORMANCE MONITORING – APRIL TO SEPTEMBER 2018 (QUARTER 2) UPDATE

Report of Acting Chief Operating Officer

93 - 172

6 BUDGET CONSULTATION 2019+

Report of the Corporate Director, Finance and Governance.

(Report was marked 'To Follow'.)

<u>173 - 268</u>	7	<u>COMMUNITY COHESION STRATEGY WHITE PAPER</u>
		Report of the Assistant Chief Executive
<u>269 - 366</u>	8	<u>PROPERTY STRATEGY 2018/19 - 2023/4 INCLUDING FIRST PHASE PROJECTS</u>
		Report of Strategic Director of Economy
<u>367 - 404</u>	9	<u>NEC MASTERPLAN</u>
		Report of Corporate Director, Economy
<u>405 - 448</u>	10	<u>PUBLIC CONSULTATION ON DRAFT BIRMINGHAM URBAN CENTRES FRAMEWORK FOR INCLUSIVE GROWTH</u>
		Report of Corporate Director, Economy
<u>449 - 478</u>	11	<u>ESF GBSLEP SKILLS FUND - FULL BUSINESS CASE</u>
		Report of Corporate Director, Economy
<u>479 - 508</u>	12	<u>BUSINESS GROWTH PROGRAMME 2 - FULL BUSINESS CASE</u>
		Report of Corporate Director, Economy
<u>509 - 546</u>	13	<u>PURE: PLACING VULNERABLE ADULT RESIDENTS INTO EMPLOYMENT AND TRAINING</u>
		Report of Corporate Director for Adult Social Care & Health
<u>547 - 578</u>	14	<u>SAFETY WORKS TO PARKS POOLS AND FLOOD ALLEVIATION WORKS - FULL BUSINESS CASE</u>
		Report of Corporate Director - Place
<u>579 - 590</u>	15	<u>PLANNED PROCUREMENT ACTIVITIES (JANUARY 2019 – MARCH 2019) AND QUARTERLY AWARD SCHEDULE (JULY 2018 – SEPTEMBER 2018) – PUBLIC</u>
		Report of Director of Commissioning and Procurement
<u>591 - 596</u>	16	<u>APPOINTMENTS TO OUTSIDE BODIES</u>
		Report of the City Solicitor.

17 **OTHER URGENT BUSINESS**

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

18 **EXCLUSION OF THE PUBLIC**

That in view of the nature of the business to be transacted which includes exempt information of the category indicated the public be now excluded from the meeting:-

Exempt Paragraph 3

P R I V A T E A G E N D A

19 **PROPERTY STRATEGY 2018-2023/24 INCLUDING FIRST PHASE PROJECTS (PRIVATE)**

Item Description

20 **NEC MASTERPLAN**

Item Description

21 **PLANNED PROCUREMENT ACTIVITIES (JANUARY 2019 – MARCH 2019) AND QUARTERLY AWARD SCHEDULE (JULY 2018 – SEPTEMBER 2018) – PRIVATE**

Item Description

22 **OTHER URGENT BUSINESS (EXEMPT INFORMATION)**

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



Item 4

Subject: FINANCIAL MONITORING REPORT QUARTER 2 (UP TO 30TH SEPTEMBER 2018)

Report of: CORPORATE DIRECTOR - FINANCE & GOVERNANCE

Relevant Cabinet Member: Councillor Ian Ward

Relevant O &S Chair(s): Councillor Sir Albert Bore

Report author: Clive Heaphy, Corporate Director – Finance & Governance

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: 5417/2018		
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 This report forms part of the City Council's robust arrangements for controlling its revenue and capital expenditure.
- 1.2 Each Directorate's financial performance to date is shown, together with the risks and issues identified to date in the Corporate Revenue and Capital Budget Monitoring documents for Month 6, which are appended to this report as Appendices A and B.
- 1.3 The latest Treasury Management position is shown in the Treasury Management Report for Month 6, which is appended to this report as Appendix C.

2 Recommendations

That the Cabinet:-

- 2.1 Notes the City Council's 2018/19 forecast revenue budget position and the gross pressures identified as at 30th September 2018.
- 2.2 Notes the latest monitoring position in respect of the City Council's savings programme and the present risks identified in its delivery.
- 2.3 Approves the proposed allocation of Specific Policy Contingency and General Policy Contingency related to the Apprenticeship Levy as proposed in paragraph 3.2 of Appendix A.
- 2.4 Approves the proposed uses of Earmarked Reserves as proposed in paragraphs 6.23 to 6.35 of Appendix A.
- 2.5 Approves the writing off of debts over £0.025m as summarised in Annex 6 of Appendix A.
- 2.6 Approves the revised 10 year capital programme of £3,377.6m.
- 2.7 Notes the forecast capital expenditure in 2018/19 of £453.2m.
- 2.8 Notes the Treasury Management report.

3 Background

- 3.1 At the meeting on 27th February 2018, the Council agreed a net revenue budget for 2018/19 of £855.2m to be met by government grants, council tax and business rates payers.
- 3.2 The base budget forecast variations in each Directorate are detailed in Section 2 and Annex 1 of the Corporate Revenue Budget Monitoring document attached as Appendix A. The position is summarised in tabular form in Annex 2 which incorporates the forecast year end pressures by Directorate.
- 3.3 Directorate risks relating to the Savings Programme and measures being undertaken to alleviate these are detailed in Section 2 and Annex 1 of Appendix A and the position is summarised in tabular form in Annex 3.
- 3.4 The meeting of the 27th February 2018 also agreed a 10 year capital programme of £2,726.3m.
- 3.5 As at 30th September 2018 the capital programme has increased by £651.3m to £3,377.6m. The major budget changes and forecast variations are detailed in Appendices B1 to B6.
- 3.6 The latest treasury position is shown in Appendix C. During the quarter, the Council repaid £60m of Lender's Option Borrower's Option loans (known as LOBO loans), and refinanced them with new loans from the Public Works Loans Board (PWLb), as set out in Appendix C3. The loans were repurchased at an advantageous rate compared with the cost of the PWLB borrowing. After taking

account of the repurchase premium, significant savings arise in the longer term, and the Council's debt refinancing risks reduce due to the removal of the LOBO options. Advice was received from Arlingclose, the Council's treasury advisers.

4 Options considered and Recommended Proposal

- 4.1 Corporate Directors, in striving to manage their budgets, have evaluated all the options available to them to maintain balance between service delivery and a balanced budget.

5 Consultation

5.1 Internal

- 5.1.1 Cabinet Members, Corporate Directors, the City Solicitor, Human Resources and Assistant Directors of Finance have been consulted in the preparation of this report.

5.2 External

- 5.2.1 There are no additional issues beyond consultations carried out as part of the budget setting process for 2018/19.

6 Risk Management

- 6.1 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.

7 Compliance Issues:

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

- 7.1.1 The budget is integrated with the Council Financial Plan, and resource allocation is directed towards policy priorities.

7.2 Legal Implications

- 7.2.1 Section 151 of the 1972 Local Government Act requires the Corporate Director – Finance & Governance (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.

7.3 Financial Implications

7.3.1 The Corporate Revenue and Capital Budget Monitoring documents attached give details of monitoring of service delivery within available resources.

7.4 Procurement Implications (if required)

7.4.1 N/A

7.5 Human Resources Implications (if required)

7.5.1 N/A

7.6 Public Sector Equality Duty

7.6.1 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.

8 Background Documents

8.1 City Council Financial Plan 2018+ approved at Council 27th February 2018

CORPORATE REVENUE BUDGET MONITORING REPORT 2018/19 MONTH 6

(year to 30th September 2018)

Section

1.	Executive Summary.....	3
2.	Corporate Summary of the Savings Programme	6
3.	Resource Allocations	8
4.	Collection Fund.....	9

Annexes

1.	Detailed Revenue Commentaries by Directorate....	11
2.	Financial Position analysed by Directorate.....	21
3.	Policy Contingency.....	23
4.	Overall Savings Programme	24
5.	Uses of Reserves.....	26
6.	Write offs.....	31

1. Executive Summary

1.1 The City Council (BCC) set its net revenue budget of £855.2m on 27th February 2018. Included in this budget was an assumed use of £30.5m of reserves to support budgetary pressures and

- A savings¹ programme totalling £52.9m in 2018/19, growing to £117.0m in 2021/22.
- Deferred savings from 2017/18 of £15.7m (including where they were met on a one-off basis).

Total savings to be met in 2018/19 are therefore £68.6m.

1.2 At Month 6 (end of September 2018), a revenue overspend of £12.9m is forecast. This is made up of forecast £4.6m base budget overspend and £9.7m of savings not deliverable in 2018/19, offset by partially accelerated achievement of £1.4m of the efficiency target of £5.7m.

1.3 The total forecast overspend of £12.9m is across the following Directorates :

- Children and Young People (£3.3m),
- Place Directorate (£7.8m),
- Economy (£1.0m),
- Strategic Services (£0.6m)
- Corporate overspends of £2.3m relating to the Council's interests in associated companies (£0.8m) and savings forecast not to be delivered (£1.5m)

These are offset by underspends for Finance & Governance (£1.3m), Adult Social Care & Health (£0.5m), and Human Resources (£0.3m). The Chief Executive's Directorate forecast a balanced position.

1.4 There is a reduction of £4.9m in the overall forecast overspend since Month 3. This relates largely to reductions in pressures for Place (£3.0m), Adult Social Care & Health (£2.0m), Strategic Services (£0.1m), Finance & Governance (£0.7m), Economy (£0.7m) and Human Resources (£0.2m), offset by adverse movements on Children & Young People (£0.6m) and Corporate savings (£1.2m).

1.5 For 2018/19, the Council has adopted a financial framework that emphasises Cabinet Member/Chief Officer accountability for the delivery of their services within the resources allocated with no recourse to reserves and Directorates are expected to identify further strategic mitigations to recover the budget position.

¹ Savings refer both to cost reductions or additional income generated

- 1.6 This principle is being rigorously applied by the Cabinet Member for Finance and the Section 151 officer through a series of 'star chambers' aimed at ensuring that the forecast is brought back within budget.
- 1.7 Forecasts for individual Directorates, together with an explanation of the variances and proposed mitigations get are shown in Annex 1.
- 1.8 In line with the Council Plan and Budget 2018+ agreed in February 2018, the Council is planning for the strategic use of £30.5m of Corporate Reserves in 2018/19, as shown in Table 1 below.
- 1.9 There has been no change to the planned strategic use of Reserves to balance the budget

Table 1 Planned Use of Corporate Reserves

	Original Planned Use £m	Current Forecast Use £m	Variance £m
Use of Organisational Transition Reserve	3.9	3.9	0.0
Use of Financial Resilience Reserve	11.6	11.6	0.0
Use of one off resources from previous years	13.2	13.2	0.0
Other Corporate Reserves	1.8	1.8	0.0
Total	30.5	30.5	0.0

- 1.10 In addition, there are both planned uses of and contributions to Other Reserves. A net contribution of £1.9m to Other Reserves was assumed as part of setting the budget. This is now forecast to be a net contribution of £8.5m.
- 1.11 This is a £6.6m net reduction in the forecast use of Other Reserves. Further details of the use of Other Reserves are provided in Annex 5. Cabinet are requested to approve a number of uses of Earmarked Reserves as detailed in Annex 5.
- 1.12 Further analysis of the Base Budget position is shown in Annexes 1 and 2 and analysis of the Savings Programme is provided in Annexes 1 and 4.
- 1.13 Section 2 of this report details the summary position on the Savings Programme.
- 1.14 Section 3 of this report details Resource Allocations requested to be approved.
- 1.15 Section 4 of this report details the latest Collection Fund position.

Appendix A

Section 1

Table 2 - Summary forecast position of base budget and risks relating to savings programme

Directorate	Current Budget £m	Base Budget Overspend/(Underspend)			Savings not Deliverable			Efficiency Target			Total Forecast Overspend/(Underspend)		
		as at			as at			as at			as at		
		Month 6 £m	Month 3 £m	Movement £m	Month 6 £m	Month 3 £m	Movement £m	Month 6 £m	Month 3 £m	Movement £m	Month 6 £m	Month 3 £m	Movement £m
Adult Social Care & Health Directorate	336.068	(0.472)	1.549	(2.021)	0.000	0.000	0.000	0.000	0.000	0.000	(0.472)	1.549	(2.021)
Children & Young People Directorate	235.785	1.673	0.994	0.679	1.642	1.746	(0.104)	0.000	0.000	0.000	3.315	2.740	0.575
Place Directorate	136.713	4.838	7.321	(2.483)	2.940	3.481	(0.541)	0.000	0.000	0.000	7.778	10.802	(3.024)
Economy Directorate	92.858	(1.903)	(0.188)	(1.715)	3.642	2.644	0.998	(0.739)	(0.739)	0.000	1.000	1.717	(0.717)
Strategic Services Directorate	27.519	0.890	0.000	0.890	0.000	0.947	(0.947)	(0.276)	(0.276)	0.000	0.614	0.671	(0.057)
Human Resources	6.482	(0.253)	0.000	(0.253)	0.000	0.000	0.000	(0.078)	(0.078)	0.000	(0.331)	(0.078)	(0.253)
Finance & Governance Directorate	30.029	(1.014)	(0.362)	(0.652)	0.000	0.000	0.000	(0.244)	(0.244)	0.000	(1.258)	(0.606)	(0.652)
Chief Executive & Assistant Chief Executive	2.919	0.000	0.000	0.000	0.000	0.000	0.000	(0.025)	(0.025)	0.000	(0.025)	(0.025)	0.000
Sub-total Directorates Position	868.373	3.759	9.314	(5.555)	8.224	8.818	(0.594)	(1.362)	(1.362)	0.000	10.621	16.770	(6.149)
Policy Contingency	9.793	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Corporate Savings	0.000	0.000	0.000	0.000	1.509	0.300	1.209	0.000	0.000	0.000	1.509	0.300	1.209
Other Corporate Items	(22.977)	0.801	0.801	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.801	0.801	0.000
Sub-total Corporate Position	(13.184)	0.801	0.801	0.000	1.509	0.300	1.209	0.000	0.000	0.000	2.310	1.101	1.209
City Council General Fund	855.189	4.560	10.115	(5.555)	9.733	9.118	0.615	(1.362)	(1.362)	0.000	12.931	17.871	(4.940)
Housing Revenue Account	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Note: Month 3 figures have been restated to take into account Human Resources now being reported separately from Strategic Services

2. Corporate Summary of the Savings Programme

- 2.1 The Month 6 analysis of the current Savings Programme 2018/19 shows that Corporate Directors consider that £58.9m (85.8%) of the savings forecast will be delivered in 2018/19 and £128.4m (93.8%) is still considered to be deliverable by 2021/22.
- 2.2 At this stage, £9.7m (14.2%) is forecast as not fully achievable in 2018/19 and alternative mitigations will need to be found. The overall Directorate position at Month 6 is summarised in Tables 3 and 4.

Table 3 – Analysis of Savings Programme for 2018/19

Directorate	On Track £m	One Off Mitigations £m	At Risk £m	Non-Delivery £m	Total £m
Adult Social Care & Health Directorate	15.057	0.000	0.000	0.000	15.057
Children & Young People Directorate	6.122	0.000	0.270	1.642	8.034
Place Directorate	9.707	0.290	0.000	2.940	12.937
Economy Directorate	5.369	0.715	0.403	3.642	10.129
Strategic Services Directorate	10.233	5.345	0.400	0.000	15.978
Human Resources	(0.155)	0.204	0.000	0.000	0.049
Finance & Governance Directorate	4.435	0.027	0.000	0.000	4.462
Chief Executive & Asst Chief Exec Dir.	0.037	0.000	0.000	0.000	0.037
Total Directorates	50.805	6.581	1.073	8.224	66.683
Corporate Savings	0.132	0.000	0.300	1.509	1.941
Grand Total	50.937	6.581	1.373	9.733	68.624

NB – Total savings figure includes savings delivered on a one-off basis in previous years. See paragraph 1.1.

Table 4 – Analysis of Savings Forecast Not Fully Achieved for 2018/19 – 2021/22

Directorate	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Adult Social Care & Health Directorate	0.000	0.000	0.000	0.000
Children & Young People Directorate	1.642	1.754	1.974	1.974
Place Directorate	2.940	2.500	2.500	2.500
Economy Directorate	3.642	3.675	3.319	2.900
Strategic Services Directorate	0.000	1.000	1.000	1.000
Human Resources	0.000	0.000	0.000	0.000
Finance & Governance Directorate	0.000	0.000	0.000	0.000
Chief Executive & Asst Chief Exec Dir.	0.000	0.000	0.000	0.000
Total Directorates	8.224	8.929	8.793	8.374
Corporate Savings	1.509	0.143	0.187	0.187
Grand Total	9.733	9.072	8.980	8.561

Appendix A

Section 2

- 2.3 The summary is based on a detailed review of each individual saving. An overview of forecast savings not fully achieved on an ongoing basis by project for each Directorate is shown at Annex 4.
- 2.4 There are £0.3m of cross cutting savings related to the planned review of senior structures that may not be fully achieved in 2018/19.
- 2.5 There are also £1.1m of cross cutting savings related to Commercialism that are not considered prudent to assume will be achieved, and £0.1m of Workforce savings that were previously assumed to related to Children & Young People, but are not achievable as they relate to staff charged to the Dedicated Schools Grant (DSG)
- 2.6 £5.7m of the Financial Resilience Reserve (FRR) was identified as part of the budget pending the identification of detailed savings plans across all Directorates. To date, £1.4m has been identified and work is ongoing to identify the remaining £4.3m.

The current forecast position on delivering the efficiency target is summarised in Table 5 below:

Table 5- Summary of Efficiency Targets

Directorates	Budget		Forecast Achievability in 2018/19	Forecast Achievability in 2019/20
	2018/19 £m	2019/20 £m	Delivery £m	Delivery £m
Adult Social Care & Health Directorate	0.000	(2.391)	0.000	(2.391)
Children & Young People Directorate	0.000	(0.664)	0.000	(0.664)
Place Directorate	0.000	(1.248)	0.000	(1.248)
Economy Directorate	0.000	(0.739)	(0.739)	(0.739)
Strategic Services Directorate	0.000	(0.276)	(0.276)	(0.276)
Human Resources	0.000	(0.078)	(0.078)	(0.078)
Finance & Governance Directorate	0.000	(0.244)	(0.244)	(0.244)
Chief Executive & Assistant Chief Executive	0.000	(0.025)	(0.025)	(0.025)
Total	0.000	(5.665)	(1.362)	(5.665)

3. Resource Allocations

3.1 General Policy Contingency

General Policy Contingency for the year is £3.0m. The use of £0.9m has already been approved leaving a balance of £2.1m before use mentioned below.

3.2 Specific Policy Contingency

The Council Plan and Budget 2018+ approved by Council on 27th February 2018 reflected £8.4m for Specific Policy contingency in 2018/19. A breakdown by each specific contingency is reflected in Annex 3. It should be noted that the Directorate forecasts have already assumed the allocation of Specific Policy Contingency in year.

As part of the Council's simplification of processes, the Cabinet meeting of 31st July 2018, approved that the Section 151 Officer be given delegated authority for the verification and allocation of Specific Policy contingency to fund expenditure which is in line with the approval given as part of the Council Plan and Budget 2018+.

The Section 151 Officer has approved the release of £1.1m of Specific Policy contingency to fund inflationary pressures, in line with the Council Plan and Budget 2018+.

The Council Plan and Budget 2018+ has a specific contingency of £0.9m to fund costs of the Apprenticeship Levy. The latest forecast is that the total funding required to fund the Apprenticeship Levy is £1.1m. It is proposed to fund the extra costs from General Policy Contingency, leaving a balance of £1.9m.

3.3 Transfer of Service Areas

The Council continues to periodically review the Directorate Service responsibilities with the aim of securing the most appropriate service delivery arrangements to ensure that these are delivered effectively in a co-ordinated manner. The latest approved hierarchy is reflected in Annex 1.

4.1 Collection Fund

The monitoring arrangements for the Collection Fund include reporting on the in-year position for Council Tax and Business Rates. However, for the most part, the impact on the budget is as set out in the Council Plan and Budget 2018+, with any surplus or deficit being required to be carried forward and taken into account as part of the 2019/20 budget setting process.

Council Tax

The overall net budget for Council Tax income including Parish and Town Council Precepts is £329.2m in 2018/19. In addition, the Council collects the precepts on behalf of the Fire and Police Authorities. There has been no change in the anticipated break even position forecast for the year including an in year surplus of £0.1m offset by an equal and opposite deficit brought forward from 2017/18.

Business Rates

Under the 100% Business Rates Pilot that came into effect on 1st April 2017 the Council continues to retain 99% of all Business Rates collected under the Business Rates Retention Scheme with 1% being paid over to the West Midlands Fire Authority. The overall budgeted level of Business Rates in 2018/19 is £422.3m (excluding the Enterprise Zone), of which the Council's retained share is £418.1m.

Excluding the impact of appeals there is a small in year deficit anticipated of which the Council's share is £0.2m (£0.1m Surplus at Quarter 1). This is due mainly to additional reliefs for small businesses which will be compensated for via additional grants from Central Government.

In addition, there is an appeals related surplus anticipated of which the Council's share is £8.6m due to the anticipated volume of appeals relating to 2018/19 being lower compared with the assumed position when setting the budget. However, as this is only expected to be an issue of timing, it is anticipated that this element will be required to be set aside and used for appeals in future years.

As a result of the above a total in year surplus of £8.5m is anticipated of which the Council's share is £8.4m (£0.2m deficit offset by £8.6m appeals related surplus).

In addition to the in-year position, a cumulative surplus was brought forward from 2017/18 (over and above that budgeted for) which has previously been reported in the 2017/18 Outturn Report. The Council's share is £1.3m.

An overall forecast surplus of £9.7m relating to the Council's share of Business Rates (£8.4m in year surplus plus £1.3m surplus brought forward) is anticipated to be taken into account in setting the budget for 2019/20.

In addition the Council receives compensatory grants for measures introduced by Central Government such as additional Small Business Rates Relief and Support for Public Houses along with compensation for the capping of inflation on Business Rates to minimise the impact on Business Rates payers. An in year surplus is forecast for the year of £1.9m (£1.0m at quarter 1) which is anticipated to be used to offset downwards

adjustments to other Business Rates related compensatory grants due from Government in 2018/19 and later years..

5. Detailed Revenue Commentaries by Directorate

The following paragraphs comment on the major financial issues identified at this point in the year. Detailed figures for each Directorate are shown in Annex 1.

5.1 Adult Social Care & Health – Net Underspend £0.5m (Net Overspend £1.5m at Month 3)

The Directorate has forecast an underspend of £0.5m for Month 6. This is an improvement of £2.0m since Month 3 largely related to additional income in Joint Funded Mental Health placements and increased forecast collection of Client Contributions.

The Directorate continues its implementation of a wide ranging improvement programme for Older Adult Care. This consist of the ASCH Improvement Programme focused on progressing the internal changes required to deliver immediate to medium term savings and provide the foundations for successful engagement with partners and the Ageing Well programme that will deliver on the strategic long term Health & Care system-wide integrated approach. Together they will achieve the savings already identified in the Long Term Financial Plan (LTFP). Areas of risk include increasing demand for services, with rising acuity levels, placing additional pressures on the current services being provided.

Significant work has been done by the Directorate Change Programme to understand and address the base pressures and take steps to drive through the implementation plans for 2018/19. Processes have been put in place to assign budgets at a locality level with increased oversight and accountability for spend. This along with work to implement the changes in the implementation plan means that the Directorate is delivering on changes impacting on the staffing budget and overachieving on the packages of care budget. The Directorate therefore will not require any additional mitigation for non-delivery of savings above that assumed in the original budget.

The savings relating to the Enablement service have been further delayed and this is having an impact on being able to divert demand for social care away from expensive residential and long-term packages of care. In addition, we are continuing to commission the Quick Discharge Service at an increased cost due to the delays in implementing the Enablement changes. The Directorate is mitigating this situation in the short term but this is not sustainable into the future without further service impacts.

For 2018/19 £9.3m of the Improved Better Care Fund (iBCF) funding was carried forward from 2017/18 in order to mitigate delays in delivering previously proposed savings requirements. The areas of particular concern include the Enablement service which has been the subject of challenge, the implementation of the Day Care strategy and the changes to the Customer Journey - using a more community focused model. The initiatives to achieve these savings are now in place, however the length of time needed to show the required results is still at risk. However, it is now forecast that £2.5m of this planned use of iBCF will not be required in 2018/19 though it will be required in subsequent years in line with the intentions of this funding. At Month 6 there is no further non-delivery to report but risks and issues arising in the implementation of the change programme are being carefully monitored.

Adult Social Care and Health Directorate have received £16.1m iBCF resources provided by the Government for 2018/19 through the Better Care Fund. The allocation of these funds,

together with a further £6.7m carried forward from 2017/18 was approved by the Health & Wellbeing Committee on the 19th June. It is anticipated that these funds will be used to manage the implementation of the improvement programme, work with the NHS to further reduce the delayed transfers of care and stabilise the financial situation of the Directorate and improve the delivery of care for the citizens of Birmingham.

Base Budget forecast

There is a net forecast underspend of £0.5m at Month 6. This relates to the following:

- **Adult Packages of Care – net £0.7m underspend (Month 3 £1.7m overspend)**
There is a gross overspend of £1.9m made up by pressures of £1.4m on Day Care Provision and £0.5m on Home Support payments. These pressures are partially mitigated by £1.8m additional income from Joint Funded Mental Health Placements and £0.8m on increased collection of Client Contributions.
- **Specialist Care Services (SCS) - £1.0m overspend (Month 3 £0.5m overspend)**
There have been extensive challenges particularly around the Enablement Service reductions and the Day Care savings. There has been strike action and demonstrations which have delayed the processes. The Cabinet has approved the next stage in changes in Day Care services and had previously approved a report on the outcome of consultation on Enablement. The ongoing disputes may have a £1.0m effect on staffing with staff not being released from this area as planned and the impact of this has been included in the forecast.
- **Corporate Director - £0.4m underspend (Month 3 nil)**
The cross Directorate budgets relating to central support costs, general management, and implementation of the improvement programme, are currently anticipated to be slightly under budget. Management have reviewed spending in this area and identified underspends of £0.4m in Supplies & Services and Premises budgets.
- **Other minor underspends - £0.4m (Month 3 £0.7m underspend)**

Savings Programme forecast

Adults Social Care & Health is forecasting full delivery of the budgeted savings.

Cabinet has agreed the Directorate Vision and Strategy and the ASCH Programme has been set up to deliver against this and the financial savings. Plans have been developed in major areas of the programme and the Directorate is working to ensure that the impact of individual proposals are fully mapped across all the existing plans. There are challenges to implementing existing plans for example strike action in the case of Enablement and there are risks that these may have implications for other saving lines as different elements of the care system are closely linked. Delays in implementation of changes in Enablement or Day Care, for instance may also mean spend on packages of care is greater than projected. These risks will be carefully managed and mitigated as the programme develops.

The Directorate has fully reviewed the savings programme and is now presenting this across two main areas of activity: staffing and packages of care. The existing savings proposals align with the improvement programme to first deliver changes in the efficiency of the customer journey and internally provided services, and second to divert away demand for long term services and reduce levels of unmet eligible need for packages of care. The presentation of the savings programme has been revised around these two strands and to set out the specific pieces of work which are contributing to these changes. There are some of the existing savings covering Public Health services and Bad Debts which are outside of this approach and these continue to be separately reported.

Efficiency Target forecast

Adult Social Care & Health has not been able to identify a way of bringing forward the delivery of the £2.4m share of efficiency savings.

5.2 Children & Young People Net Overspend £3.3m (Net Overspend £2.7m at Month 3)

The Directorate is forecasting a net overspend of £3.3m. This is made up of £1.7m (Month 3 £1.0m) base budget pressures and £1.6m (no movement since Month 3) savings not deliverable.

The adverse movement of £0.6m since Month 3 primarily relates to Travel Assist.

Base Budget forecast

The base budget overspend of £1.7m relates to the following:

- There is a shortfall of £2.2m on Travel Assist (which when combined with the £1.3m savings non delivery results in a total deficit of £3.5m). The required changes to deliver sustainable recurrent savings will require a change in policy and a new commissioning procurement strategy both of which will require Cabinet approval and appropriate consultation and will not be in place this year to deliver a full year impact.
- Day nurseries £0.5m - A Cabinet report was planned for June 2018 to seek approval to the recommendations for the day nurseries following consultations and reviews of alternatives – prompted by the fact that the day nurseries are not financially sustainable. An alternative option for day nursery provision is being considered which was put forward by GMB union. This means that the report to Cabinet, originally anticipated for October will be delayed. It is likely that any change to services would not be implemented this financial year.
- A one off saving of £0.6m has been identified by deferring repayment to school balances in respect of monies borrowed from school balances a number of years ago to help fund a Business Transformation programme.
- Other miscellaneous savings £0.4m – including funding the asset management pressure from capitalisation (as in previous years).

Savings Programme forecast

There are forecast savings not fully achieved in 2018/19 of £1.6m (Month 3 £1.7m).

- £1.3m Travel Assist. The savings shortfall on Travel Assist with the issues as set out as above.
- £0.3m Workforce Savings. At this point in time there is a shortfall against identifying the full workforce savings. A meeting has taken place to explore how any further savings could be generated. The reduction of £0.1m since Month 3 relates to DSG element incorrectly allocated to C&YP.

Efficiency Target forecast

Children & Young People has not been able to identify a way of bringing forward the delivery of the £0.7m share of efficiency savings.

5.3 Place (excluding Housing Revenue Account) – Net overspend £7.8m (Net overspend £10.8m at Month 3)

The Directorate is reporting a forecast overspend of £7.8m at Month 6 which is an improvement of £3.0m (£2.5m relating to the base budget and £0.5m relating to the savings programme) since Month 3. This includes base pressures of £4.8m (£7.3m Month 3) and forecast non-delivery of savings of £3.0m (£3.5m Month 3).

Base Budget forecast

A base budget pressure of £4.8m (£7.3m Month 3) is forecast at Month 6 comprising:

- Waste Management Services – £5.5m (£5.3m Month 3) pressure relating to:
 - The delay in the implementation of the 5 day working week until September 2018 (£1.8m)
 - On-going commercial volatility and lower paper market prices (£1.2m)
 - Lower fleet services recharge income due to reduced demand from internal Council customers (£0.7m)
 - Residual matters relating to external contractors commissioned during the industrial dispute in 2017/18 (£1.6m)
 - Other minor variations (£0.2m)
- Markets – £1.1m pressure (£0.7m Month 3)
 - The pressure substantially relates to transitional costs arising from the relocation of the wholesale market. This includes part year costs of additional non domestic rate expenditure relating to the old wholesale market at Pershore Road and an increased level of bad debt provision required.

- £0.2m overspend on Equalities and Community Cohesion/CCTV

Offset by

- Housing Options (Homeless Services) - £0.2m underspend (£0.4m pressure at Month 3)
 - There was a significant increase in the use of temporary bed and breakfast accommodation during the initial part of the year (partly due to the delay in the completion of the conversion schemes at Barry Jackson Tower and Magnolia House). An alternative strategy is now being implemented with significantly reduced use of bed & breakfast accommodation, together with greater use of private sector leased accommodation and dispersed HRA accommodation. This is combined with an increased focus on prevention rather than intervention, and will deliver substantially improved value for money.
- Other net variations - £1.8m underspend (£0.9m overspend Month 3) due to a number of mitigations in a number of individual service areas comprising:
 - Private sector housing (£0.5m),
 - Adult Education Services (£0.2m)
 - Bereavement Services (£0.4m)
 - Other minor net variations across a number of services (£0.7m)

Savings Programme forecast

The 2018/19 Savings Programme has savings of £3.0m (Month 3 £3.5m) that are not expected to be delivered at Month 6. These are summarised below.

- £0.4m Waste Services (no change since Month 3) – Capacity Fee and Overrun Agreement (pending the procurement of the new contract from October 2019). This is the element that may not be realisable from the total of £1.8m based on the current position on the negotiation of the agreement. However, the focus on this will be continued as the negotiations progress to further improve the position.
- £0.3m on Parks (£0.5m Month 3) – A previously anticipated pressure relating to the disposal of parks land (expected 8 acres per year subject to approval by Property Board) has now been alleviated leaving an undeliverable prior year saving relating to Cofton Nursery of £0.3m.
- £0.7m Asset and Property Disposal Programme (no change since Month 3) – Sales of £8m per annum to generate a revenue saving subject to approval by Property Board. These have been delayed due to extended consultation on sites affected.
- £1.4m Cross Cutting Workforce Savings (£1.7m Month 3) – plans are in development with £1.1m being achieved from the total of £2.5m (the non-delivery includes £0.8m for Waste Services).

- £0.2m (no change) of pension strain costs from previous years

Efficiency Target forecast

Place Directorate has not been able to identify a way of bringing forward the delivery of the £1.2m share of efficiency savings.

5.4 Economy – Net overspend £1.0m (Net overspend £1.7m at Month 3)

Economy is forecasting a net overspend of £1.0m (Month 3 £1.7m overspend). This includes forecast non-delivery of savings of £3.6m, offset by base underspends of £1.9m and by accelerated achievement of the Efficiency Target of £0.7m.

This is an improvement of £0.7m since Month 3. Savings non-delivery has worsened by £1.0m. This is offset by a £1.7m improvement in the Base Budget forecast.

Base Budget forecast

The Directorate is reporting an underspend of £1.9m (Month 3 £0.2m underspend) on the base budget position which includes:

- Council Administration Buildings (CAB) Income £0.5m shortfall (No change since Month 3): This largely relates to a reduction of income due to the relocation of previous CAB clients.
- Facilities Management (FM) £0.3m pressure (No change since Month 3): FM provides a range of 'security and curatorial' services across the Council and became the management responsibility of Birmingham Property Services (BPS) at the start of 2018/19, having previously been managed on behalf of the Council by Acivico. Over recent years FM's year-end outturn position has been one of deficit, with the position for 2017/18 totalling £0.3m.
- Other minor in year overspend of £0.7m including £0.5m (Month 3 £0.4m) Street Lighting and £0.2m (Month 3 £0.3m) shortfall on Licences and Permit income.

These have been more than offset by the following:

- Civil Parking Enforcement £0.7m Surplus (Month 3 £0.6m)
- Prudential borrowing £0.5m Underspend (Month 3 balanced)
- Planning Application Fee Income £0.4m Surplus (Month 3 balanced)
- Developers Fee Income £0.4m Surplus (Month 3 balanced)
- HMMPFI Superannuation £0.3m Underspend (Month 3 £0.2m)
- Pre-application Fee Income £0.3m Surplus (Month 3 balanced)

- Other minor underspend totalling £0.8m comprising: Highways & Infrastructure £0.2m (Month 3 Balanced), Planning £0.2m (Month 3 £0.2m), Business & Customer Support £0.2m (Month 3 Balanced), Other underspends £0.1m (Month 3 £0.3m.), and Car Parking Related Income £0.1m (Month 3 £0.4m).

Savings Programme forecast

Savings not anticipated to be fully achievable in 2018/19 of £3.6m are set out below:

- InReach £1.6m (Month 3 £1.2m): This is made up of three elements: There is underachievement of £0.4m the Embankment Development and delays of £0.5m on the Further Market Rent Homes Scheme, including Key Hill and Brasshouse, and £0.3m delays on the HRA Voids Scheme. The HRA Voids Scheme is subject to approval from the Secretary of State, so due to delays in gaining formal approval, the £0.4m expected to be delivered is assumed not be achievable.
- CAB £1.7m (Month 3 £1.4m): An underachievement of £2.0m after a one-off planned use reserves of £0.4m is planned to be partially mitigated by £0.3m on-going revenue benefit from property disposals used to repay debt.
- City Centre On-Street Parking £0.3m (Month 3 Balanced): The scheme was originally planned to be in operation for a full year in 2018/19. However, due to a lengthy consultation process the scheme is now due for completion in January 2019 and is expected to generate income from February 2019. As a result there will be a shortfall against the income budget in 2018/19.

Efficiency Target forecast

Economy has accelerated its efficiency savings to cover its target of £0.7m in the current year as required

5.5 Strategic Services – Net overspend £0.6m (Net overspend £0.7m at Month 3)

The Directorate is forecasting a net overspend of £0.6m. This includes a base pressure of £0.9m (previously balanced) offset by accelerated achievement of the Efficiency Target of £0.3m (no change).

This is an improvement of £0.1m since Month 3. This is made up of an improvement of £1.0m of ICT&D savings that are now anticipated to be achievable compared to Month 3 offset by a £0.9m adverse movement in the base position at Month 6.

Base Budget forecast

The Directorate is reporting an overspend of £0.9m (balanced at Month 3) on the base budget position which includes:

- A £1.3m pressure relating to the sale of digital advertising slots arising from build delay, impact of traffic disruption especially around Paradise roadworks and the challenging economic position.

Offset by

- A £0.4m underspend on Business Improvement – The consolidation of budgets and staff is nearing completion resulting in a much clearer position on the forecast for the year, as a result a forecast underspend of £0.4m is now being reported.

Savings Programme forecast

The Directorate anticipates that £1.0m of ICT&D savings that were reported as undeliverable at Month 3 are now expected to be fully achieved. The improvement is due to a reduction in the forecast cost of Microsoft Licences of £0.3m, Pension Fund Strain costs that are to be funded corporately of £0.4m, and £0.3m other reductions in costs, largely related to telephony underspends.

Efficiency Target forecast

Strategic Services has accelerated its efficiency savings to cover its target of £0.3m in the current year as required, which is unchanged since Month 3.

5.6 Human Resources – Net underspend £0.3m (Net underspend £0.1m at Month 3)

The Directorate is forecasting a net underspend of £0.3m. This includes a base budget underspend of £0.2m plus an accelerated achievement of the Efficiency Target of £0.1m.

Base Budget forecast

An underspend of £0.2m is forecast on the base budget due to the anticipated pension fund strain being funded centrally.

Savings Programme forecast

The budgeted savings are expected to be fully achieved.

Efficiency Target forecast

Human Resources has accelerated its efficiency savings to cover its target of £0.1m in the current year as required

5.7 Finance & Governance – Net underspend £1.3m (Net underspend £0.6m at Month 3)

The Directorate is forecasting a net underspend position of £1.3m at Month 6. (Month 3 £0.6m underspend).

This is a £0.7m improvement, made up by £1.8m underspend on SAP Development and £0.1m other underspends, offset by the £0.9m effect of a budgeted use of Reserves for the planned introduction of the new structure now not planned to take place and the £0.3m effect of a budgeted use of Audit Reserves also now not planned to take place.

Base Budget forecast

There is a forecast underspend of £1.0m made up of the following:

- SAP Development £0.9m underspend
- Other minor variations £0.1m underspend.

Savings Programme forecast

The budgeted savings are expected to be fully achieved.

Efficiency Target forecast

Finance and Governance has accelerated its efficiency savings to cover its target of £0.3m in the current year as required.

5.8 Chief Executive and Assistant Chief Executive – net underspend £0.025m (no movement since Month 3)

The Directorate is forecasting a net underspend position of £0.025m at Month 6. This has not moved since Month 3.

Base Budget forecast

The base budget is forecast to be balanced at Month 6.

Savings Programme forecast

The budgeted savings are expected to be fully achieved.

Efficiency Target forecast

The Directorate has accelerated its efficiency savings to cover its target of £0.025m in the current year as required.

5.9 Housing Revenue Account

A balanced HRA Budget was approved for 2018/19 (expenditure of £277.2m funded by equivalent income). The budget was based on the continuing national rent policy of -1% that will be implemented in each year from 2016/17 to 2019/20.

A balanced overall revenue position is forecast, with any net overspends or underspends to be managed by corresponding adjustments to the level of HRA borrowing repaid.

Key areas of financial uncertainty relate to levels of tenants' Right To Buy activity, housing repairs contractors' performance (reflecting performance related payment elements of contracts) and tenants' arrears / rent payment levels as Universal Credit continues to be rolled out. These will continue to be closely monitored through the year.

The forecast year-end financial position is summarised in the table below:

Table 6: HRA Forecast Position

	£m
Repairs & Maintenance	(1.9)
Estate Services	(0.4)
Local Offices/Housing Management	(1.0)
Rental Income & Arrears	1.1
Capital Financing/Debt Repayment	2.2
Total	0.0

Capital Financing represents an increased repayment of HRA borrowing in order to deliver a balanced overall HRA, in order to minimise interest payments in the longer term. Consideration will continue to be given to the need to balance increased debt repayment with additional capital investment in the housing stock as the year progresses and any additional investment needs are identified.

It appears unlikely that any government support will be forthcoming to contribute to the costs of the installation of sprinklers and other fire prevention works. Work is continuing to assess the investment need in Birmingham, in order to identify any reprioritisation of works or resource utilisation to ensure the safety of our tenants.

Other key risks relate to impacts of the continuing rollout of Universal Credit (which may increase levels of tenants' rent arrears), uncertainty over the level of future annual rent increases (currently anticipated to be calculated as CPI + 1% from April 2020) and potential pricing risks from the extension or retendering of repairs contracts to come into effect from April 2020.

5.10 Dedicated Schools Grant (DSG)

The Dedicated Schools Grant (DSG) is a highly prescribed and ring-fenced grant which is currently budgeted at £661.6m. It is the primary source of funding that is delegated /allocated to schools and other educational providers for their revenue costs as well as funding certain prescribed centrally managed provision. The key issues for 2018/19 are as follows:

Supporting schools with deficits (as at 31/3/2018 the value of deficits was £10.0m) to come out of deficit and/or stop the deficits from increasing. There are however a handful of schools with high value deficits that have been issued with an Academy Order by the Secretary of State that will require funding solutions from non DSG sources. In these cases, while the directorate will work with the school and academy sponsor to ensure the liability to BCC is minimised, there will still be a need to identify additional funding to write off any remaining deficit. In the past capital receipts have been used.

Ensuring the cumulative deficit on the special educational needs element of DSG does not exceed £15m, thereby allowing time for the Inclusion strategy to deliver savings from 2019/20 that will start to address the deficit. At 31/3/18, the cumulative deficit was £13.8m. At this point in time the in-year deficit is estimated as £3.5m but mitigations are being pursued. The directorate will be looking to utilise underspending brought forward from 2017/18 on DSG prescribed activities, as well as reviewing planned commitments and other funding sources.

Financial Position analysed by Directorate - budget pressures (including budget savings)

Division of Service Area	FULL YEAR BUDGET			YEAR END			
	Original Budget	M'ments	Revised Budget	Base Budget Pressures / (Savings)	Savings Programme not Deliverable	Efficiency Target	Total
	£'m	£'m	£'m	£'m	£'m	£'m	£'m
Corporate Director	37.182	0.000	37.182	(0.455)			(0.455)
Adult Packages of Care	197.179	(0.400)	196.779	(0.893)			(0.893)
Assessment & Support Planning	35.817	0.781	36.598	(0.034)			(0.034)
Specialist Care Services	30.881	0.400	31.281	0.997			0.997
Adult Social Care & Commissioning	34.979	(0.945)	34.034	(0.063)			(0.063)
Business Change	0.195	0.000	0.195	(0.025)			(0.025)
Public Health	0.000	0.000	0.000	0.000			0.000
Adults Social Care & Health Directorate Total	336.232	(0.164)	336.068	(0.472)	0.000	0.000	(0.472)
Education and Skills	76.408	0.774	77.183	0.390			0.390
Schools Budgets	(156.117)	(3.043)	(159.160)	0.000			0.000
Children With Complex Needs	108.201	2.720	110.920	2.216	1.300		3.516
Early Help & Childrens Soc Care	0.000	0.000	0.000	0.000			0.000
Business Change	23.055	(0.866)	22.189	(0.832)	0.342		(0.490)
Birmingham Children' Trust	183.304	1.350	184.653	(0.100)			(0.100)
Children and Young People Directorate Total	234.850	0.935	235.785	1.673	1.642	0.000	3.315
Community Sports & Events	5.781	0.212	5.993	0.036	0.125		0.161
Fleet and Waste Management	57.237	0.788	58.025	5.527	0.496		6.023
Parks and Nature Conservation	11.600	0.000	11.600	(0.118)	0.495		0.377
Bereavement Services	(3.404)	0.000	(3.404)	(0.356)	0.056		(0.300)
Markets	(0.722)	0.000	(0.722)	1.122			1.122
Business Support	1.044	0.000	1.044	0.000			0.000
Equalities, Cohesion & Safety	0.277	0.000	0.277	0.176	0.004		0.180
Resilience and Services	1.107	0.085	1.192	(0.030)	0.030		0.000
Regulatory Services	8.125	0.025	8.150	(0.118)			(0.118)
Private Sector Housing	(0.147)	0.000	(0.147)	(0.500)			(0.500)
Neighbourhood Community Services	27.641	0.104	27.745	(0.232)			(0.232)
Birmingham Adult Education	(0.365)	0.000	(0.365)	(0.230)	0.230		0.000
Central Support Costs	14.532	(0.788)	13.744	(0.192)	1.488		1.296
Housing Revenue Account	0.000	0.000	0.000	0.000			0.000
Culture & Visitor Economy	8.463	0.010	8.473	0.000			0.000
City Centre Management	0.041	0.052	0.093	0.000			0.000
Housing Options	5.106	0.000	5.106	(0.231)			(0.231)
Shelforce	(0.164)	0.071	(0.093)	(0.016)	0.016		0.000
Other funds	0.000	0.000	0.000	0.000			0.000
Place Directorate Total	136.154	0.559	136.713	4.838	2.940	0.000	7.778
Planning & Development (City Centre, EZ & BDI)	2.842	0.293	3.135	(0.250)			(0.250)
Planning & Development (Strategy & Planning)	2.541	(0.384)	2.158	(0.660)			(0.660)
Business and Customer	8.008	0.000	8.008	(0.151)		(0.739)	(0.890)
Transportation and Connectivity	45.985	0.016	46.001	(0.100)			(0.100)
Housing Development	(1.343)	0.000	(1.343)	(0.044)	1.644		1.600
Highways and Infrastructure	40.834	(0.085)	40.749	(1.013)	0.313		(0.700)
Birmingham Property	(6.625)	0.240	(6.385)	0.315	1.685		2.000
Employment Services	0.535	0.000	0.535	0.000			0.000
GBSLEP Executive	0.000	0.000	0.000	0.000			0.000
Economy Directorate Total	92.777	0.081	92.858	(1.903)	3.642	(0.739)	1.000

Division of Service Area	FULL YEAR BUDGET			YEAR END			
	Original Budget	M'ments	Revised Budget	Base Budget Pressures / (Savings)	Savings Programme not Deliverable	Efficiency Target	Total
	£'m	£'m	£'m	£'m	£'m	£'m	£'m
Corporate Strategy	0.231	0.000	0.231	0.000		0.000	0.000
Procurement	(2.387)	(0.027)	(2.414)	1.314		(0.022)	1.292
Revenues & Benefits	1.216	(0.052)	1.163	0.000		(0.038)	(0.038)
Core ICT	7.485	(0.641)	6.844	0.000	0.000	(0.017)	(0.017)
Customer Services	10.015	0.376	10.391	0.000		(0.065)	(0.065)
Communications	1.595	(0.000)	1.594	(0.048)		(0.010)	(0.058)
Business Improvement	12.131	(0.193)	11.938	(0.376)		(0.124)	(0.500)
Cityserve	(2.231)	0.000	(2.231)	(0.000)			(0.000)
Strategic Services Total	28.055	(0.537)	27.518	0.890	0.000	(0.276)	0.614
Human Resources	6.572	(0.090)	6.482	(0.253)		(0.078)	(0.331)
Human Resources Total	6.572	(0.090)	6.482	(0.253)	0.000	(0.078)	(0.331)
City Finance	8.898	0.615	9.513	0.000			
Birmingham Audit	1.679	0.045	1.724	(0.864)		(0.095)	(0.959)
Business Transformation	39.756	0.000	39.756	0.000			0.000
Directorate Wide Rec	(30.882)	(0.091)	(30.974)	(0.150)			(0.150)
Shared Services Centre	0.036	(0.092)	(0.056)	0.000			0.000
Insurance	0.095	0.000	0.095	0.000			0.000
ACIVICO Profit Share	0.017	0.000	0.017	0.000			0.000
Legal & Democratic Services	5.148	0.000	5.148	0.000	0.000		0.000
Elections Office	1.618	0.000	1.618	0.000			0.000
Charities & Trusts	0.051	0.000	0.051	0.000			0.000
Corporate Resources	1.087	2.236	3.322	0.000		(0.149)	(0.149)
Major Projects	0.064	0.000	0.064	0.000			0.000
Business Loans & Other	(0.548)	0.300	(0.248)	0.000			0.000
Finance & Governance Total	27.017	3.013	30.029	(1.014)	0.000	(0.244)	(1.258)
Chief Executive & Assistant Chief Executive	3.174	(0.255)	2.919	0.000		(0.025)	(0.025)
Chief Executive & Assistant Chief Executive Total	3.174	(0.255)	2.919	0.000	0.000	(0.025)	(0.025)
Total Directorate Gross Spending	864.832	3.541	868.373	3.759	8.224	(1.362)	10.621
Policy Contingency	11.481	(1.687)	9.793	0.000	0.000	0.000	0.000
Acivico Overspend Funded Corporately	0.000	0.000	0.000	0.801			0.801
Other Corporate Items	(21.124)	(1.853)	(22.977)	0.000	1.509		1.509
Centrally Held Total	(9.643)	(3.541)	(13.184)	0.801	1.509	0.000	2.310
Net Budget Requirement	855.189	0.000	855.189	4.560	9.733	(1.362)	12.931
Housing Revenue Account	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Policy Contingency Month 6 Monitoring to 30th September 2018

	Original Budget 2018/19	Approvals / Adjustments in Voyager	Revised Budget 2018/19	Approvals / Allocations not yet in Voyager as at 30th September	Proposals awaiting approval at 30th September	Remaining Contingency if proposals approved
	£'000	£'000	£'000	£'000	£'000	£'000
Car Park Closure Resources	252		252			252
Carbon Reduction	1,056		1,056			1,056
National Living Wage	101		101			101
Autoenrolment in Pension Fund	300		300			300
Inflation Contingency	5,275		5,275		(1,057)	4,218
Highways Maintenance	589		589			589
Apprenticeship Levy	869		869		(869)	0
Commonwealth Games Project Team Costs	1,000	(1,000)	0			0
Future Council Improvement Funding	682		682			682
WOC2 Implementation Costs	69		69			69
Subtotal Specific Contingency	10,193	(1,000)	9,193	0	(1,926)	7,267
General Contingency	3,038	(538)	2,500	(366)	(199)	1,935
Total Contingency excluding savings	13,231	(1,538)	11,693	(366)	(2,125)	9,202
Corporate Structures - savings to be allocated	(600)		(600)			(600)
Commercialism - savings to be allocated	(1,150)		(1,150)			(1,150)
Total Contingency including savings	11,481	(1,538)	9,943	(366)	(2,125)	7,452

Adult Social Care & Health Directorate: All savings are forecast to be achieved ongoing

Children & Young People savings not forecast to be achieved ongoing

Savings Reference	Service Area	One off Mitigations £m	2018/19 Non-Delivery £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m	2021/22 Shortfall / (Surplus) £m
CH4 17+ / MIA3 16+	Education travel	0.000	1.300	1.754	1.974	1.974
WOC1	Allocation of workforce savings *	0.000	0.342	0.000	0.000	0.000
Grand Total		0.000	1.642	1.754	1.974	1.974

Place savings not forecast to be achieved ongoing

Savings Reference	Service Area	One off Mitigations £m	2018/19 Non-Delivery £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m	2021/22 Shortfall / (Surplus) £m
HN7 17+	Asset and property disposal programme	0.000	0.700	0.000	0.000	0.000
PFS	Corporate Funding of Pension Fund Strain	0.000	0.096	0.000	0.000	0.000
PL004	Bereavement Services	0.060	0.000	0.000	0.000	0.000
PL008	Engineering & Resilience Services	0.030	0.030	0.000	0.000	0.000
SN24 16+	Provide above ground mausoleums and vaults	0.200	0.000	0.000	0.000	0.000
SN32 (16/17)	Income Generation from Cofton Nursery	0.000	0.306	0.000	0.000	0.000
SN6 16+	Waste Disposal Contract	0.000	0.400	2.500	2.500	2.500
WOC1	Allocation of workforce savings *	0.000	1.408	0.000	0.000	0.000
Grand Total		0.290	2.940	2.500	2.500	2.500

Economy savings not forecast to be achieved ongoing

Savings Reference	Service Area	One off Mitigations	2018/19 Non-Delivery £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m	2021/22 Shortfall / (Surplus) £m
CC26 16+	Council administrative buildings reduction	0.715	1.685	1.834	1.544	1.386
MYR4/HN11/SN40	InReach Housing Programme	0.000	1.644	1.841	1.775	1.514
SN35 16+	Expansion of City Centre on-street parking, concessions and restrictions	0.000	0.313	0.000	0.000	0.000
Grand Total		0.715	3.642	3.675	3.319	2.900

Strategic Services savings not forecast to be achieved ongoing

Savings Reference	Service Area	One off Mitigations £m	2018/19 Non-Delivery £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m	2021/22 Shortfall / (Surplus) £m
CC1 17+, CC23 16+, E23 16+	ICT & D strategy	4.529	0.000	0.000	0.000	0.000
CC4 17+	Increase advertising income from pavement advertising	0.500	0.000	0.000	0.000	0.000
SS002	Corporate Procurement Services	0.030	0.000	0.000	0.000	0.000
SS002A	Commissioning and Procurement -	0.286	0.000	1.000	1.000	1.000
Grand Total		5.345	0.000	1.000	1.000	1.000

Appendix A

Annex 4

Human Resources savings not forecast to be achieved ongoing

Savings Reference	Service Area	One off Mitigations £m	2018/19 Non-Delivery £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m	2021/22 Shortfall / (Surplus) £m
WOC1	Allocation of workforce savings *	0.204	0.000	0.000	0.000	0.000
Grand Total		0.204	0.000	0.000	0.000	0.000

Finance & Governance savings not forecast to be achieved ongoing

Savings Reference	Service Area	One off Mitigations £m	2018/19 Non-Delivery £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m	2021/22 Shortfall / (Surplus) £m
CC13 17+	Impact of reduced numbers of councillors	0.025	0.000	0.000	0.000	0.000
FG002	Birmingham Audit	0.002	0.000	0.000	0.000	0.000
Grand Total		0.027	0.000	0.000	0.000	0.000

Chief Executive & Assistant Chief Executive Directorate: All savings are forecast to be achieved ongoing

Corporate savings not forecast to be achieved ongoing

Savings Reference	Service Area	One off Mitigations £m	2018-19 Non-Delivery £m	2019/20 Shortfall/ (Surplus) £m	2020/21 Shortfall/ (Surplus) £m	2021/22 Shortfall/ (Surplus) £m
CC001	Review of senior structures	0.000	0.300	0.000	0.000	0.000
SS012	Commercialisation	0.000	1.105	0.000	0.000	0.000
WOC1	Allocation of Workforce Savings	0.000	0.104	0.143	0.187	0.187
Grand Total		0.000	1.509	0.143	0.187	0.187

6. Use of Reserves

- 6.1** In line with the Council Plan and Budget 2018+ agreed in February 2018, the Council is planning for the strategic use of £30.5m of Corporate Reserves in 2018/19.
- 6.2** In addition, there are both planned uses of and contributions to Other Reserves. A net contribution of £1.9m to Other Reserves was assumed as part of setting the budget.
- 6.3** There has been no change to the planned strategic use of Reserves to balance the budget.
- 6.4** There is a £6.6m net reduction in the forecast use of other Reserves, as can be seen in Table 7 below. It is made up by the following:
- £0.5m use of the Capital Fund
 - £1.5m use of Commonwealth Games Reserve
 - £0.6m increase in use of Grant Reserves
 - £19.1m increase in contributions to Grant Reserves
 - £10.3m increase in use of other Earmarked Reserves
 - £0.9m increase in Contribution to Other Earmarked Reserves
 - £0.6m reduction in Repayment of Schools Balances.

Further details are provided below:

Capital Fund (£0.5m Use)

- 6.5** Revenue costs of £0.5m related to the sale of Innovation Birmingham Group agreed by Cabinet 8th March 2018 are proposed to be met by the capital fund, as agreed by Cabinet on 8th March 2018.

Commonwealth Games Reserve (£1.5m Use)

- 6.6** There is a lower than anticipated contribution to the Commonwealth Games Contingency Reserve of £1.5m, following the decision of Cabinet on 26th June 2018 to approve a Revenue budget of £1.5m funded from the Commonwealth Games Reserve.

Use of Grant Reserves (£0.6m net increase in Use)

- 6.7** Adult Social Care & Health is planning to use £2.5m less Improved Better Care Fund (iBCF) Reserves than budgeted.
- 6.8** Economy is planning to use £2.6m of Grant Reserves.
- 6.9** There is a net additional use of £0.5m of Grant Reserves.

Contributions to Grant Reserves (£19.1m net increase in Contributions)

6.10 Economy is contributing £19.1m to Grant Reserves.

Use of Other Earmarked Reserves (£10.3m net increase in Use)

6.11 Place plan to use reserves of £1.0m relating to the Local Investment Fund (LIF). Expenditure on projects in relation to this, which include conditions of grant aid, will be completed in 2018/19 for which this funding has been specifically set aside.

6.12 At outturn there was a £2.1m corporate contribution to reserves relating to Business Rates compensatory grants which will be used to offset a shortfall as a result of downwards adjustments to these grants by Central Government in 2018/19 as a result of a calculation error on their part. This shortfall became apparent after the budget for 2018/19 was set.

6.13 Business Rates Top Up Grant that was used in setting the budget for 2017/18 was based on estimated Business Rates Rateable Values used in the Government Calculations for the Final settlement for that year. The 2017/18 Business Rates Top Up Grant was adjusted by Central Government and was included as part of the Final settlement for 2018/19. The Council was made aware of this additional grant of £1.8m towards the end of the year. The Council elected to carry this additional grant forwards to be used in setting the budget for 2018/19.

6.14 Economy plan to use Policy Contingency underspends from Outturn 2017/18 of £3.9m in total. This relates to the Mobile Investment Fund (£2.1m), Youth Strategy (£0.3m), Youth Promise (£0.1m), HS2 (£0.3m), and Birmingham Jobs Fund (£1.1m).

6.15 Children & Young People plan to use £1.2m Ring Fenced Reserves related to Special Educational Needs.

6.16 There is a proposed appropriation from Other Earmarked Reserves of £0.2m in relation to the Collective Investment Fund held on behalf of the WMCA whilst the WMCA awaited receipt of borrowing powers.

6.17 There is a proposed use of Policy Contingency underspends brought forward from Outturn 2017/18 of £0.2m in relation to the Community Investment Tax Relief (CITR) / Social Investment Tax Relief (SITR) - Arts Fund. This was approved by Cabinet in October 2016.

6.18 Economy is planning to use £1.0m of other Earmarked Reserves.

These uses of Reserves are partially offset by the following:

6.19 Finance & Governance is not using a budgeted appropriation from Reserves of £0.9m for the phased introduction of the new structure or a budgeted appropriation from Reserves of £0.3m for Audit, thus reducing its underspend by £1.2m.

Contributions to Other Earmarked Reserves (£0.9m net increase in Contributions)

6.20 Economy is contributing £1.6m to other Earmarked Reserves.

6.21 Strategic Services is not making a planned contribution of £0.7m to the World Indoor Athletics (WIA) Negative Reserve in order to mitigate lower than anticipated outdoor advertising income. The Directorate is expected to generate extra income on outdoor advertising or find alternative ways to make repayment to the negative reserve.

Schools Balances (£0.6m reduction in Contribution)

6.22 Children & Young People is deferring budgeted repayment of £0.6m to schools balances.

Requests for access to Reserves:

It is proposed that Cabinet approve the following uses of Earmarked Reserves:

6.23 The use of Policy Contingency underspends brought forward from Outturn 2017/18 of £0.2m in relation to the Community Investment Tax Relief (CITR) / Social Investment Tax Relief (SITR) - Arts Fund. This was previously approved by Cabinet in October 2016.

6.24 The use of Policy Contingency underspends brought forward from Outturn 2017/18 of £0.3m in relation to Youth Strategy in Economy (of which £0.1m is required for 2019/20).

6.25 The use of Policy Contingency underspends brought forward from Outturn 2017/18 of £0.1m in relation to Youth Promise in Economy.

6.26 The use of Policy Contingency underspends brought forward from Outturn 2017/18 of £0.3m in relation to HS2 in Economy.

6.27 The use of Policy Contingency underspends brought forward from Outturn 2017/18 of £1.1m in relation to Birmingham Jobs Fund in Economy.

6.28 The use of Policy Contingency underspends brought forward from Outturn 2017/18 of £2.1m in relation to the Mobile Investment Fund in Economy.

6.29 The proposed appropriation from Other Earmarked Reserves of £0.2m in relation to the Collective Investment Fund held on behalf of the West Midlands Combined Authority (WMCA) whilst the WMCA awaited receipt of borrowing powers.

6.30 In line with the report in relation to the sale of Innovation Birmingham Group agreed by Cabinet 8th March 2018, revenue costs of £0.5m related to the transaction are met by the capital fund.

6.31 The use of reserves of £1.0m relating to the Local Investment Fund (LIF), as referred to in paragraph 6.11.

6.32 The use of £2.1m of Business Rates Reserves, as referred to in paragraph 6.12.

6.33 The use of £1.8m of Top Up Grant Reserves, as referred to in paragraph 6.13.

6.34 The use by Economy of £1.0m of other Earmarked Reserves, of which £0.9m is related to the Youth Promise Plus project.

6.35 A contribution to Other Earmarked Reserves of £0.048m by Economy relating to compensation received for 10 years for the loss of parking bays.

Table 7 below shows the forecast use of Reserves in 2018/19 and Table 8 shows the forecast impact on Reserves balances. Both tables assume the reserves movements identified above are approved.

Table 7 (Use of)/Contribution to Reserves as at Month 6

	Planned Base Budget £m	Year End Forecast as at Month 6 £m	Variance £m
Corporate Reserves			
Use of Organisational Transition Reserve (PFS)	(3.902)	(3.902)	0.000
Use of Financial Resilience Reserve	(11.575)	(11.575)	0.000
Use of One Off Resources from Previous Years	(13.250)	(13.250)	0.000
Treasury Management	(1.815)	(1.815)	0.000
Strategic Use of Reserves	(30.542)	(30.542)	0.000
Contribution to / (Use of) Capital Fund	3.326	2.821	(0.505)
Business Rates Appeals	9.349	9.349	0.000
Cyclical Maintenance	2.540	2.540	0.000
Commonwealth Games Contingency Reserve	4.746	3.254	(1.492)
Other (Use of)/Contribution to Reserves	19.961	17.964	(1.997)
Sub Total (Use of)/Contribution to Reserves	(10.581)	(12.578)	(1.997)
Repayments - Borrowing Highways PFI	0.985	0.985	0.000
Total Corporate (Use of)/Contribution to Reserves	(9.596)	(11.593)	(1.997)
Other Reserves			
Use of Grant Reserves	(17.894)	(18.520)	(0.626)
Contribution to Grant Reserves	1.477	20.622	19.145
Use of Other Earmarked Reserves	(5.548)	(15.849)	(10.300)
Contribution to Other Earmarked Reserves	2.364	3.297	0.933
Repayment of Schools' Balances	0.600	0.000	(0.600)
Use of Carry Forward Balances	(0.025)	(0.025)	0.000
Total Other (Use of)/Contribution to Reserves	(19.027)	(10.475)	8.552
Total (Use of)/Contribution to Reserves	(28.623)	(22.068)	6.555

Table 8 Forecast Impact on Reserve Balances

	Outturn 2017/18 £m	Planned Base Budget (Use)/Contribution to Reserves £m	(Use)/Contribution to Reserves Approved at Outturn £m	Further (Use)/Contribution to Reserves Approved in Year £m	Forecast Balance as at 31 March 2019 £m
Organisational Transition Reserve	41.486	(3.902)	0.000	0.000	37.584
Financial Resilience Reserve	98.283	(11.575)	0.000	0.000	86.708
Strategic Other Earmarked Reserves	74.344	4.896	0.000	(1.997)	77.243
General Fund Balance	28.944	0.000	0.000	0.000	28.944
Grant Reserves	171.984	(15.432)	(2.401)	20.920	175.071
Other Earmarked Reserves	56.513	(3.185)	(9.880)	0.513	43.961
Schools' Reserves	35.827	0.600	0.000	(0.600)	35.827
Carry Forward Balances	1.755	(0.025)	0.000	0.000	1.730
	509.136	(28.623)	(12.281)	18.836	487.068

Write-off of Irrecoverable Housing Benefit, Council Tax and Business Rates

a. Irrecoverable Housing Benefit

In circumstances where Housing Benefit overpayments are identified as not being recoverable, or where recovery is deemed uneconomic, the City Council's Financial Regulations and delegated powers allow for these overpayments and income to be written off. All possible avenues must be exhausted before such write offs are considered. Amounts already written off will still be pursued should those owing the Council money eventually be located or return to the city.

The cost to the Council of writing off these irrecoverable sums will be charged to the City Council's provision set up for this purpose, which includes sums set aside in previous years to meet this need. There is no direct effect on the revenue account.

In 2018/19, from 1st July up to 30th September 2018, further items falling under this description in relation to Benefit overpayments have been written off under delegated authority. The table below details the total approved gross value of these amounts written off of £0.8m, which Members are asked to note.

Age analysis	Up To 2012/13	2013/14 to 2015/16	2016/17 to 2018/19	Total
	£m	£m	£m	£m
Benefit Overpayments	0.035	0.098	0.695	0.828
Total	0.035	0.098	0.695	0.828

Section (d) of this Appendix gives a more detailed age analysis of overpayments and income written off.

b. Irrecoverable Council Tax & Business Rates

All Council Tax and Business Rates are due and payable. However, there are certain instances where the amount of the bill needs to be either written off or reduced (e.g. where people have absconded, have died, have become insolvent or it is uneconomical to recover the debt).

If an account case is subject to this, then consideration is given to write the debt off subject to the requirement to consider all options to recover the debt, prior to submitting for write off. However, once an account has been written off, if the debtor becomes known to the Revenues Service at a later date, then the previously written off amount will be reinstated and pursued.

In respect of Business Rates, where a liquidator is appointed, a significant period of time is taken to allow for the company's affairs to be finalised and to subsequently determine if any monies are available to be paid to creditors. Once it is established this is not to happen, a final search of Companies House is undertaken to confirm the company has been dissolved.

Annex 6

Cabinet are requested to approve the writing off of business rates debts to the Council which are greater than £0.025m, totalling £2.02m as detailed in Section (c) of this Appendix. Further information in respect of these is available on request.

In 2018/19, from 1st July 2018 to 30th September 2018, further items falling under this description have been written off under delegated authority. The table below details the total approved gross value of these amounts written off of £3.2m for Council Tax and £1.2m for Business Rates, which Members are asked to note.

Age analysis	Up To 2012/13	2013/14- 2015/16	2016/17- 2018/19	Total
	£m	£m	£m	£m
Council Tax	3.171	-	-	3.171
Business Rates	1.169	-	-	1.169
TOTAL	4.340	-	-	4.340

Section (e) of this Appendix gives a more detailed age analysis of overpayments and income written off.

c. Write OffsBusiness Rates

Case No.	Supporting Information	Total Debt
	<u>Business Rates</u> Further information in respect of the Business Rates Write Offs listed below is available on request.	
1	Liability Period(s)/Account Ref Number(s) Property 1 - Business Rates due for the period 02/04/08 to 10/12/08 – 6004326883 - £57,322.18 Property 2 - Business Rates due for the period 02/04/08 to 10/12/08 – 6004371924 - £28,661.09	£85,983.27
2	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/04/08 to 31/12/10 - 6003608335	£29,833.06
3	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/01/09 to 31/10/10 – 6004498031	£31,878.72
4	Liability Period(s)/Account Ref Number(s) Property 1 - Business Rates due for the period 01/04/08 to 31/08/09 – 6004587084 - £26,612.05 Property 2 – Business Rates due for the period 01/10/08 to 31/08/09 – 6004587197 - £5,095.60	£31,707.65
5	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/10/08 to 15/09/10 – 6004638220	£57,532.24
6	Liability Period(s)/Account Ref Number(s) Property 1 - Business Rates due for the period 17/06/08 to 31/07/11 – 6004720852 - £18,302.31 Property 2 – Business Rates due for the period 01/02/10 to 28/09/11 – 6004677676 - £8,172.93 Property 3 – Business Rates due for the period 01/08/10 to 03/06/11 – 6004623776 - £2,536.20	£29,011.44
7	Liability Period(s)/Account Ref Number(s) Property 1 - Business Rates due for the period 01/04/10 to 20/07/15 – 6004594669 - £15,061.08 Property 2 - Business Rates due for the period 01/04/10 to 20/07/15 – 6004685812 - £8,847.29 Property 3 - Business Rates due for the period 01/04/08 to 20/07/15 – 6004798978 - £5,270.59	£29,178.96
8	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 20/02/09 to 22/08/11 – 6004824735	£40,575.41
9	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 02/02/09 to 02/12/11 - 6004826491	£99,632.39
10	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/04/08 to 22/12/13 - 6004905939	£63,640.66
11	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 12/08/08 to 23/12/12 - 6004912365	£36,495.43
12	Liability Period(s)/Account Ref Number(s) Property 1 - Business Rates due for the period 01/04/08 to 14/10/12 – 6003696653 - £94,407.65 Property 2a – Business Rates due for the period 06/03/13 to 15/01/14 – 6005155377 - £4,594.14 Property 2b – Business Rates due for the period 30/05/14 to 06/11/14 – 6005280766 - £2,337.26	£101,339.05
13	Liability Period(s)/Account Ref Number(s) Property 1 - Business Rates due for the period 31/03/09 to 29/06/10 – 6004646239	£59,024.22
14	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 16/02/09 to 30/04/12 – 6004933413	£28,607.27

15	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/04/09 to 30/11/12 - 6003234244	£46,096.86
16	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/04/09 to 31/03/13 – 6004171720	£58,864.97
17	Liability Period(s)/Account Ref Number(s) Property 1a - Business Rates due for the period 15/07/09 to 31/10/11 - 6005431736 - £65,550.26 Property 1b – Business Rates due for the period 09/11/11 to 31/03/12 – 6005431667 - £41,471.80	£107,022.06
18	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 15/05/09 to 16/01/11 – 6004655376	£43,371.60
19	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 10/05/11 to 24/03/17 - 6004420186	£101,471.04
20	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 29/06/09 to 11/02/10 - 6004495452	£40,763.24
21	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 02/01/09 to 31/08/13 - 6004462928	£67,421.36
22	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 15/06/09 to 27/09/11 - 6004509066	£28,885.86
23	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/07/09 to 01/09/10 – 6004510858	£39,496.59
24	Liability Period(s)/Account Ref Number(s) Property 1 – Business Rates due for the period 01/07/09 to 31/03/10 – 6004494813 - £11,015.47 Property 2 – Business Rates due for the period 01/04/10 to 31/03/11 – 6004494824 - £8,567.98 Property 3 – Business Rates due for the period 01/07/09 to 03/10/10 – 6004494835 - £17,677.48 Property 4 – Business Rates due for the period 10/12/09 to 19/09/10 – 6004760143 - £70,467.77 Property 5 – Business Rates due for the period 10/12/09 to 19/09/10 – 6004760223 - £4,459.57	£112,188.27
25	Liability Period(s)/Account Ref Number(s) Property 1 – Business Rates due for the period 03/03/09 to 14/04/13 – 6004918716 - £36,017.52 Property 2 – Business Rates due for the period 01/08/11 to 14/04/13 – 6004918749 - £21,139.91	£57,157.43
26	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/01/10 to 31/01/11 – 6004944421	£35,200.30
27	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/09/09 to 31/03/11 – 6004549686	£29,530.90
28	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/07/09 to 31/10/11 - 6004739580	£63,768.00
29	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 25/02/10 to 30/06/11 - 6004730469	£43,244.22
30	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 13/02/10 to 03/07/12 - 6004735113	£31,769.48
31	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/04/09 to 01/09/11 - 6004772632	£40,887.04
32	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 26/10/09 to 30/01/11 - 6004774752	£119,217.56
33	Liability Period(s)/Account Ref Number(s) Property 1 – Business Rates due for the period 01/11/09 to 28/02/11 – 6004587164 - £22,558.38	£28,589.76

Annex 6

	Property 2 – Business Rates due for the period 01/11/09 to 16/01/11 – 6004587222 - £6,031.38	
34	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/04/04 to 29/01/07 - 6004018255	£47,876.99
35	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 11/06/04 to 21/02/05 - 6003619547	£31,260.90
36	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/04/08 to 09/10/12 - 6004051421	£55,804.96
37	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 01/04/09 to 28/05/10 - 6004266646	£26,463.98
38	Liability Period(s)/Account Ref Number(s) Business Rates due for the period 25/10/07 to 31/03/11 - 6004405752	£36,099.35
TOTAL		£2,016,892.49

d. Age analysis of Overpayments and Debts written off under delegated authority by Revenues and Benefits Division

Detail	Pre 2008	2008/09	2009/10	2010/11	20011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total	No of Debtors
Housing Benefit debts written off under delegated authority	£11,270	£3,633	£3,940	£3,847	£4,124	£8,305	£26,232	£24,552	£47,483	£86,607	£208,432	£399,084	£827,510	1690
TOTAL	£11,270	£3,633	£3,940	£3,847	£4,124	£8,305	£26,232	£24,552	£47,483	£86,607	£208,432	£399,084	£827,510	1690

Debt Size							
Small		Medium		Large		Total	
Cases	>£1,000	Cases	£1,001- £5,000	Cases	£5,000- £25,000	Cases	
1513	£345,939	162	£350,345	15	£131,225	1690	£827,510

e. Age analysis of overpayments and debts written off under delegated authority by Revenues and Benefits Division

Detail	1997-2006/7	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Total
Council tax written off under delegated authority	£35,752	£79,518	-	-	£282,118	£1,518,862	£1,255,070	£3,171,320
Business rates written off under delegated authority	£24,223	-	-	£133,370	-	£361,496	£649,433	£1,168,522
TOTAL	£59,975	£79,518	-	£133,370	£282,118	£1,880,358	£1,904,503	£4,339,842

Debt size analysis of overpayments and debts written off under delegated authority by Revenues and Benefits Division

Grouped by value	Small (<£1,000)		Medium (£1,000 - £5,000)		Large (>£5,000)		TOTAL	
	Value	Cases	Value	Cases	Value	Cases	Value	Cases
Council Tax written off under delegated authority	£2,988,760	9,725	£182,560	147	-	-	£3,171,320	9,872
Business Rates written off under delegated authority	£62,900	122	£436,250	185	£669,372	63	£1,168,522	370
TOTAL	£3,051,660	9,847	£618,810	332	£669,372	63	£4,339,842	10,242

Overview

Appendix No	Description
B1	Overview
B2	Capital Monitoring Summary
B3	Capital Budget Changes
B4	Capital Budget Changes Commentary
B5	Capital Forecast Variations
B6	Capital Forecast Variations Commentary
B7	Prudential Borrowing - Additions or Reductions Quarter 2
B8	Capital Expenditure Plan - Forecast 2018/19 Quarter 2

This report takes each Directorate in turn, in the format :

- a) capital budget changes
- b) forecast variations from budget
- c) commentary on major variations

The capital budget is a resource and expenditure planning tool and does not confer approval for individual budget items to proceed. Individual approvals are sought through Business Case reports under the Gateway process

Capital Monitoring Summary

Expenditure

	2018/19 £000	2019/20 £000	2019/21 £000	Later Years £000	Total Plan £000
Quarter 1 Approved Budget	479,086	366,243	470,645	1,542,394	2,858,368
New Resources Quarter 2	58,619	106,439	116,978	237,189	519,225
Revised Budget Quarter 2	537,706	472,682	587,623	1,779,582	3,377,593
Forecast Slippage - Quarter 2	(48,138)	27,532	10,836	9,769	0
Forecast Overspend (Underspend)	(36,341)	(23,547)	(154,387)	(454)	(214,729)
Forecast Outturn at Quarter 2	453,227	476,668	444,072	1,788,898	3,162,865

Resources

Use of Specific Resources:

Grants & Contributions	(227,147)	(160,740)	(135,873)	(209,436)	(733,196)
Earmarked Capital Receipts - RTB & Revenue Reform	(72,716)	(77,509)	(50,271)	(253,599)	(454,095)
Revenue Contributions - Departmental	(10,256)	(4,923)	(5,238)	(118)	(20,534)
Revenue Contributions - HRA	(44,325)	(51,147)	(59,993)	(446,241)	(601,706)

Use of Corporate or General Resources:

Corporate Resources	(9,901)	(320)	(150)	(13,535)	(23,906)
Unsupported Prudential Borrowing - General*	0	0	0	0	0
Unsupported Prudential Borrowing - Corporate	0	0	0	0	0
Unsupported Prudential Borrowing - Directorate	(88,882)	(182,029)	(192,547)	(865,969)	(1,329,427)

Forecast Use of Resources

(453,227)	(476,668)	(444,072)	(1,788,898)	(3,162,865)
------------------	------------------	------------------	--------------------	--------------------

Directorate	Ref	Current Year			All Years		
		Quarter 1 Budget £000	Current Budget £000	Change £000	Quarter 1 Budget £000	Current Budget £000	Change £000
Directorate: Adult Social Care & Health							
Property Schemes		513	513	0	1,456	1,456	0
IT Schemes		790	790	0	1,545	1,545	0
Improvements to Social Care Delivery		0	0	0	5,651	5,651	0
Independent Living		4,897	4,897	0	4,897	4,897	0
Total Directorate Capital programme		6,200	6,200	0	13,549	13,549	0
Directorate: Children's, Young People & Families							
Devolved Capital Allocation to Schools	C1 ●	2,790	2,790	0	2,790	4,566	1,776
Schools Condition Allowance	C2 ●	12,785	12,785	0	16,690	21,180	4,490
Basic Need - Additional School Places	C3 ●	22,839	21,839	(1,000)	154,486	152,027	(2,459)
Early Years		941	941	0	2,071	2,071	0
IT Investment		1,594	1,594	0	3,586	3,586	0
Universal Infant Free School Meals		0	0	0	0	0	0
Other Minor Schemes		50	50	0	50	50	0
Total Directorate Capital programme		40,999	39,999	(1,000)	179,673	183,480	3,807
Directorate: Place							
Place Other							
Sport & Swimming Pool Facilities	P1 ●	6,877	6,886	9	7,999	8,584	585
Waste Management Services		6,015	6,015	0	53,063	53,063	0
Parks	P2 ●	2,903	3,102	199	4,774	5,973	1,199
Bereavement Services		349	349	0	349	349	0
Markets		1,815	1,815	0	1,815	1,815	0
Community Initiatives		0	0	0	392	392	0
Regulation and Enforcement		299	323	24	299	323	24
Highways - Land Drainage and Flood Defences		11	11	0	11	11	0
Adult Education & Youth	P3 ●	70	171	102	70	171	102
Strategic Libraries		180	210	30	180	210	30
Museums & Arts	P4 ●	20	70	50	20	70	50
Community Development & Play		34	34	0	34	34	0
Community Chest		0	0	0	0	0	0
Community Libraries		783	783	0	783	783	0
Housing Related Loans	P5 ●	56,494	621	(55,873)	260,957	1,718	(259,239)
Housing Options		9,925	9,925	0	9,925	9,925	0
Total Place Other		85,777	30,317	(55,460)	340,671	83,421	(257,250)
Housing HRA							
Housing Improvement Programme		68,754	68,754	0	609,102	609,102	0
Redevelopment		64,186	64,186	0	451,400	451,400	0
Other Programmes		4,809	4,809	0	46,922	46,922	0
Total HRA		137,749	137,749	0	1,107,424	1,107,424	0
Total Directorate Capital programme							
		223,526	168,066	(55,460)	1,448,095	1,190,845	(257,250)
Directorate: Economy							
Planning & Regeneration Schemes							
Major Projects:							
Enterprise Zone - Investment Plan		0	0	0	347	347	0
Enterprise Zone - Paradise Circus		15,359	15,359	0	18,518	18,518	0
Enterprise Zone - Site Development & Access		2,500	2,500	0	8,045	8,045	0
Enterprise Zone - Connecting Economic Opportunities		1,000	1,000	0	95,691	95,691	0
Enterprise Zone - Southern Gateway Site		1,000	1,000	0	34,530	34,530	0
Enterprise Zone - LEP Investment Fund		0	0	0	20,000	20,000	0
Enterprise Zone - HS2 Interchange Site		0	0	0	20,000	20,000	0
Enterprise Zone - Southside Links		80	80	0	278	278	0
EZ Phase II - HS2 Station Environment		1,814	1,814	0	60,000	60,000	0
EZ Phase II - HS2 Site Enabling		1,000	1,000	0	101,500	101,500	0
EZ Phase II - Local Transport Improvements		0	0	0	104,800	104,800	0
EZ Phase II - Connecting Economic Opportunities 2		0	0	0	52,900	52,900	0
EZ Phase II - Social Infrastructure		0	0	0	109,900	109,900	0
EZ Phase II - Metro Extension to E Bham/Solihull		0	0	0	183,300	183,300	0
Jewellery Quarter Cemetery		1,829	1,829	0	1,829	1,829	0
Unlocking Housing Sites		4,619	4,619	0	7,169	7,169	0
East Aston RIS		4,830	4,830	0	4,830	4,830	0
Life Sciences		973	973	0	973	973	0
Other (Major Projects)		32	32	0	32	32	0
Public Realm:							
Metro Centenary Square	E1 ●	3,820	4,026	205	3,820	4,026	205
Making the Connection		373	373	0	403	403	0
Longbridge		1,178	1,178	0	1,178	1,178	0
Other (Public Realm)		299	299	(0)	299	299	(0)
Infrastructure:							
One Station		251	251	0	251	251	0
A34 Corridor Perry Barr		246	246	0	281	281	0
Grants/Loans:							
Grand Hotel Development		1,000	1,000	0	1,000	1,000	0
Minor Projects		0	0	0	0	0	0
Housing Development	E2 ●	0	55,873	55,873	0	259,239	259,239

Directorate	Ref	Current Year			All Years		
		Quarter 1 Budget £000	Current Budget £000	Change £000	Quarter 1 Budget £000	Current Budget £000	Change £000
Total Planning & Regeneration Projects		42,202	98,280	56,078	831,873	1,091,318	259,444
Employment & Skills							
National College for HS2		203	203	0	203	203	0
ERDF Business Growth & Property Investment		5,450	5,450	0	5,918	5,918	0
Total Employment & Skills		5,653	5,653	0	6,121	6,121	0
Highways							
Safer Routes to Schools	E3 ●	506	617	111	1,706	2,117	411
Section 106 & 278		19	19	0	19	19	0
Network Integrity	E4 ●	1,265	1,452	187	3,599	4,288	689
Road Safety	E5 ●	948	839	(109)	3,048	3,464	416
Other Minor Schemes		1,259	1,259	0	1,259	1,259	0
Total Highways		3,996	4,186	190	9,631	11,147	1,517
Transportation							
Major Schemes:							
Ashted Circus	E6 ●	5,276	4,215	(1,061)	5,777	5,745	(32)
Metro Extension		207	207	0	207	207	0
Iron Lane	E7 ●	6,816	1,930	(4,886)	12,033	12,197	164
Minworth Unlocking		0	2	2	0	2	2
Battery Way Extension	E8 ●	5,389	3,749	(1,640)	5,389	5,288	(101)
Longbridge Connectivity	E9 ●	4,623	3,500	(1,123)	4,643	3,754	(889)
A457 Dudley Road	E10 ●	3,386	500	(2,886)	29,491	33,734	4,243
Peddimore		79	80	1	79	80	1
Journey Reliability	E11 ●	273	439	166	513	810	297
Tame Valley Phase 2 & 3	E12 ●	4,986	1,027	(3,959)	86,618	81,737	(4,881)
Selly Oak New Road Phase 1B		1,655	1,655	0	8,762	8,762	0
Wharfdale Bridge		50	50	(0)	2,550	2,550	(0)
Snow Hill Station	E13 ●	438	1,000	562	2,558	8,846	6,288
Other (Major Schemes)	E14 ●	579	929	350	669	1,735	1,066
Inclusive & Sustainable Growth:							
Holloway Circus	E15 ●	25	165	140	25	165	140
Bromford Gyratory		11	11	0	11	11	0
Southside / Hurst Street		106	106	0	106	106	0
Clean Air & Hydrogen Buses	E16 ●	12,340	11,000	(1,340)	12,340	11,000	(1,340)
Journey Reliability		302	279	(23)	302	279	(23)
Other (Inclusive & Sustainable Growth)	E17 ●	2,353	5,139	2,786	4,741	20,911	16,170
Walking & Cycling	E18 ●	19,335	17,563	(1,772)	25,042	26,586	1,544
Local Measures							
Infrastructure Development	E19 ●	857	845	(12)	2,757	5,109	2,352
Section 106 & 278		84	84	0	84	84	0
Funding to be allocated		193	193	0	7,071	7,071	0
Total Transportation		69,364	54,668	(14,696)	211,770	236,769	24,999
Birmingham Property Services							
Arena Central		1,249	1,249	0	1,249	1,249	0
Attwood Green Projects		239	239	0	239	239	0
Council House Complex Development Costs		546	546	0	546	546	0
Lee Bank Business Centre		135	135	0	135	135	0
NEC Hotels WOC		165	165	0	165	165	0
Other (BPS)		7	7	0	7	7	0
Total Birmingham Property Services		2,341	2,341	0	2,341	2,341	0
Total Directorate Capital programme		123,557	165,129	41,572	1,061,736	1,347,696	285,961
Directorate: Finance & Governance							
Revenue Reform Projects		26,318	26,318	0	42,945	42,945	0
Gateway / Grand Central Residual Costs		2,678	2,678	0	2,678	2,678	0
Capital Loans & Equity Funds	F1 ●	2,542	5,495	2,953	10,784	13,737	2,953
SAP New Developments		400	400	0	4,062	4,062	0
Commonwealth Games	F2 ●	44,133	114,688	70,555	44,133	527,888	483,755
Total Directorate Capital programme		76,071	149,579	73,508	104,602	591,309	486,708
Directorate: Strategic Services							
Corporate ICT Investment		8,039	8,039	0	49,994	49,994	0
Digital Birmingham		288	288	0	313	313	0
IT Projects		407	407	0	407	407	0
Total Directorate Capital programme		8,733	8,733	0	50,714	50,714	0
Total BCC		479,086	537,706	58,619	2,858,368	3,377,593	519,225

Directorate: Children's, Young People & Families

Ref	Comments	2018/19 increase / (decrease) £000	All years increase / (decrease) £000
C1	<u>Devolved Capital Allocation to Schools</u> As per funding announcement by the EFA	0	1,776
C2	<u>Schools Condition Allowance</u> Per Schools Capital Programme report approved by Cabinet on 18th September 2018	0	4,490
C3	<u>Basic Need - Additional School Places</u> Per Schools Capital Programme report approved by Cabinet on 18th September 2018	(1,000)	(2,459)
	Total directorate over / (under)	(1,000)	3,807

Directorate: Place

Ref	Comments	2018/19 increase / (decrease) £000	All years increase / (decrease) £000
P1	<u>Sport & Swimming Pool Facilities</u> Additional Prudential Borrowing approved by Cabinet on 15.6.2018 for Icknield Port Loop new build	9	585
P2	<u>Parks</u> Approval for Natural Rivers & Green Corridors FBC June 2018. Funded by grants from ERDF, Environment Agency and Wildlife Trust Birmingham & Black Country.	199	1,199
P3	<u>Adult Education & Youth</u> Approval for BAES Wifi solution by Delegated Authority Sept 2018. Funded by grants in revenue reserves.	102	102
P4	<u>Museums & Arts</u> New Acquisitions approved by delegated authority in July 2018 funded by Birmingham Museums Trust	50	50
P5	<u>Housing Related Loans</u> This scheme is now monitored within Economy Directorate - refer to E2 below.	(55,873)	(259,239)
	Total directorate over / (under)	(55,514)	(257,304)

Directorate: Economy

Ref	Comments	2018/19 increase / (decrease) £000	All years increase / (decrease) £000
E1	<u>Metro Centenary Square</u> Additional S106 Resources Sheepcote/Broad St	205	205
E2	<u>Housing Development</u> Budget Transferred from Place Directorate	55,873	259,239
E3 - E19	<u>Transportation and Highways</u>		

	The budget changes relate to revisions in the Transportation & Highways Funding Strategy 2018/19 approved by cabinet on the 31/07/2018.	(14,506)	26,516
	Total directorate over / (under)	41,572	285,961

Directorate: Finance & Governance

Ref	Comments	2018/19 increase / (decrease) £000	All years increase / (decrease) £000
F1	<u>Capital Loans & Equity Funds</u> Capital Loans & Equity £2.953m - of Prudential Borrowing Resources added for Collective Investment Fund Loans paid on behalf of the West Midlands Combined Authority as approved by Cabinet on 22/03/2017.	2,953	2,953
F2	<u>Commonwealth Games</u> Outline Business Case approved 26th June 2018, setting out the proposals for the village, infrastructure in the Perry Barr area and Alexander Stadium.	70,555	483,755
	Total directorate over / (under)	73,508	486,708

Directorate	Ref	Current Year				All Years			
		Current	Forecast	Variation	Quarter 1	Revised	Forecast	Variation	Quarter 1
		Budget	£000	£000	£000	variation	Budget	£000	£000
Directorate: Adult Social Care & Health									
Property Schemes		513	513	0	0	1,456	1,456	0	0
IT Schemes		790	790	0	0	1,545	1,545	0	0
Improvements to Social Care Delivery		0	0	0	0	5,651	5,651	0	0
Independent Living		4,897	4,897	0	0	4,897	4,897	0	0
Total Directorate Capital programme		6,200	6,200	0	0	13,549	13,549	0	0
Directorate: Children's, Young People & Families									
Devolved Capital Allocation to Schools		2,790	2,790	0	0	4,566	4,566	0	0
Schools Condition Allowance		12,785	12,785	0	0	21,180	21,180	0	0
Basic Need - Additional School Places		21,839	21,839	0	0	152,027	152,027	0	0
Early Years		941	941	0	0	2,071	2,071	0	0
IT Investment		1,594	1,594	0	0	3,586	3,586	0	0
Universal Infant Free School Meals		0	0	0	0	0	0	0	0
Other Minor Schemes		50	50	0	0	50	50	0	0
Total Directorate Capital programme		39,999	39,999	0	0	183,480	183,480	0	0
Directorate: Place									
Place Other									
Sport & Swimming Pool Facilities	P1	6,886	8,102	1,216	0	8,584	10,164	1,581	0
Waste Management Services	P2	6,015	2,127	(3,888)	0	53,063	53,063	0	0
Parks		3,102	3,102	0	0	5,973	5,973	0	0
Bereavement Services		349	349	0	0	349	349	0	0
Markets		1,815	1,815	0	0	1,815	1,815	0	0
Community Initiatives		0	0	0	0	392	392	0	0
Regulation and Enforcement	P3	323	52	(271)	0	323	323	0	0
Highways - Land Drainage and Flood Defences		11	11	0	0	11	11	0	0
Adult Education & Youth		171	171	0	0	171	171	0	0
Strategic Libraries		210	210	0	0	210	210	0	0
Museums & Arts		70	70	0	0	70	70	0	0
Community Development & Play		34	34	0	0	34	34	0	0
Community Chest		0	0	0	0	0	0	0	0
Community Libraries		783	640	(143)	0	783	783	0	0
Housing Related Loans		621	621	0	(12,712)	1,718	1,718	0	0
Housing Options		9,925	9,925	0	0	9,925	9,925	0	0
Total Place Other		30,317	27,231	(3,086)	(12,712)	83,421	85,001	1,581	0
Housing HRA									
Housing Improvement Programme	P4	68,754	70,491	1,737	0	609,102	610,839	1,737	0
Redevelopment	P5	64,186	35,223	(28,963)	(24,763)	451,400	450,974	(426)	0
Other Programmes		4,809	4,809	0	0	46,922	46,922	0	0
Total HRA		137,749	110,523	(27,226)	(24,763)	1,107,424	1,108,735	1,311	0
Total Directorate Capital programme		168,066	137,754	(30,312)	(37,475)	1,190,845	1,193,736	2,892	0
Directorate: Economy									
Planning & Regeneration Schemes									
Major Projects:									
Enterprise Zone - Investment Plan		0	0	0	0	347	347	0	0
Enterprise Zone - Paradise Circus	E1	15,359	12,687	(2,672)	0	18,518	18,518	0	0
Enterprise Zone - Site Development & Access		2,500	2,500	0	(500)	8,045	8,045	0	0
Enterprise Zone - Connecting Economic Opportunities	E2	1,000	515	(485)	0	95,691	95,691	0	(9,553)
Enterprise Zone - Southern Gateway Site	E3	1,000	0	(1,000)	(1,000)	34,530	34,530	0	0
Enterprise Zone - LEP Investment Fund		0	0	0	0	20,000	20,000	0	0
Enterprise Zone - HS2 Interchange Site		0	0	0	0	20,000	20,000	0	0
Enterprise Zone - Southside Links		80	278	198	198	278	278	0	0
EZ Phase II - HS2 Station Environment		1,814	2,760	946	746	60,000	60,000	0	0
EZ Phase II - HS2 Site Enabling		1,000	1,000	0	0	101,500	101,500	0	0
EZ Phase II - Local Transport Improvements		0	0	0	0	104,800	104,800	0	0
EZ Phase II - Connecting Economic Opportunities 2		0	0	0	0	52,900	52,900	0	0
EZ Phase II - Social Infrastructure		0	0	0	0	109,900	109,900	0	0
EZ Phase II - Metro Extension to E Bham/Solihull		0	0	0	0	183,300	183,300	0	0
Jewellery Quarter Cemetery	E4	1,829	200	(1,629)	0	1,829	1,829	0	0
Unlocking Housing Sites		4,619	4,619	0	0	7,169	7,169	0	0
East Aston RIS		4,830	4,830	0	0	4,830	4,830	0	0
Life Sciences	E5	973	0	(973)	0	973	973	0	0
Other (Major Projects)		32	32	0	0	32	32	0	0
Public Realm:									
Metro Centenary Square		4,026	4,026	0	0	4,026	4,026	0	0
Making the Connection	E6	373	102	(270)	0	403	403	0	0
Longbridge		1,178	1,178	0	0	1,178	1,178	0	0
Other (Public Realm)	E7	299	34	(265)	0	299	34	(265)	0
Infrastructure:									
One Station	E8	251	10	(241)	(241)	251	244	(7)	(7)
A34 Corridor Perry Barr		246	246	0	0	281	281	0	0
Grants/Loans:									
Grand Hotel Development	E9	1,000	0	(1,000)	0	1,000	1,000	0	0

Directorate	Ref	Current Year				All Years			
		Current Budget £000	Forecast £000	Variation £000	Quarter 1 variation £000	Revised Budget £000	Forecast £000	Variation £000	Quarter 1 variation £000
Minor Projects		0	0	0	0	0	0	0	0
Housing Development	E10	55,873	8,357	(47,516)	0	259,239	33,239	(226,000)	0
Total Planning & Regeneration Projects		98,280	43,372	(54,908)	(797)	1,091,318	865,046	(226,272)	(9,560)
Employment & Skills									
National College for HS2		203	203	0	0	203	203	0	0
ERDF Business Growth & Property Investment		5,450	5,450	0	0	5,918	5,918	0	0
Total Employment & Skills		5,653	5,653	0	0	6,121	6,121	0	0
Highways									
Safer Routes to Schools		617	617	0	0	2,117	2,117	0	0
Section 106 & 278		19	19	0	0	19	19	0	0
Network Integrity		1,452	1,452	0	0	4,288	4,288	0	0
Road Safety		839	839	0	0	3,464	3,464	0	0
Other Minor Schemes		1,259	1,259	0	0	1,259	1,259	0	0
Total Highways		4,186	4,186	0	0	11,147	11,147	0	0
Transportation									
Major Schemes:									
Ashted Circus	E11	4,215	4,847	632	(898)	5,745	5,745	0	0
Metro Extension		207	207	0	0	207	207	0	0
Iron Lane		1,930	1,930	0	0	12,197	12,197	0	0
Minworth Unlocking		2	2	0	0	2	2	0	0
Battery Way Extension		3,749	3,749	0	0	5,288	5,288	0	0
Longbridge Connectivity		3,500	3,500	0	0	3,754	3,754	0	0
A457 Dudley Road		500	500	0	0	33,734	33,734	0	0
Peddimore		80	80	0	0	80	80	0	0
Journey Reliability	E12	439	339	(100)	0	810	810	0	0
Tame Valley Phase 2 & 3		1,027	1,027	0	0	81,737	81,737	0	0
Selly Oak New Road Phase 1B		1,655	1,655	0	0	8,762	8,762	0	0
Wharfdale Bridge		50	50	0	0	2,550	2,550	0	0
Snow Hill Station		1,000	1,000	0	(500)	8,846	8,846	0	0
Other (Major Schemes)		929	929	0	0	1,735	1,735	0	0
Inclusive & Sustainable Growth:									
Holloway Circus		165	165	0	0	165	165	0	0
Bromford Gyrotory		11	11	0	0	11	11	0	0
Southside / Hurst Street		106	106	(0)	1,000	106	106	(0)	9,560
Clean Air & Hydrogen Buses		11,000	11,000	0	0	11,000	11,000	0	0
Journey Reliability		279	279	0	0	279	279	0	0
Other (Inclusive & Sustainable Growth)		5,139	5,037	(102)	0	20,911	20,911	0	0
Walking & Cycling		17,563	17,563	0	0	26,586	26,586	0	0
Local Measures		0	0	0	0	0	0	0	0
Infrastructure Development		845	845	0	0	5,109	5,109	0	0
Section 106 & 278		84	84	0	0	84	84	0	0
Funding to be allocated		193	193	0	0	7,071	7,071	0	0
Total Transportation		54,668	55,098	430	(398)	236,769	236,769	(0)	9,560
Birmingham Property Services									
Arena Central	E13	1,249	0	(1,249)	0	1,249	0	(1,249)	0
Attwood Green Projects		239	239	0	0	239	239	0	0
Council House Complex Development Costs		546	546	0	0	546	546	0	0
Lee Bank Business Centre		135	135	0	0	135	135	0	0
NEC Hotels WOC		165	165	0	0	165	165	0	0
Other (BPS)		7	7	0	0	7	7	0	0
Total Birmingham Property Services		2,341	1,092	(1,249)	0	2,341	1,092	(1,249)	0
Total Directorate Capital programme		165,129	109,402	(55,727)	(1,195)	1,347,696	1,120,175	(227,521)	0
Directorate: Finance & Governance									
Revenue Reform Projects	F1	26,318	28,008	1,690	0	42,945	52,846	9,901	0
Gateway / Grand Central Residual Costs		2,678	2,678	0	0	2,678	2,678	0	0
Capital Loans & Equity Funds		5,495	5,495	0	0	13,737	13,737	0	0
SAP New Developments		400	400	0	0	4,062	4,062	0	0
Commonwealth Games		114,688	114,688	0	0	527,888	527,888	0	0
Total Directorate Capital programme		149,579	151,269	1,690	0	591,309	601,210	9,901	0
Directorate: Strategic Services									
Corporate ICT Investment	S1	8,039	8,033	(6)	0	49,994	49,994	0	0
Digital Birmingham		288	164	(124)	0	313	313	0	0
IT Projects		407	407	0	0	407	407	0	0
Total Directorate Capital programme		8,733	8,603	(130)	0	50,714	50,714	0	0
Total BCC		537,706	453,227	(84,479)	(38,670)	3,377,593	3,162,865	(214,729)	0

Directorate: Place

Ref	Major capital variations and associated key issues	2018/19		All years
		Reported quarter 1 £000	Reported quarter 2 £000	Quarter 2 variation £000
P1	<u>Sport & Swimming Pool Facilities</u> Icknield Port Loop estimated overspend of £1.2m due to 12 month delay of commencement, leading to indexation, delay costs & costs that sit outside of the redline responsibility of the contractor. Northfield Pool estimated overspend of £320k due to additional costs at new leisure centres for utilities and highways works not included in the contract. Approval for prudential borrowing to cover additional costs will be sought when final figures are known. The additional prudential borrowing charges related to this will be met from existing revenue budgets by extending the repayment periods from 25 to 40 years.	0	1,216	1,581
P2	<u>Waste Management Services</u> Depot re-development slipped due to target costs exceeding the budget. Awaiting revised quotes.	0	(3,888)	0
P3	<u>Regulation and Enforcement</u> Mortuary Ventilation slippage due to urgent works to roof required before work can commence.	0	(271)	0
P4	<u>Housing Improvement Programme</u> The forecast overspend of £1.737m relates to additional works to tower blocks following the Fire Risk Management review. This will be funded from existing capital reserves.	0	1,737	1,737
P5	<u>Redevelopment</u> BMHT (£24,614m): the variation is due to delays in obtaining materials for certain sites, adverse weather and labour supply issues, delays during the tender process for new schemes, delays on obtaining highways approval for works, and estimated spend forecasts being amended as schemes are approved. Clearance (£4,349m) slippage due to slower than anticipated rehousing of larger families and voluntary acquisition of owner occupied properties. Specific delays in Druids Heath due to protracted consultation on masterplanning.	(24,763)	(28,963)	(426)
	Action put into place: Utilising development officer experience in order to make more accurate predictions with regard to predicted spend, handovers, start on site etc. Liaise with contractors more closely to discuss potential material delays and labour demands. Work more closely with highways to reduce delays obtaining approval.			
	Total directorate over / (under)	(24,763)	(30,169)	2,892

Directorate: Economy

Ref	Major capital variations and associated key issues	2018/19		All years
		Reported last month £000	Reported this month £000	Quarter 2 variation £000
E1	<u>Enterprise Zone - Paradise Circus</u> A revised project business case is currently being independently appraised for GBSLEP fund. Pending this approval being awarded in November 2018 project expenditure has slipped on phase 2 works whilst any critical path activities are undertaken.	0	(2,672)	0
E2	<u>Enterprise Zone - Connecting Economic Opportunities</u>			

	The original budget was based upon the GBSLEP's EZ Investment Plan which gave an indicative profile for spend on the Metro Digbeth Public Realm scheme. Since then, Cabinet has approved the PDD report on 26th June 2018 for £0.515m which recognises that design works needs to be fully developed before seeking approval for the Full Business Case by both GBSLEP and City Council. This has led to a reprofiling of the budget.	0	(485)	0
E3	<u>Enterprise Zone - Southern Gateway Site</u> The programme has been slipped to reflect the timetable for selection of a preferred developer which will not be achieved until the final quarter of 2018. Action has been put in place to select a preferred development partner.	(1,000)	(1,000)	0
E4	<u>Jewellery Quarter Cemetery</u> Project slipped due to tenders in excess of budget and a necessity to value engineer the project.	0	(1,629)	0
E5	<u>Life Sciences</u> The project has slipped back due to the University of Birmingham requiring further studies into the development of the park which have taken longer than expected. University of Birmingham are looking to submit an FBC to the GBSLEP in the new year which will set out the revised project programme.	0	(973)	0
E6	<u>Making the Connection</u> Making the Connections forms part of the wider CWG City Centre Scheme.	0	(270)	0
E7	<u>Other (Public Realm)</u> Minor underspends on various S106 funded projects.	0	(265)	(265)
E8	<u>One Station</u> Work has been undertaken to identify the options for how the Moor Street/New Street link can be improved. This identified a number of issues which impact on the ability to deliver improvement works, these included structural works affecting the rail infrastructure below Swan Passage and a number of different land ownerships. Going forward the project and associated funding will be incorporated into the proposals to remodel Moor Street to reduce the level of traffic and increase the amount of space for pedestrians and cyclists. This will achieve the aspiration for creating a high quality arrival space in front on the HS2 Curzon Station that will help integrate it within the City Centre Core. Action has been put in place to undertake feasibility work in partnership with the West Midlands Combined Authority and West Midlands Rail to progress the options and provide solutions to the issues that were identified.	(241)	(241)	(7)
E9	<u>Grand Hotel Development</u> The BCC repayable grant is the final installment following £4m of GBSLEP Growing Places repayable grant. This is payable upon final completion of the building which is now expected to happen in 2019/20.	0	(1,000)	0
E10	<u>Housing Development</u> Proposal for the disposal of Housing Revenue Account void properties to InReach not now being pursued due to awaiting Secretary of State approval, at the time of writing.	0	(47,516)	(226,000)
E11	<u>Ashted Circus</u> The Project start date slipped by 7 months, delays due to upcoming works including the installation of temporary signals and infilling of subways, expected completion date is February 2019. Actions; improved contractor efficiency on site has meant the works are catching up & should complete sooner.	(898)	632	0
E12	<u>Journey Reliability</u> The approvals for the funding and FBC have slipped which has had an impact on the appointment of the contractors and the delivery of the project within project time constraints. £100k of Local growth funding has been slipped into 2019-20 in-line with the project.	0	(100)	0

E13	<u>Arena Central</u> The current budget relates to a loan facility for Arena Central which has now been repaid in full following the success of the project. As a result the loan is no longer required and the budget and forecast variance will be removed for month 7.	0	(1,249)	(1,249)
	Total directorate over / (under)	(2,139)	(56,769)	(227,521)

Directorate: Finance & Governance

Ref	Major capital variations and associated key issues	2018/19		All years
		Reported quarter 1 £000	Reported quarter 2 £000	Quarter 2 variation £000
F1	<u>Revenue Reform Projects</u> The projections for redundancy and pension strain costs have been updated following the Corporate Voluntary Redundancy Trawl, funded by capital receipts as part of the Governments capital receipts flexibility scheme.	0	1,690	9,901
	Total directorate over / (under)	0	1,690	9,901

Directorate: Strategic Services

Ref	Major capital variations and associated key issues	2018/19		All years
		Reported quarter 1 £000	Reported quarter 2 £000	Quarter 2 variation £000
S1	<u>Digital Birmingham</u> The project supports 125 Small & Medium Enterprises, to innovate using data to develop new products and services. It runs until September 2019. it's an ongoing project and SMEs are still enrolling and being identified as suitable for this dedicated support. The project is 50% funded by ERDF grant.	0	(124)	0
	Total directorate over / (under)	0	(124)	0

Prudential Borrowing - Additions or Reductions Quarter 2 (July to September) 2018

This Appendix reviews changes in the Council's proposed borrowing to finance capital expenditure to show whether the Council's underlying indebtedness increases or decreases.

Description	#	2018/19 £'000	2019/20 £'000	Later Years £'000	Total £'000
Borrowing Needing Budget Support					
Place:					
Waste Management Services	A	(3,888)	3,888	0	0
TOTAL BORROWING NEEDING BUDGET SUPPORT		(3,888)	3,888	0	0
SELF SUPPORTED					
Place:					
Sport	A&N	1,216	940	0	2,157
Regulation & Enforcement	A	(247)	271	0	24
Strategic Libraries	A	30	0	0	30
Community Libraries	A	(143)	143	0	0
Economy:					
Enterprise Zone Investment Plan Phases 1 & 2	A	(7,601)	(1,237)	7,258	(1,580)
Housing Development	A	(34,804)	(34,804)	(156,392)	(226,000)
Strategic Services:					
ICT Infrastructure	A	(6)	6	0	0
Finance & Governance					
Capital Loans & Equity	A	2,953	0	0	2,953
Commonwealth Games	N	19,367	73,100	207,600	300,067
TOTAL SELF SUPPORTED BORROWING		(19,235)	38,419	58,466	77,650
TOTAL ADDITIONS / (REDUCTION) IN PRUDENTIAL BORROWING		(23,123)	42,307	58,466	77,650

Note: This includes some re-phasing between years and excludes slippage brought forward from 2017/18

A - Amendment to existing project spend or resources.

N - New projects or programmes added in the quarter.

CAPITAL - CAPITAL EXPENDITURE PLAN - FORECAST 2018/19 QUARTER 2**Appendix B8**

This appendix shows capital plans over the ten year Long Term Financial Plan period, for those projects where longer term plans have been developed. Long term plans will be subject to ongoing review to ensure that any expenditure plans are within a prudent forecast of resources. Please note that many projects do not have such long term planning horizons, and the absence of forecasts does not mean that no spend is anticipated, just that it cannot yet be reasonably quantified.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 & Later Years	Total
	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's
ADULT SOCIAL CARE & HEALTH DIRECTORATE	6,200	2,593	2,872	1,884	0	0	0	0	0	0	13,549
CHILDREN, YOUNG PEOPLE & FAMILIES DIRECTORATE	39,999	36,870	27,696	78,914	0	0	0	0	0	0	183,480
PLACE DIRECTORATE											
Private Sector Housing	621	625	472	0	0	0	0	0	0	0	1,718
Housing Options	9,925	0	0	0	0	0	0	0	0	0	9,925
Other - General Fund	16,685	55,906	376	392	0	0	0	0	0	0	73,358
HRA	110,523	139,218	126,347	99,959	107,276	109,697	106,887	106,536	104,543	97,749	1,108,735
	0	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL - PLACE DIRECTORATE	137,754	195,749	127,194	100,351	107,276	109,697	106,887	106,536	104,543	97,749	1,193,736
ECONOMY DIRECTORATE											
Regeneration											
Enterprise Zone Investment Plan	0	0	0	0	0	0	0	0	0	347	347
Paradise Circus Redevelopment	12,687	5,831	0	0	0	0	0	0	0	0	18,518
Site Development & Access	2,500	0	0	0	0	0	0	0	0	5,545	8,045
Southern Gateway Site	0	0	7,142	12,683	10,000	4,705	0	0	0	0	34,530
LEP Investment Fund	0	0	0	0	0	0	5,000	5,000	5,000	5,000	20,000
HS2 - Interchange Site	0	0	0	5,000	5,000	5,000	5,000	0	0	0	20,000
Southside Links	278	0	0	0	0	0	0	0	0	0	278
One Station	10	234	0	0	0	0	0	0	0	0	244
Making the Connections	79	0	0	0	0	0	0	0	0	0	79
Centenary Square	3,820	0	0	0	0	0	0	0	0	0	3,820
HS2 Station Environment	2,760	3,241	13,399	19,800	15,800	3,000	2,000	0	0	0	60,000
Site Enabling Works	1,000	1,500	1,000	2,000	2,000	2,000	11,800	12,900	16,250	51,050	101,500
Local Transport Improvements	0	0	0	0	4,300	4,400	4,600	4,800	5,000	81,700	104,800
Curzon Connecting Economic Opportunities	515	1,485	20,000	10,000	10,000	10,000	10,000	10,000	10,000	56,800	138,800
Social Infrastructure	0	0	0	0	0	0	0	0	0	109,900	109,900
Metro Extension to East Birmingham/Solihull	0	0	0	0	48,100	46,200	44,500	44,500	0	0	183,300
Other Regeneration Schemes	19,723	16,367	15,003	0	0	0	0	0	0	9,791	60,885
Total Planning & Regeneration	43,372	28,658	56,544	49,483	95,200	75,305	82,900	77,200	36,250	320,133	865,046
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 & Later Years	Total
	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's	Quarter 2 Forecast £'000's

Total Employment & Skills	5,653	468	0	0	0	0	0	0	0	0	6,121
Total Transportation	53,598	33,358	61,932	45,753	30,425	10,203	0	0	0	0	235,269
Total Highways	5,686	1,661	1,325	3,975	0	0	0	0	0	0	12,647
Total Property Services	1,092	0	0	0	0	0	0	0	0	0	1,092
TOTAL CAPITAL - ECONOMY DIRECTORATE	109,402	64,145	119,801	99,211	125,625	85,508	82,900	77,200	36,250	320,133	1,120,175
FINANCE & GOVERNANCE DIRECTORATE	151,269	172,925	164,317	112,700	0	0	0	0	0	0	601,210
STRATEGIC SERVICES DIRECTORATE	8,603	4,386	2,191	35,534	0	0	0	0	0	0	50,714
TOTAL CAPITAL PROGRAMME	453,227	476,668	444,072	428,594	232,901	195,205	189,787	183,736	140,793	417,882	3,162,865

Resources

Use of Specific Resources

Grants & Contributions	226,572	160,740	135,873	168,844	24,877	11,073	1,873	250	250	2,269	732,621
Use of earmarked Capital Receipts	72,716	77,509	50,271	54,922	36,068	36,499	36,942	37,398	37,867	13,903	454,095
Revenue Contributions - Departmental	7,524	2,782	5,238	118	0	0	0	0	0	0	15,662
- HRA	47,631	53,288	59,993	27,951	65,542	67,785	68,072	68,888	66,426	81,577	607,153
	0	0	0	0	0	0	0	0	0	0	0
Total Specific Resources	354,443	294,319	251,375	251,835	126,487	115,357	106,887	106,536	104,543	97,749	1,809,530

Use of Corporate or General Resources

Corporate Resources	9,700	522	150	392	0	0	0	0	0	0	10,764
Unsupported Prudential Borrowing - General	0	0	0	0	0	0	0	0	0	0	0
Unsupported Prudential Borrowing - Corporate	0	0	0	0	0	0	0	0	0	0	0
Unsupported Prudential Borrowing - Directorate	89,084	181,827	192,547	176,367	106,414	79,848	82,900	77,200	36,250	320,133	1,342,570
Total Corporate Resources	98,784	182,349	192,697	176,759	106,414	79,848	82,900	77,200	36,250	320,133	1,353,334
Forecast Use of Resources	453,227	476,668	444,072	428,594	232,901	195,205	189,787	183,736	140,793	417,882	3,162,864

TREASURY MANAGEMENT MONITORING DASHBOARD: SEPTEMBER 2018

	value	comparison	difference
1 gross loan debt	£m	£m	£m
at month end (actual)	3,331		
year end Forecast (vs Plan)	3,513	3,539	-27
year end Forecast (vs Pru Limit for loan debt*)	3,513	3,851	-338
<i>*monitoring of the full set of prudential indicators is reported quarterly to Cabinet</i>			
2 short term borrowing			
at month end (vs Guideline)	472	500	-28
interest rate year to date on outstanding deals (vs assumption)	0.76%	0.75%	0.01%
3 Treasury investments			
at month end (vs Guideline)	65	40	25
interest rate year to date on outstanding deals (vs assumption)	0.57%	0.45%	0.12%
4 Long term loans taken			
year to date (vs plan for year)	82	180	-98
ave. interest rate obtained (vs assumption)	2.32%	2.90%	-0.58%
£81.75m PWLB Loans taken to refinance £60m LoBo's plus premium, so net increase in L/T loans is £21.75m			
5 Assurance			
were Credit criteria complied with?	yes		
were investment defaults avoided?	yes		
was the TM Code complied with?	yes		
were prudential limits complied with?	yes		

Treasury Management: portfolio overview

This appendix summarises the council's loan debt and treasury management investments outstanding

	this quarter £m 30/09/2018	last quarter £m 30/06/2018
PWLB	2,328	2,246
Bonds	373	373
LOBOs	102	162
Other long term	56	59
Salix	0	0
Short term	472	460
Gross loan debt	3,331	3,300
less treasury investments	- 65	- 35
Net loan debt	3,265	3,265
Budgeted year end net debt	3,499	3,499
Prudential limit (gross loan debt)	3,851	3,851

Treasury investments by source

	£m
UK Government	0
Money Market Funds	47
Banks and Building Societies	18
Supply Chain finance	0
	65

Treasury investments by credit quality

	£m
AAA	0
AAAmmf	47
AA	14
A	4
	65

Investments as Accountable Body

These are investments made as Accountable Body on behalf of on behalf of others, and are not the Council's own money

	Growing Places Fund £m	AMSCI ¹ £m	Regional Growth Fund £m	Local Growth Fund £m	Total £m
UK Government	44	16	0		60
Birmingham City Council ²				11	11
Government Money Market Funds	5	7	0		12
Banks and Building Societies					0
	49	23	0	11	83

¹ Advanced Manufacturing Supply Chain Initiative

² These funds have been lent to the Council by agreement at a commercial rate

Treasury management: summary of delegated decisions in the quarter

This appendix summarises decisions taken under treasury management delegations to the Corporate Director of Finance and Governance during the quarter

1. Short term (less than 1 year)	borrowing	investments
	£m	£m
opening balance	460	-35
new loans/investments	790	551
loans/investments repaid	-778	-581
closing balance	472	-65

These loans and investments are for short periods from one day up to 365 days. There is therefore a rapid turnover of new loans.

2. Long term borrowing:

date	lender	£m	rate	maturity	
02-Aug	PWLB	27	2.24	02.08.28	10 years
02-Aug	PWLB	27	2.31	02.08.29	11 years
02-Aug	PWLB	27	2.41	02.08.31	13 years

3. Long term loans prematurely repaid:

date	lender		£m	rate	maturity	repurchase rate
02-Aug	RBS	LOBO	50	4.12	29.03.60	2.74
02-Aug	RBS	LOBO	10	4.16	12.09.78	2.71

4. Long term treasury investments made:

date	borrower	£m	rate	maturity
no long term investments made				

DEBT AND PRUDENTIAL INDICATORS**WHOLE COUNCIL**

	18/19 Indicators £m	18/19 Forecast £m	19/20 Indicators £m	19/20 Forecast £m	20/21 Indicators £m	20/21 Forecast £m
Capital Finance						
1 Capital Expenditure - Capital Programme	476.9	453.5	268.5	476.7	257.2	444.1
2 Capital Expenditure - other long term liabilities	30.3	30.6	35.9	36.3	37.8	38.2
3 Capital expenditure	507.2	484.1	304.4	512.9	295.0	482.3
4 Capital Financing Requirement (CFR)	4,635.4	4,598.9	4,596.4	4,614.5	4,556.5	4,687.5
Planned Debt						
5 Peak loan debt in year	3,557.9	3,471.2	3,505.7	3,422.8	3,368.5	3,446.1
6 + Other long term liabilities (peak in year)	449.1	449.7	432.2	432.5	415.4	415.5
7 = Peak debt in year	4,007.0	3,920.9	3,937.9	3,855.3	3,783.9	3,861.6
8 does peak debt exceed year 3 CFR?	no	no	no	no	no	no
Prudential limit for debt						
9 Gross loan debt	3,851.0	3,471.2	3,767.9	3,422.8	3,733.4	3,446.1
10 + other long term liabilities	449.0	449.7	432.1	432.5	415.4	415.5
11 = Total debt	4,300.0	3,920.9	4,200.0	3,855.3	4,200.0	3,861.6

Notes

- 1 Forecast capital expenditure has increased since the indicator was set due to additions to the capital programme, as reported in the quarterly capital monitoring reports.
- 4 The Capital Financing Requirement represents the underlying level of borrowing needed to finance historic capital expenditure (after deducting debt repayment charges). This includes all elements of CFR including Transferred Debt.
- 5-7 These figures represent the forecast peak debt (which may not occur at the year end). The Prudential Code calls these indicators the Operational Boundary.
- 8 It would be a cause for concern if the City Council's loan debt exceeded the CFR, but this is not the case due to positive cashflows, reserves and balances. The Prudential Code calls this Borrowing and the Capital Financing Requirement.
- 11 The Authorised limit for debt is the statutory debt limit. The City Council may not breach the limit it has set, so it includes allowance for uncertain cashflow movements and potential borrowing in advance for future needs.

DEBT AND PRUDENTIAL INDICATORS

Appendix C4b

HOUSING REVENUE ACCOUNT

	18/19 Indicators £m	18/19 Forecast £m	19/20 Indicators £m	19/20 Forecast £m	20/21 Indicators £m	20/21 Forecast £m
Capital Finance						
1 Capital expenditure	131.0	110.5	111.7	139.2	124.4	126.3
HRA Debt						
2 Capital Financing Requirement (CFR)	1,058.1	1,050.9	1,045.1	1,037.8	1,036.2	1,028.9
3 Statutory cap on HRA debt	1,150.4	1,150.4	1,150.4	1,150.4	1,150.4	1,150.4
Affordability						
4 HRA financing costs	90.4	86.3	97.9	89.3	98.3	96.7
5 HRA revenues	277.2	277.6	273.1	273.1	278.4	278.4
6 HRA financing costs as % of revenues	32.6%	31.1%	35.8%	32.7%	35.3%	34.7%
7 HRA debt : revenues	3.8	3.8	3.8	3.8	3.7	3.7
8 Forecast Housing debt per dwelling	£17,335	£17,203	£17,331	£17,458	£17,376	£17,467

Notes

- 2-3 The HRA Capital Financing Requirement (CFR) is being used by the Government as the measure of HRA debt for the purposes of establishing a cap on HRA borrowing for each English Housing Authority.
- 4 Financing costs include interest, and depreciation rather than Minimum Revenue Provision (MRP), in the HRA.
- 7 This indicator is not in the Prudential Code but is a key measure of long term sustainability. This measure is forecast to fall below 2.0 by 2026/27, which is two years later than previously forecast.
- 8 This indicator is not in the Prudential Code but is a key measure of affordability: the HRA debt per dwelling should not rise significantly over time.

DEBT AND PRUDENTIAL INDICATORS

Appendix C4c

GENERAL FUND

	18/19 Indicators £m	18/19 Forecast £m	19/20 Indicators £m	19/20 Forecast £m	20/21 Indicators £m	20/21 Forecast £m
Capital Finance						
1 Capital expenditure (including other long term liabilities)	376.2	373.6	192.7	373.7	170.6	355.9
2 Capital Financing Requirement (CFR)	3,577.3	3,548.1	3,551.3	3,576.7	3,520.2	3,658.5
General Fund debt						
3 Peak loan debt in year	2,499.8	2,420.3	2,460.6	2,385.0	2,332.3	2,417.2
4 + Other long term liabilities (peak in year)	449.1	449.7	432.2	432.5	415.4	415.5
5 = Peak General Fund debt in year	2,948.9	2,870.0	2,892.8	2,817.5	2,747.7	2,832.7
General Fund Affordability						
6 Total General Fund financing costs	274.2	270.7	270.7	260.7	262.6	252.1
7 General Fund net revenues	855.2	855.2	824.6	824.6	845.9	845.9
8 General Fund financing costs (% of net revenues)	32.1%	31.7%	32.8%	31.6%	31.0%	29.8%
9 General Fund financing costs (% of gross revenues)	24.2%	24.1%	24.5%	24.0%	23.2%	23.3%

Note

- 4 Other long term liabilities include PFI, finance lease liabilities, and transferred debt liabilities.
- 6 Financing costs include interest and MRP (in the General Fund), for loan debt, transferred debt, PFI and finance leases.
- 8 This indicator includes the gross revenue cost of borrowing and other finance, including borrowing for the Enterprise Zone and other self-supported borrowing.
- 9 This is a local indicator measuring finance costs against relevant gross income including revenues from sales, fees, charges and rents, which are available to support borrowing costs.

PRUDENTIAL INDICATORS

Appendix C4d

TREASURY MANAGEMENT

		18/19	18/19	19/20	19/20	20/21	20/21
		Indicators	Forecast	Indicators	Forecast	Indicators	Forecast
		Forecast		Forecast		Forecast	
		Limit	Maximum	Limit	Maximum	Limit	Maximum
Interest rate exposures							
1	upper limit on fixed rate exposures	130%	84%	130%	88%	130%	89%
2	upper limit on variable rate exposures	30%	24%	30%	17%	30%	17%
Maturity structure of borrowing		Limit	Forecast	Limit	Forecast	Limit	Forecast
(lower limit and upper limit)		Year End		Year End		Year End	
3	under 12 months	0% to 30%	18%	0% to 30%	16%	0% to 30%	15%
4	12 months to within 24 months	0% to 30%	1%	0% to 30%	1%	0% to 30%	1%
5	24 months to within 5 years	0% to 30%	5%	0% to 30%	4%	0% to 30%	4%
6	5 years to within 10 years	0% to 30%	12%	0% to 30%	12%	0% to 30%	16%
7	10 years to within 20 years	5% to 40%	24%	5% to 40%	23%	5% to 40%	21%
8	20 years to within 40 years	10% to 60%	36%	10% to 60%	38%	10% to 60%	38%
9	40 years and above	0% to 40%	4%	0% to 40%	6%	0% to 40%	4%
Investments longer than 364 days							
upper limit on amounts maturing in:		Limit	Forecast	Limit	Forecast	Limit	Forecast
10	1-2 years	400	0	400	0	400	0
11	2-3 years	100	0	100	0	100	0
12	3-5 years	100	0	100	0	100	0
13	later	0	0	0	0	0	0

Note

1-9 These indicators assume that LOBO loan options are exercised at the earliest possibility, and are calculated as a % of net loan debt.

Public Report

Birmingham City Council

Report to Cabinet

13 November 2018



Subject: Performance Monitoring
Quarter Two - April to September 2018

Report of: Chief Operating Officer

Relevant Cabinet Member: Councillor Brigid Jones – Deputy Leader

Relevant O & S Chair(s): Coordinating – Councillor John Cotton

Report author: Varun Sitaram
07548 123 554
varun.sitaram@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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential :		

1 Executive Summary

1.1 The purpose of this report is to:

- Provide a summary of progress against Council Plan targets for the period April to September 2018 (unless otherwise stated);
- Inform Cabinet of areas of particular success, issues requiring attention and remedial activity in place to deal with these; and
- Notify Cabinet of removal of the Council Plan measure 'The percentage of adults with an NVQ qualification, verses national'

2 Recommendation(s)

- 2.1 That Cabinet considers the progress to date and the issues requiring attention; and
- 2.2 Approves the removal of the Council Plan measure 'The percentage of adults with an NVQ qualification, verses national'.

3 Background

- 3.1 The Council's Quarter One (Q1) performance monitoring report (April to June 2018) reported to Cabinet in September 2018 reiterated the Council's commitment to keep Cabinet and citizens informed of progress against the Council's key performance targets for measuring success against the Council's outcomes and priorities.
- 3.2 This report summarises progress made against those targets, as at the end of Quarter Two (September 2018), with particular focus being placed on those areas that have either performed exceptionally well, or not yet achieved target.
- 3.3 The report is supported by an appendix which provides fuller details of performance against all of the Council's key targets, including actions being taken to ensure any underperformance is being tackled efficiently, and measures are in place to bring performance back on track as soon as is practicably possible.

4 Options considered and Recommended Proposal

- 4.1 Overall Service Performance analysis is made up of 67 measures of which 12 relate to Birmingham's future performance around the Commonwealth Games, and as reported at Q1, the nature of these measures mean that there will be little to report on during the early stages as the main activities are likely to take place closer to, during, or after the games period.
- 4.2 Performance against the target is available for 18 of the remaining 55 measures. Of these, 61.1% (11) have either met, exceeded or were within acceptable tolerance levels of their target. 38.9% (7) have missed their target. This is a reduction of 12.6 percentage points on the position achieved last year (September 2017 – 73.7% – 14 of 19 measures), but up slightly (0.2 percentage points) on the Council's end of year performance for 2017/18 (60.9% - 14 of 23 measures).
- 4.3 For 34 Council Plan measures, results are not yet due. Progress against these measures are reported less frequently (e.g., half yearly or annually), and updates will be provided to Cabinet when results become available.
- 4.4 Against the Council's Vision and Priorities outcomes, the performance position at the end of September 2018 is summarised below:

Outcome	Total No. of Council Plan Measures	Number of Results expected (received)	% Targets met or within tolerance
An entrepreneurial city to learn, work and invest in	10	5(5) (includes 2 Trend measures)	67%
An aspirational city to grow up in	18	6(6)	33%
A fulfilling city to age well in	7	4(4)	75%
A great city to live in	20	6(6) (includes 1 Trend measure)	80%
Residents gain the maximum benefit from hosting the Commonwealth Games	12	<i>Not yet applicable</i>	
	67	21(21)	61.1%

Council Plan Successes

- 4.5 This section of the report focusses on results that have significantly exceeded their targets.
- 4.6 The Council has achieved performance that exceeds its targets in the year to date in the following areas:
- 1.1.2 The number of Birmingham citizens supported into education/training & employment through employment support activity.
 - 2.1.5 The percentage of care leavers who are in employment, education and training.
 - 4.1.3 Reduced collected household waste – kg per household.

Other significant Birmingham highlights include:

- 4.7 The launch of a £10million pilot project, Housing First, to support rough sleepers with complex needs by getting them off the streets and into stable and affordable accommodation. Having now officially accepted the funding, Council officials met the Minister for Homelessness, Nigel Adams MP, and showed all of the hard work that went into planning for the project implementation.

Council Plan Measures which are below target and not within acceptable tolerance levels:

4.8 In the year to date, performance is below the Council's targets and outside tolerance levels in the following areas:

- 1.2.2 Narrowing the pay gap between people living in the city and those who work in the city.
- 2.1.1 The percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions.
- 2.1.3 The percentage of Children's Trust performance targets that have been met or exceeded.
- 2.2.2a The percentage of Key Stage 2 pupils reaching expected standards in reading, writing and maths.
- 2.4.2 The number of 2 year old children accessing flexible free entitlement to early education (EEE).
- 3.2.2 Reduced delayed transfers of care – the daily average beds per day per 100,000 of the population aged 18 years and over.
- 4.2.4 Minimising the number and percentage of households living in temporary accommodation per 1,000 households.

Proposed Council Plan Measure for Removal

4.9 Cabinet is asked to note the removal of the Council Plan Measure 'The percentage of adults with an NVQ qualification, verses national – this indicator is no longer monitored nationally and as there are 2 other Council Plan measures which cover 16 to 24 age group qualifications, it has been deemed that a replacement indicator is not needed.

General

4.10 The attached Appendix A - Performance Monitoring April to September 2018 report provides a more detailed breakdown of performance for all available results, along with commentary which explains performance, and where relevant, summarises any remedial actions that have been taken or are planned to bring performance on track.

4.11 The first page of the appendix is a summary of performance against all the indicators agreed within each outcome of the Council Plan. It also provides an overview of the performance status of each indicator i.e., a symbol representing the performance status, frequency of reporting and a direction of travel against a previously defined result. The four symbol style for monitoring progress reflects the 'as at position' against targets. 'A 'Star' means performance significantly exceeded the target, the 'Tick' indicates performance met target, the 'Circle' shows performance was below target, but within acceptable tolerance levels, and

the 'Triangle' indicates that performance was off target and outside of agreed tolerance levels.

- 4.12 In addition to the above, the appendix also shows graphical representation of performance, displaying (where available), results, and historical performance, and alongside the graph, as well as the 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.
- 4.13 This style of reporting enables services to better manage measures at lower risk and Members to focus on those areas that require particular attention.
- 4.14 Once approved by Cabinet, information of progress against all targets in this report will be published on the Council website: www.birmingham.gov.uk/performance in line with previous practice.

5 Consultation

- 5.1 Cabinet Members, Council Management Team and directorate staff have been involved in discussions around performance against the targets contained within this report and attached appendices. Otherwise this paper is a factual report on progress and no other consultation has been required.

6 Risk Management

- 6.1 This report provides progress against the council's strategic outcomes, and the measures in place to achieve them. If this report was not provided, Cabinet, in its entirety, would not have an overview of progress against the Council's key performance, or actions being taken to bring performance back on track.

7 Compliance Issues:

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

This report provides a position statement about how well the council is performing against the key Council Plan targets which were set in June 2018, towards achieving the outcomes and priorities as set out in the Birmingham City Council Plan 2018-22.

- 7.2 **Legal Implications**

There are no legal implications arising from this report.

- 7.3 **Financial Implications**

7.3.1 The Council Plan 2018-22 forms a key part of the budgeting and service planning process for the City Council that takes account of existing finances and resources, and sets out the key strategic and operational outcomes that the City Council wishes to achieve. Any implications on the council's budgetary position, arising from issues highlighted in this report, will be reported in the periodic corporate budget monitoring statements received by Cabinet

7.4 Procurement Implications (if required)

7.4.1 None identified.

7.5 Human Resources Implications (if required)

7.5.1 None identified.

7.6 Public Sector Equality Duty

7.6.1 The 2018/19 Council Plan Measures are designed to ensure significant improvement in service quality and outcomes for the people of Birmingham towards achieving long term priorities for the period 2018-22. Some of the measures have a particular focus on particular challenges faced by Birmingham citizens e.g. unemployment, homelessness, and social care. Non-achievement may have a negative impact on external assessments of the City Council, and could put relevant funding opportunities at risk.

8 Background Documents

- Council Plan 2018-2022.
- Performance Monitoring Quarter Two April to September 2017.
- Performance Monitoring April 2017 to March 2018.

Annexe 2: Protocol – Public Sector Equality Duty

1. The public sector equality duty drives the need for equality assessments (Initial and Full). An initial assessment should, be prepared from the outset based upon available knowledge and information.
2. If there is no adverse impact then that fact should be stated within the Report at section 4.4 and the initial assessment document appended to the Report duly signed and dated. A summary of the statutory duty is annexed to this Protocol and should be referred to in the standard section (7.6) of executive reports for decision and then attached in an appendix; the term 'adverse impact' refers to any decision-making by the Council which can be judged as likely to be contrary in whole or in part to the equality duty.
3. A full assessment should be prepared where necessary and consultation should then take place.
4. Consultation should address any possible adverse impact upon service users, providers and those within the scope of the report; questions need to assist to identify adverse impact which might be contrary to the equality duty and engage all such persons in a dialogue which might identify ways in which any adverse impact might be avoided or, if avoidance is not possible, reduced.
5. Responses to the consultation should be analysed in order to identify:
 - a) whether there is adverse impact upon persons within the protected categories
 - b) what is the nature of this adverse impact
 - c) whether the adverse impact can be avoided and at what cost – and if not –
 - d) what mitigating actions can be taken and at what cost
6. The impact assessment carried out at the outset will need to be amended to have due regard to the matters in (4) above.
7. Where there is adverse impact the final Report should contain:
 - a summary of the adverse impact and any possible mitigating actions (in section 7.6 or an appendix if necessary)
 - the full equality impact assessment (as an appendix)
 - the equality duty (as an appendix).

Equality Act 2010

The Executive must have due regard to the public sector equality duty when considering Council reports for decision.

The public sector equality duty is as follows:

1. The Council must, in the exercise of its functions, have due regard to the need to:
 - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
2. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
 - a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
3. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
4. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
 - a) tackle prejudice, and
 - b) promote understanding.
5. The relevant protected characteristics are:

a) Marriage & civil partnership	f) Race
b) Age	g) Religion or belief
c) Disability	h) Sex
d) Gender reassignment	i) Sexual orientation
e) Pregnancy and maternity	

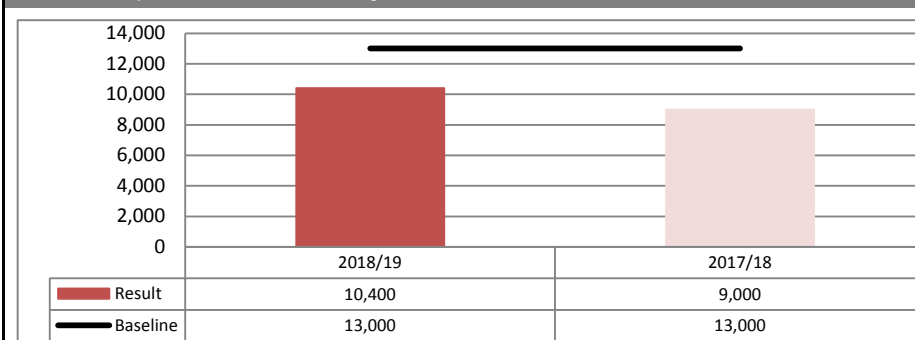
Appendix A - Performance Monitoring April to September 2018

Council Plan 2018/19 Quarter 2 Summary of Performance										
Measures:		55					Quarterly Measures		Frequency	Preferred direction of travel
Reported this quarter:		(including 3 trend measures without a target)					Item 5 of 2018/19		Monthly Quarterly 1/2 Yearly Annual	
RAG Summary:		★	✓	●	▲	N/A	Trend			
		3	3	5	7	34	3			
		Annual Measures		18/19						
Outcome 1:		Birmingham is an entrepreneurial city to learn, work and invest in								
★ Blue	1	1.1.1 Number of jobs created					Trend		A	△
✓ Green	1	1.1.2 Birmingham citizens supported into education/training & employment through employment support activity					★		Q	△
● Amber	0	1.1.3 Number of apprenticeship starts per 1,000					N/A		A	△
▲ Red	1	1.1.4 Percentage of adults with an NVQ qualification, verses national					N/A		A	△
N/A	5	1.2.1 Birmingham's unemployment rate verses the national average					✓		Q	▽
		1.2.2 Narrowing the pay gap for citizens across the city					▲		A	▽
		1.3.1 Small and Medium Enterprises starts and closures					Trend		A	△
		1.4.1a Carriageways - Principal roads where maintenance should be considered					N/A		A	▽
		1.4.1b Carriageways - Non-principal classified roads where maintenance should be considered					N/A		A	▽
		1.4.2 Increased percentage of trips taken by bicycles					N/A		Q	△
Outcome 2:		Birmingham is an aspirational city to grow up in								
★ Blue	1	2.1.1 Percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions					▲		Q	△
✓ Green	1	2.1.2 Percentage of pupils with an Educational Health Care Plan					N/A		A	▽
● Amber	0	2.1.3 Children's Trust meeting or exceeding their performance targets					▲		Q	△
▲ Red	4	2.1.4 Average length of time from a child entering care and moving in with its adoptive family					✓		Q	▽
N/A	12	2.1.5 Percentage of care leavers who are in Education, Employment, and Training (EET)					★		Q	△
		2.1.6 First time entrants (FTEs) into the youth justice system					N/A		Q	▽
		2.2.1 Percentage of children achieving a good level of development - Early Years Foundation Stage					N/A		A	△
		2.2.2a Key Stage 2 Attainment - proportion reaching expected standard in Reading, Writing and Maths					▲		A	△
		2.2.2b Key Stage Attainment Percentage children achieving strong pass (9-5) in English and Maths					N/A		A	△
		2.2.3 Average progress 8 score of Birmingham pupils compared to National pupils					N/A		A	△
		2.3.1 The proportion of years 12 and 13 not in employment, education or training (NEET)					N/A		M	▽
		2.3.2 Proportion of the population aged 16 to 24 qualified to at least level 3					N/A		A	△
		2.3.3 Proportion of the population aged 16 to 24 qualified to at least level 4					N/A		A	△
		2.3.4 Children with SEN - Progress 8					N/A		A	△
		2.3.5 Children in Care – Progress 8					N/A		A	△
		2.4.1a Percentage of children overweight or obese at reception					N/A		A	▽
		2.4.1b Percentage of children overweight or obese at year 6					N/A		A	▽
		2.4.2 Number of 2 year old children accessing flexible free entitlement to early education (EEE)					▲		A	△
Outcome 3:		Birmingham is a fulfilling city to age well in								
★ Blue	0	3.1.1 Proportion of people who use services who reported that they had as much social contact as they would like					N/A		A	△
✓ Green	1	3.1.2 Proportion of carers who reported that they had as much social contact as they would like					N/A		A	△
● Amber	2	3.2.1 Reduced number of long term admissions to residential care and nursing care					●		Q	▽
▲ Red	1	3.2.2 Reduced delayed transfers of care					▲		Q	▽
N/A	3	3.2.3 Older people (65+) still at home 91 days after discharge from hospital into re-enablement / rehabilitation services					N/A		A	△
		3.3.1 More people will exercise independence, choice and control over their care through the use of direct payments					●		Q	△
		3.3.2 Proportion of adults with a learning disability support in paid employment					✓		Q	△
Outcome 4:		Birmingham is a great city to live in								
★ Blue	1	4.1.1 Improved cleanliness – streets and green spaces					N/A		A	△
✓ Green	0	4.1.2 Increase Recycling, Reuse, and Green Waste					●		Q	△
● Amber	3	4.1.3 Reduced collected household waste – kg per household					★		Q	▽
▲ Red	1	4.2.1 Number of new homes completed in the city across a range of tenures					N/A		A	△
N/A	14	4.2.2 Number of properties improved in the Private Rented Sector as a result of Local Authority intervention					●		Q	△
		4.2.3 Homes built that are affordable					N/A		A	△
		4.2.4 Minimising the number and percentage of households living in temporary accommodation per 1000 households					▲		Q	▽
		4.3.1 Reducing the number of rough sleepers across the city					N/A		A	▽
		4.3.2 Households where homelessness is prevented or relieved					N/A		M	△
		4.4.1 Reduce Nitrogen Oxide emissions (CAZ) levels in the City's air quality management areas (Ug/M3)					N/A		A	▽
		4.4.2 Reduce Particulate Matter levels in the City's air quality management areas					N/A		A	▽
		4.5.1 Feeling of safety outside in local area during the day					N/A		A	△
		4.5.2 Feeling of safety outside in local area after dark					N/A		A	△
		4.5.3 Completed safeguarding enquiries which involved concerns about domestic abuse					Trend		Q	▽
		4.6.1 It is important to be able to influence decisions affecting my local area					N/A		A	△
		4.6.2 I can influence decisions					N/A		A	△
		4.7.1 Reduce inequalities between wards: e.g. health, educational achievement, male, female					N/A		1/2 Y	▽
		4.7.2 Reducing the Unemployment Gap Between Wards					●		Q	▽
		4.7.3 New Residents' survey measure about citizens' pride in the city					N/A		A	△
		4.8.1 Increased number of international, sporting, cultural and major events in our landmark venues, shared spaces, communities and libraries					N/A		A	△

Outcome 1: Birmingham is an entrepreneurial city to learn, work and invest in

1.1.1 Number of jobs created

via jobs created and/or safeguarded as a result of investment in infrastructure and development activity



Commentary:

Reported one year in arrears. The pace of employment growth has slowed in the city and nationally in 2017. This is due to the slowing in economic growth between 2016 and 2017 linked to Brexit uncertainty. Employment growth in the city remains relatively strong, outperforming national growth in each of the last two years. If we look at employment growth over the last two years in total the city has added 23,000 jobs, a growth rate of 4.6% well above the England growth rate of 2.9%. During this period Birmingham was the second fastest growing core city for employment.

Preferred direction of travel:

△

Bigger is better

Status:

17/18 Trend
18/19 Improving Trend
19/20
20/21

Year-end Target:

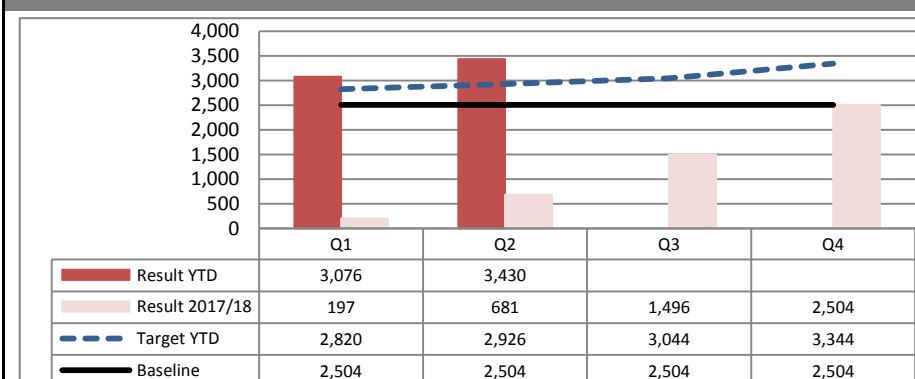
Not Set - Trend

Benchmark:

1.7% increase
451,000 jobs
2016 v 2015

All England total

1.1.2 Birmingham citizens supported into education/training & employment through employment support activity



Commentary:

The service has outperformed its targets against this indicator in the year to date. Our work in this area includes the large Youth Promise Plus (YPP) project, which continued until July (interim activity is ongoing and an extension is being considered). Since April, the YPP project has supported 926 young people into education, training or employment, and the cumulative figure stands at 3,430, which means that 500 more young people have been supported than the target number. These results show that performance has recovered since the end of the last financial year, when targets were not met.

Preferred direction of travel:

△

Bigger is better

Status:

Q4-17 **RED**
Q1 **BLUE**
Q2 **BLUE**
Q3
Q4

Variance from target:

+504.0

Year-end Target:

3,344

At Quarter 2, performance has exceeded it's year end target by 86 citizens

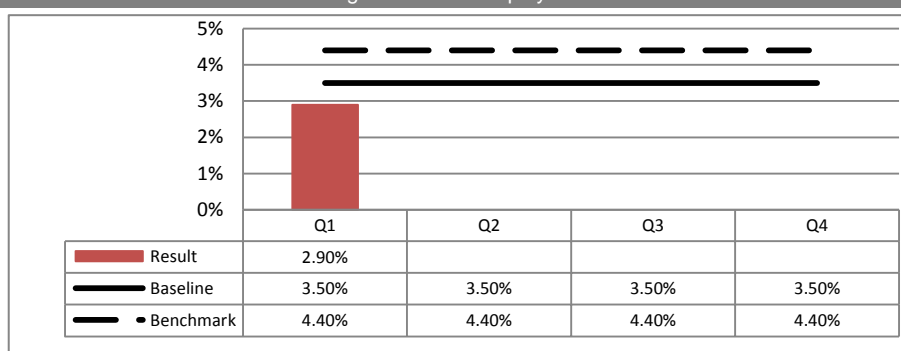
Benchmark:

Unable to benchmark

Outcome 1: Birmingham is an entrepreneurial city to learn, work and invest in

1.2.1 Birmingham's unemployment rate verses the national average

via International Labour Organisation Unemployment



Commentary:

Unemployment rates reported a quarter in arrears

Birmingham - 7.2%

UK - 4.3%

Gap 2.9% Points

The unemployment rate gap with the UK closed in Quarter 1 2018/19. The unemployment rate for the city fell from 7.9% in 2017/18 to 7.2% in Quarter 1 2018/19. For the same period the UK unemployment rate fell from 4.4% to 4.3%. The differential between the two areas has therefore fallen from 3.5% points in 2017/18 (baseline) to 2.9% points in Quarter 1 2018/19, a reduction of 0.6% points.

Preferred direction of travel:



Smaller is better

Status:

Q1	GREEN
Q2	Reported quarter in arrears
Q3	
Q4	

Year-end Target:

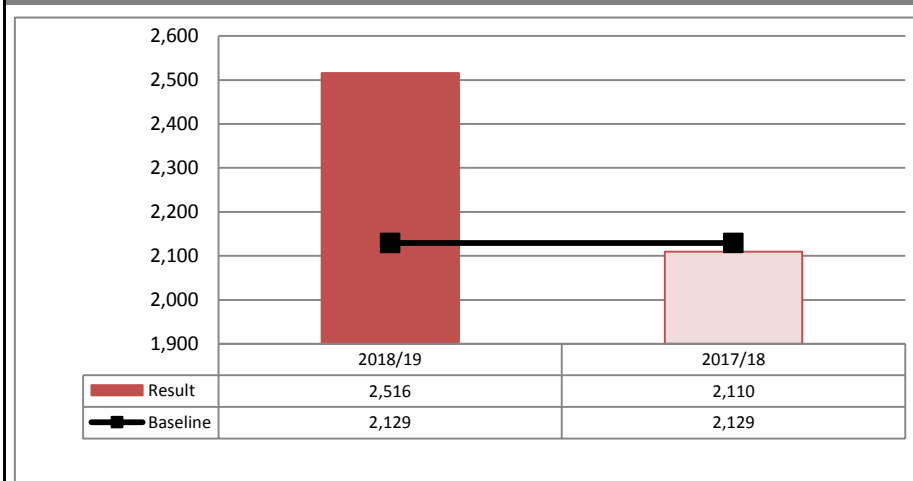
3.5% as baseline

Benchmark:

4.40%
National average

1.2.2 Narrowing the pay gap for citizens across the city

via Percentage of pay gap reduction of people living in the city and working in the city



Commentary:

The latest average earnings figures for 2018 show that gross earnings (pre-tax) for full time workers who are Birmingham residents stood at £27,954. The corresponding figure for Birmingham workers is £30,470. A £2,516 pay gap therefore exists between Birmingham residents and Birmingham workers. The gap has also widened on the previous year, in 2017 the gap stood at £2,110 (revised). The gap has therefore widened by £406 (19%).

Preferred direction of travel:



Smaller is better

Status:

17/18	Baseline Year
18/19	RED
19/20	
20/21	

Year-end Target:

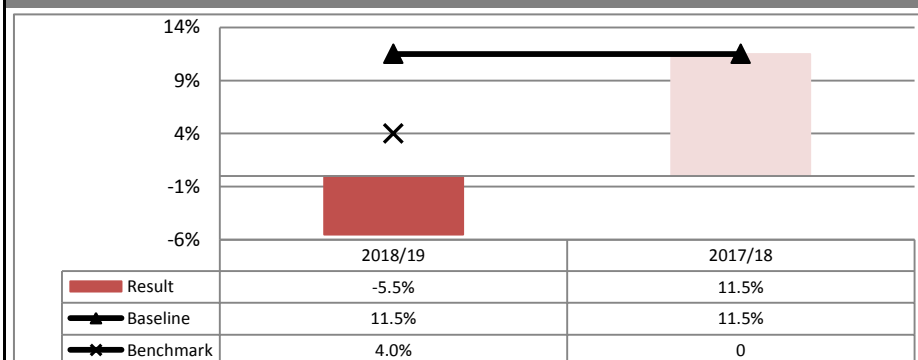
2129

Benchmark:

Not Yet Available

Outcome 1: Birmingham is an entrepreneurial city to learn, work and invest in

1.3.1 Small and Medium Enterprises starts and closures



Commentary:

The 2018 fall in the stock of SME businesses in the city partly offsets a very large increase that was recorded in 2017. Because the SME data includes micro businesses (those employing fewer than 10 employees) it has become more volatile of late due to changing employment patterns (increase in self-employment). Virtually all of the change in business numbers from year to year is within micro businesses. If we look at the picture over two years the city has seen net growth in SME numbers of 2,120 (5.4%), above the UK growth of 4.1%.

Preferred direction of travel:



Bigger is better

Status:

17/18 Trend
18/19 Trend
19/20
20/21

Year-end Target:

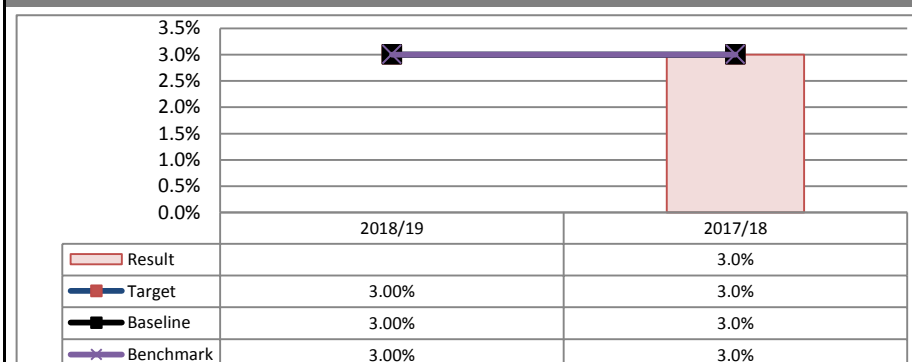
Not Set - Trend

Benchmark:

119,215
(4.0%)

UK Average

1.4.1a Carriageways - Principal roads where maintenance should be considered



Commentary:

Associated with the wider disputes regarding the Council's contract with Amey, performance information for this indicator has not been provided to the Council by Amey as yet. The issues has been raised by the service with Amey, and we fully expect the information to be provided, however delays are expected. Updated figures will be included once available.

Preferred direction of travel:



Smaller is better

Status:

17/18 GREEN
18/19 Due November 2018
19/20
20/21

Variance from target:

Year-end Target:

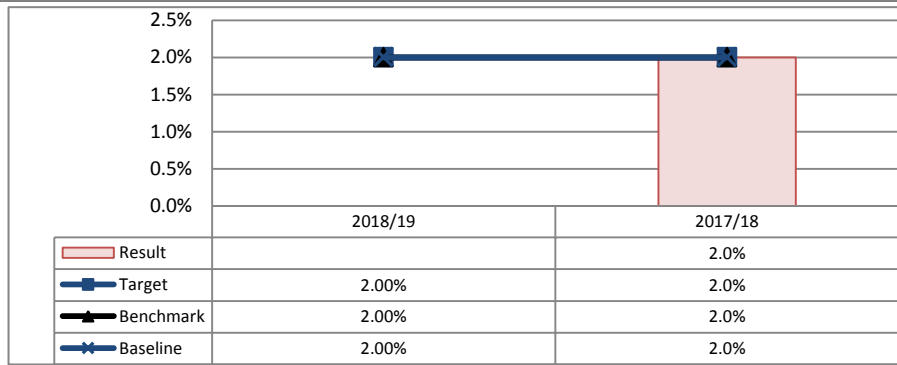
3%

Benchmark:

3.00%
Maintain position

Outcome 1: Birmingham is an entrepreneurial city to learn, work and invest in

1.4.1b Carriageways - Non-principal classified roads where maintenance should be considered



Commentary:

Same status as 1.4.1a – please see commentary for that indicator.

Preferred direction of travel:



Smaller is better

Status:

17/18 GREEN

18/19 Due November 2018

19/20

20/21

Variance from target:

Year-end Target:

2%

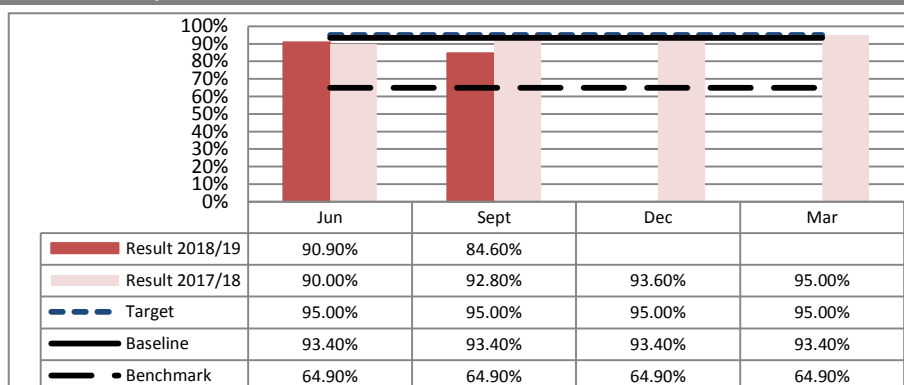
Benchmark:

2.00%

Maintain position

Outcome 2: Birmingham is an aspirational city to grow up in

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



Commentary:

Although still behind target, there was some improvement in the average speed of processing EHC Plans in September compared with August. This is a result of a temporary plug to the resource gap. However, longer term resourcing issues remain. There is a continual focus on improving quality in line with recent OFSTED findings.

Preferred direction of travel:



Bigger is better

Status:

Q4 -17

GREEN

Q1

AMBER

Q2

RED

Q3

Q4

Variance from target:

-10.4%

Year-end Target:

95%

Performance is 19.7 percentage points above the All England average. To meet our 2018/19 target we will need an average increase of 5.2%, per quarter, over the next 2 quarters.

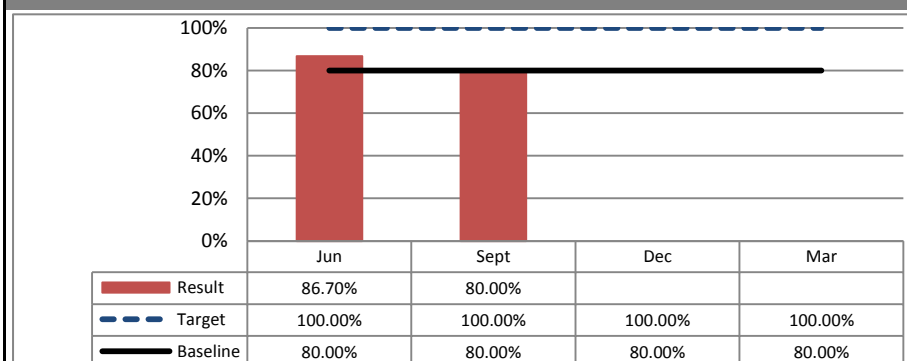
Benchmark:

64.90%

All England average

2.1.3 Children's Trust meeting or exceeding their performance targets

Total of 15 individual indicators monitored separately as part of the contract



Commentary:

80% (12/15) of the Trusts KPI's were on target in September, however, 93% (14/15) were either on target or within tolerance levels.

Re-referrals to social care within 12 months was, however, outside of tolerance levels, with a 12 month average at 26% against a target of 21%.

To address issues in this area further discussions are taking place with exception reporting methods being developed.

Preferred direction of travel:



Bigger is better

Status:

Q1

RED

Q2

RED

Q3

Q4

Variance from target:

-20.0%

Year-end Target:

100%

To meet our 2018/19 target we will need the 3 KPI's within the contract to be on track or above their individual set targets, and, performance against the 12 KPI's to either remain on target or improve over the next 2 quarters.

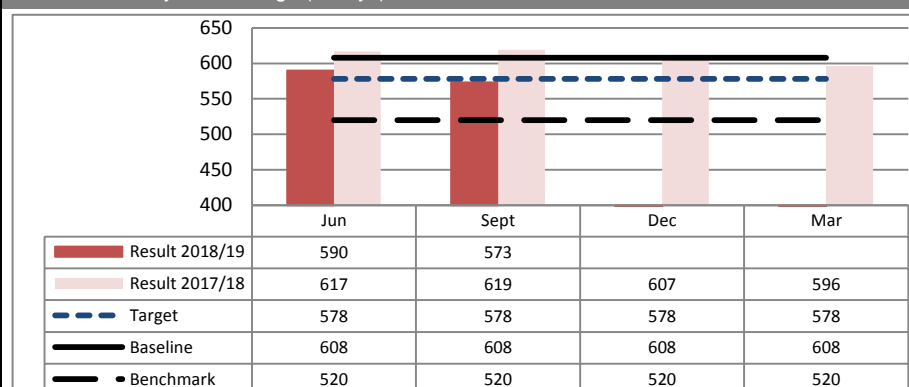
Benchmark:

Unable to benchmark

Outcome 2: Birmingham is an aspirational city to grow up in

2.1.4 Average length of time from a child entering care and moving in with its adoptive family

Three years average (in days)



Commentary:

Improvement actions in place:

Media company providing a 3 month targeted Facebook campaign #RoomForMe.

Recruitment of a full time Marketing Officer. We anticipate that this and recruitment re-design should see an increase in adopter recruitment.

Greater geographical reach from a 30 mile radius to a 50 mile radius.

Increase in the number of Early Permanence Carers.

Monthly Adoption Monitoring Meeting in each area.

Weekly Permanence Advice Service clinics in each area of the city.

Delivery of Child's Permanence Report writing training/workshops.

There has been an increase in the number of information evenings on offer for prospective adopters to hear about adoption with Birmingham.

Preferred direction of travel:



Smaller is better

Status:

Q1-17 **GREEN**

Q1 **AMBER**

Q2 **GREEN**

Q3

Q4

Variance from target:

-5

Year-end Target:

578

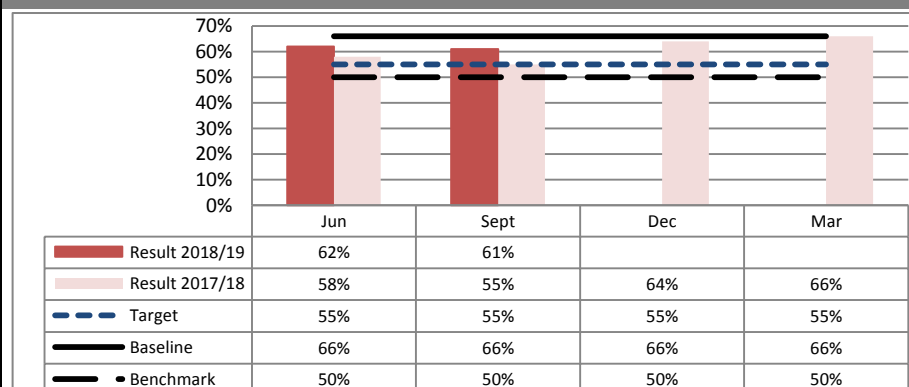
At September, performance has exceeded it's year end target by 5 children.

Benchmark:

520

England average

2.1.5 Percentage of care leavers who are in Education, Employment, and Training (EET)



Commentary:

Care leavers aged 19 to 21 who are EET. Performance continues to improve in this area. This is an area of good practice. We are performing better than statistical neighbours (48%) and nationally (50%).

Work continues to maintain performance and to ensure that Care Leavers have the best possible opportunities to access education, employment and training.

Preferred direction of travel:



Bigger is better

Status:

Q1-17 **N/A Trend**

Q1 **BLUE**

Q2 **BLUE**

Q3

Q4

Variance from target:

+6.0%

Year-end Target:

55%

We have exceeded our 2018/19 Quarter 2 target by 6% and performance is above the national average by 11%.

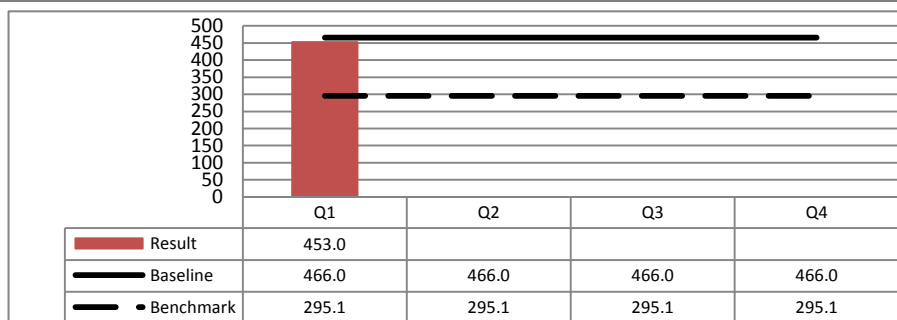
Benchmark:

50%

England average

Outcome 2: Birmingham is an aspirational city to grow up in

2.1.6 First time entrants (FTEs) into the youth justice system (per 100,000 population aged 10 to 17)



Preferred direction of travel:



Smaller is better

Status:

Q1 Trend
Q2 Result due November 2018
Q3
Q4

Year-end Target:

Not Set - Trend

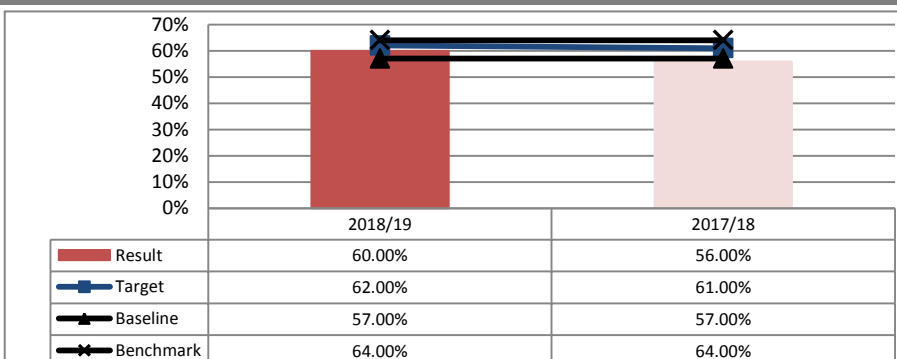
Benchmark:

295.1
 England average

Commentary:

Quarter 2 information is not yet available for this indicator. It is due to be published by the Ministry of Justice in November.

2.2.2a Key Stage 2 Attainment - proportion reaching expected standard in Reading, Writing and Maths



Preferred direction of travel:



Bigger is better

Status:

17/18 RED
18/19 RED
19/20
20/21

Variance from target:

-4.0%

Year-end Target:

62%

Performance is 4 percentage points below the England average, and, 2 percentage points below the BCC target.

Benchmark:

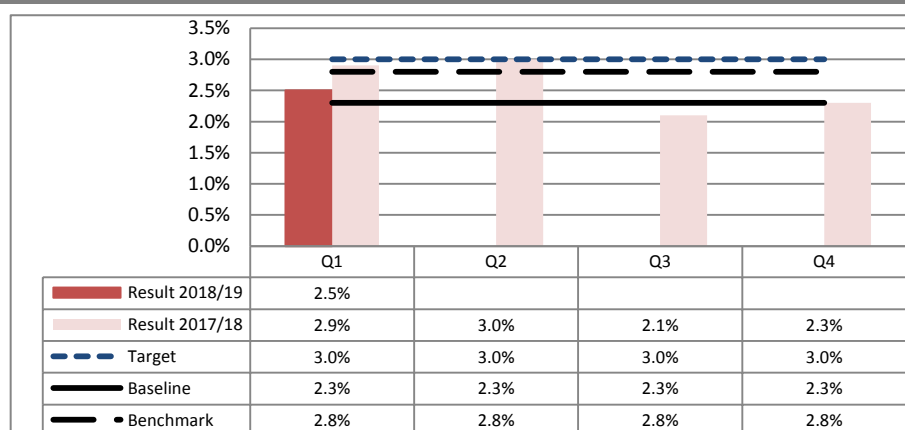
64%
 England average

Commentary:

Whilst an improvement has been made on last year's result, it remains below our target. The (provisional) national average has increased this year as well, which means that Birmingham remains in the 4th Quartile, ranking 128 out of 152 local authorities.

Outcome 2: Birmingham is an aspirational city to grow up in

2.3.1 The proportion of years 12 and 13 not in employment, education or training (NEET)



Preferred direction of travel:



Smaller is better

Status:

Q4-17 **BLUE**

Q1 **BLUE**

Q2 N/A

Q3

Q4

Variance from target:

-0.5%

Year-end Target:

3.0%

Benchmark:

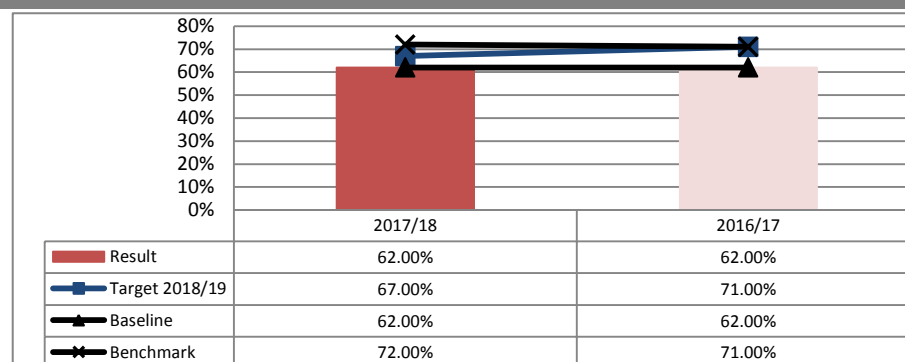
2.80%

England average

Commentary:

Results for the full Quarter 2 period are not yet available.

2.4.2 Number of 2 year old children accessing flexible free entitlement to early education (EEE)



Preferred direction of travel:



Bigger is better

Status:

16/17 **RED**

17/18 **RED**

18/19

19/20

Variance from target:

-5.0%

Year-end Target:

67%

Performance is 5 percentage points below target.

Benchmark:

72%

England average

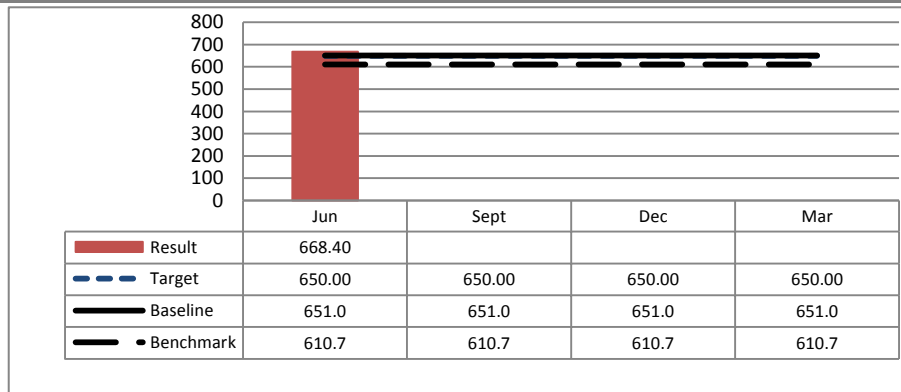
Commentary:

The result relating to period 2017/2018 has not been achieved and is below target by 5% at 62%. The result is in line with our statistical neighbours at 62.5%. The result is poorer than expected as there have been significant changes to the Children's Centres delivery as a result of the mobilisation of the new Early Years Health and Wellbeing contract in January 2018. This service is now being delivered by Birmingham Forward Steps. Children's Centres are an integral part of targeting the eligible children and assisting parents to access provision, and this has been negatively impacted by the structural changes that Children's Centres have been going through since January 2018.

Local Early Years Networks are also an important mechanism for enabling Children's Centres and other local early education providers to work together to drive up participation and raise awareness in the local area – this has also been affected by the Early Years Health and Wellbeing service as the co-ordination of these networks was included in the contract. Information is shared on the children and families that are eligible from the Early Years team to the networks via the Children's Centres, however the networks have not been meeting during the last 10 months and this has significantly impacted on the awareness raising and parental engagement to stimulate the take-up of places by eligible children. The Children's Centres have now completed their change management process and Early Years Networks are now re-commencing their activity. Plans are in place for Early Years Officers to support closely the Network steering groups, and Data Sharing difficulties have been resolved. Named Early Years Officers have been allocated to work closely with the Children's Centres, Early Years Networks and Nursery Schools to ensure that there is a priority focus for activity to support the 2 year old take-up. This will be monitored termly against the headcount.

Outcome 3: Birmingham is a fulfilling city to age well in

3.2.1 Reduced number of long term admissions to residential care and nursing care (per 100,000 65+)



Commentary:

Reported a quarter in arrears. The previously reported figure reported in Quarter 1 (June) has been amended to that above in order to ensure robust data reporting.

Work has begun with the Directorate to have 'Home First' as the first option for individuals. This option includes support in the community to develop services to meet individual's needs and '3 Conversations Model' of social work continues to be rolled out. This is the first quarter where this has been reported a quarter in arrears in order to mitigate errors from delayed recording. Following the stabilisation of the Quarter 4 figure, Quarter 1 shows an actual improvement.

Preferred direction of travel:



Smaller is better

Status:

Q4-17

N/A

Q1

AMBER

Q2

Q3

Q4

Variance from target:

+18.4

Year-end Target:

650.0

To meet our 2018/19 target we will need an average decrease of 6.1 per quarter, over the next 3 quarters.

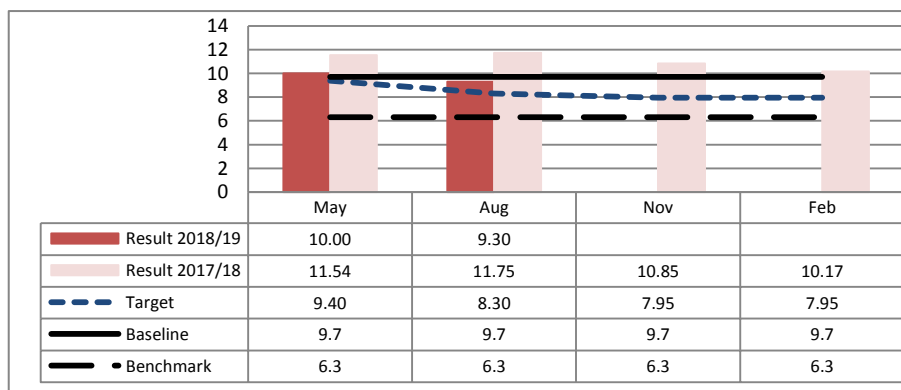
Benchmark:

610.7

England average

3.2.2 Reduced delayed transfers of care

Daily Average Delay beds per day per 100,000 18+ population - combined figure - Social Care only and Joint NHS and Social Care



Commentary:

The data for this measure is collected from a national system and is reported a month in arrears. The August out-turn maintains the position of improved performance relative to last year as a result of improvements to integrated working with health colleagues characterised by more effective tracking of individuals within the system. Further step-changes in performance are required in order to both reach and maintain performance at the year-end target level. To this end system partners are working together to prototype and roll-out a re-designed model of intermediate care with an absolute focus on directly returning people to their own from hospital rather than spending time in short-term residential care services. This work is currently at the "set-up" phase.

Preferred direction of travel:



Smaller is better

Status:

Q4-17

RED

Q1

RED

Q2

RED

Q3

Q4

Variance from target:

+1.0

Year-end Target:

7.95

To meet our 2018/19 target we will need an average decrease of 0.68, per quarter, over the next 2 quarters.

Benchmark:

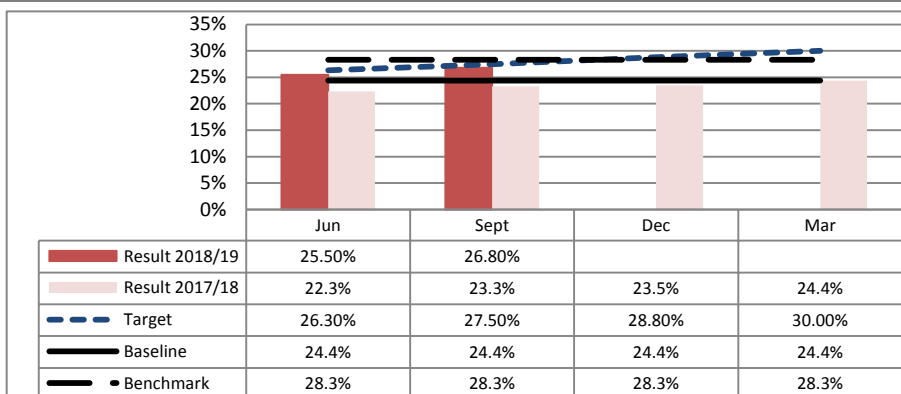
6.3

England average

Outcome 3: Birmingham is a fulfilling city to age well in

3.3.1 More people will exercise independence, choice and control over their care through the use of direct payments

Uptake of Direct Payments



Commentary:

As anticipated we are seeing a steady incremental increase in the take up of direct payments. This has been underpinned by a range of co-production initiatives and support for workers which have included briefings, workshops, e-learning and one to one support. We have worked closely with support agencies, client financial services, commissioning, citizens and workers to develop tools which support this. Leadership from Cabinet Member and Senior Managers have supported and encouraged all the work that has been undertake. We have a continued programme to enable us to further to develop in this area.

Preferred direction of travel:



Bigger is better

Status:

Q4-17 **GREEN**
Q1 **AMBER**
Q2 **AMBER**
Q3
Q4

Variance from target:

-0.7%

Year-end Target:

30.0%

To meet our 2018/19 target we will need an average increase of 1.6 over the next 2 quarters which will also put us above the national average.

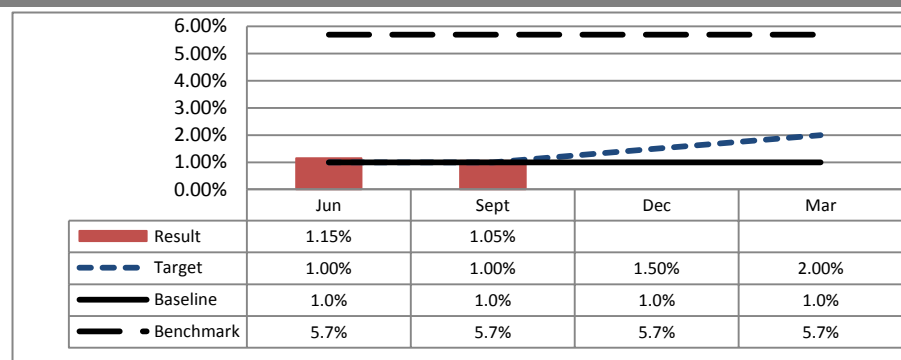
Benchmark:

28.30%

England average

3.3.2 Proportion of adults with a learning disability support in paid employment

Service users aged 18-64 with learning disabilities in employment



Commentary:

The plan is to review the activities around this area of work to better understand the barriers. This will require a collaborative approach with Commissioning colleagues. During the Quarter 2 period, the Day Opportunity Strategy, which includes plans to invest in employment support was approved by Cabinet, and, has now progressed to the detailed planning stage. Targeting people with Learning Disabilities is a key plank of the strategy, and implementation is due to begin at the end of Quarter 3 (December), with results expected in line with the target of 2% at year end.

Preferred direction of travel:



Bigger is better

Status:

Q1 **GREEN**
Q2 **GREEN**
Q3
Q4

Variance from target:

+0.1%

Year-end Target:

2%

To meet our 2018/19 target we will need an average increase of 0.48, per quarter, over the next 2 quarters.

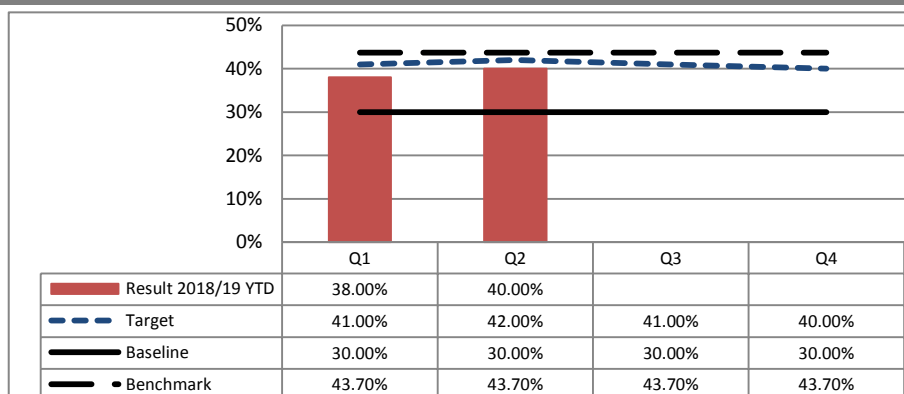
Benchmark:

5.70%

England average

Outcome 4: Birmingham is a great city to live in

4.1.2 Increase Recycling, Reuse, and Green Waste



Commentary:

The step up in recycling rates has continued. The planned maintenance shutdown and plant issues at the Tyseley facility continued to result in lower levels of bottom ash being recycled. This has meant that the estimated year-to-date result of 40% has remained slightly below the 42% target but still within tolerance levels. It should be noted that the in-month September estimated rate increased to 42.5%. The estimated second quarter performance (July to September) is 41.3% against a Quarter 2 target of 43%, therefore remains within tolerance. The introduction of Waste Recycling Collection Officers is expected to increase the overall recycling rate in the coming months.

Preferred direction of travel:



Bigger is better

Status:

Q4-17

RED

Q1

AMBER

Q2

AMBER

Q3

Q4

Variance from target:

-2.0%

Year-end Target:

40%

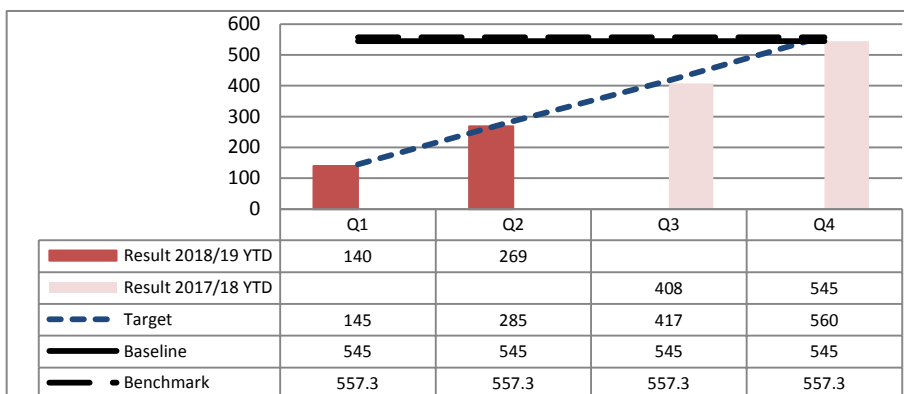
To meet our 2018/19 target performance needs to remain stable over the next 2 quarters.

Benchmark:

43.70%

England average

4.1.3 Reduced collected household waste – kg per household



Commentary:

This indicator, which measures the average amount of residual waste collected directly from households, shows that in the financial year from April to September, the amount of waste collected is significantly better than target. The estimated second quarter performance (July to September) is 129 against a quarter 2 target of 140, continuing to be significantly better than target and 11kg less than the previous quarter. Whilst this is good news, rates are slightly higher than the same period last year, and the introduction of Waste Recycling Collection Officers is expected to continue to reduce the amount of residual household waste.

Preferred direction of travel:



Smaller is better

Status:

Q4-17

GREEN

Q1

GREEN

Q2

BLUE

Q3

Q4

Variance from target:

-16.0

Year-end Target:

560

To meet our 2018/19 target we will need an average decrease of 145.5, per quarter, over the next 2 quarters.

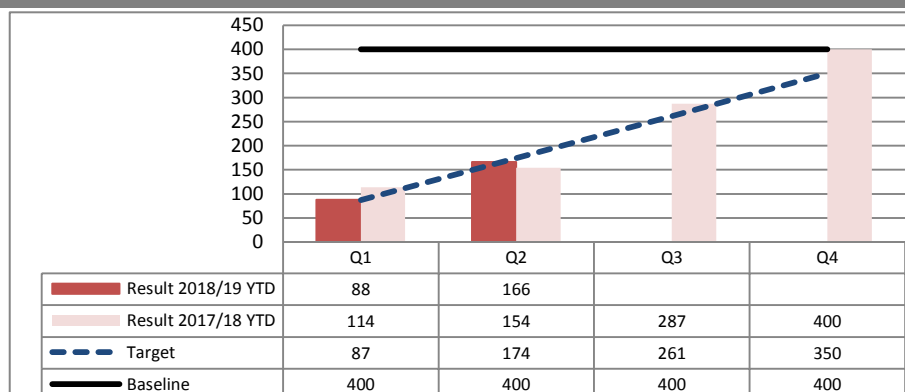
Benchmark:

557.3

England average

Outcome 4: Birmingham is a great city to live in

4.2.2 Number of properties improved in the Private Rented Sector as a result of Local Authority intervention



Commentary:

The number of properties improved in Quarter 2 alone (July to September) was 78, bringing the cumulative total for this financial year to 166 against a target 174. Although below target but within tolerance levels, the service fully expects to meet its end of year target.

Preferred direction of travel:



Bigger is better

Status:

Q4-17

BLUE

Q1

GREEN

Q2

AMBER

Q3

Q4

Variance from target:

-8.0

Year-end Target:

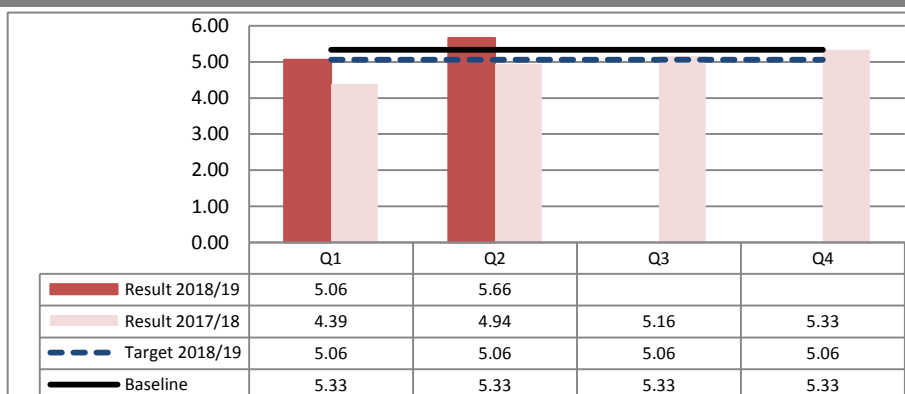
350

To meet our 2018/19 target we will need an average increase of 92, per quarter, over the next 2 quarters.

Benchmark:

Unable to benchmark

4.2.4 Minimising the number and percentage of households living in temporary accommodation per 1000 households



Commentary:

The overall proportion of households in temporary accommodation rose by 11% to 5.66 per 1000 household in the quarter. This reflects the national picture of increased demand from people presenting as homeless against a lack of affordable housing provision and number of properties. The overall strategy to reduce the number of households in bed and breakfast has been successful and the reliance on this type of accommodation and the number accommodated within it has fallen. The utilisation of Council owned stock and working alongside the private sector to obtain suitable properties has also had the impact of reducing bed and breakfast numbers. In addition, the Service is also converting Council owned properties into more appropriate supported living accommodation e.g. Barry Jackson Tower and Magnolia House.

Preferred direction of travel:



Smaller is better

Status:

Q4-17

N/A Trend

Q1

GREEN

Q2

RED

Q3

Q4

Variance from target:

+0.6

Year-end Target:

5.06

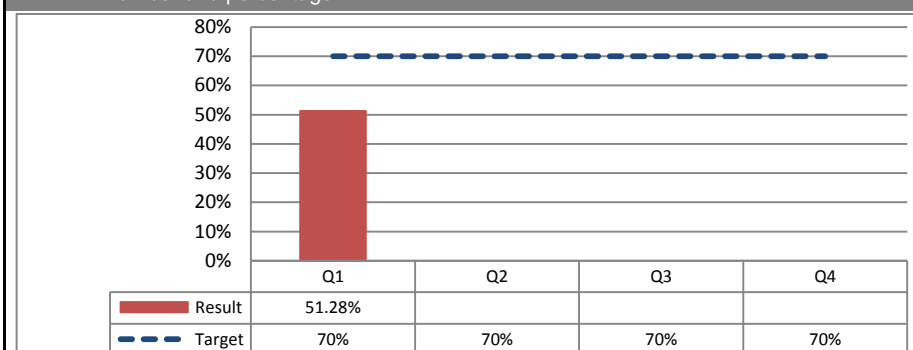
To meet our 2018/19 target we will need an average decrease of 0.30, per quarter, over the next 2 quarters.

Benchmark:

Unable to benchmark

Outcome 4: Birmingham is a great city to live in

4.3.2 Households where homelessness is prevented or relieved number and percentage



Commentary:

This is a new Government target that captures the work of the statutory services where homelessness is prevented or relieved. Prevention activity has increased significantly, however the reporting of this measure is reliant upon a new IT system for which there have been a number of difficulties in implementation across the country. The Ministry of Housing, Communities and Local Government (MHCLG) is aware of these difficulties and therefore any information received thus far is heavily caveated.

The information will be available from December and whilst this indicator only captures work undertaken by Birmingham City Council, other prevention measures are in place from the third sector and our commissioned providers.

Preferred direction of travel:



Bigger is better

Status:

Q1 **RED**
Q2 Due December 2018
Q3
Q4

Variance from target:

-10.2%

Year-end Target:

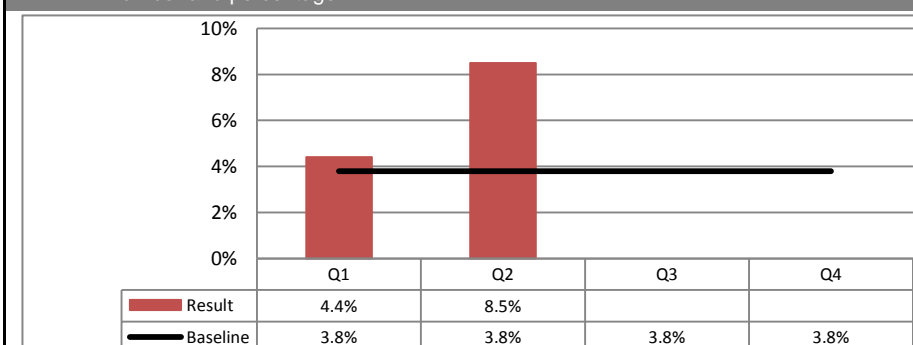
70%

To meet our 2018/19 target we will need an average increase of 3.4 percentage points over the next 3 quarters.

Benchmark:

Revised nationally, benchmark not yet available

4.5.3 Completed safeguarding enquiries which involved concerns about domestic abuse Number and percentage



Commentary:

In Quarter 2 (July to September), a total of 44 safeguarding enquiries which involved concerns about domestic abuse were completed.

In the last 12 months there have been 134 completed enquiries relating to this. Of these 87% achieved their expressed outcomes, 92% felt that they were involved, 91% felt they had been listened to, 89% felt we had acted on their wishes, 82% felt safer and 81% felt happier as a result of our intervention.

Preferred direction of travel:



Smaller is better

Status:

Q1 **Trend**
Q2 **Trend**
Q3
Q4

Year-end Target:

Not Set - Trend

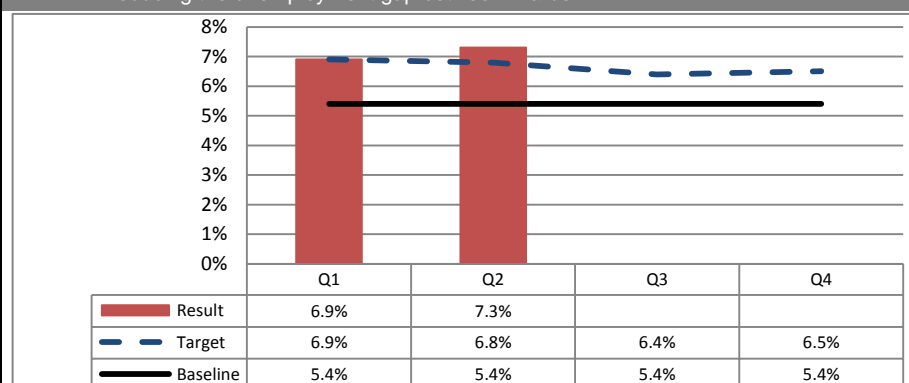
Benchmark:

Unable to benchmark

Outcome 4: Birmingham is a great city to live in

4.7.2 Reducing the Unemployment Gap Between Wards

Reducing the unemployment gap between Wards



Commentary:

In Quarter 2 2018/19 the average unemployment proportion across the 10 Birmingham wards with the highest unemployment levels stood at 9.2%. The corresponding figure for the 10 Birmingham wards with the lowest unemployment proportions was 1.9%. Therefore, the gap between the 10 best and worst performing wards stood at 7.3% points in Quarter 2 2018/19. The baseline uses the long term average gap for the corresponding quarter to avoid any issues with seasonal variation. Over the last 5 years the average gap in Quarter 2 between the 10 best and worst performing wards was 6.8% points. The gap in Quarter 2 2018/19 is therefore 0.5% points higher than the 5 year average. The gap between the 10 best and worst performing wards has widened by 0.4% points between Quarter 1 and Quarter 2.

Preferred direction of travel:



Smaller is better

Status:

Q4-17

BLUE

Q1

GREEN

Q2

AMBER

Q3

Q4

Variance from target:

+0.5%

Year-end Target:

6.5%

To meet our 2018/19 target we will need an average decrease of 0.4 percentage points per quarter over the 2 quarters

Benchmark:

Unable to benchmark

Birmingham City Council

Report to Cabinet

13 November 2018

Item 6



Subject: Budget 2019/20+ Consultation
Report of: Chief Executive and Director of Finance & Governance
Relevant Cabinet Member: Councillor Brett O'Reilly
Relevant O & S Chair(s): Councillor Sir Albert Bore
Report author: Clive Heaphy, Corporate Director Finance & Governance.
Tel: 0121 303 2950.
clive.heaphy@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 :		

REPORT

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

Reasons for Lateness

Discussions have continued until a late stage to ensure that the draft savings proposals are ones which will minimise the impact on services wherever possible. There are significant financial consequences if this report does not proceed to the November Cabinet and therefore this satisfies the "special circumstances" reason as required by the Constitution.

Reasons for Urgency

S30(6) Local Government Finance Act 1996 (LGFA) provides that the Council has to set its budget before 11th March each year. The Council must begin consultation on the draft budget and savings proposals for 2019/20 – 2021/22 as soon as possible to enable the Council to set its budget before 11th March.

A delay in approving the draft Budget Consultation document at December's Cabinet would leave insufficient time for the Council to undertake and fulfil the legal consultation obligations prior to the approval of the 2019/20 Budget at Council in February 2019.



Subject: **Budget 2019/20+ Consultation**

Report of: **Chief Executive and Director of Finance & Governance**

Relevant Cabinet Member: **Councillor Brett O'Reilly**

Relevant O &S Chair(s): Councillor Sir Albert Bore

Report author: Clive Heaphy, Corporate Director Finance & Governance.
Tel: 0121 303 2950.
clive.heaphy@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 This report sets out the City Council's proposed Medium Term Financial Strategy (MTFS) for the period 2019/20 to 2022/23. The objective of this Strategy is to provide a financial framework within which the Council's priorities

can be delivered within the context of financial stability and is sustainable in the medium term.

- 1.2 The report provides the basis for consultation for revenue budget saving proposals of £18.2m in 2019/20, growing to £26.0m in 2022/23, and a proposed overall Council Tax increase of 4.99% in 2019/20.
- 1.3 The Strategy is based around a number of key aims:
 - i. To re-focus the allocation of resources so that, over time, priority areas receive additional resources whilst ensuring that services are defined on the basis of a clear alignment between priority and affordability
 - ii. To ensure that the Council sets a balanced budget for 2019/20 and that its long term financial health and viability remains sound.
 - iii. To plan the level of fees, charges and taxation in line with levels that the Council regard as being necessary, acceptable and affordable to meet the Council's aims, objectives, policies and priorities whilst gradually reducing the Council's reliance on Central Government funding; and
 - iv. To protect its reserves for 'rainy day' events and not seek to use them to meet ongoing pressures or where savings have not been achieved.
- 1.4 This report outlines the Cabinet's draft budget proposals for this period to deliver its priority outcomes for residents in a financially sustainable way. This document sets out the Council's proposals for 2019/20 and indicative proposals for the following 3 years. From next year, we plan to move to a two-year firm budget.
- 1.5 Since April 2017, the West Midlands, including Birmingham City Council has been participating in a pilot scheme to retain 100% of the business rates collected locally in return for the cessation of Revenue Support Grant (RSG) from the Government. Together with income from Council Tax, these two sources of funding now account for more than 93% of the Council's net budget. It is vitally important that we focus on facilitating economic growth, growing both our Council Tax and Business Rates base and developing our approach to financial management that ensures that the Council manages its spending within its available resources.
- 1.6 At the same time, we face the uncertainties of Brexit and its potential impact on the national and local economy; the need to respond to changing behaviours in reducing demand and the need to build resilient communities and improve access to our services. We must also take steps to reduce our costs by managing services in more business like ways working with our partners to improve outcomes for residents.

- 1.7 The Council will continue to invest in its priorities including services for its most vulnerable citizens, delivering a range of efficient and effective services to Birmingham residents. However, ongoing service pressures and falling resources mean that it is increasingly difficult for the Council to continue to deliver services without taking some hard decisions. If implemented, the savings proposals put forward for consultation in this report would affect a range of services provided by the Council
- 1.8 These draft proposals will be used as the basis for consultation with a range of stakeholders including residents, businesses, trades unions and partners. Analysis on consultation feedback will be considered by the Cabinet before they finalise their budget proposals that will be recommended to Council on 26th February 2019 when it will set the budget.
- 1.9 The Council has made annual savings of £690m over the last 8 years, but to be sustainable in the future the Council will need to continue to stop, change, reduce and in some cases, develop new services. This report outlines a different approach to financial management being developed by the Council with the aim of aligning delivery of the Executive's key outcomes (described in the Council Plan 2018-22) with affordability.
- 1.10 This is to help the Council to invest its reducing resources in activities that have the greatest impact on the delivery of priority outcomes. The Council wants to achieve better outcomes for all residents by improving quality and performance, managing demand of its high cost services and becoming more commercial. Consequently financial plans have been drawn up on the basis of its priority outcomes and will support the commissioning and procuring of services more cost effectively to enable the Council to become a modern and sustainable organisation.
- 1.11 The proposals set out in this report are based on the most recent projections of demand for services and forecasts of likely costs.
- 1.12 The proposed 2019/20 budget position assumes a Council Tax increase of 4.99%, including a general increase in Council Tax of 2.99% and a further 2.00% increase in relation to the Adult Social Care Precept. The final Council Tax increase will be subject to Full Council approval in February 2019.
- 1.13 If implemented, the savings proposals in this report would deliver a balanced budget for 2019/20. Details on individual savings proposals are set out in Budget Consultation 2019+ (November 2018) provided in Appendix 1.

2 Recommendations

- 2.1 Approve the budget consultation document (attached at Appendix 1) and to note that formal budget consultation will begin on 13th November 2018 but that some proposals may be subject to different or further consultation when proposals are finalised;
- 2.2 To note the aims and objectives of the Medium Term Financial Strategy which will be presented to Council for approval in February 2019;
- 2.3 To note that the report contains draft proposals for reducing cost and generating income that amount to £18.2m in 2019/20;
- 2.4 To note that the Executive's budget proposals for consultation are based on the assumptions detailed within the MTFS and that this includes a Council Tax increase of 4.99%, 2.99% under general powers to increase Council Tax without a referendum and 2.00% Social Care Precept;
- 2.5 To note that the Executive's initial budget proposals will impact on staffing and that consultation will be undertaken in line with legislation and the Council's agreed processes before proposals are implemented.
- 2.6 To agree the contents of this report are not subject to call-in. Under the City Council's Constitution, Section 3 - Meetings Administration, para 3.7- 'Immediate Decision Implementation' set out the circumstances under which exemptions from call-in may be made, Specifically, "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."

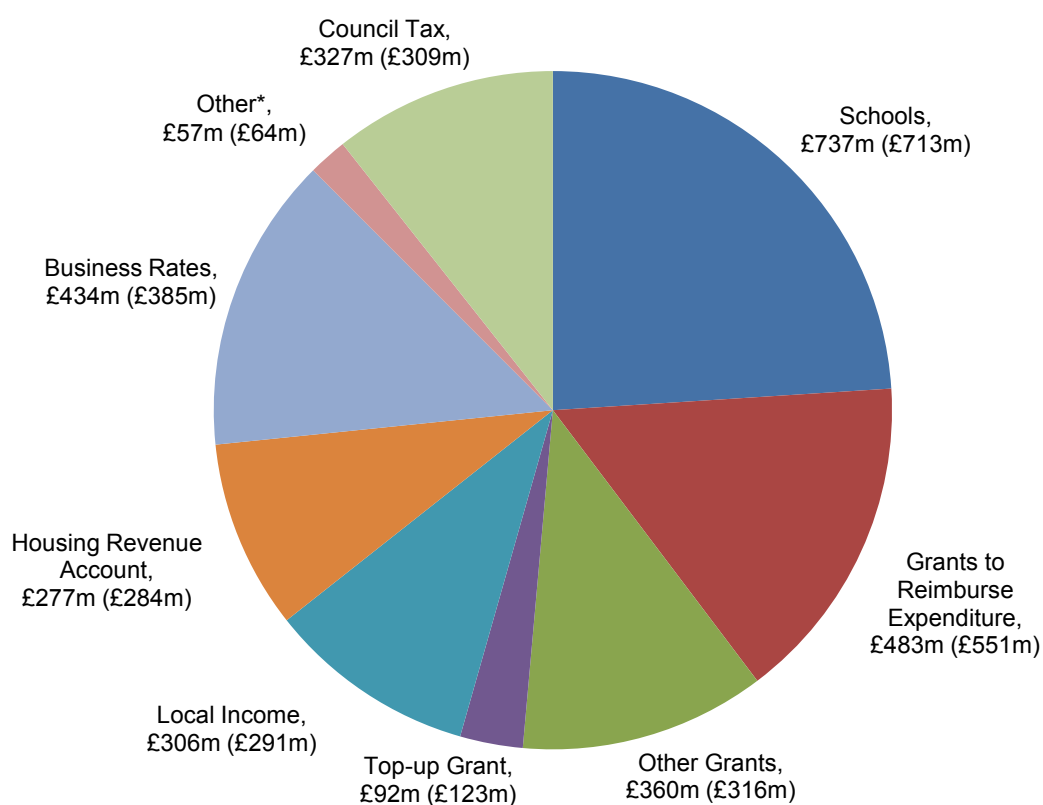
S 30(6) Local Government Finance Act 1996 (LGFA) provides that the Council has to set its budget before 11th March each year and it is due to be considered at the Council meeting on 26th February 2019. The Council must begin consultation on the draft budget and savings proposals for 2019/20 – 2022/23 as soon as possible to allow enough time for the Council to consider and respond to feedback from the public in respect of the proposals. A delay in approving the draft Budget Consultation document until December's Cabinet would leave insufficient time for the Council to undertake and fulfil the legal consultation obligations prior to the approval of the 2019/20 Budget at Council in February.

3. Background

- 3.1 The Council is a large and influential local and regional organisation managing the delivery of a vast range of services either directly or through/with others. Its

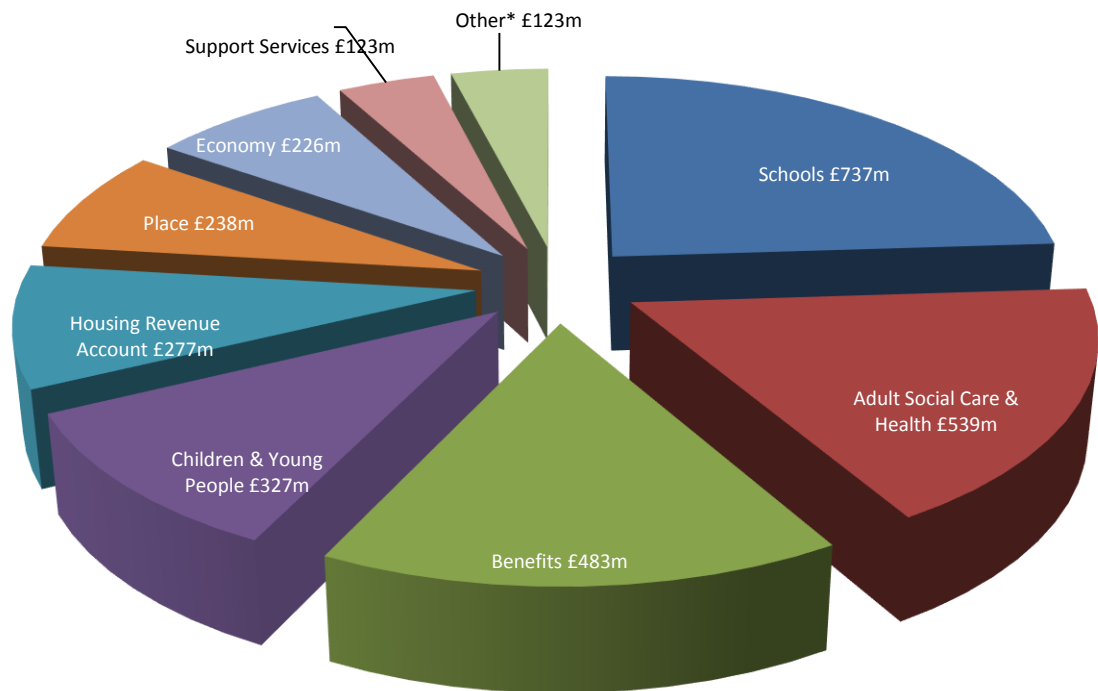
core purpose is to improve the quality of life for residents and effective financial management is key to this.

- 3.2 The MTFS focuses on determining the financial position for the period up to and including 2020/21 and takes into account major issues affecting the Council's finances, including international, national and regional economic influences as well as local factors and priorities. It identifies risks and looks to mitigate those risks through provisions within reserves and balances to ensure the council has adequate resources to cover the uncertainty and risk.
- 3.3 It provides the framework and assumptions for developing the overall budget, taking into account any unavoidable service pressures. The MTFS recognises the key role that financial resources play in the future delivery of services, and enabling the effective planning, management and delivery of those services. The MTFS is therefore key to the effective delivery of the Council's overall aims of achieving better budgetary control.
- 3.4 The chart below shows that the Council currently receives (2018/19 with 2017/18 figures in brackets) almost £3.1bn in income from Central Government Grants, Council Tax, Business Rates, Rents, and other Fees and Charges.



* Other includes: Use of Reserves & Balances and costs recovered by charging capital accounts

- 3.5 The chart below shows how this money is spent. In two areas, schools and for benefit payments, money is simply passported through the Council. The Council also needs to include two separate plans: Housing (within the Housing Revenue Account) of £277m and the remainder (General Fund) being used to deliver the Council's outcomes and priorities.



* Other includes Corporately Managed Budgets and Use of Reserves & Balances

- 3.6 It is important that Members are aware of the major financial challenges and opportunities and that they make informed decisions. The Council regularly revises its Medium Term Financial Strategy (MTFS) so that the financial position is clear for budget proposals to be drawn up for the forthcoming year. It is important for the Council to set out its budget proposals and emerging ideas for savings in the context of the MTFS over a four year period 2019/20 to 2022/23.
- 3.7 It is important to note commitments made by the City Council to balance its budget for 2019/20 without the use of reserves to meet spending pressures or the failure to deliver services. This is an important principle for the City Council.
- 3.8 In order to meet the financial challenges and service pressures we face, total further savings (including those already in financial plans) of £86.7m are

required from the General Fund budget by 2022/23 to be sustainable – this represents around 10% of the total General Fund budget

- 3.9 The Cabinet wants to channel its resources towards agreed priority outcomes and to do this properly and transparently requires a different approach through aligning priorities more closely with available resources without the need to use reserves to support ongoing spending.
- 3.10 The outcomes of the consultation and Council's response to this will inform the Medium Term Financial Plan for the period from 1 April 2019 onwards. The consultation document seeks views on the proposed approach to addressing the financial challenges and building a financially sustainable future.
- 3.11 The Council's Vision is to be a city of growth where every child, citizen and place matters. This Vision and the Council's priorities were incorporated in the Birmingham Council Plan: 2018-2022 in July 2018, and this document set out the Council's priorities and key measures by which success will be measured.

Outcome	Why is this important?
Birmingham is an entrepreneurial city to learn, work and invest in	We want a city that invests in its people so that everyone can have opportunities to realise their potential through lifelong learning, skills and good jobs. We want to invest in the buildings and transport connections of our city to provide better places to live and work and enable businesses to prosper. HS2 will be a key milestone in the city's development and we must make the most of this opportunity to boost our economy and key growth sectors, and enable citizens to access employment.
Birmingham is an aspirational city to grow up in	We want to respond to our unique profile as one of the youngest cities in Europe to give all children from every background and community the best start in life with a clear pathway to achieve success and realise their full potential.
Birmingham is a fulfilling city to age well in	We want citizens to live more active, longer, healthier and independent lives. We want to reduce social isolation so that people can make positive choices and take control of their wellbeing.
Birmingham is a great city to live in	We want Birmingham to be a sustainable city of vibrant culture, flourishing neighbourhoods with good quality housing. A city with clean air, safe and clean streets and green spaces. We want to be a city where our citizens have pride in where they live, have a strong sense of belonging and a voice in how Birmingham is run.
Birmingham residents gain the maximum benefit from hosting the Commonwealth Games	Hosting the Commonwealth Games gives us a global stage to use the transformational power of sport and culture to project a positive image of our city, promote growth and provide a long-lasting legacy to the citizens of our city.

- 3.12 The Council's key priorities to deliver its outcomes include:
- Creating investment opportunities and fostering economic growth, thereby leading to improved opportunities for citizens
 - Improvement of protection of vulnerable children and young people
 - Improving educational attainment and standards
 - Improving care for the elderly and reducing social isolation and loneliness
 - Development of the transportation infrastructure

- Delivery of the Commonwealth Games, with Birmingham residents gaining maximum benefit from being the host city.
- 3.13 The Council, as with other local authorities across the country, is facing increased pressure as a result of rising demand for services at a time when its resources are not increasing at the same rate. Nationally, Central Government funding to local government would have fallen by 63% in real terms by 2019/20 and core spending power would have reduced by 24%.
- 3.14 Coupled with this, there has been growth in actual or forecast demand for a range of core services, including looked after children, adults aged 65 and over, homelessness, etc. Recent events at other local authorities illustrate the challenges facing local government, particularly those authorities with responsibility for social care.
- 3.15 Over the eight years to 2018/19 the City Council has had to make overall annual savings of around £690m. The Council estimates that it needs to make further annual savings of £86m by 2022/23, meaning total annual savings of around £775m over the twelve year period. The Council approved plans to deliver £64m of further savings when it set its budget in February 2018. Subsequently, £5m of these plans have been assessed as been non-deliverable. In addition to the existing plans, we anticipate having to make extra annual savings of £26m between 2019/20 and 2022/23, which are described in the consultation document.
- 3.16 The approach to medium term financial planning for the period 2019/20 and beyond has been based on the Council's Priorities and the key principles outlined below:
 - The plan will be a reflection of the Council's priorities based on what the new Council wishes to achieve;
 - Recurrent expenditure not being funded from non- recurrent resources (reserves);
 - Strong governance and assurance and accountable for delivery of service outcomes within budget;
 - Closer integration of capital and revenue processes
- 3.17 The remainder of the report details the financial position facing the Council and the specific proposals put forward for consultation. These proposals are set out set out in Budget Consultation 2019+ (November 2018) provided in Appendix 1.

4 Reserves and balances

- 4.1 To ensure proposals are considered in a full financial picture, it is important to set out the expected position on Reserves and the General Fund Balance.

Reserves

4.2 The Council has a number of reserves that have been set aside for specific reasons. These reserves can be split into three categories:

- Those required to be kept by statute or accounting guidance. For example, revenue grants reserve, school balances etc. These reserves can only be utilised for the purpose for which they have been set aside.
- Those set aside for a future event that has a high probability of occurring. For example the Highways PFI Reserve;
- Those useable reserves held for non-specific events that cannot yet be foreseen.

4.3 In light of the increasing level of risk and uncertainty identified within the MTFS and the increased probability of resources being required to support its delivery, a full review of useable reserves and provisions is being undertaken. In closing the accounts for 2017/18, a view was taken on maintaining and strengthening, where necessary, those reserve specifically earmarked to support the highest areas of risk resulting in the rationalisation of reserves and provisions where possible and in some cases additional funding being set aside.

4.4 The table below shows the forecast position over the MTFS period in relation to reserves which are not held for specific purposes is as follows:

Table 1	2018/19	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m	£m
Invest to Save Reserve	37.6	27.4	20.9	23.9	28.3
Financial Resilience Reserve	86.7	80.8	74.9	69.9	65.9
General Balances	28.9	28.9	28.9	28.9	28.9
Total	153.2	137.1	124.7	122.7	123.1

4.5 The non-earmarked balances are forecast to be £153.2m at the end of 2018/19 providing the current year financial overspend is addressed; if not this balance will reduce to £140.3. The required level of balance is determined by assessing the level of risk the Council faces.

4.6 As the Council is facing significant cuts in funding and increasing demand, the level of risk is heightened. The assessed minimum balance will be reviewed for

the MTFS update in February 2019, taking into consideration both risk and affordability.

5. Resourcing

- 5.1 The proposals in this consultation assume a combined general and Social Care Precept increase in Council Tax of 4.99% in 2019/20 and 1.99% in later years. As part of its 2015 Spending Review, the Government announced new powers for Councils responsible for adult social care to raise additional Council Tax equivalent to 2% per annum for a “Social Care Precept”. The Council has applied this additional charge for 2016/17 through to 2018/19, and will do so for 2019/20. Over the four years, this will have generated additional funding of around £24.0m, to be used for adult social care. The Council has carried through reviews of discounts being awarded for Council tax in order to ensure that everyone pays their fair share for the services provided by the Council. Improvements have been made to the Council Tax taxbase following reviews of Single Persons Discounts awarded, along with the doubling of empty homes premium for long term empty properties. Growth in homes in Birmingham has also been included in current projections of Council tax income.
- 5.2 During 2019 a proposal to review the amount of Council Tax Support awarded in future years will be drawn up. The proposals will be subject to extensive consultation and dependant on the outcome of the consultation changes may be made to the level of support awarded.
- 5.3 In respect of Business Rates, the Council has entered into an agreement with Government to Pilot 100% business rates retention locally. This means that all business rates generated in Birmingham remain locally to help provide services, providing a greater financial incentive to grow businesses. It is estimated that available income from business rates will increase by £24.5m in 2019/20.
- 5.4 The Council’s other grants which can be used to support general expenditure are expected to reduce by £29.7m when compared to 2018/19.
- 5.5 The Council is in the final year where there is provision of a “guaranteed minimum” financial settlement. This means we have relative certainty regarding resources for 2019/20 only. Even so, final figures will not be announced until 6th December 2018, and so adjustments may need to be made in the light of this.
- 5.6 However, following this there is significant uncertainty including:
- The detailed implications of announcements made in the Chancellor’s Autumn Budget;

- What the Government will announce in the next Spending Review regarding plans for local government funding; and
- The impact of a “fair funding” review being carried out by the Government on the distribution of local government funding – this is due to be implemented (at least in part) by 2020/21. The impact of this reform may not be known until late 2019 and could cause variations to our current assumptions.

Though the Government is yet to announce funding levels beyond the current Spending Review, the Council’s current assumption is that the settlement funding assessment in 2020/21 will remain unchanged, apart from inflationary increases.

- 5.7 Table 2 below summarises the overall position. If all the proposals included within this report were to be accepted, this would remove the forecasted gap in 2019/20 and 2020/21. Alternative savings will need to be identified for any proposals that are not accepted.

Table 2	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m
Changes in core Government grants	29.7	30.2	28.2	27.4
Changes in Council Tax, Business Rates and related grants	(27.0)	(54.1)	(79.3)	(102.3)
Pay & Price Inflation	17.2	37.9	56.6	75.9
Budget Pressures	23.9	32.0	33.7	38.4
Net Payment to/(from) Reserves	2.4	4.7	32.9	20.2
Corporately Managed Budgets	3.6	22.3	23.2	27.1
Savings requirement	49.8	73.0	95.3	86.7
Savings in Financial Plan 2018+	(35.6)	(54.8)	(64.2)	(64.3)
Savings not deliverable	4.0	4.6	4.6	4.6
New Savings being consulted on	(18.2)	(22.8)	(24.1)	(26.0)
Further savings to be identified for future years	0.0	0.0	11.6	1.0

- 5.8 Following agreement by Cabinet, the proposals in this report will be subject to a 6 week public consultation, ending on 31st December 2018. Comments from the public will be invited at face-to-face meetings with the public and with businesses and via digital channels.
- 5.9 The responses from this consultation will inform the finalisation of the Council’s budget for consideration by Council in February 2019.

6 Options considered and Recommended Proposal

- 6.1 The proposals in the attached draft budget consultation document reflect the evaluation of alternative options for balancing the General Fund budget for 2019/20, and in setting the financial strategy in the medium term. The purpose of this consultation is, however, to invite the public and partners to consider

these savings proposals, provide feedback and, if they wish, make alternative suggestions.

- 6.2 Alternative options for revenue spending and MTFS assumptions form an integral part of the development of the overall MTFS that will be considered at the Council budget setting meeting on 26th February 2019. The current set of assumptions contained within this report will be reviewed on a regular basis but represent the most up to date information available at this time.
- 6.3 The proposals presented in this report represent the Executive's draft budget for the period 2019/20 – 2022/23. Of these, many proposals for 2019/20 to 2022/23 will also require further specific consultation with service users. The Executive have considered and rejected some proposals put forward by officers as they were not considered to align with the Executive's priorities and values. In addition, there are a number of variables and alternative options that could be implemented as part of the budget.

7 Consultation

- 7.1 Internal - Cabinet Members, Corporate Directors, the City Solicitor, Director of Human Resources, Director of Public Health and Assistant Director (Communications) have been consulted in the preparation of proposals set out in this report.
- 7.2 External - The draft document attached as an Appendix to this report will form the basis of public consultation on the overall budget proposals. This will be complemented, where appropriate, by consultation with stakeholders and staff on individual savings proposals.

8 Risk Management

- 8.1 The inability to deliver a balanced budget is one of the Council's main corporate risks. The proposals within this report are aimed to try to mitigate this risk. The scale and scope of some of the savings are such that they represent a significant risk of non-achievement in the future. The savings programme will continue to be monitored robustly and reported to senior management and Members so that they are kept up to date with the progress of savings delivery.

9 Compliance Issues:

- 9.1 **How are the recommended decisions consistent with the City Council's priorities, plans and strategies?**
 - 9.1.1 The Council will continue to be faced with resource constraints over the medium term, which will have an impact on service delivery. The financial proposals set out in the attached consultation document have been formulated in the context

of the Council's policy priorities. In this way, these proposals are aligned to existing policy priorities.

9.2 Legal Implications

- 9.2.1 The Local Government Finance Act 1992 (as amended) requires local authorities to calculate their Council Tax requirement, after having regard to all items of income and expenditure for the forthcoming year and, after taking account of the principles set out by the Government, to determine whether a referendum is required on the proposed Council Tax increase. In practice, therefore, this means that a local authority must set a balanced budget for the forthcoming financial year, in this case 2019/20.
- 9.2.2 The provisions of the LGFA 1992 set out what the Council has to base its budget calculation upon and require the council to set a balance budget with regard to the advice of its Chief Finance officer (s151). The setting of the budget is a function reserved to Full Council who will consider the draft budget which has been prepared by the Executive.
- 9.2.3 If budget proposals result in decommissioning or re-shaping services, then the law will either require specific statutory responsibility to consult on those proposals or the common law will impose an obligation to consult. A further consultation obligation is likely to arise in some cases because the Council's proposals require it to comply with or meet the objectives of the **Public Sector Equality Duty (PSED) arising under 149 Equality Act 2010**.
- 9.2.4 The PSED imposes on the Council an obligation to have 'due regard' as to what is appropriate in all the circumstances in achieving its desired outcomes. In setting the budget, the Council and individual councillors should consider the issue of discrimination before making any policy decisions that may be affected by such an issue.
- 9.2.5 In the absence of an express duty to consult, whether or not the service is a statutory service, the common law will impose an **enforceable legitimate expectation of doing so** where:
- a) There has been a promise to consult; or
 - b) There has been an established practice of consultation; or
 - c) Failure to consult would lead to conspicuous unfairness.
- 9.2.6 Subject to the overall requirements of fairness, a public authority usually has a broad discretion as to how a consultation exercise should be carried. Consultation should provide for interested organisations, service users, and

wider community to put forward options on how to reshape the service or project and Councillors before making policy decisions and setting the budget should have ‘due regard’ as to the likely impact of these proposals on these interested parties.

9.2.7 In addition, **Section 3 Local Government Act 1999**, imposes an obligation on local authorities to consult widely in order to determine how the Best Value duty should be fulfilled when decommissioning or re-shaping services.

9.2.8 Subject to the overall requirements of fairness, a public authority usually has a broad discretion as to **how** a consultation exercise should be carried out. However the courts will now expect the following criteria to have been followed:

- Consultation must be at a time when proposals are still at a formative stage.
- Sufficient information must be given to those impacted to permit intelligent consideration and response; and
- Adequate time must be given for this purpose; and
- The results of the consultation must be conscientiously taken into account in finalising decisions by decision makers.

9.3 Financial Implications

9.3.1 The proposals within this report are primarily concerned with financial matters. They reflect the organisational changes that the Council will need to take in order to respond to the cuts in and future uncertainties around resources and increases in demand for some core services.

9.3.2 The proposals attached, if adopted, will set out the resource envelope within which services must be managed. Final decisions on budget allocations will be taken at the City Council meeting on 26th February 2019.

9.4 Procurement Implications (if required)

9.4.1 Not applicable

9.5 Human Resources Implications (if required)

9.5.1 The size of the revenue gap means that the Council will have to find new ways of working, will change the nature of services provided and will change the way the Council works in order to meet the existing challenges. Reduction in employee numbers is inevitable and appropriate assumptions have been made

as part of the existing and new savings programmes. However, proposals made are subject to appropriate staff and trade union consultations.

9.6 Public Sector Equality Duty

- 9.6.1 Each service area is required to undertake the Councils Equality Analysis on each of the budget proposals, and to have 'due regard' to their duties under the Equality Act 2010 before a policy decision is taken by both Full Council in February 2019 and before a decision to implement that policy is then taken by Cabinet/Cabinet Member/Corporate Director which might affect those with relevant characteristics.
- 9.6.2 An initial high level analysis of the budget proposals has identified that these proposals are likely to impact on particular groups with protected characteristics. Further assessments will be undertaken through the budget consultation process to support detailed impact analysis including exploration of mitigation measures.
- 9.6.3 The Equality Impact Assessments will be considered by Members before any decisions are made as to the final proposals to be included in the final Budget report to Council. A cumulative equality assessment of the impacts across proposals will also be available with the final budget report for cabinet and full council.
- 9.6.4 A workforce impact assessment will be undertaken to understand how the overall proposals affect the make-up of the workforce. A full equalities impact assessment will be undertaken before implementation of the savings proposals.

Budget Consultation 2019+

November 2018



CONTENTS

Introduction from the Leader and Deputy Leader	3	SECTION THREE	17
		Summarises the savings proposals 2019+.	
		More detailed factsheets are available for	
		review online or download.	
SECTION ONE	6	SECTION FOUR	59
Sets out the wider context for decision making		How you can have your say	
on this year's budget proposals and the feedback			
received from previous consultations.			
SECTION TWO	13		
Details the current financial position.			



2019/20 BUDGET CONSULTATION INTRODUCTION

Last year many of you contacted us during our budget consultation, and gave us your views on the proposals we had put forward. We appreciate and value your contribution in helping us make some of the difficult decisions that we face.

This continues to be the most challenging period in Birmingham City Council's history. Funding for vital services to support the people of Birmingham has reduced by more than £690 million since 2010, with a further £86 million reduction to come over the next four years.

These are challenging times. Local government funding has been reducing for over a decade. This, coupled with rising demand, has meant changes to the services provided by the public sector, alongside an increasing need for communities and others to support where we are no longer able to.

We know that the decisions laid out in this document will affect many of your lives, which is why it is so important for us to hear from you, and that you take the time to talk to us. As a consequence of last year's consultation we amended a number of the proposals and we will listen to what you say.

However, there are reasons for optimism in Birmingham and this city is currently attracting record levels of investment.

This year we launched the Birmingham Children's Trust, which is driving better quality services for the most vulnerable in our city, and helping to give them the best start in life. We continue to work with

schools and all our partners to make sure that every child has all the opportunities available to them for a happy life.

The Council is just one key player in achieving these priorities and, while local government continues to face significant financial challenges, our role in the city needs to change.

One of the biggest shifts we must make is to move from directly delivering services to a position where we use our resources to enable and facilitate others. This means a much greater focus on collaboration and partnerships.

The Council also delivers a range of support programmes that focus on addressing some of the key challenges faced by business, including investment in new equipment, property improvement, market development and upskilling to create local jobs.

Projects such as the fast-emerging £700 million Paradise Development, the exciting Smithfield Development and the £1 billion Curzon Investment Plan will create jobs and opportunities for the city's young and growing population.

In four years we will host the 2022 Commonwealth Games which will showcase Birmingham on an international stage; we also want it to be a catalyst that brings everyone together to focus on making this city the best it can be. It is a tremendous opportunity for all sectors to benefit and will bring investment and jobs into the region as well as improvements in infrastructure. We know that it will be a festival for Birmingham of culture and sport.

Budget Consultation 2019+

Guided by the present situation – with a rising demand for services (especially adult and children’s social care), financial pressures and the need to invest in children’s services – we plan to focus our resources on five key priorities:

- Birmingham is an entrepreneurial city to learn, work and invest in
- Birmingham is an aspirational city to grow up in
- Birmingham is a fulfilling city to age well in
- Birmingham is a great city to live in
- Birmingham residents gain the maximum benefit from hosting the Commonwealth Games

Through the budget plans set out in this document we aim to meet the financial challenge by redesigning and modernising services.

We have embarked on a three-year transformation programme in adult social care, which includes a new model of social work transforming the care citizens receive. Through our Ageing Well programme we will ensure that older people can live better quality lives exercising independence, choice and control by increasing the use of direct payments and personal budgets.

Over the longer term we are planning to make better use of the city council’s public buildings by creating a portfolio of fit-for-purpose public sector hubs and rationalising unsuitable, under-utilised and expensive to operate buildings.

We will modernise our customer contact with the implementation of the council’s new online account (BRUM). By the end of March 2019 it will be easier for citizens to transact with us online without the need for a telephone call for most aspects of a wide range of services through an effective signposting process across the website, although we will continue to enable vulnerable customers to call the contact centre.

But we are under no illusions. The proposals laid out in this document will impact on many people across this city, which is why it is so important for us to hear your views on our budget proposals.



Cllr Ian Ward
Leader



Cllr Brigid Jones
Deputy Leader

THE PURPOSE OF THIS DOCUMENT

This is the formal consultation document for residents and businesses of Birmingham on the Council's 2019+ budget.

The consultation document sets out the overarching approach the Council is taking to meet the budget reductions and achieve the required savings for 2019+. You can give your views on these proposals by completing the questionnaire on Be Heard www.birminghambeheard.org.uk

These views will be fed back to councillors to inform their decision on the budget in February 2019.

Please note this document sets out broad issues for the corporate consultation and the overall budget position. There will also be consultations on specific service proposals, and implementation will be subject to the required governance process.

How you can have your say:

The formal budget consultation for 2019+ closes on 31 December 2018.

To let us know what you think fill in our online survey at www.birminghambeheard.org.uk.

You can also join the conversation online: #BrumBudget19.

SECTION ONE

Feedback

FEEDBACK FROM PREVIOUS CONSULTATIONS ON BUDGET PLANS AND PRIORITIES

We have consulted about our plans, priorities and budget proposals over the last six years with our stakeholders: residents, communities, partners, organisations and businesses. We appreciate this valuable engagement and your input has directly informed our decision-making.

In addition we run an annual residents' satisfaction survey where we talk directly to over 1,000 people about the priorities they believe we should be focusing on.

Through the budget consultations there have been some broad, consistent messages, namely:

- Concern about ongoing cuts to services for vulnerable and disadvantaged people.
- Targeting resources at those most in need, so prioritising supporting vulnerable people - tackling inequality and deprivation; safeguarding children; and ensuring dignity for older people.
- Importance of prevention and early intervention to avoid acute situations for affected people, which are very costly to services.
- Need for greater partnership planning and working, alongside concerns about outsourcing to the private sector.
- Partnership needs to focus on prevention, on public education and on encouraging citizen and business responsibility and social action.
- Environmental concern, including parks and open spaces, nature conservation, street cleaning and maintaining the public realm.
- Support for the city's cultural offer - museums and galleries, libraries and the arts.
- Enhanced communication, together with further integration of services and avoiding any duplication to deliver quality services.
- Support for greater collaboration across the city region for strategic issues such as new housing and economic development.

Themes that emerged most frequently in terms of a broader vision were for a city that:

- Stands up for itself, where citizens have pride and dignity, have a sense of purpose and direction, and take responsibility.
- Is inclusive, with engaged communities providing for the needs of all its residents and protects and supports the most vulnerable.
- Is fairer and more equal.
- Has a strong community spirit where residents are informed and feel that they 'own' the city.
- Is a devolved city, where citizens have a say on local issues and those who deliver services are democratically accountable.
- Values and provides education, training, employment and other opportunities for its young people.
- Through its active participation in the West Midlands Combined Authority (WMCA) as well its own advocacy for Birmingham, attracts investment and retains firms.
- Ensures investment benefits all parts of the city as well the city centre.
- Links into the digital economy where all can access the internet.

Key roles identified for the Council include:

- Providing strong but accountable political leadership and management at both a city-wide and local level.
- Encouraging community activity, particularly in areas where community organisation is weaker.
- Communicating good quality information in a way which makes sense to its citizens.
- Concentrating resources in areas where there is the greatest need, in partnership with others.
- Providing a 'one stop shop' for related requests for services in partnership with others, and investing in buildings where community groups can meet.

Citizens' top five priorities:

- Clean streets
- Refuse collection
- Child protection and safeguarding
- Road and pavement repairs
- Care and support for older and disabled people

THE WIDER ENVIRONMENT

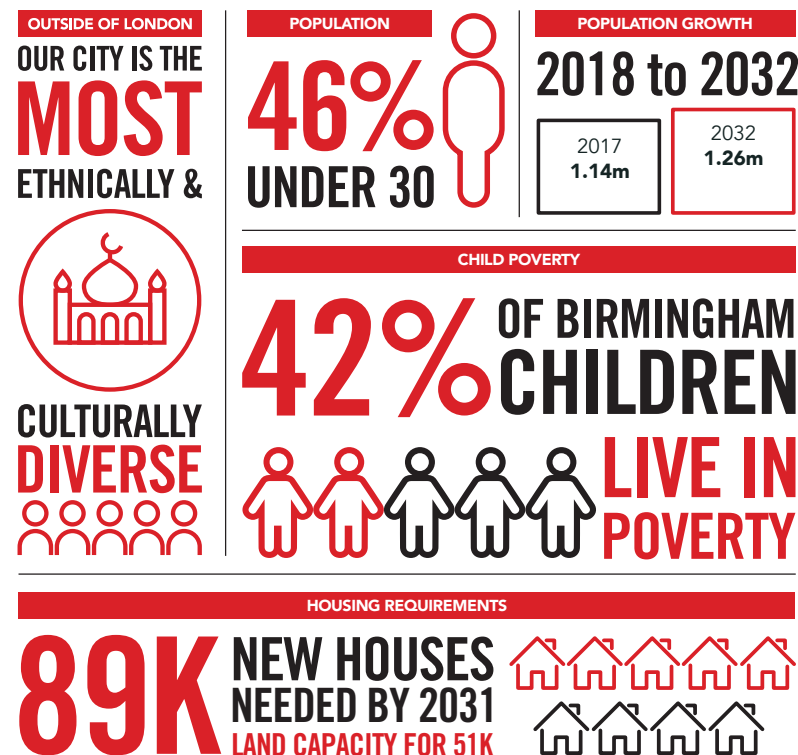
Birmingham, a city situated at the heart of the UK's transport infrastructure network and with strengths in business, professional and financial services and advanced manufacturing and strong recent jobs growth, is attracting major new businesses and £4 billion infrastructure investment.

Home to, for example, 7,500 tech firms employing more than 40,000 people, Birmingham is now rated as the UK's most rapidly improving city*.

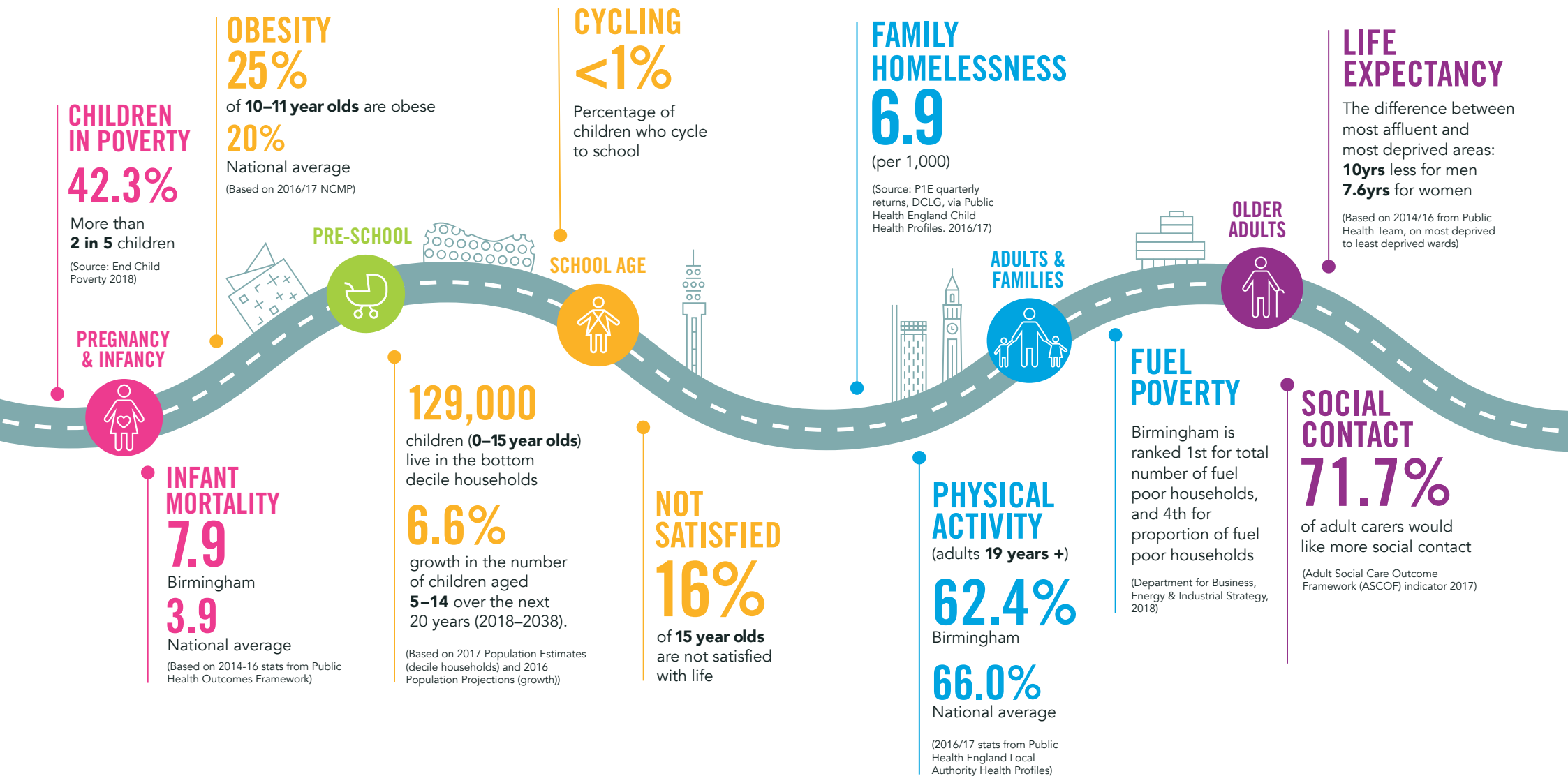
And we need to take into account the positive impact that the internet and digitally-enabled services is having on the lives of people throughout the UK. For instance 88% of homes have access to the internet, 85% of UK adults have a smartphone and 83% of adults have a social media account.

Great opportunity for our city goes hand-in-hand with great challenges. The most diverse major city in the UK outside London, almost half (46 per cent) of residents are under the age of 30. Birmingham is growing rapidly, our population (already 1.15 million in 2018) will increase by 106,000 by 2032. This makes affordable housing and homelessness a priority issue, with 89,000 new homes needed by then, but there is presently only land capacity in Birmingham for 51,000 of these.

Waiting lists for social housing are mounting; a problem visible in rough sleeping. Over two-fifths (42 per cent) of Birmingham children live in poverty, with many affected by welfare cuts. Birmingham is the sixth most deprived English local authority district, but poverty is also highly concentrated in parts of the city, leading to wide disparity in life expectancy.



* Good growth for cities index (2017)



The national context for Birmingham's budget

A growing and ageing population; social and lifestyle changes; widening cultural diversity and identity; intergenerational disparity; uneven urban growth; technological change; economic risk and social dislocation; and climate breakdown and environmental damage all pose major long-term challenges for local authorities.

Brexit negotiations continue to dominate the political landscape, and the basis of UK departure from the European Union (EU) in 2019 is unresolved at the time of writing. There is a possibility that economic turbulence may result, and more structurally the 2017 Budget identified low future productivity growth as a constraint on tax receipts, with spending and borrowing stresses into the 2020s.

The Autumn Budget announcements on 29 October 2018 saw additional £650 million in grants to local authorities for social care – recognising the ongoing pressures on services to some of the most vulnerable in our society. Along with increased investment for local authorities to tackle fly-tipping; meeting air quality obligations; deal with flood prevention and £420 million of additional funding for local authorities for addressing road maintenance plus other smaller sums for local road improvements.

We await the finer details of all of these proposals and what impact they will have on Birmingham City Council's services and budget.

The landscape of local government in the wider West Midlands is marked by the creation of the Combined Authority in 2016 and the election of the first Metro Mayor in 2017. Using significant resources now devolved from national government, it provides a new framework for collaboration between the seven metropolitan councils, and Birmingham has played an active role. It is driving efficiency and delivering better outcomes, particularly in economic development, housing and transport but also in public services and administration and areas of shared concern such as air quality.

The Council also plays a central role in supporting business in the city and enabling the delivery of jobs including activity which unlocks land for development, the formulation of strategy/policy, promotion of investment opportunities, infrastructure delivery, design advice, master planning, granting of planning permissions, provision of statutory discharge of conditions, site enabling including compulsory purchase of land and delivery activity.

Meeting the challenge: purpose, priorities and service redesign

The Council has historically provided more than 700 services in Birmingham and has for a long time provided a leadership role in the city, as shown by the ever-present expectation people have of their council's capacity to act, provide strategic leadership for the city and drive multiple agendas. So, the Council has a vision and priorities for Birmingham and a range of strategies and plans to pursue its objectives.

Our values and priorities mean we will work together for a city of growth in which every child, citizen and place matters. The broad priorities of children, housing, jobs and skills and health have been in place for many years, for such investment is a long-term, complex process. We work with partners to take a holistic approach, with citizens and neighbourhoods at the heart of our decision making. This means preserving universal services citizens care a great deal about - clean streets, environmental health, parks and green spaces and addressing air pollution. But less visible services to vulnerable people are also critical: we have a particular focus on supporting those least able to support themselves.

Yet funding cuts and significant local expenditure pressures will have required annual savings totalling over £690 million over the eight years to 2018/19. Ongoing government revenue funding cuts plainly make it harder to achieve our objectives for Birmingham. We have had to significantly reduce services and this affects individual and community wellbeing. People living in deprivation are most affected by cuts across public services, along with those with complex health needs which is why it has been important to ensure that impact assessments are in place for the various proposals we are putting forward.

£690m
ANNUAL
SAVINGS
REQUIRED
OVER 8 YEARS TO
2018/19

£86m
ANTICIPATED
ANNUAL
CUTS BY
2022/23

£775m
TOTAL ANNUAL
SAVINGS
OVER THIS
12-YEAR
PERIOD

In these circumstances it is more important than ever to have an ambitious vision and priorities for Birmingham; underpinned by robust evidence on how the city is changing; and with a strong performance management for delivering council services. They do not make deciding service cuts any less painful, but they do strategically guide investment and partnership working; they are critical in our relationship with national government, the Metro Mayor, and private sector investors. In short, we recognise the need to change our organisation radically to manage with far less money, deliver on new expectations and respond to key drivers of change.

SECTION TWO

Finance Summary

FINANCE SUMMARY

The City Council has always been heavily dependent upon Government grants to meet the costs of services, which has made it very vulnerable to cutbacks in those grants.

The Council has taken up the Government's offer of a four-year grant settlement for the period until 2019/20. This means that there is some certainty about the resources which will be available for the next year only.

However, beyond that there is significant uncertainty including:

- The impact of Brexit on tax revenues, interest rates, inflation and business growth;
- The implications of the announcements made in the Autumn statement in October 2018; and
- The impact of a "fair funding" review being carried out by the Government on the distribution of funding across local government – this is due to be implemented (at least in part) by 2020/21.

At the same time as ongoing reductions in Government grant, the Council also faces pressures to spend more on core services to the vulnerable. These "expenditure pressures" cover a range of costs, including the effects of inflation, and meeting increasing demand for adult social care services. It is expected that these pressures will require additional annual funding of £161 million by 2022/23. A list of key issues (which have not previously been included in the Council's financial plans) is included within section three of this document.

The Council has also undertaken an assessment of the deliverability of its current savings plans. In cases where the assumptions underpinning the original proposals have changed or more detailed planning showed that there would be challenges with implementation, some of the original savings proposals have been replaced with new ones.

Despite these challenges, the Council's aim is to deliver a sustainable plan for future years. That is why the detailed information surrounding this consultation includes figures associated with our proposals on a four year basis.

The Council continues to face a significant financial challenge for 2019/20, and steps are being taken to make changes to the organisation to create a sustainable future.

Our forecasts of future Council Tax include:

- An increase of 2.99% in Council Tax in 2019/20 and 1.99% in later years
- The continued take up of the ability to raise a "Social Care Precept" by increasing Council Tax by a further 2% in 2019/20 to provide extra funding to meet the costs of social care.

This would result in a combined increase in Council Tax of 4.99% in 2019/20.

Budget Consultation 2019+

During 2019 a proposal to review the amount of Council Tax Support awarded in future years will be drawn up. The proposals will be subject to extensive consultation and dependant on the outcome of the consultation changes may be made to the level of support awarded.

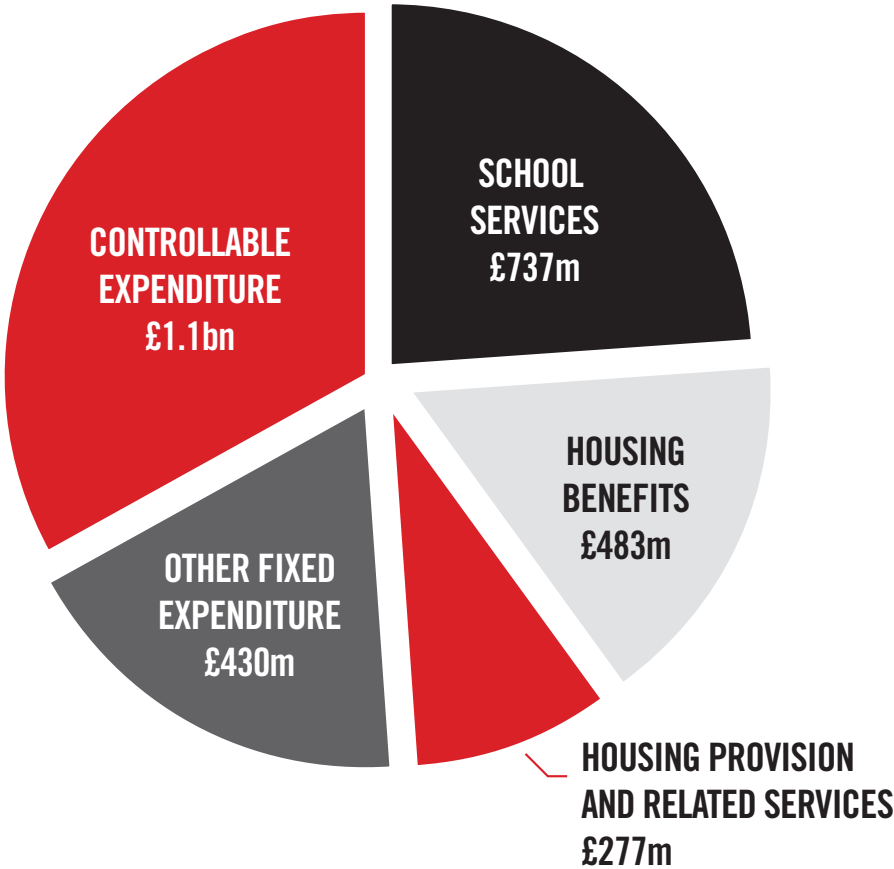
In common with the other Metropolitan District Councils in the West Midlands, we will continue to pilot a new system of 100% local retention of business rates. This means that all of the benefits of real terms business rates growth will, in future, be retained in the region.

Our forecasts of future Council Tax and Business Rates income have also been updated, and these are expected to grow each year to provide an extra £102 million each year by 2022/23.

Although the total 2018/19 Council expenditure is more than £3 billion, a large proportion of our funding must be spent on specific services. For example, £737 million of grant funding must be spent on school services, and another £483 million is to reimburse the Council for meeting Housing Benefit costs, and £277 million of income from the provision of Council housing must be spent in providing that housing and related services.

Other areas of spending, such as debt financing costs, are unavoidable. This means that only around a third of expenditure is directly controllable by the Council, and savings have to be made from this much smaller budget figure.

Taking all these factors together, the further savings that we now need to make (on top of the annual savings totalling about £690 million that the Council has already made from 2010/11 up to 2018/19) are £86 million, as summarised in the table below. This will mean that we will have reduced spending on services to residents and businesses



by total annual savings of around £775 million over the twelve year period.

We have previously consulted on some of the savings which are already included in the Council's financial plans.

Budget Consultation 2019+

This consultation document concentrates on the newly identified proposals. These are shown in section three of this document. By 2022/23, the savings from these new proposals rise to a total of £26 million.

The savings requirement can be summarised as follows:

	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m
Changes in corporate Government grants	30	30	28	27
Changes in Council Tax/Business Rates and related grants	(27)	(54)	(79)	(102)
Expenditure pressures	47	97	146	161
SAVINGS REQUIREMENT	50	73	95	86
Savings in financial plan 2018+	(36)	(55)	(64)	(64)
Savings not delivered	4	5	5	5
Savings being consulted on	(18)	(23)	(24)	(26)
Other solutions to be determined	0	0	12	1

SECTION THREE

Summary of savings proposals and pressures

Savings summary

Ref.	Division of Service	Description		2018/ 19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/ 20 £m	2020/ 21 £m	2021/ 22 £m	2022/ 23 £m	2019/ 20 FTE	2020/ 21 FTE	2021/ 22 FTE	2022/ 23 FTE
Cross Cutting												
CC101 19+	Customer Services	Proposal for two contact centres that currently sit within directorates will be incorporated into the corporate contact centre. The services that have been identified are: - Adults ACAP - Tenancy & Estate Management (TEM)	Saving		(0.175)	(0.175)	(0.175)	(0.175)	(6.5)	(6.5)	(6.5)	(6.5)
CC102a 19+	Business Improvement	This proposal seeks to fully consolidate support services resulting in the identification of 876 full time equivalent posts being in scope to transfer from decentralised teams into a centralised function. It is envisaged that a wholly consolidated model will generate efficiencies by reducing duplication, line management layers and by ensuring that there is consistency of job roles, improved work allocation and maximisation of resources.	Saving		(0.649)	(0.649)	(0.649)	(0.649)	(14.5)	(14.5)	(14.5)	(14.5)

Budget Consultation 2019+

CC103 19+	Corporate	<p>The Chief Executive and Chief Finance officer issued a freeze on non-essential expenditure across all directorates and types of expenditure in October 2018 until further notice. This will require officers to review and challenge the need to incur expenditure on supplies and services, proactively finding lower cost solutions, increase the sharing of resources between directorates and to stop or reduce expenditure that can reasonably be avoided in the normal course of business. These changes will be monitored through a Consolidation Board alongside other workstreams. These management actions will contribute towards managing expenditure within budget in 2018/19 and will also enable budget reductions to be applied in 2019/20.</p> <p>As an initial step, a review of historically underspent budgets has been carried out. Budget savings have been identified across all directorates in relation to expenditure such as external accommodation hire, travel, newspapers and periodicals, furniture and equipment, printing and photocopying, consultancy and professional fees, hospitality and other miscellaneous budgets.</p> <p>In addition, through the centralisation of stationery budgets there will be better visibility and coordination of purchases.</p>	Saving	4.750	(1.380)	(1.380)	(1.380)	(1.380)	0.0	0.0	0.0	0.0
--------------	-----------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------	-------	---------	---------	---------	---------	-----	-----	-----	-----

Budget Consultation 2019+

CC104 19+	Commercialisation	<p>To support the ongoing sustainability of a range of services an approach is being undertaken across the organisation to review fees and charges to ensure that they recover the total cost of delivery or where appropriate return a surplus to be re-invested in the ongoing delivery of other services.</p> <p>A range of information is being utilised to support the review, including cost information, charges in similar local councils and also charges levied by other providers (e.g. private businesses) to deliver a consistent approach to charging across the organisation.</p>	Saving		0.450	(0.825)	(0.825)	(0.825)	0.0	0.0	0.0	0.0
CC105 19+	Transport	It is proposed to manage the Council's transports functions from a central team rather than across multiple Directorates. This will ensure a more strategic approach to fleet and plant management and lead to improved service delivery and lower cost	Saving		(0.400)	(0.800)	(0.800)	(0.800)	0.0	0.0	0.0	0.0

Budget Consultation 2019+

CC106 19+	Procurement	<p>The proposals are to target savings through:</p> <p>1.the re-tendering of the current Constructing West Midlands Frameworks Lots 1-4 and the Acivico building fabric and maintenance framework. – Saving predicated on Cabinet decision on the future of services provided by Acivico being made at December Cabinet as report will enable the procurement process to commence. Saving will not be realised until Q3 2019/20.</p> <p>2. contract extensions or in flight tenders</p> <p>3. negotiated reduction in certain Management fees. – Savings predicated on further financial validation, Service area leads agreement to proceed and successful negotiations.</p> <p>4. a reduction in the inspection frequency of lifts within corporate buildings whilst maintaining health & safety compliance – Saving predicated on Property Services validation and agreement to proceeding with this initiative.</p>	Saving		(0.300)	(0.400)	(0.400)	(0.400)	0.0	0.0	0.0	0.0
EC103b 19+	Property Services	This proposal seeks the effective utilisation of the City Council's operational property assets through the creation of a portfolio of fit for purpose public sector hubs and rationalise unsuitable, under-utilised and expensive to operate buildings.	Saving	0.025	(0.161)	(0.122)	(0.308)	(0.337)	0.0	0.0	0.0	0.0
Total Cross Cutting					(2.615)	(4.351)	(4.537)	(4.566)	(21.0)	(21.0)	(21.0)	(14.5)

Budget Consultation 2019+

Ref.	Division of Service	Description		2018/ 19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/ 20 £m	2020/ 21 £m	2021/ 22 £m	2022/ 23 £m	2019/ 20 FTE	2020/ 21 FTE	2021/ 22 FTE	2022/ 23 FTE
CHIEF EXECUTIVE & ASSISTANT CHIEF EXECUTIVE (ACE/ACE)												
CE101 19+	CEO / ACE	Reducing the non-staffing budgets by 20% in the Leader and Policy Team. These budgets support the Council's membership of external bodies (e.g. the Local Government Association, Core Cities, Euro-cities and West Midlands Employers) and also provide support to events and community projects through the Leader's Development Fund. Generating income from the West Midlands Combined Authority by sharing staffing more effectively between the two organisations.	Saving	2.919	(0.170)	(0.170)	(0.170)	(0.170)	0.0	0.0	0.0	0.0
CE102 19+	CEO / ACE	Savings have already been made against staffing budgets in advance of 2019-20 to meet planned saving targets of £52k building to £79k as outlined in the Long-term Financial Plan. These have been achieved by the removal of a Head of Policy role and reduced support in the Leader and Cabinet Office. A significant proportion of the existing budget is ear-marked as part of separate, council-wide reviews of business support and senior officer restructure, so is not included in the proposed changes below so as to avoid duplication. It is now proposed to make further savings reviewing management structures following the integration of new functions into the directorate prior to the start of 2019-20.	Saving	0.889	(0.088)	(0.088)	(0.088)	(0.088)	TBC	TBC	TBC	TBC
Total Chief Executive & Assistant Chief Executive					(0.258)	(0.258)	(0.258)	(0.258)	0.0	0.0	0.0	0.0

Budget Consultation 2019+

Ref.	Division of Service	Description		2018/ 19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/ 20 £m	2020/ 21 £m	2021/ 22 £m	2022/ 23 £m	2019/ 20 FTE	2020/ 21 FTE	2021/ 22 FTE	2022/ 23 FTE
STRATEGIC SERVICES												
SS101a1 19+	Customer Services	The corporate contact centre has for a number of years used the services of an external translation company to manage their translation services. When an advisor is currently on a call where the citizen is struggling to communicate in English, there is a process where we dial an interpreter to join the call (this is managed via dial-in codes for each service/language). The most popular languages that we have required translation assistance for are Urdu, Bengali, Somali, Arabic, Romanian, Punjabi, Farsi (Persian), Tigrinya, Polish, Czech	Saving	10.391	(0.040)	(0.040)	(0.040)	(0.040)	0.0	0.0	0.0	0.0
SS101b 19+	Customer Services	With the implementation of the council's new online account (BRUM), by the end of 2018/19 it will be easier for citizens to transact with us online without the need for a telephone call for most aspects of the Parks, Anti Social Behaviour, Highways, Environmental Health, Waste Management, Council Tax, Housing Repairs and Housing Benefits services This business case is proposing a radical move to support greater channel shift by introducing a signposting process. We would signpost all citizens to the website, except those identified as vulnerable who call the contact centre.	Saving	10.391	(0.510)	(0.510)	(0.510)	(0.510)	(26.2)	(26.2)	(26.2)	(26.2)

Budget Consultation 2019+

SS101c2 19+	Customer Services	It is proposed that from January 2019 that where citizens do not the vulnerability criteria, we only allow for the renewal of garden waste collections online, which will be supported by the introduction of automated renewals in the Brum Accounts. We would advise citizens about this change when we communicate with them about their renewal and also have messaging on our telephone lines. In January as part of the new Brum account functionality Citizens can also set this up as a recurring annual payment from their card	Saving	10.391	(0.040)	(0.040)	(0.040)	(0.040)	(2.0)	(2.0)	(2.0)	(2.0)
SS103a 19+	Procurement	Deletion of 2 posts	Saving	0.838	(0.135)	(0.135)	(0.135)	(0.135)	(2.0)	(2.0)	(2.0)	(2.0)
SS104 19+	Communica- tions	That the marketing budget is reduced by £150k to £100k, with any marketing/print/advertising etc requirements paid for by the service area that requires the support. Implementation of a new communications structure that will create a communications function to support the council with delivery on priorities.	Saving	1.594	(0.250)	(0.250)	(0.250)	(0.250)	(2.0)	(2.0)	(2.0)	(2.0)
SS105 19+	Customer Services	With the implementation of the council's new online account (BRUM), by the end of 2018/19 it will be easier for citizens to transact with us online without the need for a telephone call, this will therefore see a reduction in operational roles. A number of support roles within customer services have also been reviewed and it has been identified that reductions can be achieved without compromising the services delivered by the customer service team.	Saving	1.132	(0.218)	(0.218)	(0.218)	(0.218)	(4.5)	(4.5)	(4.5)	(4.5)

Budget Consultation 2019+

SS106 19+	Revenues & Benefits	It is proposed that the Local Welfare Provision for 'white goods' and furniture is reduced. The proposal will leave the crisis element for food and utilities at its current level. The Service has managed the previous reduction by working with voluntary suppliers of 'white goods' and furniture to supply goods in the first instance and will continue to signpost to those organisations. White goods from voluntary suppliers are all subject to a charge and some also charge a reduced amount for furniture.	Saving	0.783	(0.304)	(0.460)	(0.460)	(0.460)	0.0	0.0	0.0	0.0
Total Strategic Services					(1.497)	(1.653)	(1.653)	(1.653)	(36.7)	(36.7)	(36.7)	(36.7)

Budget Consultation 2019+

Ref.	Division of Service	Description		2018/ 19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/ 20 £m	2020/ 21 £m	2021/ 22 £m	2022/ 23 £m	2019/ 20 FTE	2020/ 21 FTE	2021/ 22 FTE	2022/ 23 FTE
HUMAN RESOURCES												
HR102 19+	HR	Through reviewing the way we undertake checks of our staff, we have identified a part of the process which is unnecessary. We had been asking all staff who require a DBS check to make a declaration every 2 years to say they had not received a conviction etc. However our Code of Conduct clearly states that any employee must inform us immediately if they receive one. This is an unnecessary duplication and so by removing the 2 year declaration it will allow us to delete 2 posts from our structure without any impact.	Saving	5.688	(0.040)	(0.040)	(0.040)	(0.040)	(2.0)	(2.0)	(2.0)	(2.0)
HR103 19+	HR	A very small amount of money was budgeted to support staff groups to engage with the design of HR policies and to provide feedback as to how some staff felt about working for the Council. Through reviewing the way we are spending our budget we have identified that we have not allocated this very small amount of money to any of our staff groups. As this has not been utilised to support any particular groups withdrawal of it will have no effect on individuals or groups of staff.	Saving	5.688	(0.012)	(0.012)	(0.012)	(0.012)	0.0	0.0	0.0	0.0

Budget Consultation 2019+

HR104 19+	HR	As we provide statutory training to our staff along with other local authorities we are proposing to work collaboratively with a number of authorities in the Midlands, to design and deliver E/Learning packages that we can then share. At present each local authority is designing its own yet, the content of them does not vary as we all have to tell our staff similar messages. By collaborating, we can spend less time on designing individual versions. This will enable us to delete 0.5 FTE from our structure as we can reduce the amount of time spent on designing and delivering the materials used.	Saving	5.688	(0.020)	(0.020)	(0.020)	(0.020)	(0.5)	(0.5)	(0.5)	(0.5)
HR105 19+	HR	<p>To procure just one training provider for all apprenticeships that are paid for from the Apprenticeship Levy. The preferred training provider would be responsible for delivering any apprenticeship framework or standard of training for any job role, rather than procuring many providers as we do now. As "preferred providers" have to be able to deliver a large range of apprenticeships most are national organisations. This means that we may not see local training providers being employed to deliver training to our staff as our provider may not be local to Birmingham.</p> <p>By appointing just one provider, we can reduce the time spent liaising with different agencies. This means we can reduce the number of staff in the HR/OD team by 1 FTE part way through 2019/20 once we have procured a preferred provider. This will deliver a part year saving for 2019/20 and full year saving from 2020/21.</p>	Saving	5.688	(0.022)	(0.045)	(0.045)	(0.045)	0.0	(1.0)	(1.0)	(1.0)

Budget Consultation 2019+

HR106 19+	HR	To ensure we continuously improve we have been reviewing the way we work, the processes we undertake and the people involved in those processes. As we continue to review our working practices, we have a number of management posts that we feel we may be able to review as part of redesigning the way we deliver our services to our customers. This won't affect the services we offer but will simplify things for our own HR/OD team by combining the work of separate teams and roles and therefore reducing the number of managers we need.	Saving	1.669	(0.329)	(0.329)	(0.329)	(0.329)	(5.0)	(5.0)	(5.0)	(5.0)
HR107 19+	HR	The council needs to replace the HR IT system that holds all of the data regarding its staff and the transactions concerning them. For instance staff appointments, pay, recording annual leave and time taken off sick, and all training provided. A decision to replace and improve this system was made by Cabinet. The replacement of this system will enable us to review the way our work and tasks are currently undertaken and to simplify them. This will mean that we will need fewer HR staff to do this activity.	Saving	5.688	0.000	0.000	(0.237)	(0.237)	0.0	0.0	(5.0)	(5.0)
Total Human Resources					(0.423)	(0.446)	(0.683)	(0.683)	(7.5)	(8.5)	(13.5)	(13.5)

Budget Consultation 2019+

Ref.	Division of Service	Description		2018/ 19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/ 20 £m	2020/ 21 £m	2021/ 22 £m	2022/ 23 £m	2019/ 20 FTE	2020/ 21 FTE	2021/ 22 FTE	2022/ 23 FTE
FINANCE & GOVERNANCE												
FG101a 19+	Finance & Accounts Payable	<p>The Council is in the process of purchasing a new Finance and Human Resources IT system and a programme of change in financial management and administration processes which aim to deliver improved performance across the organisation and operational efficiencies within the finance function. This will lead to a reduction in the number of employees required to deliver the finance service.</p> <p>The new system will simplify and streamline business processes and working practices that meet business requirements for financial management, administration and supporting decision making.</p> <p>It is envisaged that it will be possible to increase automation of tasks, introduce easy to use processes and improve self-service opportunities, which are accessible for use by non-finance experts and require less specialist systems support. This will enable operational efficiencies in transaction processing to be achieved across the Corporate and Service/Directorate Finance teams and Financial Transaction Processing services. The business change project will also deliver improvements to the way the council pays its suppliers and how the council obtains payment for services that it provides to fee-paying customers.</p>	Saving	9.513	0.000	(0.100)	(0.850)	(1.700)	0.0	(3.0)	(20.0)	(40.0)

Budget Consultation 2019+

FG102 19+	Legal	Legal Services propose to reduce the total amount of money spent by Birmingham City Council on Barristers Fees and External Law Firms, by changing the way that both current services are provided. This proposal is to deliver a phased reduction in these costs without reducing the quality of outcome delivered.	Saving	3.200	(0.200)	(0.300)	(0.400)	(0.500)	0.0	0.0	0.0	0.0
FG103 19+	Legal	A management review will be conducted and either the number of overall posts will be reduced, or the total staffing expenditure budget will be reduced to reflect this saving.	Saving	0.508	(0.120)	(0.120)	(0.120)	(0.120)	(2.0)	(2.0)	(2.0)	(2.0)
Total Finance & Governance					(0.320)	(0.520)	(1.370)	(2.320)	(2.0)	(5.0)	(22.0)	(42.0)

Budget Consultation 2019+

Ref.	Division of Service	Description		2018/ 19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/ 20 £m	2020/ 21 £m	2021/ 22 £m	2022/ 23 £m	2019/ 20 FTE	2020/ 21 FTE	2021/ 22 FTE	2022/ 23 FTE
ECONOMY												
EC101 19+	Planning & Development	The City Council currently commissions the West Midlands Growth Company (WMGC) to provide support for companies considering relocating to Birmingham. It is proposed to end financial support for this service. The Council will work with the Local Enterprise Partnership and WMGC to support the delivery of inward investment services to companies considering relocating to city centre Enterprise Zone sites, while the WMGC is also consulting on a business case for additional investment for regional inward investment services from the West Midlands Combined Authority (WMCA). The Council will also work with the WMGC to influence the setting of inward investment priorities.	Saving	1.136	(0.313)	(0.313)	(0.313)	(0.313)	0.0	0.0	0.0	0.0
EC102 19+	Transport & Connectivity	Following a recent restructure two additional teams have been created: Projects and Programmes, and Property Information. There are synergies in work and capability between these teams and other existing teams covering Project Delivery (project management) and Policy and Information (maintenance of land and highways registers). It is proposed to redesign these teams and generate efficiencies to reduce staffing costs.	Saving	0.923	(0.100)	(0.100)	(0.100)	(0.100)	(5.0)	(5.0)	(5.0)	(5.0)

Budget Consultation 2019+

EC103a 19+	Property Services	<p>This proposal seeks to make more efficient use of the Council's property assets. By employing innovative methods underpinned by a competitive commercial ambition, the Property Strategy will build a resilient and sustainable portfolio to give integrated, community focused services, while supporting transformational change. The Property Strategy outlines an ambition and aspiration to grow the annual rental income receivable by up to 20% gross (including inflation) over the next 5 years. A robust review of performance across the existing commercial portfolio will drive out opportunities to dispose of those assets which are performing poorly and inform future decision making in terms of the potential return on reinvesting proceeds generated from disposals.</p> <p>Income growth will be achieved through the optimisation of stock to provide the greatest possible value, the making of investments where value can be uplifted, and the use of targeted acquisitions to expand the portfolio where resources are available. The target savings will be achieved by transforming the Investment Portfolio on commercially sound principles and leveraging capital to deliver enhanced property stock to continue to attract more high-quality businesses to the city.</p>	Saving		0.000	0.000	(0.084)	(0.861)	0.0	0.0	0.0	0.0
EC104 19+	Employment Service	It is proposed that a new single Education and Skills service is created through a harmonisation process bringing together the range of education, employment and skills services currently held across 3 Directorates.	Saving	0.535	(0.100)	(0.100)	(0.100)	(0.100)	(2.0)	(2.0)	(2.0)	(2.0)
EC105 19+	European & International Affairs	It is proposed to seek to recover the full costs of providing the service in future years from external funding sources.	Saving	0.214	(0.100)	(0.213)	(0.213)	(0.213)	0.0	0.0	0.0	0.0

Budget Consultation 2019+

EC106a 19+	Highways	<p>It is proposed to reduce energy use on our streetlights by</p> <ul style="list-style-type: none"> • reducing street lighting levels (dimming) and • shortening the time streetlights are active (trimming) <p>Existing dimming and trimming techniques have been operational in the city for some years.</p> <p>Dimming - Currently we operate a 'single step' dimming operation. This proposal would seek to extend this principle by reducing lighting levels from 70% to 50% of full lighting levels between midnight and 5am.</p> <p>Trimming – it is proposed to slightly change the time at which streetlights can come on. Whilst lights operate dependent on the level of natural light around them, the equipment that detects those lighting levels are also time activated. It is proposed to alter that timing by around 5 minutes at the start and end of the current time limits in order to reduce the operational use of those lights.</p> <p>Resident safety remains an important consideration in evaluating this proposal.</p>	Saving	5.380	(0.150)	(0.150)	(0.150)	(0.150)	0.0	0.0	0.0	0.0
------------	----------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------	-------	---------	---------	---------	---------	-----	-----	-----	-----

Budget Consultation 2019+

EC106b 19+	Highways	<p>It is proposed to restructure the Local Engineering service in order to provide a more effective and efficient service aligned to the needs of local communities and local elected members. The principles of the proposed changes are to;</p> <p>* Increase the emphasis of the service to support the resolution of everyday highways issues as required by citizens and elected members;</p> <p>* Provide greater resilience to the service by improving staff reporting lines and aligning job roles and responsibilities;</p>	Saving	0.225	(0.100)	(0.100)	(0.100)	(0.100)	(2.0)	(2.0)	(2.0)	(2.0)
EC106c 19+	Highways	In addressing our statutory duties associated with Civil Parking Enforcement (CPE) and the setting of parking tariffs and charges it is estimated that additional income will be generated from these activities in 2019/20 when compared to 2018/19.	Saving	(11.877)	(0.850)	(0.850)	(0.850)	(0.850)	0.0	0.0	0.0	0.0
EC107 19+	Planning & Development	It is proposed to withdraw funding for the Tourist Information Centre, which would mean that direct face-to-face service could come to an end. The Council will explore alternative funding opportunities, particularly in relation to the Commonwealth Games, and will also signpost people to other sources of information available online, including the events section of the City Council website and Visit Birmingham website and displaying materials in other outlets such as libraries.	Saving	0.087	(0.087)	(0.087)	(0.087)	(0.087)	(2.0)	(2.0)	(2.0)	(2.0)
Total Economy					(1.800)	(1.913)	(1.997)	(2.774)	(11.0)	(11.0)	(11.0)	(11.0)

Budget Consultation 2019+

Ref.	Division of Service	Description		2018/ 19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/ 20 £m	2020/ 21 £m	2021/ 22 £m	2022/ 23 £m	2019/ 20 FTE	2020/ 21 FTE	2021/ 22 FTE	2022/ 23 FTE
CHILDREN & YOUNG PEOPLE												
CY103 19+	Education Infrastructure	<p>The proposal is to further review a number of arrangements within the current 4 PFI contracts in place (covering 28 schools and settings) across Birmingham including:</p> <p>* Reviewing contractual obligations to drive efficiencies.</p> <p>* Reviewing energy provision across all contracts</p> <p>* Reviewing school contributions against the wider Birmingham school estate and national benchmarks.</p> <p>* Reviewing PFI insurance premiums</p>	Saving	5.777	(0.500)	(0.400)	(0.300)	(0.200)	0.0	0.0	0.0	0.0
CY104 19+	Education Safeguarding	A minimal subscription has been required of schools to cover training events. Currently 96% of schools subscribe. This year the subscription will rise by approx. 30%, (rates vary depending on the key stage of the school and on the pupil numbers), and will bring in an additional £23k this year if subscription rates are maintained. There is a risk that with the increase subscription charges that fewer schools will subscribe.	Saving	0.380	(0.020)	(0.020)	(0.020)	(0.020)	0.0	0.0	0.0	0.0
CY105 19+	School & Governor Support	In line with last year, a small increase in subscriptions charged to schools will be made.	Saving	(0.037)	(0.010)	(0.010)	(0.010)	(0.010)	0.0	0.0	0.0	0.0

Budget Consultation 2019+

CY106 19+	Thematic areas - Building & Property	<p>Access to Education staff are currently based in offices across the city. These offices are in buildings outside of the main Council estate where additional rents are charged. Support is often delivered in schools or other settings away from these bases. Through more use of agile working the service can move out of these locations and reduce the money spent on rent.</p> <p>SENDIASS currently delivers its service from a community centre. In line with the wider changes proposed in response to the recent local Birmingham SEND inspection this service will be re-located to avoid current building charges.</p>	Saving	0.080	(0.080)	(0.080)	(0.080)	(0.080)	0.0	0.0	0.0	0.0
CY108 19+	Children's Trust	<p>The contract with the Trust will be reduced for the financial year 2019/20 through a contract variation, as part of annually agreed contract negotiations.</p> <p>The Trust will seek to achieve the saving through improved efficiency, support service transformation and more effective demand management around alternatives to care. The Trust model allows for flexibility in delivery planning and there are no plans to reduce service levels to achieve this saving.</p>	Saving	201.904	(1.000)	(1.000)	(1.000)	(1.000)	0.0	0.0	0.0	0.0
CY109 19+	CYP	<p>The changes will involve a review of management grades across the Directorate, in line with an organisational restructure, to ensure that the staffing resources of the Directorate are utilised in the most effective way.</p> <p>The review will be undertaken with the intention of delivering better outcomes for children, families and service partners across the city, whilst making the best possible use of the staffing budget available to the Directorate.</p>	Saving	0.657	(0.164)	(0.164)	(0.164)	(0.164)				

Budget Consultation 2019+

CY110 19+	Travel Assist	<p>It is proposed that the service strengthens the offer to parents to make decisions that best suit them and their families, through the use of personal transport budgets; widen the offer for independent travel training and make available a wide variety of transport options for families, and promote independence.</p> <p>The Travel Assist Service has been the subject of an improvement plan since 2016. As part of the modernisation of the service it is important to keep reviewing the service, looking at examples of good practice from elsewhere, and developing our offer to children and families.</p> <p>The service will continue to deliver its statutory duties, and will focus on improving the offer currently available to school-age children</p>	Saving	18.395	(1.718)	(2.488)	(2.488)	(2.488)				
Total Children & Young People					(3.492)	(4.162)	(4.062)	(3.962)	0.0	0.0	0.0	0.0

Budget Consultation 2019+

Ref.	Division of Service	Description		2018/ 19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/ 20 £m	2020/ 21 £m	2021/ 22 £m	2022/ 23 £m	2019/ 20 FTE	2020/ 21 FTE	2021/ 22 FTE	2022/ 23 FTE
ADULT SOCIAL CARE & HEALTH												
AD101a 19+	Directorate	The change being proposed is to make use of capital resources to pay for larger items of equipment which will continue to help people remain independent in their own homes and communities.	Saving	1.052	(0.500)	(0.500)	(0.500)	(0.500)	0.000	0.000	0.000	0.000
AD101b 19+	Specialist Care Services	The change being proposed is to make use of capital resources to pay for larger items of equipment which will continue to help people remain independent in their own homes and communities, in line with the Birmingham vision for adult social care and health. There will be no other changes to the service provided.	Saving	1.120	(0.800)	(0.800)	(0.800)	(0.800)	0.000	0.000	0.000	0.000
AD102 19+	Public Health	The long term proposal is to ensure the Bharosa service is aligned to key public health outcomes and delivers against the Domestic Violence Strategy. In order to achieve this, it is assumed that the service will be directly funded by Public Health Grant for a period while options are prepared for future service delivery. Implementation of a new service delivery model will follow to ensure the service delivers against the Domestic Violence Strategy and key Public Health outcomes. Future proposals will be consulted on.	Saving	0.209	(0.200)	(0.200)	(0.200)	(0.200)	0.000	TBC	TBC	TBC
AD103 19+	Public Health	The proposal is to decommission the existing HIV/TB service and work with NHS England and other providers to develop more general care arrangements for service users.	Saving	0.255	(0.255)	(0.255)	(0.255)	(0.255)	0.000	0.000	0.000	0.000

Budget Consultation 2019+

AD104 19+	Directorate	To refine the current system for Financial Assessments to create a more efficient, fairer system of charging for those who access non-residential care. This will focus on the allowances and disregards including disability related expenditure that are included in the financial assessment. The financial assessment will remain individual to the client and uphold the principles in the Care and Support Statutory Guidance to ensure that people are not charged more than it is reasonably practicable for them to pay.	Saving	(11.758)	(0.225)	(0.450)	(0.450)	(0.450)	0.000	0.000	0.000	0.000
Total Adult Social Care & Health					(1.980)	(2.205)	(2.205)	(2.205)	0.000	0.000	0.000	0.000

Budget Consultation 2019+

Ref.	Division of Service	Description		2018/ 19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/ 20 £m	2020/ 21 £m	2021/ 22 £m	2022/ 23 £m	2019/ 20 FTE	2020/ 21 FTE	2021/ 22 FTE	2022/ 23 FTE
PLACE												
PL101 19+	Regulation & Enforcement	<p>The changes consist of the introduction of the following new optional income generating services:</p> <ul style="list-style-type: none"> * a range of wedding photography packages * a range of wedding floral packages * a change of name service * room hire * additional wedding extras to facilitate bespoke ceremonies * Sale of increased range of keepsakes and range of additional products for ceremonies * A review of non-statutory fees and charges 	Saving	0.860	(0.040)	(0.040)	(0.040)	(0.040)	0.0	0.0	0.0	0.0
PL102a 19+	Adult Education	Corporate Training will continue to deliver IT and business courses for corporate clients, however the single member of staff who runs this section will take on additional grant-funded work. Their salary will be moved across to reflect this in the budget.	Saving	0.999	(0.027)	(0.027)	(0.027)	(0.027)	(1.0)	(1.0)	(1.0)	(1.0)
PL102b 19+	Adult Education	Take-up for English as a Foreign Language courses (EFL) has been declining over the last three years The provision ceased in August 2018, so this will formally remove the expenditure from budgets. Income target will not be achieved.	Saving	0.999	0.234	0.234	0.234	0.234	0.0	0.0	0.0	0.0

Budget Consultation 2019+

PL104 19+	Community Development & Play	Some Community Centres are directly managed by the council but most are already let (leased) to third sector and community groups who operate them for the benefit of the local community. The proposal is that other similar organisation become responsible for the day to day operation of Centres through charitable or not-for-profit means.	Saving	0.660	0.000	(0.030)	(0.030)	(0.030)	0.0	(2.0)	(2.0)	(2.0)
PL105 19+	School Crossing Patrols	<p>Since 2015/16, the City Council's policy has been to only fund Crossing Wardens at the highest risk crossing points that are not equipped with pedestrian controlled lights (e.g. Pelicans). There are currently 189 such crossing points. Despite best efforts, the Council has often been unable to attract recruits even to the highest risk crossing points. The Council has only recruited to lesser priority sites as they become vacant if schools or other parties are prepared to pay for the service.</p> <p>The proposed change is to extend the policy to all crossing sites (i.e. the council will only recruit Wardens for vacant sites if they are paid for by schools or other third parties) and to invest in capital measures (e.g. Pelican Crossings) to ensure safe crossing points.</p> <p>In the recent past, the council has also set up the Young Active Travel Charitable Trust which provides small grants to schools to help them develop their school travel plans, to encourage more children to walk, cycle or scoot to school; and to improve their safety on the journey to school.</p>	Saving	0.829	0.000	(0.080)	(0.160)	(0.240)	(20.0)	(20.0)	(40.0)	(60.0)

Budget Consultation 2019+

PL106d 19+	Legal Entitlement & Advice Service	The proposal is to cease the Legal Entitlement and Advice Service budget, used to commission Third Sector partners to deliver independent advice relating to welfare benefits, debt management and employment through open door access at Saltley Advice Centre, the Citizens Advice Birmingham service point in Corporation Street, Birmingham Settlement in Aston and Spitfire Advice Services in Castle Vale .	Saving	0.262	(0.261)	(0.261)	(0.261)	(0.261)	0.0	0.0	0.0	0.0
PL110 19+	Regulation & Enforcement	<p>The proposed change is to make a contributory charge of £25 for pest control treatments for rats in domestic houses and gardens. This is designed to help to maintain protection of vulnerable people and people on low incomes by only taking a contributory payment to offset the overall cost. This change will enable the City to continue to offer a service which will be significantly more affordable than introducing a service on a full cost recovery basis</p> <p>Benchmarking shows that 5 out of 7 large English cities (Manchester, Newcastle, Sheffield, Leeds, Bristol, Liverpool and Nottingham) and 3 of the 6 other West Midlands metropolitan councils are already making a charge for this service.</p> <p>The option of providing a means-tested free service to the elderly and vulnerable has been looked at but it is considered that the administrative cost of validating requests would be both time-consuming and financially disproportionate.</p> <p>The charge will be cheaper for residents than obtaining a similar service from a commercial company. We will also upload more details on our web pages as to how residents can self-treat using poisons available from local hardware stores.</p>	Saving	0.307	(0.200)	(0.200)	(0.200)	(0.200)	(2.0)	(2.0)	(2.0)	(2.0)

Budget Consultation 2019+

PL111 19+	Regulation & Enforcement	Trading Standards will utilise the proceeds of crime money (POCA) it has successfully secured from its criminal proceedings to contribute to funding 2 members of staff whose roles include the oversight and authorisation of criminal investigations into acquisitive crime such as fraud, rogue trading organised crime.	Saving	1.261	(0.070)	(0.070)	(0.070)	(0.070)	0.0	0.0	0.0	0.0
PL112 19+	Regulation & Enforcement	<p>To withdraw Business Improvement District support resulting in the reduction of one post (Business Improvement District Ambassador). The ongoing support and signposting to the mature, existing bids will continue to be provided through existing staff within the directorate.</p> <p>Eleven of the twelve Business Improvement Districts are in their second or third five-year term of operation, so have a level of maturity that requires little operational support.</p> <p>There is also a cycle of BID renewal ballots that requires approval by the Cabinet Member. The report process is supported by governance monitoring and evaluating the business outcomes of each BID against their five-year action plan. It is proposed that this function is re-aligned to the Neighbourhoods and Communities team to create efficiencies.</p>	Saving	0.093	(0.055)	(0.055)	(0.055)	(0.055)	(1.0)	(1.0)	(1.0)	(1.0)
PL113 19+	Resilience & Services	To partner with suitable third sector organisation(s) to provide appropriate voluntary staffing to the Hall of Memory Mon-Sat 10am-4pm. This will enable savings to be achieved of one FTE GR3 post. It is intended this will be achieved over a phased period of time to ensure appropriate staffing levels can be achieved and maintained by the third sector partner(s). By aligning to suitable third sector organisation(s) this will ensure the Hall of Memory can remain open to the public and will provide volunteer staff who have the with appropriate level of knowledge and respect for the subject matter.	Saving	0.733	(0.021)	(0.029)	(0.029)	(0.029)	(0.7)	(1.0)	(1.0)	(1.0)

Budget Consultation 2019+

PL114a 19+	Bereavement	The Council currently offers Exclusive Rights of Burial (ERB) (the period of time for which the purchaser of a grave may continue to use that grave) based on a 75-year lease period. The Local Authorities Cemeteries Order 1977 states that a burial authority may grant Extended Right of Burial that must not exceed 100 years. We propose to offer people the choice to pay for a grave with the standard 75-year term or paying an additional fee for a 99-year term.	Saving	(3.403)	(0.065)	(0.065)	(0.065)	(0.065)	0.0	0.0	0.0	0.0
PL114b 19+	Bereavement	There is an option to build 20 vaulted graves with integral memorials at Witton Cemetery in an area which was previously used for greenhouses and the skip compound. The area would need to be cleared and regenerated in order to accept this scheme and the development would then be commissioned. Families would be able to choose this as an option and although the scheme would not increase the number of burials overall, it may increase income over and above earthen type graves due to the additional income generated from supplying the memorial (headstone) as an integral element of the grave.	Saving	(3.403)	0.000	(0.087)	0.000	0.000	0.0	0.0	0.0	0.0
PL114c 19+	Bereavement	In 2017 Bereavement Services completed a project to make its paper burial records available online. This is a service used by people to trace family graves or research family histories. The service went online in September 2017. A small fee of £5 was introduced at the time to test the market and the proposal is to increase the current cost to £20 per search to generate additional income of £15,000.	Saving	(3.403)	(0.015)	(0.015)	(0.015)	(0.015)	0.0	0.0	0.0	0.0

Budget Consultation 2019+

PL114d 19+	Bereavement	The option relates to Cremation services which are supplied by the Council to bereaved families. it is proposed to increase the core fee level which would now include the provision of containers for cremated remains, and a certificate for the collection of cremated remains. Approximately 65% of cremated remains are collected from the city's crematoria each year.	Saving	(3.403)	(0.055)	(0.055)	(0.055)	(0.055)	0.0	0.0	0.0	0.0
PL115 19+	Regulation & Enforcement	The removal of flytipping will continue as at present with no diminution of service. This proposal relates to the a re-prioritisation of the work of the waste enforcement unit to focus of cases where the likelihood of prosecution is high. Duty of care inspections (prevention) will continue but delivered by a wider range of staff that are able to carry out these duties. Training will be provided to relevant employees to support the work of the team which will include some staff having the authority to issues fixed penalty notices.	Saving	0.923	(0.300)	(0.300)	(0.300)	(0.300)	(6.0)	(6.0)	(6.0)	(6.0)

Budget Consultation 2019+

PL116 19+	Culture & Visitor Economy	<p>This proposal relates to a one-third reduction in grant support to the major arts and cultural organisations and community programmes. The impacts on specific organisations will be considered as part of the final budget approval following comprehensive impact assessments with individual organisations to ensure that their ability to become more self-sustaining is assessed.</p> <p>These include:- CBSO, Ex Cathedra, Symphony Hall, Town Hall, Birmingham Royal Ballet, Birmingham opera Company, Birmingham Repertory Theatre, Midlands Art Centre, Ikon Gallery, DanceXchange and Sampad. Community programmes include, Culture on your Doorstep, Black and Minority, Ethnic Arts Development and Neighbourhood Programmes.</p> <p>The level of reduction has been assessed against the sector's ability to adapt and continue to operate. It is also proposed to maintain the 2019/20 level of funding for a four-year period to provide some stability and enable organisations plan their future programmes.</p> <p>We will work with the different organisations to help them to become self-sustaining where possible with the potential for the creation of "endowment funds".</p>	Saving	8.473	(1.080)	(1.080)	(1.080)	(1.080)	0.0	0.0	0.0	0.0
PL118 19+	Leisure & Wellbeing	<p>The proposal is to reduce the grant to The Active Wellbeing Society over three years from 2020/21 by 20%. The deferred implementation provides time for TAWS to access other sources of funding to enable activity to continue and hopefully increase in the future. There is no impact on the Sport England grant which is due to conclude 31st March 2019.</p>	Saving	1.017	0.000	(0.108)	(0.216)	(0.324)	0.0	0.0	0.0	0.0

Budget Consultation 2019+

PL120a 19+	Waste	The intention is to increase the income and profitability of this service to support the waste management budget. This will be achieved by activities such as refining the marketing strategy, efficiencies from the use of new technologies and a plan to make the trade waste service a defined business unit.	Saving		(0.150)	(0.350)	(0.350)	(0.350)	3.0	3.0	3.0	3.0
PL121 19+	Regulation & Enforcement	<p>The IMLT and RIT teams are both hosted by Birmingham City Council and paid for by grants from Treasury and National Trading Standards for the benefit of people living in England in respect of IMLT and for people living in the wider West Midlands in respect of RIT. By hosting the teams Birmingham City Council incurs costs associated to employing the officers. Apart from salaries, which are fully recovered, these include things like accommodation, heating, lighting, management responsibility and the provision of professional services such as legal, accountancy and HR. The council applies a recharge to recover these costs from the respective grants to ensure that the council is not subsidising these teams.</p> <p>We have reviewed the way that we calculate these recharges and propose to increase them to accurately reflect the true costs incurred by the council in hosting the IMLT and RIT teams in the future.</p>	Saving	0.000	(0.050)	(0.050)	(0.050)	(0.050)	0.0	0.0	0.0	0.0
PL122 19+	Housing	This business case proposes that the city council looks at creating a wholly owned company as a Social Lettings Agency or explores a range of incentive options such as:	Saving	N/A	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC

Budget Consultation 2019+

		<ul style="list-style-type: none"> * Up front incentive to encourage the letting of properties to our customers * Subsidy amount to encourage lettings at LHA rate * Consider offering a guaranteed rent scheme for landlords to ensure they have reduced void rent loss/ times * Enhancing the Private Tenancy Unit, providing a single point of contact for tenancy management issues for those landlords we are supporting. * Providing tenancy reference checks for prospective tenants. * Assist with the sign up and completion of housing benefit claim. * Providing tenancy support for an initial period – similar to the offer for council tenants * Bond guarantee of 1 calendar month's rent to cover both rent arrears and/or damage. <p>The Social Lettings Agency would work with PRS landlords in the city to create a pool of properties which are available solely for the use of the city council in meeting its statutory duties around homelessness and will support the discharge of said duties under the Homelessness Reduction Act. This will require the city council providing a range of incentives to encourage the sector to work with us.</p> <p>The Lettings Agency would aim at matching customers who require housing with private sector landlords who have a property to let and will work with landlords who have properties available for tenants to move into at short notice. The property will not have to be furnished but will have to pass an inspection (supported by the internal PRS team) to ensure that it meets minimum housing standards and has the appropriate valid safety certificates.</p>										
--	--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--	--	--	--	--	--	--

Budget Consultation 2019+

PL123 19+	Housing	A whole service review to deliver the savings is intended to introduce a new operating model that merges the Housing Options, Private Rented Sector, Voids and Homelessness, including a review of Commissioning activities. The proposal will focus on reducing homelessness across the City through early intervention. By bringing connected activities closer together, a more efficient and effective service will require less staff to include a reduction of managerial roles. Changes are proposed to be phased in over time and this case will be delivered in conjunction with a whole redesign of the wider housing division and should be considered alongside the Housing Strategy Business Case.	Saving	4.959	(0.400)	(0.800)	(0.800)	(0.800)	TBC	TBC	TBC	TBC
-----------	---------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------	-------	---------	---------	---------	---------	-----	-----	-----	-----

Budget Consultation 2019+

PL124 19+	Housing	<p>Birmingham City Council receives a number of grants/ funding from central government to improve services to those households facing homelessness. A key recommendation from the Ministry of Housing, Communities and Local Government was to integrate all funding streams into one directorate and managed through the housing service which will allow more efficient and effective decision making and commissioning to take place. This case will be delivered in conjunction with a whole redesign of the wider housing division and should be considered alongside the Housing Options, PRS and Voids.</p> <p>As functions are integrated closer together a new operating model will provide bring together robust data and intelligence to enable greater strategic oversight to drive effective commissioning. The proposal will see strategic planning and housing strategy also being integrated more closely:</p> <p>This includes:</p> <ul style="list-style-type: none"> * Allocations * Strategic Tenancy Policies * Nominations Policies <p>As we look to become more creative with bespoke solutions to peoples housing needs, greater control will be needed over how the HPG is used.</p> <p>It is proposed that associated funding streams are transferred to align the funding and resources around housing needs. These include:</p> <ul style="list-style-type: none"> * HRA budget of £0.144m * BCC Homeless Centres funding £0.471m * Homeless Prevention Grant funding of £1.100m * Discretionary Housing Payments of £4.800m 	Saving	5.106	(0.300)	(0.300)	(0.300)	(0.300)	TBC	TBC	TBC	TBC
-----------	---------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------	-------	---------	---------	---------	---------	-----	-----	-----	-----

Budget Consultation 2019+

PL125 19+	Housing	<p>The proposal is to extend core business through existing repairs and maintenance contractors by utilising their business around the country. This will increase the demand for current products produced at Shelforce.</p> <p>There are also opportunities to increase income through developing a wider range of products produced e.g. kitchens and bathrooms by the company. This will be explored with existing repair and maintenance contractors with the possibility of expanding to other customers.</p> <p>The proposal to expand the business will require additional employees but this will increase the profitability of Shelforce. The current proposal to employ apprentices within the business has been put forward as an Invest to Save proposal.</p>	Saving	(0.093)	(0.050)	(0.050)	(0.050)	(0.050)	TBC	TBC	TBC	TBC
PL126 19+	Directorate Management	The managerial review of Place takes into consideration the historical and future service reductions and aligns compatible services closer together. Proposals contribute to improved organisational effectiveness by maximising opportunities to work more closely on shared activities as well as flattening structures to place accountability and faster decision making closer to the customer.	Saving		(0.500)	(1.000)	(1.000)	(1.000)	(16.0)	(17.0)	(17.0)	(17.0)
PL127 19+	Bereavement	To review the charges for Bereavement Services (Cemeteries and Crematoria) and increase them in line with top quartile West Midlands authorities and other providers in the area. In addition to this introduce an additional charge for services during the timeslots which have the highest demand.	Saving	(3.403)	(1.200)	(1.200)	(1.200)	(1.200)	0.0	0.0	0.0	0.0

Budget Consultation 2019+

PL128 19+	Waste	<p>To review the charges for the services and increase the cost of an annual subscription to garden waste to £50 pa (£48 if paid on line) and the collection charge for bulky waste to £35 per collection (£33 if paid on line). To continue to provide value for money it is proposed to increase the maximum number of Bulky Waste items collected from 6 to 10. It is also proposed to reduce the cost to the Council by changing the booking system to enable bulky waste collections to be scheduled in an efficient manner.</p> <p>It is also proposed to remove the sack collection option where there are alternative options as this is an inefficient way of collecting waste, significantly increasing disposal costs.</p>	Saving		(0.840)	(0.840)	(0.840)	(0.840)	0.0	0.0	0.0	0.0
PL129 19+	Parks	<p>To review and reduce the subsidy provided to sports pitch hire, by increasing charges and/or reducing the cost of maintenance and remove the non-commercial discounts for event space hire at the major parks in the City. Also review car parking charges and Cannon Hill Park and implement car parking charges across the major parks in the City (Sutton Park, Lickey Hills, Rectory Park, Victoria Common, Edgbaston Reservoir).</p>	Saving		(0.180)	(0.180)	(0.180)	(0.180)	0.0	0.0	0.0	0.0

Budget Consultation 2019+

PL130 19+	Libraries	<p>The library service currently allocates £0.760m per annum to a budget known as the 'Book fund'. This budget funds the essential systems needed to run a library service such as the IT Library Management system called Spydus, electronic databases, library cards and of course books and periodicals.</p> <p>Once the expenditure is made on the essential support systems this currently leaves a controllable spend of £0.415m. When the proposed saving of £0.234m is removed this will leave £182,000 to spend on new books a 56% reduction.</p> <p>The new budget level will enable the following to be purchased in future:</p> <p>* All the current IT support systems and other essential spend at a cost of £0.344m p.a. * Approximately 25,000 new books purchased each year compared to the current 50,000 new books purchased each year at a cost of £0.182m p.a.</p>	Saving	0.760	(0.234)	(0.238)	(0.238)	(0.238)	0.0	0.0	0.0	0.0
Total Place					(5.859)	(7.276)	(7.377)	(7.565)	(43.7)	(47.0)	(67.0)	(87.0)
TOTAL					(18.244)	(22.784)	(24.142)	(25.986)	(121.9)	(129.2)	(171.2)	(204.7)

Budget Consultation 2019+

Key issues/pressures

Reference	Division of Service	Description		2018/19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
Cross Cutting												
	Corporate	ACIVICO Profit Share. To remove assumption on the receipt of dividends whilst the Company is in its stabilisation phase	Pressure		0.800	0.800	0.800	0.800				
	Corporate	Short term Council House "improvements" required pending a longer term decision on the refurbishment of the Council House	Pressure		0.200	0.300	0.500	1.000				
Total Cross Cutting					1.000	1.100	1.300	1.800	0.0	0.0	0.0	0.0

Budget Consultation 2019+

Reference	Division of Service	Description		2018/19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
HUMAN RESOURCES												
HR101 19+	HR	Avoidance of future costs in the Job Evaluation Team by streamlining the job evaluation process, thereby minimising the risk of further equal pay claims. 10 FTEs needed during 2019/20 and 2020/21.	Pressure		0.453	0.453	0.000	0.000	10.0		(10.0)	
Total Human Resources					0.453	0.453	0.000	0.000	10.0	0.0	(10.0)	0.0

Budget Consultation 2019+

Reference	Division of Service	Description		2018/19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
ECONOMY												
	Property Services	Corporative administrative buildings - reduction in income due to relocation of previous CAB clients	Pressure		0.500	0.500	0.500	0.500				
	Property Services	Facilities Management - historic pressure on security & curatorial services across the council	Pressure		0.300	0.300	0.300	0.300				
	Property Services	Reduction in Income from the rental of desk spaces	Pressure		(0.240)	(0.240)	(0.240)	(0.240)				
Total Economy					0.560	0.560	0.560	0.560	0.0	0.0	0.0	0.0

Budget Consultation 2019+

Reference	Division of Service	Description		2018/19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
CHILDREN & YOUNG PEOPLE												
	Travel Assist	Travel Assist - Estimated Future pressures	Pressure		2.200	2.200	2.200	2.200				
	SENAR	SENAR funding shortfall - These grants will not be available in 2019/20 creating a funding gap. We will be undertaking a whole review of the SENAR team structure etc. and seeking contribution from partners to cover this pressure	Pressure		0.625	0.250	0.250	0.250				
Total Children & Young People					2.825	2.450	2.450	2.450	0.0	0.0	0.0	0.0

Budget Consultation 2019+

Reference	Division of Service	Description		2018/19 Net Spend £m	(Savings) /Pressure				Staff Impacts (FTE)			
					2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
PLACE												
	Markets	Residual costs continue to be incurred in relation to the former wholesale market site in Smithfield.	Pressure		0.100	0.100	0.100	0.100				
	Waste	There is a significant reduction in wholesale prices for recycled paper, this reflects a fundamental change experienced worldwide in the operation of the paper market.	Pressure		1.200	1.200	1.200	1.200				
	Waste	This reflects the anticipated costs of the refuse collection service following implementation of the new service	Pressure		2.519	2.519	2.519	2.519				
PL116 19+	Culture & Visitor Economy	Reinstate the Major Events budget - International Dance Festival - Big Weekend - Mass participation runs - athletics events - Badminton championships (from 2021)	Pressure		0.500	0.550	0.950	0.750				
Total Place					4.319	4.369	4.769	4.569	0.0	0.0	0.0	0.0
TOTAL					9.157	8.932	9.079	9.379	10.0	0.0	(10.0)	0.0

SECTION FOUR

How to have your say

HOW TO HAVE YOUR SAY

The formal budget consultation for 2019+ closes on 31 December 2018:

To let us know what you think fill in our online survey at www.birminghambeheard.org.uk

If you would like to request a paper copy of the survey please email: budget.views@birmingham.gov.uk

You can also attend a public meeting on Wednesday, 19 December or a business rate payers meeting on Wednesday, 12 December.

To book your place, visit: birmingham.gov.uk/brumbudget19

We cannot respond individually to comments made but all views will be recorded and incorporated into a full report to be taken into consideration when councillors take their decisions on Birmingham's budget.

Please note that this document is part of the corporate consultation and the overall budget proposals. Consultation with specific groups of service users is also taking place where appropriate.

The immediate process for taking forward these proposals will be to carry out consultation with employees, members of the public and other stakeholders as appropriate whilst service led equality impact assessment will take place with reference to each proposal. All the information will be available to the council's decision makers in order to ensure that they are fully informed of relevant concerns prior to decisions being made

Alternative format?

If you would like a copy of this document in an alternative format, please email: budget.views@birmingham.gov.uk

 /BirminghamCityCouncil

 @BhamCityCouncil

#BrumBudget19

Public Report

Birmingham City Council**Report to Cabinet**13th November 2018

Subject: **Birmingham Community Cohesion Strategy**

Report of: **Jonathan Tew, Assistant Chief Executive**

Relevant Cabinet Member: **Cllr Tristan Chatfield, Cabinet Member for Social Inclusion, Community Safety and Equality**

Relevant O &S Chair(s): **Councillor Penny Holbrook , Chair of Housing and Neighbourhoods O&S Committee**

Report author: **Suwinder Bains, Cohesion and Partnerships Manager**
Tel: 0121 303 0268
email:suwinder.bains@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: 005665/2018		
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 “Forward together to build a fair and inclusive city for everyone” is the first Community Cohesion Strategy for Birmingham, developed together with local partners and communities. It sets out a collaborative approach in which residents, local organisations, the Council and city partners draw on their resources, assets and expertise to ensure that Birmingham is a place where people from different

backgrounds can come together, improve things for themselves and their communities. It will be delivered by a partnership between the Council, local public and private and community organisations.

- 1.2 The Strategy has been developed from extensive engagement and consultation carried out over the last eighteen months, including a public consultation over summer 2018, inviting individuals, communities and organisations to share their views.
- 1.3 The Strategy will ensure that community cohesion is an ongoing process that develops in response to new ideas, research and examples of cohesion in action.

2 Recommendations

Cabinet is asked to: -

- 2.1 Consider and endorse the Community Cohesion Strategy for Birmingham as set out at Appendix 1, and forward it to Full Council to adopt;
- 2.2 Note that this Community Cohesion Strategy for Birmingham has been circulated to all city partners to seek approval for their respective organisations to adopt the strategy. Similarly, we will seek endorsement from the relevant strategic partnerships through their respective governance processes; and
- 2.3 Note the Council's organisational commitments towards building community cohesion as outlined in Appendix 2

3 Background

- 3.1 Birmingham City Council wants a fair and inclusive city for everyone, and the Community Cohesion Strategy sets out a collaborative, cross-party approach in which the Council works alongside residents, local organisations, and city partners to ensure that Birmingham is a place where people from different backgrounds can come together and improve things for themselves and their communities. Building community cohesion in our communities also supports the social and economic wellbeing of individuals, families and communities.
- 3.2 The Casey review (2016) highlighted the social and economic progress as an important indicator of successful integration. As such, the strategy sets an approach to address social and economic inequality by exploring new ways of working in partnership across public, private and community organisations. We will do this by aligning the city's resources, skills and expertise to work better to achieve the best outcomes for everyone.
- 3.3 The Government's response to the Casey review was set out in its Integrated Communities green paper (March 2018) which invited feedback on its policy proposals to improve integration. The Government's green paper outlined plans to achieve 'integration' through a programme of policy interventions and a long term action plan to tackle the root causes of societal segregation. Birmingham's Community Cohesion Strategy broadly aligns with the aims of Government's

approach to integration communities and the Council is working closely with the Ministry of Housing, Communities and Local Government to share learning and good practice. Equally, our work with Government will identify where additional resource/support can be provided to help Birmingham take forward its strategy.

Development of the strategy

- 3.4 In December 2017, the Cabinet Member for Social Cohesion, Community Safety and Equalities hosted a Community Cohesion Strategy Summit to discuss and identify how the Council, partners and communities can each play their part to improve and support community cohesion across the city. This partner event kick-started a city-wide discussion on cohesion and feedback from the session helped develop the Community Cohesion Strategy 'green paper' draft strategy.
- 3.5 In July 2018, the Council published Birmingham's Community Cohesion Strategy green paper, to begin a process of consultation to seek views on the strategy and to identify the most effective ways we can come together as a city to celebrate success, overcome challenges and share learning.

Wider consultation and engagement

- 3.6 The extensive engagement and consultation carried out over summer 2018 has helped to shape the strategy. Communities and organisations told us what needs to happen to improve cohesion across Birmingham: unlocking untapped potential and community assets; events and spaces where people can come together to celebrate community cohesion, both at city and neighbourhood level; and more initiatives that provide local people from disadvantaged backgrounds with opportunities for employment, training, or work experience. These responses from communities, universities, and public and private sector organisations have developed a strategy for Birmingham.
- 3.7 Views of respondents overwhelmingly supported the need for a citywide approach to building cohesion that benefits everyone who lives, works and visits the city. There are no quick fixes, it has to be an ongoing process that responds and adapts to the changing needs of communities. Therefore, Birmingham's Community Cohesion Strategy will be a living document that sets out the city's longer-term ambition to deliver its shared vision.
- 3.8 The Strategy sets out a collective city vision: *"Birmingham is a welcoming city where everyone has an opportunity to contribute and benefit from the success of the city. The city and its neighbourhoods are safe and flourishing places to live, work and grow up in, they are well connected places where people from all backgrounds trust and support each other. People of all backgrounds realising their full potential and exercising their rights and responsibilities."* There was general consensus amongst respondents in support of the vision underpinned by eight guiding principles. Embedding these guiding principles in policy and practice will require strong leadership and commitment from across city partners, the Council, community sector and communities. The Council will continue to play its role in embedding community cohesion in its strategies, policies and practices as

set out in Appendix 2. Similarly, Local Councillors in their community leadership role will promote community cohesion as part of their commitment to delivering the Council's localism agenda.

- 3.9 As a city, we will build our knowledge and understanding of the dynamic nature of our diverse communities through continual research and analysis that enabled evidence based policy and decision making.

4 Options considered and Recommended Proposal

- 4.1 The Council has no option other than to develop, with partners, a robust community cohesion strategy for the City. If the Council chooses not to endorse the strategy it faces a reputational risk of being seen not to be concerned with issues of supporting new and established communities to get on well together, but also allowing deepening social and economic inequality to undermine community cohesion. The Council would also risk legal challenge by potentially failing to meet the requirement of the Equality Duty to 'foster good relations' between different groups across the city. There is a risk of unmitigated community tensions.
- 4.2 The Council leading the strategy without partners would potentially ignore the valuable contributions to cohesion from the range of statutory, business and voluntary partners in the city. Similarly lose the opportunity for mainstreaming community cohesion as a partnership approach within the city.
- 4.3 The strategy enables partners and communities to agree a shared vision for cohesion in the city. It enables the Council to play its part in leading on cohesion, whilst delivering policy responses that will be met within existing budgets. The strategy will help mitigate the risk of community tensions in the city and deepening social and economic inequalities.

5 Consultation

- 5.1 The Strategy was discussed with Elected Members of the cross-party group for Social Inclusion, Community Safety and Equalities. The Council's Corporate Management Team and directorate Senior Management Teams have been actively consulted and involved in the preparation of the Executive Management Team report.
- 5.2 A number of internal stakeholder meetings and briefings were also carried out during the development of the strategy
- 5.3 An external consultation on the Community Cohesion Strategy green paper was open from 9th July to 31st August 2018. It was important to engage widely to ensure the strategy accurately reflects the different views and needs of the people of Birmingham. The consultation was available online on the Council's consultation hub ([BeHeard](#)). Existing community networks and city partners were called upon to convene sessions across the city. This approach ensured 'seldom heard' groups' were given a chance to share their views and ideas. In total, more than 300 people participated in the consultation, including 90 respondents to the online

consultation, 10 collective responses from partners and organisations across the city, 5 additional individual responses, and 210 responses from 14 focus groups.

- 5.4 Consultation took place with people with a wide range of socio-economic characteristics and cultural backgrounds, including asylum seekers, gender specific community groups, ethnic minority community groups, and young people.

6 Risk Management

- 6.1 A key risk is the ownership and delivery of the Community Cohesion Strategy commitments, particularly in an increasingly difficult and changing operating environment. To manage this risk, all Council Directorates have been engaged and will continue to be engaged in mainstreaming community cohesion in its strategies, policies and services.
- 6.2 An additional risk is the expectations amongst the Council's partners, many of which would like the Council to take a more coordinating and facilitating role, rather than a lead delivery role of the strategy. To address this, we will ask partners to endorse and adopt the strategy as a citywide approach and set out their commitment to promoting cohesion. Additionally, city partners will hold annual local events and a summit. These events will bring partners and communities together to share learning and exchange ideas; forge new relationships and identify opportunities for joint working.

7 Compliance Issues:

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

7.1.1 This Birmingham Community Cohesion Strategy supports all five of the Council's priority areas consistent with the council's vision and Council Plan 2018:

7.1.2 Birmingham is an entrepreneurial city to learn, work and invest in

7.1.3 A great place to succeed in: build on our assets, talents, and capacity for enterprise and innovation to shape the market and harness opportunity. The strategy's approach aligns with the Birmingham Skills Investment Plan (BSIP) which sets out how the Council will work with partners to create the right conditions for business, and our workforce that promotes cohesion.

7.1.4 Birmingham is an aspirational city to grow up in

7.1.5 A great place to grow up in: make the best of our diversity and create a safe and secure city for our children and young people to learn and grow. The strategy supports achieving the best outcomes in childhood that lead to good life chances of all children and young people. Furthermore, it promotes the rights and responsibilities of all children and young people, through the Council's work to utilise the UN Convention on the Rights of the

Child to promote equality in schools. Also, to improve employment opportunities through Birmingham's Youth Promise Plus programme

7.1.6 Birmingham is a fulfilling city to age well in

7.1.7 A great place to grow old in: help people become healthier and more independent with measurable improvement in physical activity and mental wellbeing. The strategy aligns to the Birmingham Health and Wellbeing Strategy, which promotes community cohesion.

7.1.8 Birmingham is a great city to live in

7.1.9 A great place to live in: provide housing in a range of types and tenures to meet the housing needs of all the current and future citizens of Birmingham. The strategy supports access to decent and secure housing as a means to promote community cohesion. Birmingham Homelessness Prevention Strategy 2017+ includes proposals that promote cohesion.

7.1.10 Birmingham residents gain the maximum benefit from hosting the Commonwealth Games

7.1.11 The Games allows the power of sport and physical activity to bring people together as well as encouraging our citizens to get active and feel healthy. There is significant investment in transport and associated infrastructure to make the city more connected between different areas and communities.

7.1.12 During Games approximately 12,000 volunteers will welcome people to Birmingham. A key ambition is to ensure that the volunteer cohort is reflective of the diversity found in Birmingham's citizens and that the volunteering opportunity is availed of by as many local people as possible.

7.2 Legal Implications

7.2.1 Work to promote community cohesion also directly supports the requirement of the Equality Act 2010 to "Foster good relations between people who share protected characteristic and those who don't".

7.2.2 The recommendations in this report are consistent with the Localism Act 2011. S1 of the Localism Act 2011 contains the Council's general competence power. Under Section 111 of the Local Government Act 1972 the City Council may incur expenditure in relation to anything which is incidental to the discharge of its functions.

7.3 Financial Implications

7.3.1 Adherence to the approach proposed by the Birmingham Community Cohesion Strategy will encourage the Council and all its service providers and public / private partners to work together to ensure that the available public resources are spent in the most effective and efficient way that promotes community cohesion that will benefit communities.

7.3.2 Through the 'mainstreaming' of cohesion outcomes through the Council's core business, it is proposed that directorates would consider how they can address the themes within this strategy through use of existing resources.

7.3.3 Supporting the effective delivery of the strategy will require resources to innovate, upscale and test out new ideas. It is anticipated that strategic agencies, schools, higher and further education organisation and Voluntary Community Sector working in-kind or with project funds in a co-ordinated approach to shared actions will meet this need. Similarly, opportunities arising from Trusts and other funders can sponsor activity that promotes cohesion. Equally, we will work Government departments and the West Midlands Combined Authority to explore piloting activity and funding that promotes community cohesion

7.4 Procurement Implications (if required)

7.4.1 None

7.5 Human Resources Implications (if required)

7.5.1 None

7.6 Public Sector Equality Duty

7.6.1 An Equality Impact Assessment (EIA) has been completed. The initial EIA concluded that a full Equality Impact Assessment is not required, as there are no adverse impacts on any protected groups.

8 Appendices

- Appendix 1: Community Cohesion Strategy white paper
- Appendix 2: Council's commitments towards building community cohesion

COMMUNITY COHESION STRATEGY FOR BIRMINGHAM

Forward together to build a fair and inclusive
city for everyone



CONTENTS

FOREWORD

EXECUTIVE SUMMARY

SECTION 1

Introduction

SECTION 2

Birmingham's vision and approach

SECTION 3

Building blocks for making it happen

APPENDIX A

Acknowledgements

APPENDIX B

Case studies

APPENDIX C

Factors affecting community cohesion in Birmingham



Councillor Tristan Chatfield
Cabinet Member for Social
Inclusion, Community Safety
and Equalities

FOREWORD

A city commitment to community cohesion

We want to build a fair and inclusive city for everyone who lives in, works in, and visits Birmingham.

This strategy is our understanding of what community cohesion means in Birmingham. It sets out a collaborative approach; one in which communities, faith organisations, public sector agencies, businesses, and individuals work alongside one another to marshal scarce resources and make more creative use of the assets and skills we have in our city and neighbourhoods.

This strategy is not a ready-made solution to what is a complex challenge, but represents a collective understanding of what we can do to improve community cohesion as part of an ongoing process. We want to create an open and ongoing dialogue across the city in which we all continuously consider how our decisions, our resources, and our relationships across communities can be used to promote community cohesion.

Together, we are making a commitment to ensure Birmingham becomes stronger and more resilient - a city where people from different backgrounds and organisations can come together to improve things for themselves and their communities.

EXECUTIVE SUMMARY

What is community cohesion?

Community cohesion is about how we can all live, work, learn, and socialise together.

When we talk about community cohesion, we are not just talking about new communities or arrivals. We are talking about how all people of different social backgrounds, ethnicities, faiths, and generations can interact with and relate to each other in a positive way.

While there is no universally agreed definition of community cohesion, it is usually understood to describe what is needed to foster trust and good relationships between and within diverse communities.

Our vision for Birmingham

Our bold and challenging vision is of an ambitious and inclusive city, where everyone is able to fully contribute and play their part in building strong, resilient communities.

We want Birmingham to be a city of equal opportunity, where everyone is able to achieve their aspirations, regardless of where they live or grow up. Everyone should have the same chance to succeed and flourish in life, regardless of race, gender, sexual orientation, faith, disability, or class.

Birmingham is a welcoming city, where everyone has an opportunity to contribute and benefit from its success. It is a safe and flourishing place to live, work and grow up in. Birmingham is a well-connected place where people from all backgrounds trust and support each other and are able to realise their full potential while exercising their rights and responsibilities.

Our understanding of what makes a cohesive and resilient city has been developed in partnership with citizens, communities and organisations across the city, listening to what people have told us about the strengths and the challenges that they see in Birmingham. We want to achieve this vision in the same way – by working together, harnessing the collective assets of the city to build strong community cohesion.

This strategy sets out how we can build a sense of belonging and trust in and across all our communities, tackling the barriers that can cause divisions and hostility between communities and neighbourhoods.

Our guiding principles

We have identified eight guiding principles to support our vision and underpin this strategy:

1. Mainstream cohesion: making cohesion everyday business

A shared understanding of building community cohesion will be part of everyday policy and practice for all partners.

2. Connect and exchange ideas that promote cohesion and mobilise social action

We will connect people, places and communities to share knowledge, exchange ideas and drive local innovation.

3. Nurture and support aspiration of young people

Every child should have the best start in life no matter what their background, with a fair chance to realise their aspirations.

4. Promote rights and responsibilities

Everyone should have a strong sense and understanding of their rights and responsibilities: what is expected of them, and what they can expect of others.

5. Progress equality in all spheres of social and economic life

We will work together to eliminate all forms of inequality and gender-based violence, and challenge the cultural norms that prevent people from living their lives fully.

6. Promote inclusive economic growth that benefits everyone across Birmingham

We will work with partners at all levels to ensure that the benefits of economic growth are shared and accessible to all.

7. Empowered and engaged neighbourhoods

We will empower communities to be active participants in local solutions, harnessing the skills and expertise of local people and organisations.

8. Uniting people and communities through cultural and sporting engagement, expression and celebration

We will use sports, arts and cultural events to drive cohesion, celebrating the voices, talents and energies of our communities.

How do we make it happen?

We need strong, balanced leadership and a long-term commitment from key partners across the city, including local communities, public sector bodies, the business sector, voluntary and community organisations, and faith organisations.

Working together, our first priorities will be:

- **Understanding our city and communities: building a strong evidence base**

We will build our knowledge and understanding of our diverse communities to enable evidence-based policy and decision making.

- **A strategic partnership approach**

We will work together with new and existing partners across communities and sectors in Birmingham.

Working with local communities, we will develop an annual calendar of local community events across the city.

Where possible, we will strategically align our approach with national and regional policies.

- **Inclusive growth that benefits everyone**

We will work with the West Midlands Combined Authority to make sure that regional investment into transport, homes, employment and businesses benefits all citizens.

- **Targeted and place-based activities**

We will pool our collective assets, expertise and experiences to develop targeted local solutions to the complex issues that undermine community cohesion.

We will establish a city-wide network and knowledge so that ideas and information can be shared across neighbourhoods.

- **Measuring and monitoring where we are making a difference**

We will work with communities and partners to develop performance measures and indicators of success, to ensure that we know how well we are doing.

- **Identify resources to trial innovations**

We will identify a variety of funding sources and resources to allow us to innovate, pilot and test out innovative new solutions.

Challenges to community cohesion

The factors that affect community cohesion are complex and multi-layered, varying across different neighbourhoods and communities:

- **Changing demographics**

The rapidly changing demography of our city means that communities and neighbourhoods are becoming ever more dynamic, complex and culturally diverse.

- **Social and neighbourhood segregation**

Social and neighbourhood segregation is driven by a number of complex social factors, including a lack of shared community spaces.

- **Neighbourhood deprivation**

Some neighbourhoods have experienced persistent deprivation over a number of decades, even during periods of wider economic growth.

- **Education**

Despite an overall improvement in educational attainment in Birmingham, there are still significant differences in attainment between certain social groups.

- **Employment**

Insecure work, zero hours contracts and low paid jobs can make it difficult for individuals and families to escape a life of poverty and participate fully in their communities.

- **Housing**

A lack of affordable and high quality housing creates instability and isolation for individuals and families, affecting all areas of their lives including their ability to form positive social relationships.

- **Communication barriers**

The inability to communicate confidently in the English language is a significant barrier to achieving greater participation and engagement in communities.

- **Marginalised and disadvantaged young people**

Many young people are struggling with major difficulties that drastically affect their chances of success in life, and their ability to participate in society.

- **Mental health**

Poor mental health can affect anyone, regardless of their background and it can impact on many aspects of people's lives, increasing social isolation.

- **Gender inequality**

Despite some major cultural and social changes in the UK over the last 50 years, people are still not always treated equally by society. Many women experience gender-based violence.

Developing strong communities in Birmingham will involve tackling all these factors to create the right conditions for community cohesion to flourish.

Our approach to community cohesion needs to be resilient and flexible, adapting and responding to new challenges and opportunities as they arise.

That is why we intend this strategy to be a living document, continuing to develop in response to new ideas, research and examples of cohesion in action.

SECTION 1

INTRODUCTION

Community cohesion is about how we can all live, work, learn, and socialise together. This strategy sets out a vision for how we can build a sense of belonging and trust in and across our communities, tackling the barriers that can cause divisions and hostility between communities and neighbourhoods.

Birmingham is a welcoming city, and we are proud of our diversity of cultures, people, and communities. It is home to 1.15 million people, which includes people from more than 200 countries who have made Birmingham their home, and is one of the most diverse cities in the UK. This diversity brings with it a rich mix of creativity, entrepreneurship, skills and talent that all contribute to the city's social and economic vitality. Our city has a proud history of civic engagement and social action through which many different communities have been empowered to create thriving places to live and work. As a City of Sanctuary, Birmingham is committed to creating a culture of hospitality and support for people seeking refuge and asylum. We can and should build on all of these strengths to make sure that Birmingham is a great place of opportunity for everyone.

However, the city also faces some significant challenges. There are vast differences in people's experiences of housing, education, health, employment, and accessing public services, all of which can exacerbate inequality, create divisions between communities and threaten the cohesion of our city. These are deep seated and complex challenges which will require joined-up, sustainable solutions.

That is why a long-term commitment to community cohesion is needed; building on the strengths of our communities and working in collaboration across the city to create the right conditions in which all individuals, families and communities can thrive.

A city vision

Our bold and challenging vision is of an ambitious and inclusive city, where everyone is able to fully contribute and play their part in building strong, resilient communities. We want Birmingham to be a city of equal opportunity where everyone is able to achieve their aspirations, regardless of where they live or grow up. Everyone should have the same chance to succeed and flourish in life, regardless of race, gender, sexual orientation, faith, disability, or class.

Birmingham is a welcoming city, where everyone has an opportunity to contribute and benefit from its success. It is a safe and flourishing place to live, work and grow up in. Birmingham is a well-connected place where people from all backgrounds trust and support each other and are able to realise their full potential while exercising their rights and responsibilities.

Our vision of what makes a cohesive and resilient city has been developed in partnership with citizens, communities and organisations across the city, listening to what people have told us about the strengths and the challenges they see in Birmingham. We want to achieve this vision in the same way – by working in partnership, harnessing the collective assets of the city to build strong community cohesion.

What do we mean by community cohesion?

Community cohesion has different meanings to different people. While there is no universally agreed definition of community cohesion, it is usually understood to describe what is needed to foster trust and good relationships between and within diverse communities.

In developing our approach to community cohesion, we have decided not to focus solely on differences of ethnicity and faith, but to also look more widely at a range of factors such as social class, economic disadvantage, disability, gender and sexual orientation.

For the purpose of this strategy we have adopted the Commission for Integration and Cohesion's definition of community cohesion. Public sector, private, faith and community organisations felt that this definition best reflected a joint understanding of what community cohesion means in Birmingham:

- A defined and widely shared sense of the contribution of different individuals and groups to a future local or national vision;
- A strong sense of an individual's local rights and responsibilities;
- A strong sense that people with different backgrounds should experience similar life opportunities and access to services and treatment;
- A strong sense of trust in institutions locally, trust that they will act fairly when arbitrating between different interests and trust that they be subject to public scrutiny;

- A strong recognition of the contribution of the newly arrived and of those who have deep attachments to a particular place – focusing on what people have in common;
- Positive relationships between people from different backgrounds in the workplace, schools and other institutions.”¹

When we talk about community cohesion, we are not just talking about new communities or arrivals. We are talking about how all people of different social backgrounds, ethnicities, faiths, and generations can interact with and relate to each other in a positive way.

BIRMINGHAM COMMUNITY HOSTING NETWORK (BIRCH)

Birch was established in 2011 and is a volunteer led charity working to harness the enthusiasm of local people, to offer friendship and hospitality to people seeking sanctuary in Birmingham. Birch supports asylum seekers and refugees through three separate projects: a Hosting Network, Family Befriending project and a Meet and Greet project.

The Hosting Network aims to relieve the destitution of asylum seekers whose support and accommodation from the Home Office has been cut off. Over the last seven years, volunteers in Birmingham have welcomed guests into their homes and provided over 9000 nights of accommodation to asylum seekers in need.

The Family Befriending project matches young refugees (aged 16-25) with volunteer families who offer to share a weekly or fortnightly meal with them on a regular basis. The young refugees who benefit from this project have all come to the UK alone, without their families. They benefit from being welcomed into a family environment and feel better supported and less isolated.

The Meet and Greet project runs a weekly lunch, play and activity session in central Birmingham for newly arrived asylum seeking families. The majority of the families live in a nearby hostel where conditions are cramped and children are without school places whilst awaiting longer term accommodation. The Meet and Greet has an emphasis on improving well-being and provides families with some respite from the difficulties of day to day life, with around 40 children and adults attending each session.

The work that Birch and its volunteers carries out enables newcomers to our city, who are often in great need of support, to connect with and feel valued by local people.

Website: www.birchnetwork.org

Why is community cohesion important?

We have chosen to focus on community cohesion as a priority for Birmingham because we believe that through building strong, resilient communities we can tackle many of the challenges that we face as a modern city.

¹ <http://image.guardian.co.uk/sys-files/Education/documents/2007/06/14/oursharedfuture.pdf>

Migration and changing identities

Birmingham has a long history of migration and settlement reaching all the way back to its birth. We have long been a city made up of many faiths, ethnicities and cultures, with people coming together from all different backgrounds to form positive relationships. However, over the past two decades, the increased pace of globalisation and new patterns of migration have brought more people and families from all over the world to settle in Birmingham, resulting in rapid changes in populations of some communities.

These population changes, when coupled with wider patterns of economic and social inequality, can spark fears of competition for jobs, services and resources. These fears can in turn create tensions between communities, especially between new and settled communities. Building community cohesion can help to dissolve these tensions, breaking down barriers between communities and dispelling fears of competition and negative stereotypes by building relationships of understanding and trust.

The idea of community cohesion is not limited to differences in race or ethnic identity, just as every person's identity is not solely based on race or faith. As people, we all create our identities by drawing on a number of other individual, social and cultural markers including class, gender, sexual orientation and disability (to name but a few). Every person is unique and will have their own unique experience of living in Birmingham.

Focusing on community cohesion as a priority encourages us think about people in all of the different ways that they identify themselves and interact with each other. It also provides an opportunity to consider how relationships across and within all types of communities can be strengthened.

New technologies connecting people

A focus on building community cohesion can also address the impact of new technologies and means of communication, including social media, on our communities and social relationships. New communication technologies have enriched the lives of many people by allowing them to communicate with friends and family across the world, and form new social relationships online.

Social media can be a positive force for building understanding and trust between different communities as it provides opportunities for people from different backgrounds and social groups to 'meet' in a way that they might not otherwise. However, the rapid growth of new technologies also has the potential to increase social isolation and weaken the relationships within communities, as some people may find themselves withdrawn and losing the time, confidence or opportunity to get to know their neighbours 'offline'. We must also consider the role of social

media in the rise of so-called fake news and the ease with which negative or misleading information can be spread online to undermine community relations.

PLACES OF WELCOME

The idea of Places of Welcome was developed in 2012 while thinking about whether Birmingham was a welcoming city. Places of Welcome are run by local community groups who want everyone in their neighbourhood to have a space to go where they feel safe to belong, connect and contribute. Places of Welcome are community spaces that are open to all and take place in different kinds of venues including temples, libraries and community centres.

There are five principles that underpin a Place of Welcome:

- **Place** - An accessible and hospitable building that's open at the same time every week
- **People** - Open to everyone regardless of their circumstances or situation, and staffed by volunteers
- **Presence** - A place where people actively listen to one another and guests are treated as individuals
- **Provision** - Offering free refreshments and basic information about the local area and signposting to key organisations
- **Participation** - Every person will bring talents, experiences and skills that they may be willing to share locally

Birmingham currently has over 50 Places of Welcome around the city and efforts are being made to encourage more groups to participate. The idea is developing across the country, with over 200 places open nationally as people respond to the challenge to make our cities and neighbourhoods more welcoming.

Places of Welcome offer a non-judgemental and unconditional welcome in a relaxed environment and they enable people to come together as equals and to connect to others in their local community.

Website: www.placesofwelcome.org.uk

Civil society mobilising social action

Thriving, cohesive communities empower people to fully participate in society, giving them the social capital to take positive action and improve their lives and the lives of those around them. We know from evidence that an individual's economic prosperity not only contributes to community cohesion but also supports the economic development and growth of the city.² Birmingham has a strong network of grassroots civil society organisations that play a crucial role in building social capital in and across their local communities. These organisations often work with the most vulnerable and disadvantaged people in our society and deliver a range of different services, such as providing warm meals and shelters for homeless people, setting up Places of Welcome³, building financial resilience, and

² <https://www4.shu.ac.uk/research/cresr/sites/shu.ac.uk/files/community-led-approaches-to-reducing-poverty-in-neighbourhoods.pdf>

³ <https://www.placesofwelcome.org.uk/>

supporting people into employment. With their expert knowledge of the strengths and needs in local communities, civil society organisations are vital partners in developing community cohesion.

Factors affecting community cohesion in Birmingham: Our challenges

Community cohesion can thrive under the right conditions: decent secure homes, economic security, good neighbour relations, mutual support and respect, shared common values, and high levels of social capital. However, due to a range of social factors, it is becoming increasingly difficult to create these conditions. These include: a shrinking affordable housing sector, the impact of welfare reforms, educational disparities, health inequalities and the rapid pace of demographic change in some communities. The factors that affect community cohesion are complex and multi-layered, varying across different neighbourhoods and communities.

Feedback from consultation on the Green Paper shows that an individual's personal characteristics (for example, socio-economic status, attitudes, and beliefs), coupled with the characteristics of the community they live in, have an effect on community cohesion. Equally, ethnicity, identity, national and local politics, crime, civic participation, social capital and immigration are all factors that impact upon cohesion.

Changing demographics

As a consequence of changing patterns of migration and labour markets, Birmingham's demographic landscape is increasingly 'super diverse' both in terms of ethnicity and socio-economic class. Our communities and neighbourhoods are becoming more dynamic, complex and culturally diverse – which means that we all need to develop a greater understanding and awareness of the range of cultural norms and identities that exist in our city. This is a big social and cultural shift for some people, with big changes for the way that we all live, work, and learn together.

Social and neighbourhood segregation

The national debate on segregation often centres on ideas of ethnic minorities living parallel lives and the self-segregation of communities. However, the drivers of social and neighbourhood segregation are much more complex, and the discussion must move beyond a narrow focus on ethnicity and faith. People make decisions about where they live, work and socialise based on a range of factors, including their economic and social circumstances, as well as a desire to live among people of a similar background, language and faith and this can also lead to enclaves of communities by social class.

Asked what drives segregation, communities highlighted the lack of shared community spaces and services. Where community spaces do exist, they are often neglected or under-resourced. Shared community spaces are seen as places where people of all different backgrounds can mix. They help to cultivate new intercultural social interactions and build resilient support networks.

THE FEAST

The Feast is a charity that was established after a number of successful events were held across Birmingham that brought Christian and Muslim young people together. Working predominantly with people aged 11-16, The Feast has broadened its work and now offers a safe and open space for people of different faiths and cultures to build friendships, explore faith, and change lives.

The Feast works by building good relationships with groups of young people and then inviting them to 'encounter' events where they can meet one another. These 'interfaith' events involve warm up activities, discussion starters, group work, and games which enables participants to engage with one another with respect and honesty.

The Feast is a valuable opportunity for young people to overcome their fears and gain the confidence to live well with people from different communities and faiths, and the participants are encouraged to take what they learn and look to make positive change in their own lives, as well as in the lives of their families and communities.

Website: www.thefeast.org.uk

Neighbourhood deprivation

Deprivation remains a key influencer of cohesion⁴. Despite the efforts of successive regeneration initiatives, some neighbourhoods have experienced persistent deprivation over a number of decades, even during periods of wider economic growth. These communities can feel left behind and that wealth is not being fairly distributed – real concerns for marginalised groups that can cause tensions and misunderstandings between communities and neighbourhoods.

On the other hand, some more affluent communities feel that they have not experienced the same level of local government or third sector investment as other, more deprived areas, creating the conception that communities are 'competing' for a limited pool of resources.

⁴ <http://image.guardian.co.uk/sys-files/Education/documents/2007/06/14/oursharedfuture.pdf>

FINANCIAL INCLUSION PARTNERSHIP

People who don't have access to bank accounts and low cost loans, and those living on low incomes are more likely to use the 'alternative credit market'. This market includes 'loan sharks' that charge exorbitant interest rates which makes a difficult situation even more challenging for families and individuals.

The Financial Inclusion Partnership has been set up to support individuals and families improve their financial capability. The Partnership is involved in a wide variety of activities across the city, including:

- Increased Credit Union membership and take up of social housing contents insurance;
- delivering digital and financial literacy training (delivered by Catalyst CIC);
- briefings to local community organisations on the impacts of welfare reforms on individuals, children and families;
- an employment pilot for young people for 15 – 29 year olds, delivered in partnership with People Plus (YPP funded) targeting young people from St Georges. FIP is negotiating trainee and apprenticeship opportunities for this cohort of young people; and
- piloting placed based activity in St Georges, Ladywood. This pilot works with locally based agencies and community organisations to support families and individuals build financial resilience.

Birmingham's Financial Inclusion Partnership works alongside partner organisations, such as Citizens Advice, the Consumer Credit Counselling Service, Job Centre Plus, credit unions, housing associations, banks and utility companies (gas, electricity and more).

In its aim to promote a sustainable approach to financial inclusion, the FIP has developed a strategy and [action plan](#) to address the factors that lead to financial difficulties. The strategy and action plan are underpinned by the three key principles: prevent, survive and recover.

Education

Education levels have improved in recent years, with Birmingham GCSE rates now in line with the national average. However, despite this overall improvement there are still significant differences in educational attainment between certain social groups in the city. Increasingly we find that white boys from poorer economic backgrounds underachieve at school, compared to their peers in other ethnic groups.⁵ Gypsy, Roma and Traveller children experience some of the worst educational outcomes of all ethnic groups, regardless of gender.

The odds are still stacked against working class children achieving well at school when compared to their wealthier peers. Evidence from research suggests that:

⁵ <https://publications.parliament.uk/pa/cm201415/cmselect/cmeduc/142/142.pdf>

“If you’re a working class child, you’re starting the race halfway round the track behind the middle class child. Middle class parents do a lot via extra resources and activities.”⁶

These educational disparities persist despite policy efforts to reduce them, most notably Pupil Premium funding (introduced in 2011).

ASTON MEDICAL SCHOOL: NURTURING AND SUPPORTING ASPIRATIONS OF YOUNG PEOPLE

In 2016, Aston University launched the Sir Doug Ellis Pathway to Healthcare Programme for students in years 12 and 13 from non-traditional backgrounds who meet ‘widening participation’ criteria and come from Birmingham, the Black Country and Solihull. Pathway to Healthcare comprehensively prepares students, who do not already have the resources and connections but have talent and potential, to make competitive applications to medical school. Over 200 local young people have already taken part in, or are currently part of the programme.

The two-year intensive programme consists of a suite of activities specifically designed to remove barriers, uplift attainment, and comprehensively prepare students to enter medical school - at Aston or elsewhere - including:

- Medical taster days
- Master classes
- Work experience placements in a local GP practice or hospital
- Professional mentoring
- Application workshops
- A residential summer school, which includes a research project
- UKCAT support sessions and multi mini interviews (MMI) and interview practice support
- A-level boot camps.

The medical school was recently awarded 100 government-funded medical school places to help support our aim to create the most socially-inclusive medical school in the UK, and to train local doctors for the local community.

The Social Mobility Commission’s State of the Nation report (2017) highlighted Birmingham as ‘punching below its weight’ on social mobility measures⁷. Social mobility is closely linked to attainment at school, with young people and parents highlighting the disparities in educational outcomes between poor and affluent areas as a barrier to social mobility. Some young people we spoke as part of the green paper consultation said that their aspirations were limited because of poor

⁶ <https://www.theguardian.com/education/2017/nov/21/english-class-system-shaped-in-schools>

⁷ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/662744/State_of_the_Nation_2017_-_Social_Mobility_in_Great_Britain.pdf

quality careers advice and a lack of encouragement from teachers, and those schools in wealthier areas provided far more support and opportunities than schools in disadvantaged areas of the city. Feedback from one of the focus group discussions on the green paper suggested that there was a lack of positive role models in schools for pupils from Black and Minority Ethnic (BME) backgrounds and that cultural misunderstanding could arise between teachers and pupils from different communities that led to problems in the classroom.

Employment

Insecure work, zero hours contracts and low paid jobs can make it difficult for individuals and families to escape a life of poverty and participate fully in their communities. Unemployment remains high in Birmingham – in the first quarter of 2018, our unemployment rate was 7.9%⁸, compared to a national average of around 4.0%. Alongside this, our skills deficit means that many people are stuck in lower paid jobs, unable to progress to higher paid roles. 13% of people in Birmingham have no formal qualifications, which limit access to employment and training opportunities.

There is not only a moral imperative to improve wages and standards of living but a strong economic case. According to a report by the Joseph Rowntree Foundation, for every unemployed person that moves into a job paying the voluntary Living Wage (which is set with regard to the cost of essentials), the boost to the local economy is £14,400 on average.⁹ Paying people a fair wage builds a stronger and more inclusive economy from which we all benefit.

⁸ https://www.birmingham.gov.uk/downloads/file/2541/birmingham_employment_update

⁹ [file:///C:/Users/perasrbs/Downloads/west_midlands_-_mayoral_briefing_online_0%20\(2\).pdf](file:///C:/Users/perasrbs/Downloads/west_midlands_-_mayoral_briefing_online_0%20(2).pdf)

BIRMINGHAM CITY COUNCIL'S LIVING WAGE BOOSTS INCOME

The Council is an accredited Living Wage (LW) employer. Contracted suppliers and their subcontractors will pay the Living Wage to employees servicing Council contracts as part of their commitments under the Birmingham Business Charter for Social Responsibility (BBC4SR). 627 non BCC employees have been uplifted through our contracting arrangements. The LW also forms part of the Conditions of Grant Aid.

The Council works closely with the LW Foundation to encourage employers, particularly in Birmingham and the West Midlands, to pay the LW and is also part of the National Social Value Taskforce which develops and promotes best practice to deliver greater social value.

When the Council became a LW accredited organisation, 3000 employees were uplifted to the LW. These included part time cleaners, lunch time assistants at schools, all internal home care staff and those working within the Council's internal care delivery services.

In 2016, the Birmingham Care Wage was implemented, which was amended in 2017 to align to the National Living Wage, for all age workers. This means that anyone under 25 (who would normally be paid National Minimum Wage) is now paid equivalent to the National Living Wage in the care sector.

The LW is not the same as the National Living Wage which is a statutory requirement as a minimum wage for over 25s. The LW is based on the cost of living, is promoted by the Living Wage Foundation and reviewed each November.

Insecure housing and high levels of transience

Due to a shrinking affordable housing sector and historically low house building rates, we are experiencing both a national and local housing crisis, leading to rising levels of homelessness.

A lack of affordable and high quality housing creates instability and isolation for individuals and families, with a particularly negative impact on children and young people. Moving home frequently, experiencing homelessness or living in temporary accommodation affects all aspects of people's lives – the ability to find sustainable employment, access to health services, educational attainment, and the chance to build rewarding friendships and social networks. Insecure housing makes it harder for people to maintain employment and can also mean that children change schools frequently, disrupting their education.

Birmingham City Council's homelessness review¹⁰ identified the local population is growing at a faster rate than homes are being built, leading to an increase in overcrowding across all levels of housing.

Communication barriers

During the Community Cohesion Green Paper consultation with communities, one of the key issues identified through feedback was the need to promote the English language to help bridge cultural differences and enable people to confidently participate in wider society. The inability to communicate in the English language or to speak it well is a significant barrier to achieving greater participation and engagement, making accessing health services, employment and learning opportunities difficult. A shared language and means of communication is a prerequisite for community cohesion.

Marginalised and disadvantaged young people

Many young people are struggling with major difficulties that drastically affect their chances of success in life, such as poor mental health, social isolation, poverty and family breakdown. The young people we spoke to during the consultation clearly articulated the things that they felt would improve community cohesion: better social mobility through educational attainment, more opportunities for social interaction to build meaningful connections, and access to youth service provision and safe spaces to socialise.

Antisocial behaviour and crime is both a cause and an effect of poor community cohesion. Of course crime cannot be attributed to any single cause, but we know that vulnerable young people who lack a supportive social network are more likely to be drawn into criminal activity such as knife crime and drug dealing. A recent troubling development is the exploitation of young people by organised criminal networks to traffic and sell drugs within the UK, known as 'county lines'. Recently national report has revealed an increase in Class A drug use by young people and argues that the 'vacuum left by service reduction' has left some young people more isolated and vulnerable to this kind of exploitation by criminal gangs. Once involved in this kind of activity, young people are left 'feeling trapped with no one to help them', which only further isolates them. The rise in youth violence and knife crime could be attributed to young people indebted to these gangs¹¹.

People from Black and Minority Ethnic (BME) communities continue to face racial bias in parts of the criminal justice system, as identified by the Lammy Review¹². More specifically, young people from black and black British ethnic groups are

¹⁰ Birmingham Homelessness Review 2016, Birmingham City Council

¹¹ [\\Cendmclr\pdf\Equalities and Cohesion\Community Cohesion Strategy\research papers\County Lines National Summary - Simon Ford WEB \(4\).pdf](#)

¹² <https://www.gov.uk/government/publications/lammy-review-final-report>

more likely to receive a custodial sentence if charged with a crime. A recent report by Birmingham Children's Trust found that black or black British young people aged 10-17 make up 46.3% of young people receiving a custodial sentence, despite making up only 10.7% of the general 10-17 population.

"...if the people we see in our area are drug dealers, what do you expect. Go to Harborne and the kids there see people in suits going to work".¹³

Mental health

Mental health and wellbeing has a huge impact on people across the UK and the West Midlands. Poor mental health can affect anyone, regardless of their background, and it can impact on many aspects of people's lives - not only on the individual and their family but also on communities, workplaces, public services, the economy and society as a whole. One in four adults in the West Midlands has a mental health issue. Particular groups of people are at greater risk of mental illness, including people from BME communities, lesbian, gay, bisexual and transgender (LGBT) people, the homeless, those dealing with addictions and those in contact with the criminal justice system.¹⁴ Many factors influence the risk of poor mental health including social and economic factors, and the physical environment.

The West Midlands Combined Authority has recognised the importance of tackling poor mental health in our region, and has developed the Thrive Action Plan to bring organisations and the public together to improve mental health and wellbeing in the region. These actions span all areas of public services and the wider community, not just the NHS and social care, with the aim of using resources more effectively to build stronger and happier communities.

Gender inequality

Despite some major cultural and social changes in the UK over the past 50 years, people are still not always treated equally by society. Many of the issues identified such as poverty, low pay and skills, mental health and homelessness - continue to disproportionately affect women. Many women experience gender-based violence and harassment, including domestic abuse, sexual violence and so-called 'harmful cultural practices' such as female genital mutilation (FGM) and forced marriages.

Gender inequality and gender-based violence does not just negatively affect women but whole families and communities. Gender-based violence is illegal in the UK and a clear violation of human rights, leaving lasting emotional and physical trauma that exacerbates existing gender inequalities.

¹³ Feedback from young person in inner city ward as part of the Community Cohesion Green Paper Consultation

¹⁴ <https://www.wmca.org.uk/media/1420/wmca-mental-health-commission-thrive-full-doc.pdf>

While gender-based violence occurs in all communities – across all ethnicities, cultures and faiths – there are certain social and cultural factors that can make women and girls more vulnerable to abuse. According to the latest Office of National Statistics data:¹⁵

- Women with a long-term illness or disability are more than twice as likely to have experienced domestic abuse in the last year than other women;
- Women living in households with an income of less than £10,000 are more than four times as likely to have experienced domestic abuse in the last year than women living in households with an income of £50,000 or more;
- Women from mixed/multiple ethnic groups were more likely to have experienced domestic abuse in the last year than any other ethnic group;
- Women living in social housing were nearly three times more likely to have experienced domestic abuse in the last year than women who owned their homes.

A prominent theme of the Community Cohesion Green Paper consultation was the need to understand and challenge the cultural practices and norms that hold women and girls back from realising their full potential, and which make them more vulnerable to gender-based violence. Many people shared their experiences of specific cultural practices that they felt deepened existing gender inequalities such as women being discouraged from learning English, restrictions being placed on the movement and activities of women and girls, and young men and women being forced into marriages.

Recognising that gender-based violence and inequality exists in all our communities, we need to have an open and honest dialogue about what we can do to make sure that women and girls from all backgrounds are able to fulfil their potential and live lives free from violence and abuse.

15

<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/womenmostatriskofexperiencingpartnerabuseinenglandandwales/yearsendingmarch2015to2017>

SMART WOMEN

Smart Women Community Training Centre is a grassroots organisation based in Sparkbrook that was set up in 2012. The centre provides a safe and supportive space for women and girls to meet, as well as facilitating a range of activities such as coffee mornings, gym and fitness, sewing, and national and international trips.

The centre supports up to 50 women a day in different ways including offering support to women who are victims of domestic abuse, teaching them about their rights, and supporting them to improve their English. The centre also enables women to come together to identify local issues and possible solutions to these problems. Women are able to seek support and guidance on issues such as domestic violence, mental welling and social isolation.

In 2017, using funding from the Big Lottery, the centre organised a marketplace event that was attended by members of the local community, police officers and councillors. Local women were invited to have a stall for things they wanted to sell, such as dishes or items they'd made themselves.

The centre enables local women to come together as a community whilst also empowering them, reducing social isolation and enabling them to have completely new experiences.

Contact email address: swctc@hotmail.co.uk

It is important that the voices of women and girls, especially those from low income or BME communities, are heard in conversations about community cohesion. Often women are under-represented in decision-making processes.

Despite representing 51% of the population, women make up only 34% of councillors in Birmingham. One of the key issues expressed in the consultation on the green paper was that individuals and communities with low social capital and no influential contacts were excluded from the corridors of power. At a time when public services are being cut – often with the biggest impact on the most vulnerable groups in society – it is more crucial than ever that we engage with and listen to the people that are not always heard.

We believe that community cohesion is important if we are going to create a city where the diversity of local people and neighbourhoods is valued and where everyone has a sense of belonging. But in order to promote community cohesion, we need to tackle these challenges and create the right conditions in which everyone has the same social and economic opportunities.

TOGETHER WE CAN!

Together We Can! Is a three year intergenerational, community-building project within the Firs and Bromford neighbourhood (east Birmingham). The overall aim of the project is to “contribute to a flourishing community, with flourishing connections between flourishing people”.

TWC! pursues three parallel strands of work across two age bands (young people and adults):

- Street connecting – making connections with and between local people, e.g. supporting people to plan and run micro-level street events;
- Doing stuff together – facilitating places and groups which local people feel they belong to and can contribute to, e.g. supporting young people to hold afternoon tea sessions with older people in the neighbourhood;
- Support and development – supporting local people to grow in the confidence, skills and connections needed to be able to participate in and contribute to the life of their neighbourhood and the wider world, e.g. facilitating weekly drop-in sessions for young people.

Through a range of focused activity, TWC! brings together youth work and adult-focused community work to maximise the opportunities for intergenerational (as well as cross-cultural) interaction and relationship-building. TWC! seeks to help and support local people to establish sustainable livelihoods, including developing personal skills, strong social networks, and financial security.

Website: www.firsandbromford.co.uk

We want Birmingham to be a place where people of different backgrounds have the same life chances and the ability to achieve their aspirations; where there are strong positive relationships in neighbourhoods, workplaces, and schools between people of all different ethnic and social identities.

MINDAPPLES – HODGE HILL ARTS FORUM

During 2016, Hodge Hill Arts Forum ran an arts project that was part of a 2 year Connecting Communities through Culture Programme (funded by the Department for Communities and Local Government, Arts Council England, and Birmingham City Council). The project focussed on improving mental wellbeing after people living and working in the area identified depression, isolation and a lack of provision for families as significant issues for them. The project used the Mindapples framework which encourages everyone to take care of their minds in the same way we take care of our bodies.

Hodge Hill Arts sits under No. 11 Arts which is an umbrella organisation created to support Birmingham's network of neighbourhood arts forums. No 11. Arts promotes and facilitates arts activities with communities across the city since research has shown that arts based approaches can help people to stay well and experience a better quality of life.

Mindapples encouraged local citizens in Hodge Hill to take up regular creative activity to relax, meet new people, spend time with loved ones, and be kind to their minds. People were first asked to share their 5 Mindapples and were then invited to take part in a range of free arts activities in their local area across three venues and over several months.

Mindapples provided people with the opportunity to come together with others and participate in arts activities in a safe space and over a sustained period of time, and the outcomes of this project were extremely encouraging with participants showing and referring to great changes in their mental wellbeing. Many participants are still linked into the host groups and venues, now regularly participating in other creative, health and fitness related activities, as well as having access to support groups and other No. 11 Arts projects and activities.

A living strategy: Proactive and adaptive to new challenges and opportunities

The rapid pace of change in our communities and national/local policy drivers mean that our approach to community cohesion needs to be resilient and flexible, adapting and responding to new challenges and opportunities. This is why the Community Cohesion Strategy will be a living document that will adapt and respond to new ideas, robust research and examples of community cohesion in action.

Birmingham will develop a knowledge bank that will help build our understanding of our people, communities, neighbourhoods and city, and of the methods to measure our progress. Our collective knowledge and understanding will support evidence based policy and practice.

SECTION 2

BIRMINGHAM'S VISION AND APPROACH: A SHARED RESPONSIBILITY

Promoting community cohesion is the responsibility of everyone of Birmingham. This means we need a city-wide approach that harnesses all our resources, expertise and experience to find the right solutions to be a fair, caring, welcoming and inclusive city for everyone.

Our vision for a great city:

Birmingham is a welcoming city where everyone has an opportunity to contribute and benefit from the success of the city. The city and its neighbourhoods are safe and flourishing places to live, work and grow up in, they are well connected places where people from all backgrounds trust and support each other. People of all backgrounds realising their full potential and exercising their rights and responsibilities.

SPARKBROOK CLEAN UP

The Sparkbrook Neighbourhood Forum was set up in 2011 and is run by local people who want to make a difference. After speaking to residents, the Forum found that the top priority in the local area was to tackle litter and fly-tipping which affected them on a daily basis.

The Forum created an on-street campaign, Clean Medina, which runs every three months and has up to 100 people taking part. Volunteers include parents, children and neighbours from the local church, Mosque and community organisations, as well as councillors and the police. Children participating in the clean-up are rewarded with either a healthy treat bag or activity, such as a visit to the Safari Park, London Science Museum or thrill activities. As the initiative is becoming a constituted body, volunteers can apply for small pots of funding to help pay for these trips, treats and much needed equipment. The Forum has recently bought a community litter pickup truck and Birmingham City Council provides free access to the council's tip which means volunteers can regularly drive round the area picking up rubbish.

The benefit of working together has not only meant that hundreds of tonnes of rubbish has been collected over the years, but residents have managed to create better relationships with one another and fulfil dreams that may never have happened, such as going horse riding. Clean Medina has meant that residents have become better organised and are now working across different faiths to tackle local issues in the community.

Realising our vision will mean that, as a city, we continue to learn and adapt to new challenges and opportunities.

The responsibility of promoting and building strong community cohesion is everybody's business and no single agency alone can combat the barriers to cohesion. Our approach will build on the experience and skills of all our partners, and celebrate all that is great about Birmingham.

Our strategy

This Community Cohesion Strategy outlines the city's joint commitment and approach to promoting cohesion. It sets a clear strategic direction for greater alignment of all our priorities and activities, to deliver real impact. Eight guiding principles, identified from city-wide discussions, support our vision and underpin the strategy. Community cohesion and integration happens at different levels, including across the city, in neighbourhoods, schools and work places. Therefore, the success of our approach will rely on the city, the council and communities embedding these principles in strategic and local approaches that promote cohesion and support communities to develop a sense of belonging.

The following set of proposed guiding principles should be integrated in policies, plans and initiatives:

1. Mainstream cohesion: making cohesion everyday business

Mainstreaming community cohesion means that it should become part of everyday policy, practice, design and delivery - it should not be just a bolt on project or agenda. All partners will have a collective understanding of community cohesion and recognise that it needs to be integral to all their strategies and practices. Embedding a joint approach to cohesion in all our core services and responsibilities will help us to recognise any challenges early and prevent issues from escalating.

2. Connect and exchange ideas that promote cohesion and mobilise social action

We will connect places, people and communities and encourage them to share knowledge, exchange ideas and drive local innovation in building confidence and tackling local challenges.

We will support residents to co-produce services and solutions, empowering communities to be active participants in change.

3. Nurture and supporting the aspirations of young people

We need to give every child the best start in life no matter what their background. All young people should get a fair chance to realise their

ambitions and hopes for the future. They should not be held back because of a lack of resources or influential connections, who they are or where they live. They should be able to safely travel around the city to enable them to build social connections and access opportunities that enhance their life chances. Every young person should have access to safe spaces to learn, play and socialise.

4. Promote rights and responsibilities

We will create a city where everyone has a strong sense and understanding of their rights and responsibilities - both what is expected of them and what they should expect of others. We will tackle the tensions that arise within and between communities and promote understanding and awareness of the many diverse communities and cultures in our city. This includes promoting respectful attitudes and behaviours towards others who may be different from 'us'. We will ensure that everyone has access to advice and guidance on their rights, with a focus on housing, financial inclusion, and education.

We will increase take up and provision of ESOL (English as a Second Language) training to support non-English speakers to understand and exercise their rights, engage with democratic processes, access services and take advantage of the city's economy opportunities. We agree with the recent report from The All-Party Parliamentary Group (APPG) on Social Integration which states that:

*'...the ability to speak English should be viewed as a right extended to everyone in our society no matter what their background or income level.'*¹⁶

5. Progress equality in all spheres of social and economic life

We want to eliminate all forms of inequality and gender based discrimination and violence in Birmingham. We will challenge practices and social norms that hold people back from realising their ambitions and participating in the city's social and economic life.

We will ensure that everyone is treated fairly, with dignity and respect, including those with protected characteristics¹⁷ (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation).

¹⁶ <https://the-challenge.org/uploads/documents/APPG-Integration-not-Demonisation-Report.pdf>

¹⁷ <http://www.legislation.gov.uk/ukpga/2010/15/contents>

Diversity in the workplace is an economic and social asset¹⁸ which should be at the heart of all organisations and reflected at all levels of the organisational workforce. Our workplaces should aspire to represent the communities we serve.

6. Promote inclusive economic growth that benefits everyone across Birmingham

The benefits of economic growth should be shared and accessible to everyone. Working with partners at a local, regional and national level, we will seek to ensure that economic strategies are inclusive and impact locally; addressing the distinct social, economic and cultural challenges and opportunities within our neighbourhoods. We will improve social mobility by promoting routes into employment, career progression in work and create opportunities to boost earning power.

WOMEN'S LEADERSHIP PROGRAMME

The Women's Leadership Programme began in 2017 and was run by Near Neighbours. The two six-month long leadership development programmes supported women from different faith backgrounds who were active locally and had the potential to be regional or national leaders.

The sessions enabled women to develop their skills and confidence, look at habits that damage success, develop self-awareness and build strong, supportive relationships. The first programme included a two day residential in which the participants learnt to use coaching techniques and the courses concluded with a conference on International Women's Day (called Women, Equality and Faith) which looked at issues that marginalise women in the faith and interfaith arena.

During the final session of the last course one woman said, "When I stood in the room, I was myself for the first time – and I was astonished by the impact that has on others". Another said, "I felt more in control at work – and happier about the things I can't control".

After the formal part of the programme ended, the women continue to meet in four local coaching groups offering support and development to others. Near Neighbours intends to continue to offer workshops and conferences to build on the confidence, skills and relationships that have been nurtured over the past year.

Website: www2.cuf.org.uk/thrive-together-birmingham/near-neighbours-birmingham

¹⁸ https://www.wmca.org.uk/media/2218/leadership-diversity-in-the-west-midlands_-002.pdf.

7. Empowered and engaged neighbourhoods

We will promote asset-based approaches that empower individuals, families and communities to be active participants in the conception and design of solutions that improve their wellbeing, rather than passive recipients of poorly conceived responses. This will involve harnessing all our strengths including the skills, expertise and experiences of local people, community networks, buildings and public spaces. We will create shared spaces for communities to come together to celebrate events and run activities that serve to bring people of different backgrounds together; as well as constructive spaces to have 'difficult conversations' to dispel myths and misunderstandings between and across communities.

NEW FRANKLEY IN BIRMINGHAM PARISH COUNCIL

New Frankley in Birmingham Parish is a community in the South West of Birmingham. As a tier of local government, parish and town councils are elected bodies with limited discretionary powers and rights, laid down by Parliament, to represent their communities and to provide services to them. New Frankley Parish Council serves nearly 10,000 residents and is paid for by a precept as part of residents' council tax.

The Parish's main functions are provide advice, guidance, and information to local people, and to provide funding to local groups and facilities in the area. Some of the projects and activities the Parish supports include:

- Frankley Street Champions – local volunteers collecting rubbish and fly tipping from the streets, as well as dealing with other environmental issues in the Parish;
- Frankley Carnival – an annual carnival organised by local residents, community groups, and other organisations;
- Frankley Neighbourhood Forum – made up of local residents with the aim of sharing information and ideas to improve the area.

While the Parish hopes for more devolved powers so that it can facilitate more services, it has already made a huge difference to the local area, particularly around improving the environment. Working together with local people at a micro-level has enabled the area to become a proper community.

Website: www.newfrankleyinbirminghamparishcouncil.gov.uk

8. Uniting people and communities through cultural and sporting engagement, expression and celebration

Cultural and sports participation will be a key driver for cohesion through a rolling programme of projects and activities that celebrates the voices, talents and energy of our communities and shares them across the city and the world. This approach is proven to have powerful health and social benefits, to support and accelerate other aspects of the strategy, and will

become a key and distinctive approach leading up to the 2022 Commonwealth Games.

COLOUR ME QUEER

Colour Me Queer was a series of workshops aimed at young LGBTQI people of colour. They were run in 2017 in Balsall Heath by The GAP and UNMUTED and commissioned through Birmingham City Council's Next Generation Arts Activities funding. The GAP is a Birmingham based company that originally has its roots in education and theatre, and now runs as a venue and project space working in drama and other forms of creative and cultural action. UNMUTED is a community led social and peer support network in Birmingham for people of colour who identify as Lesbian, Gay, Bisexual, Transgender, Queer or Intersex (LGBTQI).

Participants were supported by queer artists of colour to create a series of three 'zines' (non-commercial magazines), in a space they could call their own, and to hold a public launch event. Providing dedicated time, space and a public platform for young queer people of colour was a key achievement, and it was apparent in the first few sessions just how much this was needed. The workshops provided the opportunity for young queer people of colour to share their experiences, produce work together and support one another, and the launch event gave the participants a platform from which to share their stories and raise public awareness about issues relating to a minority group.

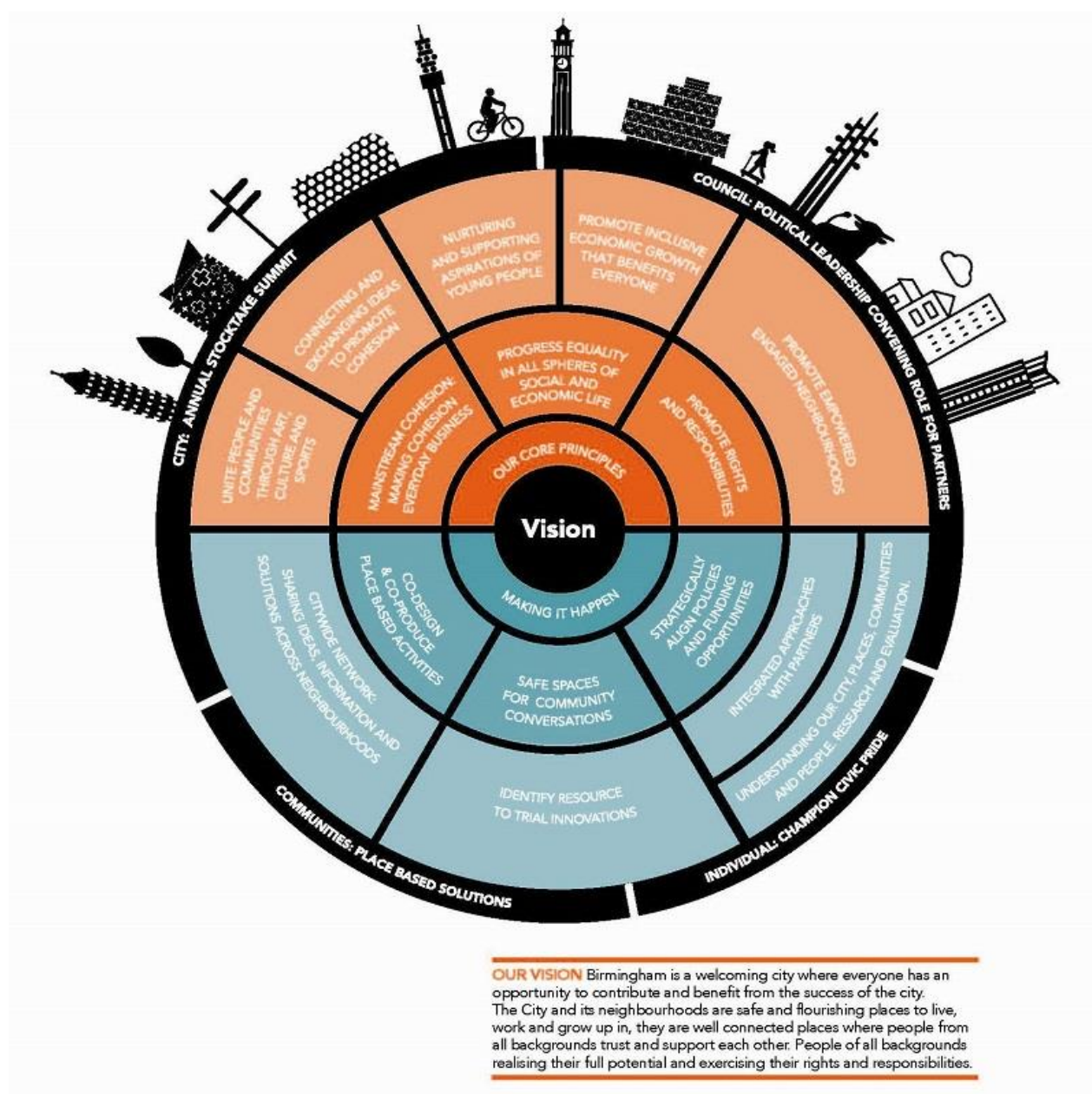
The production of zines that focus on the experiences of young LGBTQI people of colour, written and edited by them, and available to the public, is an important achievement of the project as there is limited literature available on the subject, and certainly barely any produced by these people themselves. This is a source of significant pride for each of the participants and has created a sense of collective identity for the group that continues after the project ended.

Websites: www.thegapartsproject.co.uk
www.unmutedbrum.com

SECTION 3

BUILDING BLOCKS FOR MAKING IT HAPPEN

Community cohesion strategy for Birmingham



Leadership

Strong balanced leadership and a long term commitment is needed from across communities, individuals, public and business sectors, as well as voluntary and community and faith organisations, to deliver the ambitions of our approach.

City: Strategic leaders within their own spheres of influence will drive policy and practice to address the drivers of social and economic inequality that undermines the cohesion of the city. City leaders will mobilise their collective resources, influence and expertise to promote Birmingham as great place to live, learn, visit and to do business. They will also be ready to respond to any risks that threaten the security and safety of our city; all of which are important to creating better and safe environments, promoting greater economic participation and more cohesive communities. There will be moments when strategic partners, at a city-wide level, can celebrate success, confront challenges together and share learning from local initiatives.

Council: The council will fulfil its democratic mandate from Birmingham communities to provide leadership and accountability on promoting cohesion. Equally, it will provide strong cross-party political leadership, influencing policy at a city, regional and national level; and continuing to work with government on dismantling structural inequalities that undermine cohesion of the city. The council will also play a convening role for partners that go beyond the 'usual suspects' to share and exchange ideas and champion 'what works'. Similarly, it will monitor and respond to any local or national influences that threatens cohesion. It will be vital to support a robust evidence base by working with partners and communities to collect and analyse data and local intelligence from national and local sources.

Community: Neighbourhoods are where many people construct a sense of place and identity. Local communities and individuals have a crucial role to play in building resilience by supporting each other to overcome challenges, hardship and divisions. The voluntary, community and faith sector organisations are well placed to provide leadership in identifying and supporting community based solutions. There is strong evidence that is already happening across the city and we will build on this by supporting the sector.

Individual: Individual action and championing civic pride makes a positive contribution to cohesion. There is a range of ways in which individuals can promote cohesion. Engaging in volunteering can

empower individuals to affect positive change and form networks with new people in their communities, participating in civic life and design the right solutions that promote cohesion. Everyone should challenge and reject all forms of discrimination and extremism that undermine equality and fairness; gender based violence, harmful sociocultural norms and practices.

ST. PAUL'S COMMUNITY DEVELOPMENT TRUST

St. Paul's Community Development Trust is a charity that was established by three small groups working with the community of Balsall Heath. The Trust works with and alongside children, young people, and adults in Balsall Heath and the wider neighbourhood to promote education, recreation, and life-long learning.

The Trust provides a number of services, including an independent school, Early Years Services, nurseries, St Paul's City Farm, and the Ellen Gee canal boat. Across these different services, the Trust delivers and facilitates a wide range of events and activities including:

- **#GetBalsallHeathReading** – a literacy campaign in partnership with Smartlyte which aims to improve the skills of parents to enable them to better support their child's development, enhance their own social mobility, and create a more integrated community;
- **Coffee mornings** – an opportunity for people aged over 50 to have refreshments, socialise, and take part in activities at the Trust's farm;
- **Housing, benefit and debt advice** – working in partnership with Narthex to offer free advice for local families;
- **Talking Together Stay and Play** – sessions for parents/carers and their children to learn English through play and fun activities.

The Trust is dedicated to working for and with the local community to help secure better opportunities and better quality of life for people who are disadvantaged in a deprived area of the city.

Website: www.stpaulstrust.org.uk

Smartlyte: www.smartlyte.co.uk

Narthex: www.narthex.org.uk

How do we make it happen?

Translating the ambitions of the strategy will require action from across all sectors and communities. As a city we will make the best of our resources and assets to deliver on tackling the stubborn drivers that undermine cohesion. As start we will work on:

Understanding our city and communities: building a strong evidence base

We will develop evidence based approaches to promote community cohesion. Aston University will convene a research and intelligence group including academics, government, public agencies, social researchers, and the

voluntary/community sector. This is a central aspect to building our knowledge and understanding of the dynamic nature of diverse communities. Continual research and analysis of the challenges and opportunities will enable evidence based policy and decision making. We will do this by:

- Identifying trends by city-wide data collection and analysis of quantitative and qualitative research that takes a deep dive into root causes, risks and quality of life/wellbeing factors
- Developing and publishing a set of robust measures and indicators to monitor how Birmingham is doing overall and evaluation of interventions.
- Capturing data from local community insights and narratives, local Voluntary Community Sector (VCS) and councillors. Using different channels to capture data including social media and online platforms.
- Building on global, UK and regional insights - looking at 'what works' and lessons for Birmingham.
- Setting measures for community cohesion and support the collection of data and its analysis.

This approach will help us monitor progress and impact.

A strategic partnership-led approach

Through strong partnerships we will help create the conditions for a fairer and cohesive city. Making a success of our approach will require leadership and commitment of our partnerships which underpin our approach to span the public sector, faith and community organisations, communities, universities, colleges and schools, the business community, and the arts and cultural sector. Our collective approach will enable individuals, families and communities to take control of their own lives and participate fully in the social and economic life of the city. We will do this by:

- Continuing to build on the work of our existing partnerships where community cohesion is integral to the successful delivery of their plans and strategies, including (but not limited to): Birmingham Community Safety Partnership, Financial Inclusion Partnership, City Partners, Birmingham Social Housing Partnership, Birmingham Education Partnership, Birmingham Migration Partners, Birmingham Health and Wellbeing Partnership and Child Poverty Action Forum¹⁹.

¹⁹ <https://birminghamchildpovertyactionforum.org/>

- Where it makes sense for Birmingham, we will strategically align our approach to national and regional policies, including the Government's Integrated Communities Strategy and the West Midlands Combined Authority's approach to inclusive growth, and work constructively with national and regional teams.
- Birmingham Partners will work with local communities to hold an annual programme of local community events across the city. The Community Cohesion Summit and local events will enable communities, council and city partners to understand and respond to the changing needs of our city and communities; share learning and exchange ideas; forge new relationships and identify opportunities for joint working; evaluate our learning and identify what works and what doesn't, and collectively respond to new opportunities and challenges. It's crucial that we continuously learn and take stock of our approaches through ongoing dialogue and engagement between communities, practitioners and partners from different spheres of influence.
- The 2022 Commonwealth Games presents a great opportunity for Birmingham and its citizens to capitalise and build on our rich and diverse sports and cultural offer. The Games aim to provide a number of key opportunities for our citizens to engage in and benefit from, including:
 - Chances for our citizens to get active and feel healthy, both physically and mentally;
 - Making the city more connected and encourage more active travel by extending and enhancing walking/cycling networks and cycle schemes;
 - Recruiting approximately 12,000 volunteers (reflecting the diversity of our city) to welcome people to Birmingham during the Games;
 - Delivering a cultural programme that includes and reflects Birmingham's diverse communities.

Inclusive growth that benefits everyone

We want the city's economic prosperity to benefit everyone. We will work with the West Midlands Combined Authority to deliver their ambition to "link cranes with communities", so that investment into transport, homes, and business premises benefits all citizens. We will do this by:

- Making the most of High Speed 2 (HS2), a major new planned rail line linking Birmingham, London and cities across the North, estimated to create around 15,000 jobs by 2020. A programme of activity will support local people into secure employment across a range of construction, planning and engineering opportunities arising through the delivery of HS2. The National College of High Speed Rail based in Birmingham will train engineers and upskill the workforce.

The HS2 programme will coordinate and promote a 'HS2 ready' careers inspiration programme offer to young people in schools, colleges, universities.

- Continued engagement with the business networks such as the Thrive network and big sector business across the city will play a crucial role in career advice and development. Members of the business community can make a valuable input not only in advising pupils on the range of career opportunities available but also drive the direction of schools through for example, sitting on their governing bodies.

Targeted and place-based activities

We want to pool our collective assets, expertise and experiences to locally target some of the stubborn and complex issues that undermine community cohesion. We will do this by:

- **Encouraging all schools to be awarded Rights Respecting School status** to improve well-being and develop every child's talents and abilities to their full potential.
- **Protect vulnerable young people from violence and crime.** We will work with partners to deliver a range of activities that will work on preventative activity.
- **Remove barriers to communication:** Birmingham City Council will work with communities and partners to promote an offer of English provision that is flexible and responsive to individual's needs. We will build on the Council's programme of ESOL provision including, ESOL for Work, engaging employers to promote English at work and Voluntary Sector organisations to support flexible delivery of provision that leads to confidence and fluency in speaking, reading and writing in English.
- **Tackling homelessness:** there are two key stages to tackling homelessness: prevention and support at an individual's crisis point. Earlier this year, Birmingham launched its homelessness prevention strategy which is a partner-led strategy and a joint commitment from those across public, private and third sector organisations to work together to eliminate homelessness in Birmingham. This recognises that homelessness can affect anyone at any stage of their lives and seeks to identify those who are at high-risk and to prevent them from becoming homeless. Extensive work is also taking place to support those who are already sleeping rough with multi-agency teams set up to offer guidance and help to individuals who have multiple and complex needs.

- **Intercultural and interfaith conversations and action to create mutual understanding and trust.** We will design local events to bring different ethnicities and faith communities to share their cultural and social life.
- **Co-designing and co-producing local solutions** that promote an asset based approach to local problem solving, such as improvements to open public spaces; friends of local parks groups; and community clean-ups. This approach enables individuals and communities to find local community-led solutions; encourage collective action to build stronger and more resilient places.
- **We will establish a city-wide network and a repository that will facilitate sharing ideas, information and solutions across a network of neighbourhoods.** Gather good ideas and good practice from around the country and communicate it widely to enable people to be inspired by things happening elsewhere.
- **Local Councillors in their community leadership role** will deliver on Localism by working with communities and local organisations to design place based approaches that shapes council policy and practice.

Measuring and monitoring where we are making a difference

It's important for us to know if and where we are making a difference: to know which policies and initiatives are working and which are not. This will help us identify any gaps, and where more work and investment is needed.

We will do this by:

- Developing performance measures to help monitor improvements and gaps.
- We will work with communities to develop indicators to measure success in different settings.
- We will use our annual residents' survey to measure community cohesion.

Identify resources to trial innovations

To support the effective delivery of the strategy will require resources to innovate, upscale and test out new ideas by looking at how we can reshape our existing resources. The impact of austerity and reductions in public sector provision on community cohesion was an overwhelming concern from the responses to the Green Paper.

Reducing public sector resources and provision are having worrying consequences on community cohesion. However, there are opportunities around strategic agencies, schools, higher and further education organisation and VCS

working in-kind or with project funds in a co-ordinated approach to shared actions. Many respondents offered ideas and how their respective organisations could play a role. Similarly, opportunities arising from Trusts and other funders can sponsor activity that promotes cohesion. Equally, we will work with Government departments and the West Midlands Combined Authority to explore piloting activity that promotes community cohesion.

APPENDIX A

ACKNOWLEDGEMENTS

Thanks to all the individuals and organisations that contributed their time and expertise to this strategy, including:

Written submissions

ACAS
Acocks Green Neighbourhood Forum
Aston University
Birmingham St Mary's Hospice
Birmingham SACRE
Culture Central
John Taylor Hospice
NHS Birmingham and Solihull Clinical Commissioning Group
University of Birmingham
West Midlands Police

Focused discussions facilitated by the following organisations and supported by Suwinder Bains and Naomi Todd, Strategic Policy Team, Birmingham City Council

Birmingham Aspiring Youth Council: Darnish Amraz and Tom Muirhead, Youth Service
Balsall Heath Children's Centre - Hafsha D Shaikh, SMARTLYE & Alison Moore
Birmingham Social Housing Partnership - Sophie Hall
Concord Youth Centre – Habib Ullah, Youth Service
Naseby Youth and Community Centre – Surinder Ark-Sandal, Youth Service
Oakland Young People's Centre – Habib Ullah, Youth Service
Nechells POD – Noran Flyn & Shantel Carty
SMART Women – Rubina Tareen, CEO
Thrive - Nick Venning and Fidelis Navas (Co-chairs)
United Midlands Black Organisations – Ricky Delany (Co-chair)
Voluntary & community network with Women Acting In Today's Society (WAITS) – Marcia Lewison, CEO
Women to Women Forum – Rahila Mann, Prevent Engagement Officer

Birmingham councillors and officers who contributed to the Strategy:

Councillor Tristian Chatfield, Cabinet Member for Social Inclusion, Community Safety and Equalities

Councillor Ian Ward, Leader of Birmingham City Council

Councillor Ewan Mackey (Con)

Councillor Roger Harmer (Lib Dem)

Jonathan Tew, Assistant Chief Executive

Suwinder Bains, Cohesion and Partnership Manager

Naomi Todd, National Graduate Development Programme (ngdp)

Mary Crofton, National Graduate Development Programme (ngdp)

APPENDIX B

CASE STUDIES

Highlighted below are more examples of projects and services that are helping to develop community cohesion in neighbourhoods across Birmingham.

CLIMATE ACTION NETWORK WEST MIDLANDS

Climate Action Network West Midlands (CANWM) is a free and open network that aims to increase public awareness of and engagement with tackling global warming. CANWM works with individuals, environmental groups, community groups, faith networks, sustainable businesses, local authorities, and others to develop and distribute information on the causes and impacts of global warming, as well as supporting community-level action.

As part of their work, CANWM has delivered workshops on key topics, including transport, food, energy and resources, housing, employment, and education. As part of their current work, the network is focussing on how the region can deliver an environmentally friendly 2022 Commonwealth Games.

CANWM is built on the ethos that we're stronger together, and it centres on establishing connections between people who share similar aims and values. The network brings together people from different backgrounds and spheres, whose actions span from personal to political and from local to national to global.

Website: www.climateactionwm.org.uk

THRIVEBRUM

ThriveBrum is a volunteer-led network that promotes Responsible Business in Birmingham. Founded in 2005, they aim to identify and share best practice in the field of Responsible Business / Corporate Responsibility / Sustainability in order to make best practice become universal across the city. Their three key objectives are to:

- Share - provide a platform to share good practice;
- Promote - connect people to share our goals; and
- Do - help employers be responsible with practical action.

The network organises a range of events and campaigns with policy makers, practitioners, businesses and academics, for example they have an active LinkedIn group with more than 450 users and 700 followers on Twitter. They also organise an annual summit in partnership with Aston Business School. These open events explore ideas to promote responsible business and effective policy making that creates a fairer city for everyone.

Website: <https://www.thrivebrum.org/>

BIRMINGHAM SACRE

Birmingham's SACRE (Standing Advisory Council on Religious Education) is one of the most active in the UK. It's sixty or so members drawn from faith and non-faith communities work together to agree a syllabus for the teaching of Religious Education in school. This syllabus is mandatory for those schools that are run by the local authority but many academies, free and independent schools choose to follow the SACRE syllabus. Consequently, 80% of all Birmingham primary schools and 53% of all secondary schools use the agreed syllabus.

SACRE's entitlement statement, last revised in 2015, is clear in its regard for Community Cohesion:

"... the focus of RE is the development of character of pupils with 24 dispositions that will enable pupils to live well and in harmony with their neighbours...pupils have the right to learn about a range of faiths found in the City of Birmingham as well as the tradition to which their family may belong."

The Syllabus revolves around the 24 dispositions. These are a set of values that have been agreed by SACRE. They are wide ranging for example 'Appreciating Beauty', 'Living by Rules' and the particularly pertinent 'Creating Unity and Harmony' and 'Cultivating Inclusion, Identity and Belonging'.

Birmingham children that follow the SACRE agreed syllabus have values-based lessons using the disposition as a starting point. Over time, children of all faiths and none will see the dispositions being exemplified through the nine largest religious traditions in Birmingham and from non-religious world views. Children find out that all the City's faiths believe in the same basic values and that these are in harmony with national government's British Values. First and foremost, our children are therefore learning FROM faith rather than learning ABOUT religious traditions.

A dedicated web site provides primary schools with routes through a comprehensive lesson bank, the lessons being selected and ordered so that children start to explore the disposition through the most prominent religious tradition or universal view in their school. The lessons use the scriptures from faith traditions as well as first-hand contemporary examples of faith in action often from an extensive bank of films made in Birmingham.

You can see a trailer for the films at <https://app.box.com/v/BirminghamSACRE>

Website: <https://www.faithmakesadifference.co.uk>

CULTURE CENTRAL

Culture Central is a collective voice and development body for culture in the Birmingham City Region and its purpose is to make the region an internationally recognised place for culture and creativity. Culture Central is committed to developing and leading projects, alongside other leadership bodies in the city region, that have the potential for a positive impact on both the sector and on the region alike. Culture Central prides itself on their inclusive understanding of culture, and it covers everything from heritage to ballet, and bhangra to virtual reality.

Working with organisations and institutions of all sizes and all interests is a key part of this work and Culture Central engages with major anchor institutions (such as universities and businesses) as well as smaller creative businesses and arts organisations. This collective approach makes sure cultural and creative industries can play a central role in important strategic initiatives relating to skills, economy and community development.

Website: www.culturecentral.co.uk

COMMUNITY ENVIRONMENTAL TRUST

The Community Environmental Trust (previously called the Castle Vale Community Environmental Trust) was set up during the regeneration process of Castle Vale and was tasked with ensuring that the regeneration took into account the environment at all stages of the process.

Towards the end of the regeneration process, the Trust started to focus on projects that benefitted Castle Vale but could also be run in other areas of Birmingham. The Trust is now an integral part of the environmental movement in Birmingham and has partnerships with charities, community groups, the City Council, and other groups across the city.

The Trust supports and delivers a number of projects, including:

- Forest Schools – an innovative educational approach of playing and learning that uses the environment as a tool to develop children's personal, social and emotional skills, including engaging with children with additional support needs;
- Confidence Through Conservation – a project for those interested in the environment to protect and improve these areas while gaining valuable transferable workplace and practical skills;
- Community Garden – a project that enables residents who wouldn't normally be able to participate in gardening activities in a safe and friendly environment to do so, while also promoting intergenerational socialising.

The Trust enhances community cohesion and local resilience by enabling people to explore, improve, and benefit from local community assets, bringing people together who would not usually socialise, and promoting healthier life choices.

Website: www.environmentaltrust.org.uk

ST BASILS

St Basils is a local charity that works with young people aged 16-25 who are homeless or at risk of homelessness across the West Midlands. St Basils has a range of prevention, accommodation, and support services to help young people regain the stability they need to rebuild their lives, gain skills, training and employment and move on. Their aim is to help young people successfully break the 'cycle of homelessness' so that they can go on to experience a bright, fulfilling future and never return to a state where they are at risk of homelessness again.

Some of St Basils' services include:

- Schools Training and Mentoring Project - Awareness raising with young people about the causes of homelessness and where to go for help before situations escalate
- Family Mediation Service - Support for young people who are in conflict with family/carer which may result in them becoming homeless
- Learning, Skills and Work - Supporting young people to engage in meaningful activities including employment, education, and training
- Supported Accommodation - Offering young people accommodation with different levels of support to ensure they can live independently once they move on

Website: www.stbasils.org.uk

NECHELLS POD

Nechells POD is a charity that works with local schools, voluntary and statutory organisations, and local partners to support the Nechells Community by providing advice, information and guidance, diversionary activities, adult and family learning, and parent support. It provides a safe and welcoming space in which residents can get together to participate in a wide range of activities and access services that empower them to lead self-determined, fulfilled lives, and feel a sense of belonging to their community regardless of age, gender, race, faith or social background.

Some of these activities include:

- Nechells Safe Haven – A project that aims to engage residents in activities that improve community cohesion and reduce social isolation, engage residents in training, volunteering and self-development activities, and ensure residents experience improved mental and physical well-being through participation in activities that promote healthier lifestyles
- Parent and Child Language Course – Offers parents and toddlers whose first language is not English the opportunity to learn the language together
- Summer Reading Challenge – Taking part in the Reading Agency's annual reading challenge that rewards children for visiting their local library and reading during the holidays
- Cook and Taste – Working with Food Net to improve the nutrition and diets of Nechells' residents
- Meetings with West Midlands Police – Holding regular meetings with the police for Nechells' residents to keep up to date with what is happening in their neighbourhood

Website: www.nechellspod.com

UNICEF RIGHTS RESPECTING SCHOOL AWARD: CELEBRATING CHILDREN'S RIGHTS

The UNICEF UK Rights Respecting School Award (RRSA) is based on principles of equality, dignity, respect, non- discrimination and participation. The RRSA seeks to put the UN Convention on the Rights of the Child at the heart of a school's ethos and culture to improve well-being and develop every child's talents and abilities to their full potential. A Rights Respecting School is a community where children's rights are learned, taught, practised, respected, protected and promoted. Young people and the school community learn about children's rights by putting them into practice every day.

Birmingham City Council has developed a partnership with UNICEF to train and support Birmingham schools in becoming Rights Respecting schools. The initiative has been promoted through the safeguarding networks and has been introduced as a long term approach to building resilience, improving safeguarding and community cohesion. The programme has grown at pace and we have engaged 200 schools across all phases and designations.

Birmingham nursery schools are first in the country to run this programme of activity.

APPENDIX C

FACTORS AFFECTING COMMUNITY COHESION IN BIRMINGHAM

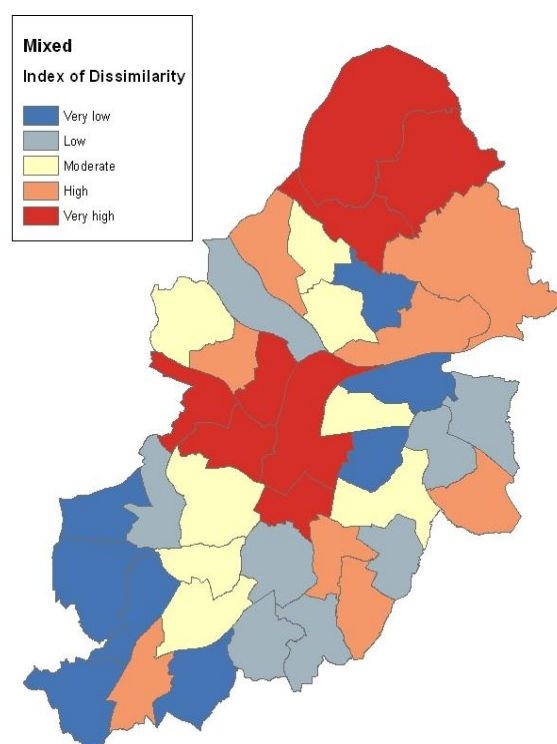
Factors that affect community cohesion are complex and multi-layered. These include: ethnicity, identity, where people live and socialise, social and economic status, national and local politics, crime, civic participation and social capital and immigration.

Social and spatial segregation

Segregation can be broadly divided into two types: spatial segregation (the physical/geographic separation of certain groups), and social segregation (groups living in the same geographic area but not interacting socially).

The most common way to measure neighbourhood segregation is by calculating the Index of Dissimilarity (IoD). The IoD is a measure of the evenness with which two groups are distributed across a geographic area. The higher the IoD score, the more segregation exists. A maximum score of 1 would mean a community where two groups are completely segregated. An IoD score of 0 would mean that two groups are exactly evenly distributed.

In Birmingham the IoD score between white and non-white ethnic groups was 0.49 in 2011 (the last year for which we have data). This is a decrease of 8.9% since 2001, which means between 2001 and 2011 Birmingham on the whole became less segregated between white and non-white ethnic groups.



Produced by Customer Knowledge
Copyright Experian Ltd. Navteq 2012/13.
Based upon Crown Copyright material.

Levels of segregation are different between wards as shown in the above graphic. In 2011, the most segregated wards in terms of ethnic identity were Washwood Heath, Sparkbrook and Bordesley Green. The least segregated wards were Edgbaston, Hall Green and Stockland Green.

There is a strong association between spatial segregation and deprivation. Often it is the neighbourhood you live in, rather than your ethnic identity that has the biggest impact on your chances of living in deprivation. The term 'neighbourhood effect' describes the impact that living in a certain place can have on the life trajectories of individuals.

Segregation does not just occur along the lines of ethnic identity alone. We are also seeing an increase in economic inequality between neighbourhoods. A more sophisticated debate is needed on how we define and agree our understanding of segregation, so that our policy responses consider the whole range of factors affecting community cohesion.

Neighbourhood deprivation

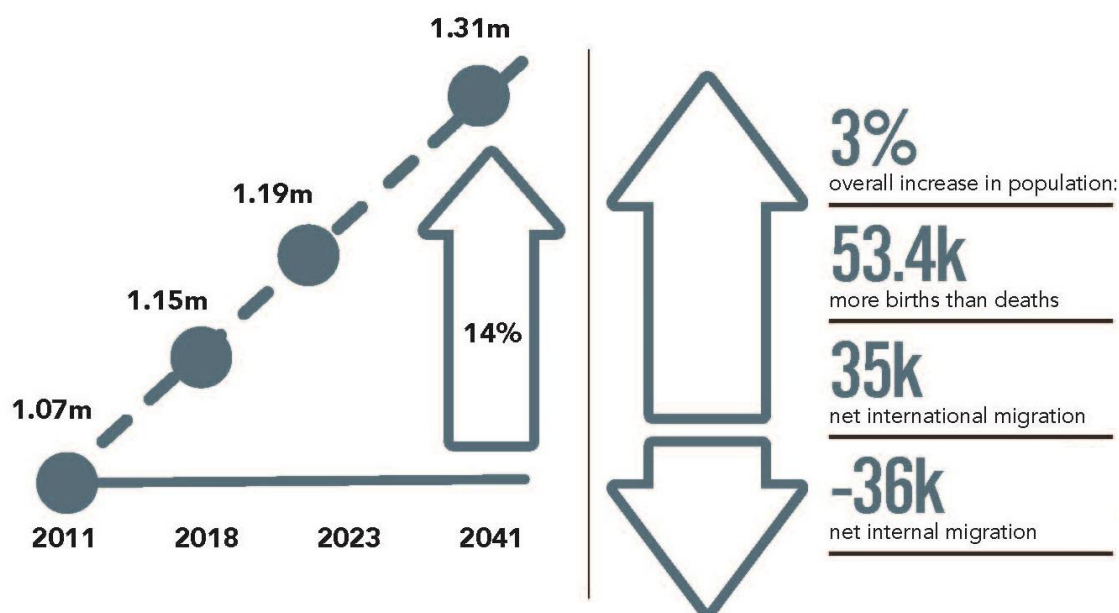
Despite the efforts of successive initiatives, community cohesion becomes a particular challenge in neighbourhoods and areas in which communities have not benefited from the perceived economic growth experienced in other parts of the city. This leads to a sense of being 'left behind' and that wealth is not fairly distributed, instead offered to other areas and communities. These real concerns of marginalised communities cause misunderstanding and mistrust of other areas and communities. Part of the problem has been historically flawed social and economic policies and planning programmes that have allowed some areas in the city to fall into decline, where High streets are lined with betting shops, fast food outlets and off licences; local parks and public spaces become unsafe because of gangs, anti-social behaviour or littered with drug paraphernalia; homelessness, crime and poor housing.

Our population

Birmingham is a growing dynamic and vibrant global city with a population of 1.15 million people; it is the second largest city in the United Kingdom. Our growing and diverse population presents both strengths and challenges for the city.

In the next five years we will see a population growth of 3% - largely due to 'natural changes' of more births than deaths.

Population Projection

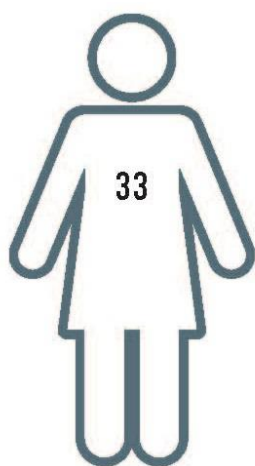


A young city

We are a young city, 46% of our population is aged under 30. Having a younger population means a larger pool of working age residents for businesses to draw from and great potential for the economic growth of the city. However, low skills and educational attainment, poverty and poor health are holding back some of our most disadvantaged young people.

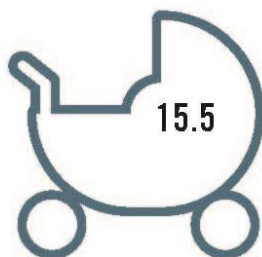
Based on 2016 ONS projections, between 2018 and 2022 children under 15 are due to grow by 3%. Of these, children aged 0 to 4 are due to grow by 1.5% to 86,000 children, but the latest growth rate in Birmingham children will be the 10 to 14 age group – increasing by 6.0% to 84,900.

More than 40% of Birmingham's school children have a first language that is known or believed to be other than English (42%). Growing school age population places demands on school places and good quality childcare. Educational attainment levels vary in relation to different areas of the city and social backgrounds. Schools are places that cultivate and promote social cohesion; bringing children of different backgrounds to build tolerance and understanding of different cultures and faiths.



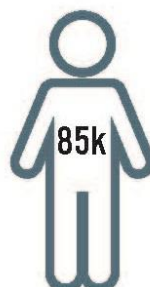
**Median age
in Birmingham**

40% for England and Wales



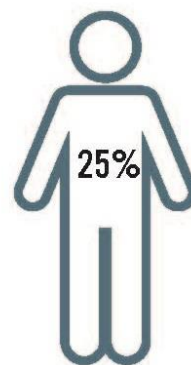
**Birth rate per
1,000 population**

12 for England



Age under 5

4% increase since 2011



Under 18

Much higher than other
core cities and UK (21%)

SCHOOL POPULATION OVERALL

	Birmingham	Nationally
BME	68.9%	31%
EAL	41.8%	18.5%
FSM	26.7%	14.7%
SEN	16.8%	14.3%

BME: Black and minority ethnic
EAL: English as an additional language
FSM: Free school meals
SEN: Special educational needs

Outer city areas worst performing at key stage 4

Chart 3.8 shows Birmingham compared to the national performance, along with the three best and worst performing wards for each Key Stage 4 measure. Although Birmingham as whole performs close to the national average, there are very wide local variations, with the lowest attainment being in general in outer city wards, traditionally white working class areas. White British disadvantaged boys are 18% below the LA average for Key Stage 2, reading, writing and maths. Pakistani disadvantaged boys are 13% below LA and Bangladeshi disadvantaged boys are 2% below LA average

Chart 3.8: Attainment at the end of Key Stage 4 2016²⁰

Attainment 8		Progress 8		A*-C in English & Maths		English Baccalaureate	
Birmingham	49.4	Birmingham	0.00	Birmingham	59.9	Birmingham	24.6
England	49.8	England	-0.03	England	63.0	England	24.7
Top 3 wards							
Edgbaston	58.0	Moseley & Kings Heath	0.49	Sutton Four Oaks	86.4	Harborne	45.9
Sutton Four Oaks	58.0	Harborne	0.37	Sutton Vesey	80.7	Sutton Four Oaks	44.7
Harborne	57.6	Selly Oak	0.30	Edgbaston	78.9	Edgbaston	44.2
Bottom 3 wards							
Shard End	43.8	Longbridge	-0.30	Kingstanding	46.0	Tyburn	13.9
Kingstanding	43.6	Kingstanding	-0.35	Tyburn	45.5	Oscott	13.8
Longbridge	43.5	Shard End	-0.37	Ladywood	43.5	Longbridge	12.5

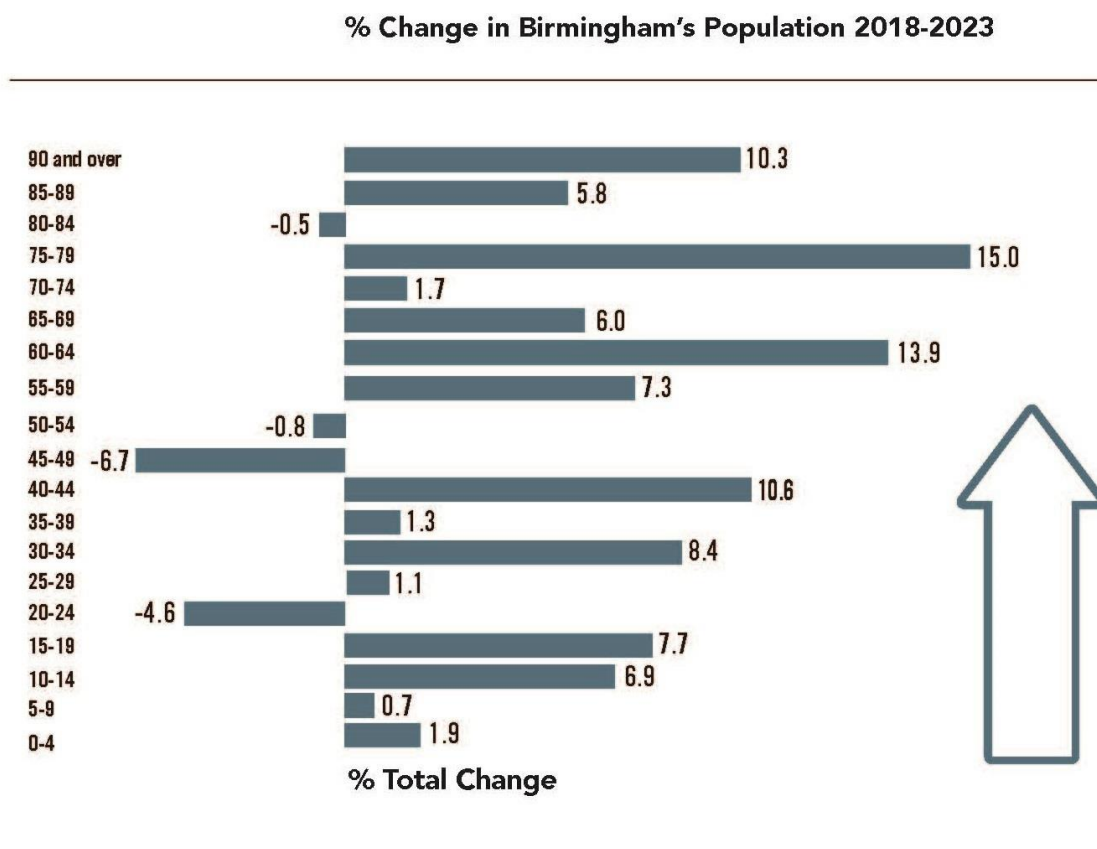
Source: DfE/BCC

²⁰ **Attainment 8** measures the achievement of a pupil across 8 qualifications including maths (double weighted) and English (double weighted), 3 further qualifications that count in the English Baccalaureate (EBacc) measure and 3 further qualifications that can be GCSE qualifications (including EBacc subjects) or any other non-GCSE qualifications on the DfE approved list.

□ **Progress 8** is a value added measure and compares the Attainment 8 scores of similar pupils grouped using their prior attainment at key stage 2.

Our ageing population

Despite being a young city, we are expected to see a larger growth of older adults age 65+ (6%) and 90+ (10.3%) by 2023.



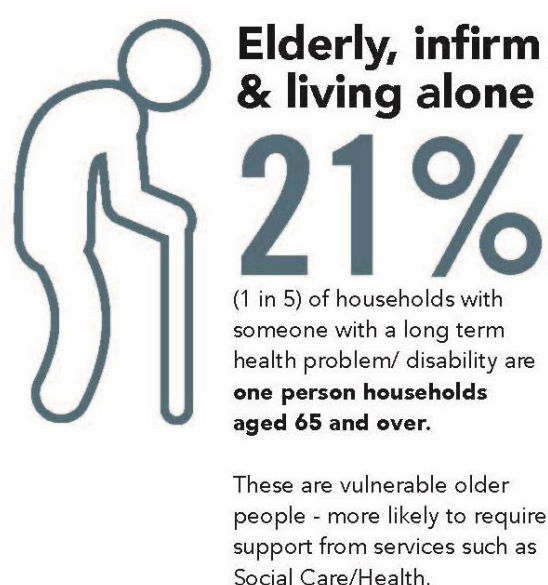
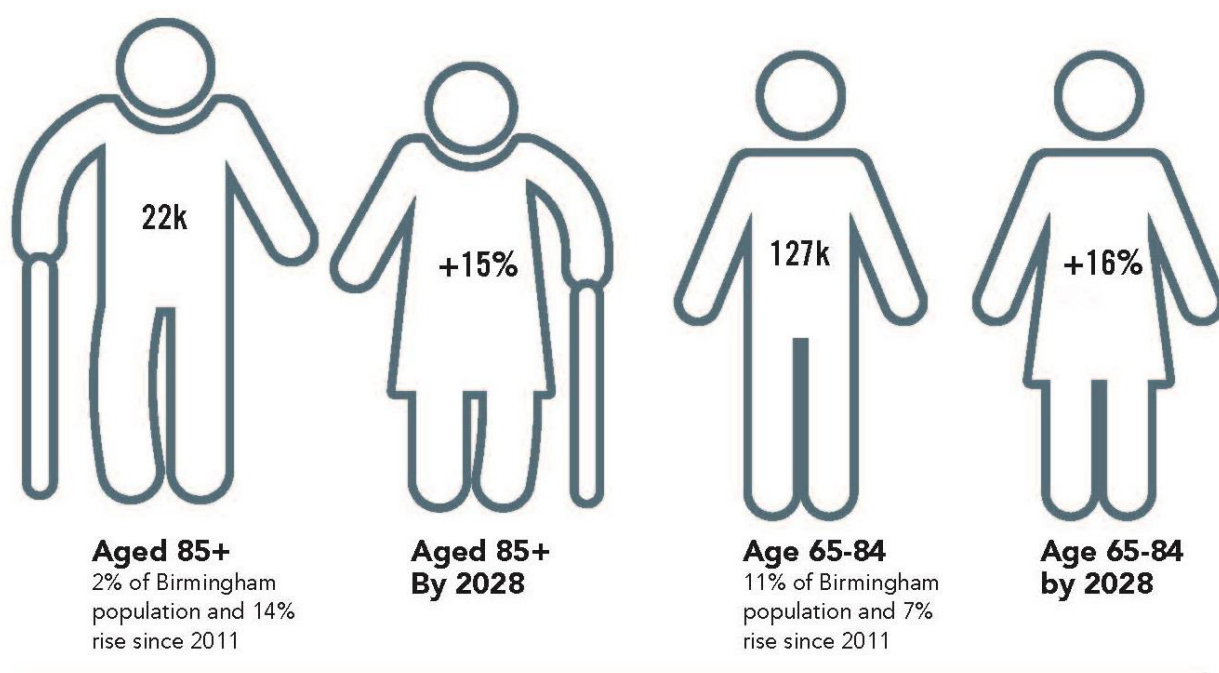
Source: ONS Mid-2016 Projections

The older adult population has and will continue to rise in Birmingham, with increases of 15% for those aged 85+ years expected in the next 10 years (see infographic overleaf).

With nearly a fifth of households being older people living alone with health problems and/or disability, there needs to be a joined up approach to services that support this vulnerable group.

There are over 100,000 unpaid carers in Birmingham. Carers themselves are ageing; by 2025 it is predicted there will be a 128% increase in carers over the age of 85+ years; a large scale survey of carers found 46% have suffered depression due to their caring role.

Older people living alone or as carers make them vulnerable to social isolation and loneliness, this can have adverse effects on their health and wellbeing and is growing challenge for the city.



A Caring population



Sources:
Population Age: ONS Population Projections (PP) 2014
(Census 2011 used to calculate 2011-2018 change, and projections to 2028 based on 2018-2028 change using PP only).
A caring population: Carers UK website
(based on Census 2011 and their own research)

Our diversity

The city is also very diverse, with 42% of the population being from an ethnic minority background, reflecting the city's rich and varied cultural heritage. Birmingham is a “super-diverse” city. Academic research suggests that there are people from nearly 200 countries who have made Birmingham their home.²¹ The 2011 Census revealed that 42.1% classified themselves within an ethnic group other than white British, compared to 30% in 2001, a rise of 12%. Birmingham is soon to become a majority minority city.

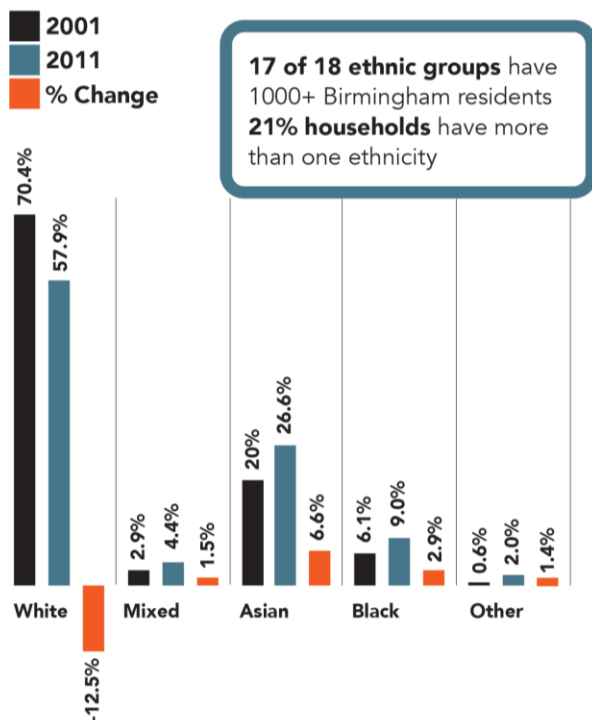
The demographic makeup of Birmingham's young people has also changed significantly over recent years and is becoming increasingly diverse. For example, according to the 2011 census over 60% of the under 18 population is now from a non-white British background, compared to around 44% in 2001.

Ethnic diversity can bring many benefits such as transnational trading links and high levels of cultural resource. Birmingham has benefited from its diverse migrant communities who have settled in the city and successfully contributed to its economic vitality, becoming leaders in education, medicine, sports, arts and business and providing employment opportunities to local people.

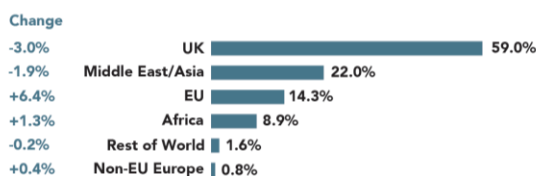
Our demographic landscape is increasingly becoming ethnically and socially ‘super diverse’, which means a greater understanding of the changes in cultural norms, identities and social shifts in how we live work and learn is needed. Community cohesion is an approach that enables us to respond to the wide ranging and kaleidoscope of identities, rather than simply focussing on a white majority and small number of ethnic minority identities.

²¹ (Institute for Research into Superdiversity (IRIS) University of Birmingham 2013)

Diversity



Live births by mother's country of birth (2016)



47,005

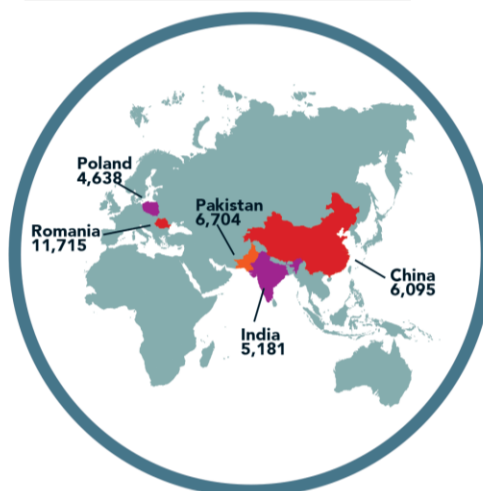
known to be living in Birmingham unable to speak English or speak English well

New Immigration GP Registration (2013 - 16)

Top Five Countries of Origin

By Year

2013	16,765
2014	18,475
2015	22,284
2016	23,790
Total	81,314



Christian
494,358

46.1%
of Birmingham
Population in 2011
-14.4%
change since 2001



Muslim
234,411

21.8%
of Birmingham
Population in 2011
+67.4%
change since 2001



No Religion
206,821

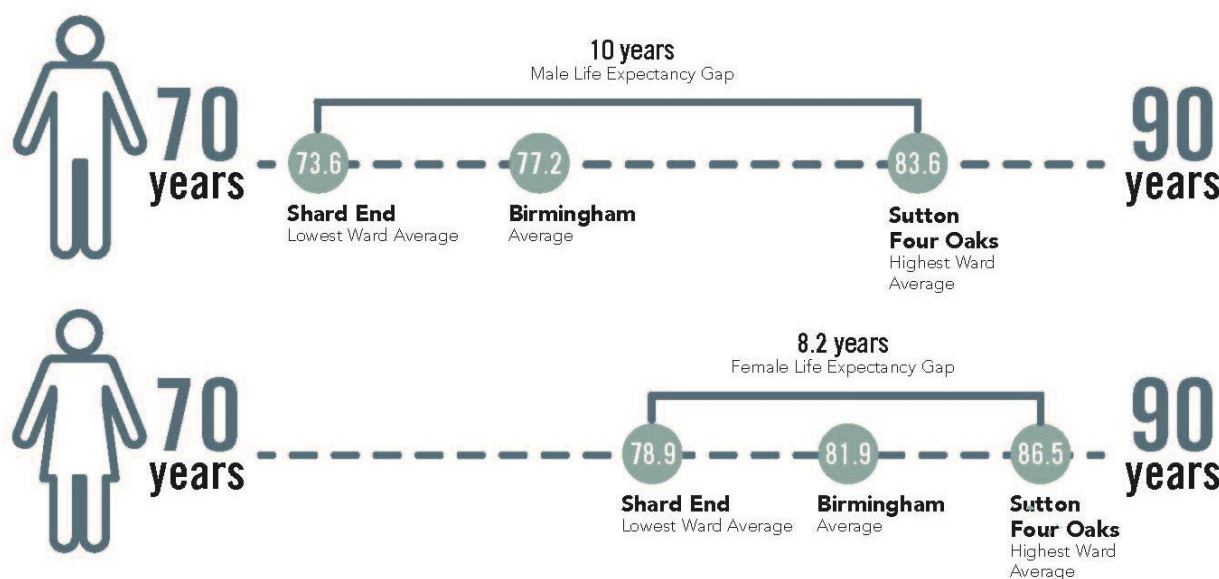
19.3%
of Birmingham
Population in 2011
+70.2%
change since 2001

Gender inequality

Birmingham's population is made up of 50.5% females and 49.5% males.²² Female residents in Birmingham earn less than males, with average gross incomes for full time workers having a £5k gender pay gap. The city has the second lowest share of women in higher skilled jobs (41.2%) amongst the Core Cities and the rate is lower than the national average (43.0%). The employment rate for working age male residents is 73.5%, while the female rate is 53.5%. Nearly half (48%) of working age black and ethnic minority females residents are economically inactive (not employed or actively seeking work).

Most victims of sexual offences are women (83% of reported total crime victims). Domestic abuse of women and children has been increasing since the economic downturn in 2009. More men are victims of homicide than women, however where women are killed they are more likely to be killed by someone they know.

Birmingham Life Expectancy 2014-2016



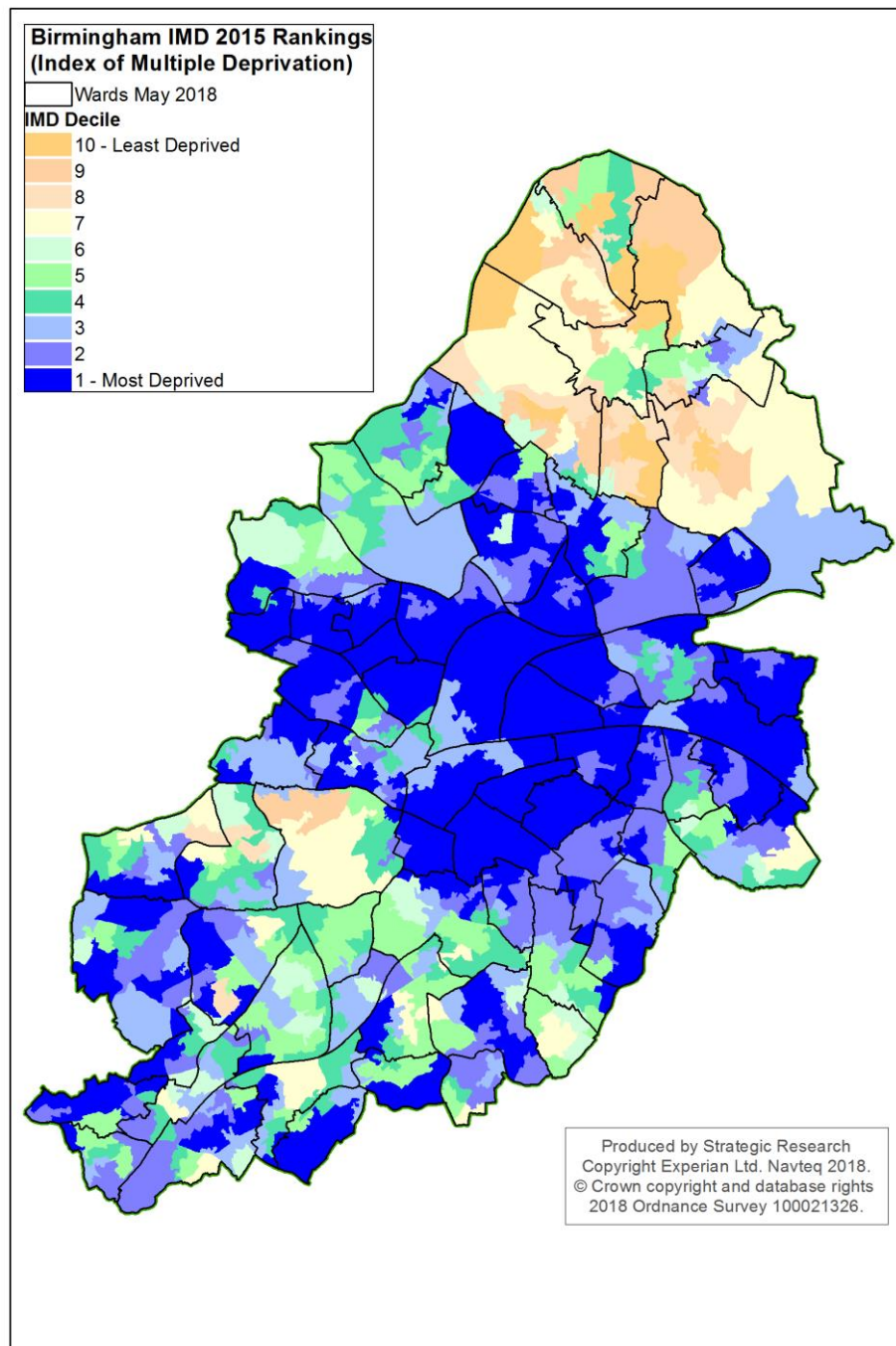
Source: Birmingham City Council Public Health

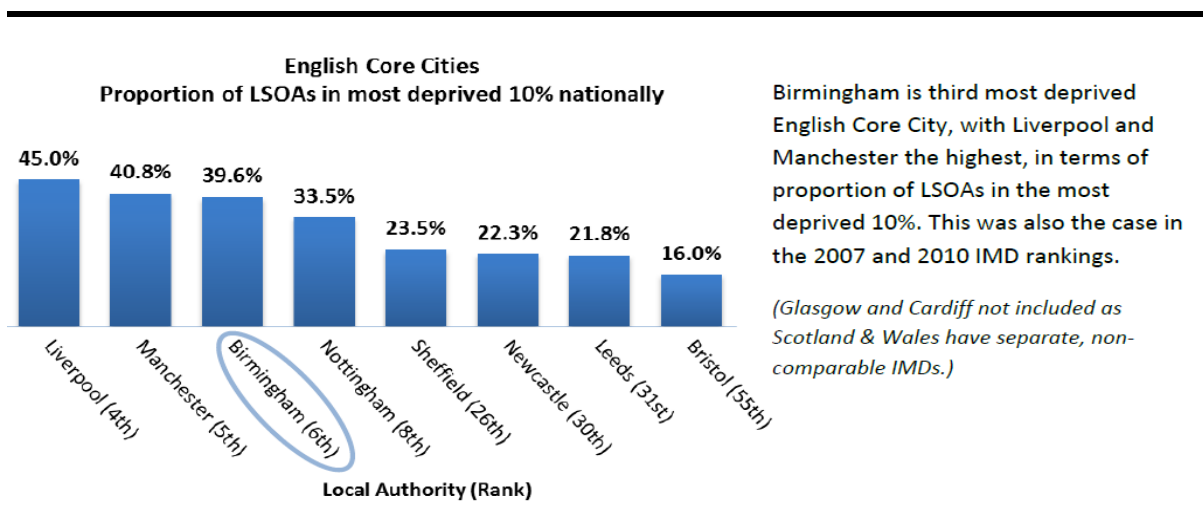
In 2015/16, almost three quarters (74%) of applications deemed homeless and in priority need were female applicants; with 26% being male. If left unchallenged, these gender inequalities based on discriminatory: social norms, values, practice and structures will seriously damage life chances. Notably, social class, race and ethnicity create deeper inequalities and exclusion.

²² 2017 Population Estimates

Poverty and income inequality

Poverty and income inequality is a well-researched factor that undermines community cohesion. Birmingham is the sixth most deprived local authority in England according to the 2015 English Indices of Deprivation and 21.3% of Birmingham's Lower Super Output Areas (LSOAs) were in the 5% most deprived areas in England. Some parts of the city rank amongst the poorest in England.





Child poverty

There are neighbourhoods in the city where over 50% of all children are growing up in poverty, two thirds of these children live in working households.

Almost 3 in 10 (29.8%) households with children in Birmingham are living in lone parent households, against an England and Wales average of 25%. According to the Birmingham Child Poverty Commissions report,²³ over half (54%) of parents in poverty believing their children will have a worse life than their own, compared to just 30% of those parents not in poverty.



Families in insecure or low incomes jobs are more vulnerable to financial insecurity. In many cases, taking out payday loans with high interest rates is the only option to meet rising household costs - this can exacerbate an already difficult situation.

²³ [file:///C:/Users/perasrbs/Downloads/Child_Poverty_Commission_Report%20\(1\).pdf](file:///C:/Users/perasrbs/Downloads/Child_Poverty_Commission_Report%20(1).pdf)

Health of our population

Having good health creates a state of wellbeing. Social factors such as low income, poor and unstable housing and education undermine good health outcomes.

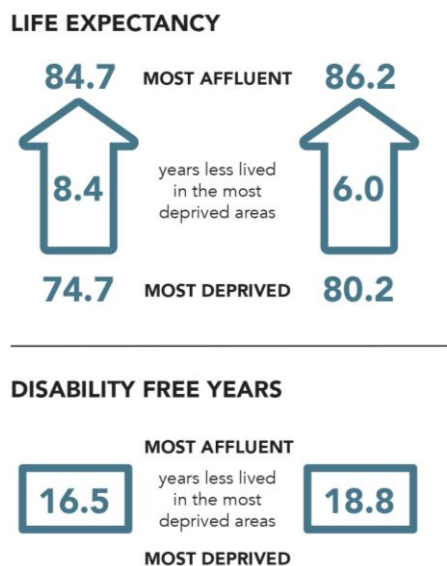
There are significant health inequalities across the city and across different community groups. Earlier deaths, higher rates of ill-health and the socio economic consequences of ill-health such as poverty disproportionately impact on those least economically able to cope. Activities that prevent social isolation promote greater mental wellbeing and quality of life.

Irrespective of deprivation and ethnicity some specific groups often suffer additional social exclusion. Two of these are people with learning disabilities and people with mental health issues. In Birmingham around 1% of supported working age adults with a learning disability are in in paid employment compared to the England average of 5.8%, this relates to just 21 in 2,166 people²⁴; and only 4% working age adults who are receiving secondary mental health services and who are on the Care Programme Approach are in paid employment.

Being in employment has clear health and social benefits:

- employment is generally the most important means of obtaining adequate economic resources, which are essential for material wellbeing and full participation in today's society
- work meets important psychosocial needs in societies where employment is the norm
- work is central to individual identity, social roles and social status
- employment and socio-economic status are the main drivers of social gradients in health

The health inequalities experienced by these two groups are starkly illustrated in their life expectancy. People with learning disabilities die on average 15-20 years younger than the general population, with almost half of all deaths estimated to be avoidable. In Birmingham, the life expectancy of women with a learning disability is 18 years shorter than for women in the general population; and the life expectancy of men with a learning disability is 14 years shorter than for men in the general population. Those with severe mental illness die earlier than the rest of the



²⁴

population, in Birmingham this has been calculated at 19.2 years earlier for men and 14.9 years earlier for women.

Housing and neighbourhoods

Neighbourhoods are local communities of place where cohesion can thrive under the right conditions, including: neighbourliness, mutual support and respect, friendly social interactions, high levels of social capital, decent secure housing. Decent affordable housing creates stability and a sense of belonging. Individuals and families having to move frequently, experience homelessness or are living in temporary accommodation affects their education, health, ability to find sustainable employment, unable to build friendships and social networks.

Due to a shrinking affordable housing sector and rising populations we are experiencing both a national and local housing crisis leading to rising levels of homelessness.

According to the Birmingham Homelessness Prevention Strategy 2017 ²⁵ :

- more than 20,000 (estimated) households in Birmingham each year either homeless, at risk of becoming homeless or transitioning out of homelessness – the overall long term health and wellbeing of the city is under at risk
- There are 4,118 young people facing homelessness in Birmingham, most of whom have been made homeless from their family home (42%).

Homelessness has become a significant challenge for the city. Key drivers for people becoming homeless are short-term tenancies ending and domestic abuse. This instability causes strain on individuals and families. Children in temporary accommodation and poor housing suffer higher rates of ill health, low educational attainment and poor life chances.

Jobs and skills

Birmingham has a growing reputation internationally as a city that offers world-class business and cultural facilities. As a key driver of the regional economy, Birmingham is a leading business destination with an economic output of over £26bn. More recently, we have seen major investment in infrastructure such as HS2 and the Midland Metro. The city has also attracted international companies

²⁵

https://www.birmingham.gov.uk/downloads/file/2531/birmingham_homelessness_prevention_strategy_2017

such Deutsche Bank and HSBC. Furthermore, Birmingham offers high quality education facilities through its five universities and ten further education colleges.

Despite these opportunities and successes, unemployment remains high in Birmingham and our skills deficit means people are unable to take up better paid jobs. The City has a higher proportion of working age residents with no qualifications (12.6%) compared to the national average (8.0%) which limits access to employment and training opportunities. Qualification levels are particularly low in the city for some communities. A high percentage of Pakistani and Bangladeshi residents have no qualifications, and a low percentage have higher level qualifications. Around 47,000 people living in Birmingham are unable to speak English or speak English well.

Discrimination in recruitment, low wages and insecure employment are some of the challenges that hold back the life chances and social mobility of individuals and families.

Being unemployed can have deep seated effects on community cohesion, it impacts on the social stability of families, individuals and communities. Having a decent paid job leads to a good standard of living and financial stability. Equally, the workplace can help develop social connections through daily social interactions between people of different ethnic backgrounds - a driver of social cohesion.

Economic growth and investment is overwhelming concentrated in the city centre, if there is an expectation that this growth will ripple outwards, those living in the outer ring of the city 'white working class' are furthest away from any potential benefits. These are some of the conditions that create a mix of low aspiration and low self-worth, isolation, neglect and misunderstandings and tensions. Policy makers, including the council need to involve residents in shaping regeneration plans and policies that affect local areas at the early stages that are based on evidence of need.

Qualifications Levels - 2016

NVQ+4



No Quals



461,900

Resident Employment
Working age 16 - 64 year olds
Birmingham 64.5%
National 74.0%



517,000

(workplace-based employment)
Employment Growth (2016)
Birmingham 2.6% **National 1.6%**

Largest sub-sector growth seen in:
Healthcare (11,000 jobs created)
Retail (5,000 jobs created)



31,096

(6.1%)

Unemployment
Seasonally adjusted claimant count
(UK - 2.4%)





Appendix 2

Birmingham City Council's commitments towards promoting community cohesion

Birmingham city council is committed to building a fair and cohesive city and will continue to work in partnership to develop policy initiatives that promote community cohesion. Some of the work already underway is highlighted below.

Adult Social Care

All age approach to Autism and ADHD in Birmingham

BCC is currently developing an all-age strategy for autism and ADHD in Birmingham, focusing on the achievement of two main aims:

- People with autism and/or ADHD are enabled to reach their full potential and play a full role in society.
- The gap in life expectancy between people with autism and/or ADHD and the general population is reduced.

We will work with citizens and local providers on five key areas of improvement as identified in national guidance:

- Measuring, understanding and reporting the needs of people with autism and/or ADHD;
- Workforce development;
- Health, care and wellbeing;
- Service specific support; and
- Participation in the local community.

In developing this strategy we will be taking a strengths-based approach that what people *can* do not what they cannot, working in co-production with experts by lived experience to improve outcomes.

Birmingham Homelessness Prevention Strategy 2017+

Birmingham's new strategy focuses on preventing people from becoming homeless in the first place and supporting those who are homeless to build a more positive future in good health, sustainable accommodation and long lasting employment. We will be working with partners across the West Midlands including the West Midlands Combined Authority and the West Midlands Mayoral Taskforce to eradicate homelessness in our city.

We are taking a whole system approach built on collaboration, best practice and service integration. Our approach sets out five key areas that can be used flexibly to ensure that no matter what stage people enter the pathway; they will be supported as early and as effectively as possible.

The five key areas are:

1. Universal Prevention
2. Targeted Prevention
3. Crisis Prevention and Relief
4. Homeless Recovery
5. Sustainable Housing.

We are radically changing the way we respond to homelessness in Birmingham; shifting the balance from a reactive crisis prevention response to proactively addressing homelessness in all of its forms throughout a person's or family's journey.

Domestic Abuse Strategy: Towards a Domestic Abuse free City

This strategy sets out the city's commitment to tackling domestic abuse. Aligning our approach with national strategy, we are focusing our approach on women and children, recognising that they are disproportionately affected by domestic abuse. The focus of our new strategy is different from the past as we are shifting towards pro-active prevention and early identification of abuse as early as possible to limit its future impact.

Our long-term ambition is for a city free from domestic abuse, and we are taking all practical steps to eliminate domestic abuse, reducing harm and demand for services along the way. Our vision is rightly ambitious and cannot be achieved by a single agency alone – to be successful, domestic abuse must become everyone's business.

MiFriendly Cities project

We are delivering a 'Migrant Friendly Cities' project as part of 11 partners working across the West Midlands. The MiFriendly Cities project aims to facilitate the integration and participation of migrants and refugees in the economic, social, and civic life – for the benefit of the city and its residents. Specific activities include:

- Facilitating and delivering 'Share My Language' informal English language provision;
- Developing and delivering drop-in employment information sessions for residents in some of the most deprived wards of the city;
- Producing a guide to employment in 100 careers with an identified skills shortage in the city;
- Setting up a Community Repair Café for refugees and migrants to repair/adapt/build/upcycle furniture, as the culmination of formal training in painting, decorating and DIY. Products will be used to complete home makeovers and adaptations for vulnerable adults in the city

The project will also deliver a wealth of opportunities for migrants and refugees to develop skills in digital fabrication; to innovate and invest; to improve their understanding of health services rights, entitlements, and key public health messages; to gain accreditations; and to train as Citizen Social Scientists.

Syrian Vulnerable Persons Resettlement Programme (SVPRS)

We are currently commissioning resettlement services for years 2-5 of the SVPRS, covering six themes that support the integration of refugees into the wider community in Birmingham. The themes are:

1. Syrian engagement and representation
2. ESOL partnership development and facilitation
3. Employability service
4. Mental health awareness
5. Welfare and tenancy support
6. Birmingham Navigators (social networks and public services)

Themes 1 and 6 are particularly pertinent to community cohesion. Theme 1 will aim to develop awareness of Syrian culture across Birmingham, build links between existing Syrian communities and newly arriving refugees, and get refugees feeling more confident about getting involved in their local community. Activities under theme 6 will connect refugees to the range of services and activities delivered in the voluntary and community sectors in Birmingham, tackling social isolation.

Arts, culture and sports

Arts and activities commissioning: Celebrating Community (on behalf of the Syrian Vulnerable Persons Resettlement Scheme)
<p>The 2018-19 Celebrating Community commissioning project focuses on engaging residents (specifically adults and families) living in the Perry Barr and Erdington Districts of Birmingham where the majority of the newly arrived Syrian individuals and families have been housed.</p> <p>Commissioned arts projects will engage newly arrived residents with existing communities to create an environment where all people feel safe to belong, connect, contribute and celebrate their culture. The projects will:</p> <ul style="list-style-type: none">• produce a participant engagement and support plan in partnership with Spring Housing Association;• build on the local arts infrastructure (for example, the local arts fora networks);• provide peer to peer support and volunteer opportunities, training and development;• showcasing/celebrate opportunities within the neighbourhood developed and produced by project participants.
Binding Pages Project
<p>The Cultural Development Service is working closely with Prevention, Communities & Migration and Public Health within the Adults Social Care and Health Directorate to actively explore how Arts and Culture can contribute to the health and wellbeing agenda, and how this impact could be measured.</p> <p>We have just been awarded Neighbourhood Network Scheme Innovation funding to trial a place based creative approach to multiagency, arts based social prescription. This will be a one year, multi-agency arts project aimed at people at risk of isolation or loneliness and furthering cultural engagement in community libraries pilot project in two targeted libraries in Perry Barr and Selly Oak linking with the two established Neighbourhood Network Schemes in those areas.</p> <p>The outcome of this pilot will inform potential NHS investment in the scheme, under the Social Prescribing banner, to be widened out to other community libraries and linked to arts organisations delivering multi-agency funded programmes of arts prevention activity.</p>

Community Events

The Events team deliver a wide range of exciting and distinctive community events to engage local communities, including the staging of major one-off events such as Royal Visits and foreign delegations. We do this through building effective, positive and proactive relationships with local people and communities to ensure that the events that we plan and deliver represent the many diverse communities across our city.

Examples of community events include:

- Chinese New Year
- Colmore Food Festival
- Birmingham International Dance Festival
- Boldmere Summer Community Festival
- Celebrate Eid Prayer
- Concert in the Park
- Harborne Carnival
- Diwali Festival & Lights Switch On
- Middle Earth Festival
- St Patricks Day
- Vaisakhi parade
- Big Johns Mela
- Simmerdown
- Summer in Southside
- Sutton Film Festival
- Shardfest
- RAF 100

Sport England Local Delivery Pilot

Through the Sport England Local Delivery Pilot delivered by the Active Well Being Society, we will use interventions of physical activity and active citizenship to bring communities together, reduce social isolation and improve community cohesion.

1. It will target the unusual suspects i.e. the pre-complentators
2. It will work to co-create work with local communities using for example active streets projects
3. It will use a whole system approach to create stronger more resilient communities
4. It will use distributive leadership to make sure the least heard voices are not left behind.

Communities and neighbourhoods

Birmingham Community Safety Partnership (BCSP)
The Birmingham Community Safety Partnership is a group of partnership agencies, including Birmingham City Council, West Midlands Police, West Midlands Fire Service, and key NHS bodies, that come together to reduce crime and antisocial behaviour. The BCSP seeks to promote community cohesion through tackling the issues that matter to local people.
Birmingham Open Spaces Forum (BOSF) and Friends of Parks
Our Parks Service works with Birmingham Open Spaces Forum (BOSF) and Parks Friends groups to coordinate volunteer work within Birmingham's parks and projects such as conservation working days, building orchards, edible gardens and events such as CoCoMad. We engage with these groups to ensure that parks are run the way that local residents want them to be.
Birmingham Tree People
Birmingham Tree People is a group of 20 people who act as local tree champions within the community – monitoring young tree establishment, supporting the tree planting programme, delivering a regional Tree Warden conference for the Tree Council. The programme assists the Park Service with local insight but also brings community together with a common purpose and promotes healthy activity.
Localism: Working Together in Birmingham's Neighbourhoods
We have recently completed the formal consultation on the green paper Working Together in Birmingham's Neighbourhoods, which sets out proposed policies for better working relationships with parishes and other neighbourhood groups, the setting up of more parish councils and local charters and devolution deals. The wider dialogue with local groups about this will continue. The localism agenda will seek to bring communities together to shape services that meet the needs of our changing communities. A white paper setting out a clear and positive policy framework will be produced in the coming months.

Financial Inclusion Partnership

The City Council continues to provide secretariat support the Financial Inclusion Partnership. The Partnership was set up to support individuals and families improve their financial capability. It is involved in a wide variety of activities across the city, including:

- Increased Credit Union membership and take up of social housing contents insurance;
- delivering digital and financial literacy training (delivered by Catalyst CIC);
- informing local community organisations on welfare reform changes and implications for individuals, children and families;
- an employment pilot for young people, an outreach programme for 15 – 29 year olds in partnership with People Plus (YPP funded) targeting young people from St Georges. BFIP are also negotiating trainee and apprenticeship opportunities for this cohort providing development opportunities for the young people; and
- Piloting placed based activity in St Georges, Ladywood. This pilot works with locally based agencies and community organisations to support families and individuals build financial resilience.

Birmingham's Financial Inclusion Partnership works alongside partner organisations, such as Citizens Advice, the Consumer Credit Counselling Service, Job Centre Plus, credit unions, housing associations, banks and utility companies (gas, electricity and more).

In its aim to promote a sustainable approach to financial inclusion, the FIP has developed a strategy and [action plan](#) to address the factors that lead to financial difficulties. The strategy and action plan are underpinned by the three key principles of prevent, survive and recover.

Green Academies Project

The Ranger Service of Parks is working with the National Trust, council's Youth Service and Housing on the Green Academies Project (GAP). GAP works with 16-21 year olds from deprived targeted areas of Pool Farm, Hawksley and Druids Heath, on planting of over 500 bluebell, wild garlic and wood anemone bulbs, together with hundreds of trees and several hedgerows.

Hajj and Umrah Travel Fraud project
<p>Birmingham Trading Standards (BTS) has successfully worked in partnership with the Association of British Hujjaj, the Council of British Hajjis, and the City of London Police to identify and tackle fraud in this area. A key success to building confidence and trust with the Muslim community to enable reporting of this crime. Over the last 10 years BTS has carried out annual proactive inspections of Birmingham traders selling pilgrimage packages and reacted to complaints made by consumers. The result has been regular and successful prosecutions of package tour operators resulting in significant fines and custodial sentences.</p> <p>BTS represent the trading standards profession at the All Party Parliamentary Group on Hajj and Umrah. All-Party Parliamentary Groups (APPGs) are informal, cross-party groups formed by MPs and Members of the House of Lords who share a common interest in a particular policy area, region or country.</p>
Litter Picks
<p>We support local communities to run Litter Picks, providing advice, support, and equipment to enable communities to clear up their environment and take pride in their neighbourhoods.</p>
Prevent and counter-extremism

The Prevent Delivery Plan 2018/19 has a number of priorities which contribute to enhancing community cohesion which, including developing effective engagement strategies for communities across the Prevent agenda in order to strengthen community resilience to defeat terrorism. The aim is to increase engagement with local communities around the Prevent agenda and help build and grow community resilience to defeat terrorism.

Counter-extremism work covers four themes:

- countering extremist narratives;
- building partnerships with all those opposed to extremism;
- disrupting extremists;
- building cohesive communities.

The best way to counter extremism is to address the societal drivers that can lead to disengagement and social isolation. Under the Building Stronger Britain Together programme, the government funds community initiatives, and other social policy programmes to enhance social cohesion and integration by supporting community harmony, migrant integration and strengthening economic and civic participation. We engage with partners locally and nationally to share information and best practice approaches to supporting communities.

Ranger Service

The Ranger Service works in parks and green spaces across Birmingham, with projects including:

- an events programme across the city including people from all communities (12,510 attended 181 Ranger Service events in 2017/18);
- life-long learning opportunities for all children, from nursery groups all the way up to Duke of Edinburgh Awards (4,488 pupils attended ranger-led school events in 2017/18);
- targeted activities for special needs groups, such as carers;
- 39 Active Partnerships on conservation and community projects, including 'Teamworx' (a project jointly run with West Midlands

- Police and West Midlands Fire Service), which works with children of primary school age where there is a risk of exclusion, poor behaviour, identified vulnerabilities or a need to raise aspirations and confidence levels; and
- providing horticultural training for vulnerable individuals who assist with habitat management and Parks infrastructure, reducing social isolation and increasing skills levels.

Stirchley Baths

Stirchley Baths is a community hub for the Stirchley and wider neighbourhood – a meeting and mixing place that enables community cohesion, integration and catalyst enabling positive relationships between people from different backgrounds. There is a programme of activities and opportunities for all, delivered in partnership with a group of local volunteers.

Urban Regeneration Mix

URBACT funded 2 year-long project that supports the localism agenda by opening up the discussion on social aspects of regeneration, participation and co-design of public spaces. This is an international project where Birmingham alongside cities like Bologna, Braga, Zagreb and Lodz share and learn about best approaches to regeneration of urban areas affected by poverty. The project analyses practical examples of effective communication platforms that work both for city planning and regeneration teams as well as for the residents. Local stakeholder group comprising of political representatives, BCC, local organisations and residents has been established to drive the work forward for Birmingham. This project is currently being trialled in West Birmingham.

Economy

Business Growth Programme

The Birmingham Growth Programme is a £33m programme designed to help improve economic prosperity through growing businesses, encouraging investment, stimulating enterprise and creating sustainable new jobs. The programme operates across Greater Birmingham and Solihull, the Marches and Stoke-On-Trent, and Staffordshire LEP areas. It will grow 576 businesses, generate 335m in private sector investment and create 1,500 new jobs. All business and skills-based programmes are inclusive and open to all.

The second phase of the programme (BGP2) is expected to start January 2019 and run until March 2022. It will grow 300 SMEs, start 143 new businesses, create 1000 new jobs, and generate 13.2m of private sector investment.

European and International Affairs Team

The EIA Team delivers an international strategy that seeks to bring economic and cultural benefits to the city and its people. This includes:

- securing European funding to support some of the city's most vulnerable people in education, employment and training outcomes;
- utilising international partner/sister city links to support and promote cultural and economic exchanges benefiting local people and communities;
- working with partners such as Birmingham Commonwealth Association and Eurocities to promote and develop initiatives that engage and involve local people;
- engaging in strategic projects with European partners to address key policy areas such as employment, skills, health, migration and social and economic inclusion;
- attracting capital and investment into the city supporting key economic challenges such as the provision of affordable housing.

Working in partnership with the West Midlands Combined Authority (WMCA)

We work with the WMCA around prosperity and skills, ensuring that the needs of citizens in Birmingham are fully represented within WMCA policy and commissioning/delivery (particularly those from target community cohorts).

Specific areas of work include:

- Employment Support Pilots: focusing on personalised employment support targeting hard and hardest to reach residents, and those in work but on low pay. Over the next 3 years the project will seek to achieve 342 job starts in Washwood Heath and 269 job starts in Shard End alongside other support and progression targets.
- Employment Support Framework: we are contributing to the development of a common regional Employment Support Framework, to ensure that this framework is underpinned by good practice to actively engage and create progression routes to employment and training for Birmingham residents, particularly those from disproportionately excluded communities.
- Regional Skills Plan and skills agreement: work is ongoing to influence the WMCAs skills deal allocation and Adult Education devolved budget from 2019 to ensure appropriate targeting around the needs of Birmingham's residents and target communities.

Education

Communications and Autism Team (CAT)
<p>The Communications and Autism Team (CAT) supports children and young people with a diagnosis of autism, or who are on the autism diagnosis pathway. The services they provide include:</p> <ul style="list-style-type: none">• Department of Education approved Autism Education Training for practitioners, to enable inclusion of children and young people in universal educational settings;• Three Youth Groups for young people aged 12-18 with a diagnosis of autism;• Parent drop-ins and coffee mornings for families of children and young people with communication and autism needs;• Parents Awareness Courses (CAT PACs) supporting parents to gain a greater understanding of their child's needs and the skills they need to support/advocate for them.
Educational Psychology Service - newly arrived young people
<p>We are working with Virtual Scholl to develop a package of training and support to help education providers to better meet the needs of young people who are newly arrived to Birmingham. These are children who have often experienced significant trauma, in addition to having had limited access to formal education.</p>
Educational Psychology Service
<p>Our Educational Psychology Service supports schools to create inclusive environments that promote community cohesion and reduce/prevent prejudice formation in children. We also support schools around individual cases, identifying needs and promoting protective factors that can reduce the risk of radicalisation.</p>

Parent Ambassador Scheme
<p>The Parent Ambassador scheme is a free, accredited training course for parents to support them in engaging with other parents – in particular, being a voice for parents reluctant to speak directly to school staff. This includes supporting parents with language and literacy barriers who may require translation/interpretation services.</p> <p>The course aims to build community cohesion through creating a link between schools and 'hard to reach' parents, giving both the parents and the school a voice. Parent Ambassadors achieve a recognised qualification and a guarantee of voluntary work for 12 months.</p>
Sensory Support team
<p>The Sensory Support team provides a range of services for children and young people with sensory needs, including:</p> <ul style="list-style-type: none"> • Weekly and fortnightly 'Listen Talk and Play' groups for parents of children and young people with sensory needs, including children with complex multi-sensory impairment. Attendees are from a diverse ranges of backgrounds, cultures, and languages, and many feel isolated in their own communities due to their child's disabilities. • Peer Awareness sessions to children and young people in mainstream schools on deafness and visual impairment, to raise awareness, enhance public inclusion, and develop the resilience and confidence of children and young people with sensory impairment. • Workshops for children and young people with sensory impairment and their parents, to encourage independence, choice, and inclusion. Workshops raise awareness of the different pathways and options available, preparing for transition to adulthood, raising aspirations for children and young people, and improving social mobility.

Employment and skills

Apprenticeship schemes
Development of apprenticeship scheme to assist young people not in education, employment or training within the waste management service.
Birmingham and Solihull Youth Promise Plus (YPP)
<p>The Youth Promise Plus project (YPP) provides personalised employment support to young people (15-29 years) who are NEET (not in education, employment or training) with a particular emphasis on young people from communities and client cohorts disproportionately excluded from skills support and the labour market. Participants are allocated an Intervention Worker who provides personal coaching and motivational support and action planning and then seeks to link the individual to employment and skills pathways and opportunities generated through the employer engagement element of the project.</p> <p>The first phase of this project (April 2016-July 2018) engaged 13,092 young people, of which a significant proportion were from groups disproportionately excluded from employment. For example 7,701 (59%) were from Black and Minority ethnic communities and 2,447 (19%) had some form of self-declared disability. Overall across Birmingham and Solihull, the project directly supported the progression of 4,137 participants into employment, education & training outcomes.</p>

Building Birmingham Scholarship

The Building Birmingham Scholarship is funded by the Birmingham Municipal Housing Trust, and provides access to a wide range of education, training, and employment opportunities for people between 16 and 24 years of age who wish to pursue a career in the construction and built environment sectors. This includes financial support for those wishing to continue their studies into higher education on related courses. BBS offers financial support to young people from priority ward in the form of bursaries. Currently the BBS programme supports 70 young people.

Employment Access Team (EAT)

The Employment Access Team (EAT) works with employers to develop customised pre-employment training pathways for identified job vacancies. Vacancies are then matched with local Birmingham residents, especially those who are unemployed and/or in communities that face disproportionate exclusion from the labour market. Using this approach, we have matched people into jobs with key employers and developments including the Bullring, Library of Birmingham, redevelopment of New Street Station and Grand Central. Moving forward, the EAT model will be applied to key opportunities including HS2 and the Birmingham 2022 Commonwealth Games.

We work closely with key strategic partners including DWP Birmingham & Solihull District Office and The Prince's Trust "Get Into" programme to ensure that approaches to employers are co-ordinated and effective, and that opportunities for people in Birmingham are maximised.

GBSLEP Supplier Skills Programme

The £12m GBSLEP Skills Hub will upskill 7,030 new and existing employees in SME across the Birmingham area with basic, level 2 and below and level 3+. Additionally, the proposed Skills Fund will upskill Birmingham based employees in SME's with basic, level 2 and below and level 3 training support.

Local Employment & Skills Boards (LESBs)

Working in partnership with local organisations, we are developing four Local Employment & Skills Boards (LESBs) to better coordinate employment support and skills activity in target communities:

- North Birmingham (with Witton Lodge Community Association);
- South Birmingham (with Prospects Services);
- East Birmingham (with The Pioneer Group);
- West and Central Birmingham (with People Plus).

USE-IT (Unlocking Social and Economic Innovation Together)

USE-IT! seeks to identify and connect social and economic assets existing in poor and migrant communities to the major capital and infrastructure investments (e.g. construction of a new Hospital, new housing project), in order to maximise the economic and social benefits of the urban development for marginalised residents. The project provides peer-to-peer support for communities, and acts as change and innovation drivers to bring out bold and sustainable solutions. The model relies on 3 main lever mechanisms to unlock the potential of poor communities:

- using Community Researchers to identify the ideas, talents, and skills and local people and their qualification needs (related to larger urban development projects);
- matching job skills in local communities with demand, especially focused on matching NHS sector roles with people that have overseas medical qualifications;
- creating a community of social enterprises and social production, to help local people develop their enterprise skills and trade their way out of poverty and social exclusion.

This project is delivered in partnership with 15 organisations.

Health

Developers Toolkit
<p>Public Health has created a toolkit for use by developers to assess health impact across twelve indicators. Indicator 9 is Social Cohesion and Lifetime Neighbourhoods.</p> <p>Using the toolkit, Health Impact Assessments (HIA) will be undertaken on every major development in the city (this can include redevelopment and regeneration). HIAs are now a mandatory part of the planning pre-application validation checklist (for all major applications) and we expect Community Cohesion and Severance to be a consideration. We also undertake/oversee the HIA's of major documents, strategies and plans.</p>
Everybody Active, Every Day
<p>We are supporting the Everybody Active, Every Day initiative from Public Health England. Early intervention is needed to make sure physical activity is accessible and efforts go a long way to prevent ill health for everyone.</p>
Public health tackling fuel and food poverty
<p>Public Health sits on the board for FIP and chairs Objective 3 (Food and Fuel Poverty). We're actively finalising the size and scope of the problem in the city which allows for targeted intervention.</p> <p>This work addresses inequality and inequity across the city – we have fragmented communities which don't always engage in services available to them and working on community cohesion can help improve the knowledge and uptake of services. The more cohesive and engaged communities are, the more uptake of services and in turn better outcomes for the populations.</p>

Guns, Gangs and Organised Crime
Public Health sits on the strategic board for Guns, Gangs and Organised Crime and so has clear sight and involvement of that strategy, which includes Community Cohesion. The board is considering options and opportunities for increasing and improving Community Cohesion across Birmingham, especially for priority groups.
Local Community Safety Partnerships
Public Health attends each of the four Community Safety Partnership meetings to bring together public sector agencies to work in partnership to create a healthier Birmingham and to tackle the difficult and complex problems that affect communities. This includes a joint project between Public Health and West Midlands Police, sharing data to capture joint hotspots linked to high levels of crime and deprivation and low life expectancy, hoping to tackle the cycle of deprivation.
South and West Local Community Safety Group
Public health work with the South and West Local Community Safety Group, as part of their Action Plan, to tackle 'Hidden Crimes' (modern slavery, domestic abuse, female genital mutilation) and raise awareness in communities.
Statement of Community Involvement (SCI)
<p>Public health is working with developers to strengthen how they work in partnership with communities to enhance the built environment. This will include focusing on areas of deprivation and a level of requirements that would add value to planning consents and benefit communities rather than the bottom line for Developers.</p> <p>We are setting up a Task & Finish Group that are representative of the need of our entire local population to look at how builders/developers should view their designs that would make houses safe and attractive, what should be included e.g. shops, services such as GPs, parks and open spaces that are safe for all ages wanting to participate in physical activities, and good public transport.</p>

Housing and development

Birmingham Development Plan
<p>The Birmingham Development Plan sets out an ambitious plan for developing the city, with 89,000 new homes including about 33,800 affordable dwellings; 745,000sq.m of new office floor space and new employment sites. The BDP was the subject of extensive public consultation with formal events and consultation periods, these involved elected members, resident and other community groups, statutory bodies, landowners, neighbourhood forums and events around the city to engage local residents.</p>
Birmingham Municipal Housing Trust
<p>Birmingham City Council is the largest housing developer in the city through the Birmingham Municipal Housing Trusts (BMHT). The BMHT programme focusses on delivering new homes at social and affordable rent, which is a key activity at a time when there is little Housing Association activity in the city, and there are rising levels of homelessness as a result of the current economic conditions.</p> <p>The delivery of new homes at social and affordable rates makes a significant contribution to housing the poorest people in our society. The new homes built by the Council through the BMHT are of aspirational quality and space standards. This is to ensure that social and affordable housing tenants are not seen to be housed in second class accommodation but actually are being housed in homes which are built to higher standards than most built by the private sector for open market sale. The BMHT the Council build between 400-500 new homes per annum. Since its creation, 3,000 homes have been built.</p> <p>As part of the delivery of the programme all new build contracts meet the criteria for the Birmingham Charter for Social Responsibility, to ensure that the maximum opportunities are secured to generate job and apprentice placements and maximise local opportunities for the supply chain industries.</p>

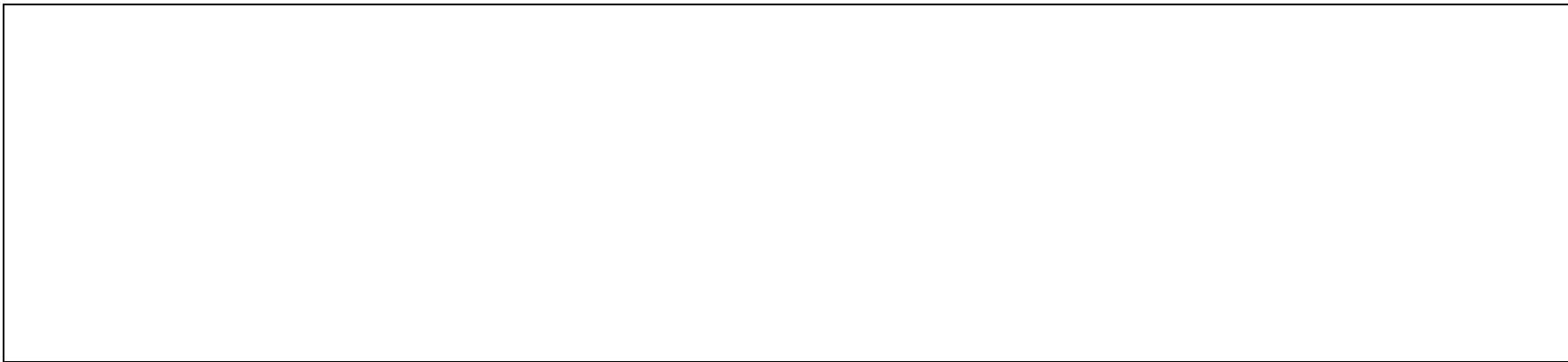
Housing Engagement Plan

We are developing an engagement plan and implementation model to improve relationships between tenants and landlords, including:

- improving transparency;
- developing good practice in managing complaints;
- renewed focus on landlord responsibility;
- involving residents and local organisations in decision-making, including better ways of engaging council tenants;
- ensuring that tenants/residents are aware of their rights and protections;
- making it easier for tenants/residents to report safety issues.

Initial Accommodation Centres

Birmingham is home to the region's two sites (and two of eight nationally), which provide temporary accommodation for newly arrived destitute asylum seekers. This is for a period of up to 21 days before being re-housed in housing located across the region whilst asylum claims are reviewed. As part of this we have a role in ensuring that accommodation complies with regulations, support provided complies with safeguarding requirements and that children and young people are able to access education.



Transport

Birmingham Connected Transport Strategy
<p>Birmingham Connected is our vision for the future of transport in Birmingham, working towards a safer, healthier, greener city with a reliable integrated transport system which supports our growing population and economy. One of the five core objectives of Birmingham Connected is 'Equitable Birmingham' – linking communities together and improving access to jobs and services, through a transport system which provides choice and access for everyone. Barriers to movement can include cost, safety, security, information provision, and access for people with disabilities or those who have specific mobility needs; these barriers will to be removed or greatly reduced through the delivery of Birmingham Connected.</p>
Birmingham Road Safety Strategy
<p>A Road Safety Strategy for Birmingham is part of the Birmingham Connected vision for the future of transport in Birmingham, working towards a safer, healthier, greener city with a reliable integrated transport system which supports our growing population and economy. An important component of this is the promotion of road safety education, training and campaigns, with a particular focus on the most vulnerable road user groups and the communities where involvement in collisions is highest. Much of this work is carried out through the Birmingham Road Safety Partnership, in conjunction with the Police and Fire Service.</p> <p>Community road safety projects provide a valuable way to actively engage and communicate with residents, community groups and partner organisations and get them involved in addressing this at a neighbourhood level. We are keen to introduce a Community Speed Watch scheme to further enhance this offer and are speaking with West Midlands Police about how this should be delivered. It is hoped that this can be rolled-out as part of the Regional Road Safety Strategy that Transport for West Midlands are developing.</p>
Clean Air Zone
<p>Birmingham is currently on a journey to cleaner air, including the introduction of a proposed Clean Air Zone from January 2020. Air pollution is a serious public health issue that affects everyone, with some people more vulnerable because of where they live and work, how they travel, and how old they are. It is vitally important that communities are engaged in this agenda and supported to take action to improve air quality.</p>

We have already started to do this, through a series of events organised for National Clean Air Day in 2017 and again in 2018, and as part of the recent Clean Air Zone consultation – which included a number of workshops and public drop-in events and received the highest ever number of responses to a city council consultation. This engagement will be built on through the Clean Air Behaviour Change sub-programme, which will engage with people across schools, workplaces and communities to raise awareness about the impact of air pollution and deliver local solutions for reducing exposure and personal contributions to this. This will include air quality monitoring in local schools and communities, an anti-idling campaign at identified hot spots, and working in partnership to support local Clean Air champions, action groups and networks.

The introduction of a Clean Air Zone will include a series of mitigation measures and exemptions designed to address the potential negative impacts on certain groups. Successful delivery of this will depend on ensuring that the relevant groups have full access to information on the proposed measures, how they will be affected, and the various options available to them. This is especially important for harder to reach groups, including low income residents and our most deprived communities. A community outreach approach will be deployed to engage with key groups, including community organisations and places of worship, to disseminate and promote these messages in the most effective way.

Transportation Capital Programme

The delivery of the Capital Programme requires that we inform the community and key stakeholders of the transportation policies that are driving proposed traffic/transportation schemes. Engagement activities are arranged to support these schemes, inform the community of the proposals and highlight community issues addressed by the scheme (e.g. parking, road safety). Consultations seek to identify how these schemes will affect people and to address any additional issues raised. Schemes are designed to address mobility issues and consider the requirements of different community interest groups as far as possible. Where possible, community interest groups are engaged at an early stage to help shape proposals and inform development of schemes. Opportunities to influence the design of proposals are clearly identified and options available for consideration are outlined to support this process.



Item 8

Subject: **PROPERTY STRATEGY 2018/19-2023/24 INCLUDING FIRST PHASE PROJECTS**

Report of: **CORPORATE DIRECTOR, ECONOMY**

Relevant Cabinet Member: **Councillor Ian Ward – Leader of the Council**

Relevant O &S Chair(s): **Councillor Tahir Ali – Economy and Skills**
Councillor Sir Albert Bore – Resources

Report authors: Kathryn James, Assistant Director Property (Interim):
Email: kathryn.james@birmingham.gov.uk Tel: 0121_303 3844

Helen Juffs, Principal Surveyor :
Email: helen.juffs@birmingham.gov.uk Tel: 0121 464 1624

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: 005335/2018		
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 This report seeks authority from Cabinet to approve the Property Strategy 2018/19-2023/24. Through the Property Strategy the City Council will set out how it will utilise its assets to maximise income, unlock opportunities for growth and deliver social returns. A summary and a full copy of the Property Strategy are attached respectively as Appendices 1 and 2.

1.2 To support efficient delivery of the increased quantum of transactions required for the Property Strategy outputs it will be necessary to increase resources and update governance procedures, in particular this report seeks approval to:

1.2.1 Delegate the commencement of procurement activities and the award of contracts for external legal and (where there is not resource available in-house and subject to the prior written approval of the City Solicitor) property advice;

1.2.2 Authorise a recommendation to the Council Business Management Committee to put forward a motion to Full Council for approval to the increased 'property' delegations financial thresholds to both the Chief Executive and the Corporate Director Economy alone and to the Chief Executive and Corporate Director Economy jointly with the Leader in consultation with the Corporate Director Finance and Governance as detailed in section 7.2 below;

1.2.3 The ring-fencing of receipts raised from the disposal of properties held for investment purposes into the Investment Portfolio, for subsequent re-investment to deliver increased capital value and returns subject to the approval by Cabinet of the planned investment portfolio activities as set out in the annual Investment Property Strategy report.

Where such capital receipts are not approved for subsequent re-investment in the Investment Portfolio, either in whole or in part, should there be any impact on the budgeted revenue income stream this will be considered as part of that approval process.

1.2.4 Transfer budgets held by service areas in relation to Investment properties under a central property budget managed by Birmingham Property Services.

1.3 Prompt implementation of the Property Strategy is essential in order to meet financial targets, take advantage of changing property market trends, and protect the City's assets. First phase projects have been identified which contribute to both commercial and social returns. This report asks Cabinet to note the first phase Property Strategy projects as recommended below.

1.4 Notes that a private version of the report identifies rental income projection assumptions and initial implementation budgets.

2 Recommendations

That Cabinet:

2.1 Approves the Property Strategy 2018/19-2023/24 attached at Appendix 1 and 2.

2.2 Delegates the approval for the commencement of procurement activities and the award of contracts for the provision of external legal and (where there is not resource available in-house and subject to the prior written approval of the City Solicitor) and property advice to support the delivery of the Property Strategy for

the estimated value of £2.25m to the Corporate Director, Economy, the Director of Commissioning and Procurement, the Corporate Director, Finance and Governance (or their delegate) and the City Solicitor (or their delegate).;

- 2.3 Authorises a recommendation to the Council Business Management Committee to put forward a motion to Full Council for approval to the increased 'property' delegations financial thresholds for the both the Chief Executive and the Corporate Director Economy alone and to the Chief Executive and Corporate Director; Economy jointly with the Leader in consultation with the Corporate Director; Finance and Governance – as detailed in 7.2 below. Delegations will be reviewed every three years in line with the Property Strategy.
- 2.4 Approves the ring-fencing of receipts raised from the disposal of properties held for investment purposes into the Investment Portfolio, for subsequent re-investment to deliver increased capital value and returns subject to the approval by Cabinet of the planned investment portfolio activities as set out in the annual Investment Property Strategy report.
- 2.5 Notes that where capital receipts are not approved for subsequent re-investment in the Investment Portfolio, either in whole or in part, should there be any impact on the budgeted revenue income stream this will be considered as part of that approval process.
- 2.6 Approves the transfer of general fund revenue budgets from service areas which in relation to property assets held in the new Investment portfolio to a central budget managed by Birmingham Property Services (BPS).
- 2.7 Notes the implementation of first phase projects subject to the production of individual Executive reports:
1. Programme to dispose of surplus properties – Investment and Operational portfolios;
 2. Industrial estates portfolio;
 3. Jewellery Quarter: property support for incubation/growth of creative industries;
 4. Provision of Public Service Hubs;
- 2.8 Authorises the City Solicitor where necessary, to advertise the permanent loss of public open space and consider any objections in accordance with Section 123(2a) of the Local Government Act 1972.
- 2.9 Authorises the Assistant Director Property to negotiate and finalise terms and authorise the City Solicitor to negotiate, execute and complete all necessary legal documents to give effect to the disposal of surplus properties detailed in the Sites Prospectus as attached at Appendix 5.

3 Background

Property Strategy:

- 3.1 The City Council is the single largest owner of property in Birmingham and holds the largest land estate of any UK local authority, extending to 26,000

acres. The Portfolio, excluding residential homes, infrastructure and schools has an asset value of over £2.4 billion. Income generating assets attract on average £32 million revenue and £30 million capital receipt income from sales per annum. There are more than 6,500 property assets (land and buildings) in the Portfolio and over 330 of these have historic interest.

- 3.2 This unique portfolio of assets provides an unrivalled resource base from which to drive forward the city's inclusive growth agenda and deliver a range of priorities for Birmingham and its residents.
- 3.3 The city is experiencing a major revitalisation with its property market buoyant and growing across all sectors. This is set to continue as the City continues to deliver its ambitious growth agenda with 51,000 new homes, 16 million square feet commercial, leisure and retail space, 990 acres of employment land and £4 billion infrastructure investment by 2031.
- 3.4 The Property Strategy has been informed by a strategic review of the Council's property portfolio. An external agent, CBRE, was appointed to assist in this process and support clarity of technical content of the Investment Portfolio and drafting the Property Strategy document.
- 3.5 Through the Property Strategy the City Council will set out how it will utilise its assets to maximise income, unlock opportunities for growth and deliver social returns. The Property Strategy is structured around four key themes:

Investment – divided into core asset classes this portfolio will focus on maximising capital returns to re-invest and deliver greater revenue to support wider City Council service delivery;

Growth and Development – focusing on key growth areas land and buildings will be utilised as catalysts for development and regeneration to deliver new homes and jobs;

Community – support third party not for personal profit organisations to deliver City Council's core objectives, encouraging independent social cohesion using sport, culture and third sector neighbourhood activities;

Operational – efficient and rationalised buildings to support the provision of modern 21st century council services.

- 3.6 The key objectives for the Property Strategy are:

Drive greater returns – develop an investment property portfolio run on a commercial basis - delivering medium growth in gross income, including inflation, by 2024,

Catalyst for growth – utilise land and buildings across the portfolio to unlock development and regeneration aligned to the city's key growth areas

Drive housing delivery – release assets in key locations to support the delivery of 1000's of new homes

Support communities – encourage a 'Sharing Economy' and 'Capacity Building' through the support of third party organisations to deliver culture, sport, community and neighbourhood activities

Be operationally efficient - provide a fit for purpose operational property portfolio.

- 3.7 A series of Property Asset Reviews and Property Asset Management and Delivery Plans will develop actions to deliver the medium and longer term objectives of the Property Strategy.
- 3.8 Property market demands fluctuate which makes it imperative the Property Strategy is implemented promptly, otherwise opportunities to secure investment may be missed. A pilot project to sell freehold interests from the Investment portfolio to existing long leaseholders was undertaken in July and several of the transactions have now been agreed and will release capital for reinvestment. The first phase implementation of the Property Strategy will see four projects brought forward (details below).
- 3.9 These opportunities have been identified through the process of reviewing the Council's property portfolio and identifying assets in response to property market trends and demands and which are surplus to Council requirements.

First Phase Projects:

Investment Portfolio projects:

Project 1: Disposal of Surplus Properties

- 3.10 A number of properties across the city held in the Investment Portfolio require capital investment to enable economic growth.. The properties do not meet the City's Investment criteria and so will be released on the open market to enable investment by third parties. The properties will be advertised for sale on a freehold or long-leasehold basis and are detailed in the Sites Prospectus at Appendix 5.
- 3.11 The sites listed in Appendix 3 are surplus to Council requirements and have been fully considered in accordance with current surplus property procedures with no alternative internal use identified. The assets are deemed non-strategic and their release will not only reduce the Council's liabilities and generate capital receipts but also provide opportunities for development by third parties. The list at Appendix 3 also includes surplus properties from the Operational Portfolio (see 3.18 below). Plans of the properties are attached as Appendix 4.
- 3.12 Whilst some assets will be sold in isolation, others will be packaged with adjoining properties which are already declared surplus via previous reports to Cabinet to maximise development potential.
- 3.13 It is proposed to produce a City Council Property Prospectus which will detail surplus assets on a quarterly basis (from the Operational as well as Investment portfolio) so not to flood the property market. A number of the sites listed in Appendix 3 will be included in the first prospectus which will be launched in November 2018 – a draft is attached as Appendix 5. Other assets will be advertised in further prospectus to fit in with wider area planning initiatives,

including development of infrastructure. Further prospectus will be the subject of future Executive reports.

Project 2 – Industrial Estate Portfolio

- 3.14 A package of twelve estates from the City's industrial portfolio has been shortlisted to take to the open market as an investment opportunity. A strategy detailing the options with recommendations as to the most advantageous solution for the city will be produced as part of the services to be undertaken by the external property advisor. The outcome will be subject to a further Executive report.

The strategy will consider all options including procurement of a joint venture partner. Through the joint venture structure the Council could: attract an upfront capital sum; continue to attract the passing rent (plus inflation); and benefit from a profit share of future increases in rent once the joint venture partner has made improvements through capital investment to agreed timelines. Disposal of the industrial estates will take advantage of the current heat in the Industrial property market. A plan of the estates is attached as Appendix 6.

Growth and Development and Community project:

- 3.15 The Council is already delivering a number of major projects to promote growth e.g. Peddimore and Smithfield developments.

Project 3 - Jewellery Quarter: support for incubation/growth of creative industries;

- 3.16 In addition to the disposal of surplus properties in the JQ by sale of long leaseholds and freeholds it is proposed to explore a project to encourage the retention of local talent and skills, relocation in to the region of creative industries and preserve heritage and emerging culture. This will help address the dissipation of creative industries in the JQ. The Council has been approached by a consortium who wishes to invest in the area to re-energise the unique creative cluster to benefit the region and to develop an innovative network which links social housing, support services and creative workspace. Detail of the project will be the subject of a future Executive report.

Operational and Community projects:

- 3.17 To meet the Council's financial budget requirements service areas have been charged with reviewing the necessity to use properties to deliver services. A number of assets have been identified which are surplus to requirements. These will be included in the Property Prospectus (as described in 3.11 and 3.13 above) which is attached as Appendix 5.

Project 4: Public Service Hubs

- 3.18 To enable further rationalisation of the Operational Portfolio, and to support the move towards devolution and localism a comprehensive review has been commenced to research the feasibility of Public Service Hubs which will identify

opportunities for local multi-use services by both the Council and third parties – including other public estate bodies (e.g. the Police, the NHS etc.). A number of Council properties which provide single use services have been identified for disposal. This work stream will be developed and be the subject of a future Executive report.

4 Options considered and Recommended Proposal

- 4.1 The Property Strategy is the core real estate planning and performance document for the Council. The unique portfolio of assets provides an unrivalled resource base from which to drive forward the city's inclusive growth agenda and deliver a range of priorities for Birmingham and its residents. The city is experiencing a major revitalisation with its property market buoyant and growing across all sectors. The opportunities to utilise our property portfolio to support the achievement of our ambitions for the City are significant. The Property Strategy and first phase projects will enable us to harness these assets to best effect.
- 4.2 To do nothing and continue to manage the Council's real estate without a formal strategy would mean a piecemeal approach to the management and utilisation of our property portfolio. A piecemeal approach would miss the opportunity to maximise commercial and social returns and fail to ensure development and inclusive economic growth which will underpin the social fabric of communities across the city.
- 4.3 To prioritise commercial returns or concentrate purely on community benefits would miss out key drivers and fail to deliver a balanced strategic approach.
- 4.4 To delay the first phase projects would result in the following missed opportunities: to take advantage of the buoyancy in the Industrial property market; to maintain or grow income, and drive capital receipts; to attract third party investment in City properties; to protect heritage assets and historic industries; to provide in time the necessary budget savings required by the Council.
- 4.5 To prioritise other assets: the assets included in the first phase projects have been chosen to meet prioritised outputs following research and careful consideration of the Property Strategy objectives. To prioritise other assets would fail to meet the prioritised outputs.
- 4.6 It is recommended to implement the Property Strategy and first phase projects without delay.

5 Consultation

Property Strategy document:

- 5.1 The Property Strategy has been developed via ongoing individual and group consultation with officers from the Economy, Place, Children & Young People, and Adults Social Care & Health Directorates – including legal and finance

officers. The draft Strategy was shared with the Leader of the Council and other officers and Cabinet Members in July and October 2018. Comments were recorded and fed into the final version of the Strategy.

This report:

- 5.2 The Cabinet Member for Finance and Resources has been consulted regarding the contents of this report, and is fully supportive of it proceeding to an executive decision. Officers and Councillors including Opposition Leaders have been consulted, and have approved the report content.
- 5.3 Ward members affected by the disposal of surplus properties have been consulted. Their comments are recorded in Appendix 3.
- 5.4 Relevant officers from the Economy, Place, Children & Young People, and Adults Social Care & Health Directorates have been involved in the preparation of this report and support its proposals. Officers from Legal Services, Procurement and City Finance have been involved in the preparation of this report.

6 Risk Management

- 6.1 Reputational risk: There is a reputational risk the Council is seen to be selling large assets or numbers of properties for tactical and profit-making purposes rather than recognising the disposals as part of an overall strategy to use the City's property assets to full advantage. Similarly the rationalisation of Operational Property could be seen to adversely affect service provision. – Press releases will be utilised to explain the balanced approach of the Property Strategy, and staff and members will be fully engaged and briefed accordingly.
- 6.2 Insufficient resources: Non-delivery or delay in delivery of initial savings due to the lack of internal resource to carry out initial performance analysis of the existing estate whilst maintaining delivery of usual business practice will be mitigated by commissioning external professionals, both legal and property specialists. – Funds have been identified for this purpose.
- 6.3 Inability to meet property market timelines: Non-delivery or delay in delivery of rationalisation may occur as a result of the impact of the existing governance process. – In order to mitigate this risk, changes to existing processes have been proposed including increasing financial delegations as detailed in section 7.2 below
- 6.4 Interim reduction in existing rental income: The disposal of assets to generate capital receipts to reinvest and acquire new stock at various points throughout the implementation period will impact existing rental income – resources to mitigate this reduction in income are proposed through the 2019+ Budget Process – e.g. financial planning and resource management, and potentially through borrowing.
- 6.5 Disruption of services: during and after rationalisation of Operational property: - This will be mitigated through the development of detailed plans and project

management discipline from inception of the rationalisation and relocation programme.

- 6.6 Lack of market appetite for disposals or investment opportunities: This will be managed by adopting a tailored approach to negotiations and a flexible approach to the upfront self-market testing and associated promotional activity, nature of returns and delivery structures to meet our overall objectives.
- 6.7 The unpredictable nature of the property market and the impact of Brexit upon the economy are as yet unknown. Regular reviews of projects and performance will be maintained and associated delivery plans will include mitigation options.

7 Compliance Issues:

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

- 7.1.1 The Property Strategy is aligned with the strategic outcomes outlined in the Council Plan 2018-2022 – to create a city of inclusive growth where every child, citizen and place matters. The Property Strategy will help make Birmingham: a great city to learn, work and invest in; a great city to grow up in; a great city to age well in; a great city to live in; and for residents to gain maximum benefit from hosting the Commonwealth Games.
- 7.1.2 As the largest local authority in the country with the biggest property portfolio we have the opportunity to utilise the council's property and land assets in a strategic way to deliver our priorities.
- 7.1.3 The Property Strategy takes a medium to long term strategic approach to how we utilise our unique asset base and will ensure a balanced delivery of maximised commercial and social returns. Re-aligning the City Council's property will provide a catalyst for development and underpin the social fabric of communities across the city.
- 7.1.4 Delivery of the Property Strategy objectives will include reference to other Council policies in line with the Policy Framework – including financial, planning, infrastructure, housing, jobs and skills, sports, culture, social cohesion and neighbourhoods – ensuring a 'one council' approach is adopted.

7.2 Legal Implications

- 7.2.1 The power to hold, appropriate and dispose of land is contained in Sections 120 and 123 of the Local Government Act 1972.
- 7.2.2 S1 of the Localism Act 2011 contains the Council's general power of competence and S111 of the Local Government Act 1972 contains the Council's ancillary financial and expenditure powers in relation to the discharge of its functions including the disposal and acquisition of property.

Delegations

- 7.2.3 In order to support effective and timely delivery of the Property Strategy it is proposed to recommend to the Council Business Management Committee to put forward a motion to Full Council for approval to the increased 'property' delegations financial thresholds for the both the Chief Executive and the Corporate Director Economy alone and to the Chief Executive and Corporate Director Economy jointly with the Leader in consultation with the Corporate Director Finance and Governance. Delegations will be reviewed every three years in line with the Property Strategy.
- 7.2.4 In Part B Appendices of the Birmingham City Council Constitution - Adopted May 2018 / updated September 2018 – (the Constitution) Section 13 details 'Delegated Authority to Chief Executive and Chief Officers (Corporate Directors)'. Section 13 (i) details the decisions and expenditure approvals relating to Directorate functions. Section 13 (vii) details the additional powers to the Chief Executive and Corporate Director of Economy to make decisions in relation to property. It is proposed to recommend the additions and amendments which are highlighted in the attached Appendix 7.

Key Decisions

- 7.2.5 One of the proposed recommendations to change delegations gives powers to the Chief Executive or Corporate Director Economy jointly with the Leader in consultation with the Corporate Director Finance and Governance to acquire and dispose of freehold and leasehold interests at a premium, where the premium is between £1m and £5m. Decisions in excess of £1m in value are defined as key decisions in the Constitution. Currently the ability to make key decisions rest with Cabinet unless Cabinet delegates to a Cabinet Member jointly with a Chief Officer or a Chief Officer or Director alone. It is proposed section 4.3 (ii) of Part B Appendices of the Constitution is amended to enable delegations granted under section 13 (vii) to make key decisions (see suggested wording as highlighted changes in Appendix 7).

7.3 Financial Implications

- 7.3.1 The Property Strategy is focused on making best use of the City's assets and providing greater financial return to support Council priorities – whether directly through income by maximising the net position, or indirectly contributing to the wider City Council savings and social value.
- 7.3.2 Income generated from property will be treated in accordance with the Capital Board and Treasury Management guidelines. An Investment Property Strategy report will be produced annually for approval by Cabinet.
- 7.3.3 The new framework of portfolios will allow rationalisation of the assets in a more targeted way allowing focus on assets for pure investment reasons; and releasing properties not suitable for investment or operational purposes in return for capital receipts or social value.

7.3.4 Rationalisation of the property portfolio will initially result in a reduction in revenue but increases in savings and capital:

- A reduction in financial revenue from the Investment portfolio will occur due to the sale of revenue generating properties. It is anticipated a small dip will occur in year one, followed by a more substantial dip in year two before delivering growth in years three, four and five. By year five it is anticipated the Investment portfolio will deliver medium growth in gross income (including inflation) – with total returns annually in line with property market conditions
- Savings and capital receipts from decommissioning and disposal of operational property will take effect from year one. Capital receipts will reduce but savings will accumulate over the five year period.
- An in-depth review of the legal status and negotiation with third party tenants of properties in the Community portfolio is required before savings or income growth can be predicted.

7.3.5 Planned Property Asset Management and Delivery Plans for each of the four theme portfolios will enable more specific financial forecasting over the medium and long term of the Property Strategy. Further details of current budget projections are detailed in the accompanying private report.

7.3.6 It may be necessary to borrow funds to take advantage of opportunities in order to meet short timescales driven by the property market. Options will be explored with the Capital Board, including 'Invest to Save'.

7.3.7 In order to support effective delivery the following changes to financial management are required. Service areas have historically been allocated budgets for expenditure and income from properties they hold. To enable more efficient and effective budgetary control it is proposed to bring these budgets under a central budget controlled by BPS. Transfer of budgets will only apply to properties in the Investment portfolio.

7.3.8 Capital receipts from disposals of assets currently classified within the investment portfolio, which are deemed to no longer meet the new Investment Portfolio criteria will be ring-fenced in an Investment Property Fund and recycled to be reinvested in the Investment Portfolio into existing and more efficient new stock subject to approval by Cabinet of the planned investment portfolio activities as set out in the annual Investment Property Strategy report. Where such capital receipts are not approved for subsequent re-investment in the Investment Portfolio, either in whole or in part, should there be any impact on the budgeted revenue income stream this will be considered as part of the annual approval process.

7.3.9 Extra financial resources will be required to deliver the increased levels of external legal and property advice required to deliver the Property Strategy outcomes - as described in section 7.5 below. Details of the predicted

financial resources required over the first four years are recorded in the private version of this report.

7.3.10 Where properties to be sold are within the Housing Revenue (HRA) appropriate adjustment will be made to the capital financing charge to the HRA.

7.4 Procurement Implications (if required)

7.4.1 The procurement strategy for the external legal and property advice that is of a transactional nature will be detailed in the delegated report(s) to the Corporate Director, Economy, the Director of Commissioning and Procurement, the Corporate Director, Finance and Governance (or their delegate) and the City Solicitor (or their delegate). This will detail the procurement route in accordance with the Procurement Governance Arrangements and include carrying out a procurement process advertised on OJEU, Contracts Finder and www.finditinbirmingham.com or a further competition exercise using a collaborative framework agreement.

7.5 Human Resources Implications (if required)

7.5.1 Birmingham Property Services has undergone a service redesign to support delivery of the Property Strategy. The initial increase in activity required to achieve the objectives will require additional resources on a temporary basis. External professional property agents and legal staff will be commissioned as required for this purpose.

7.6 Public Sector Equality Duty

7.6.1 The Property Strategy is a policy document setting out the strategy principles associated with property assets and at this stage there are no specific implications. An Equality Assessment Ref No. EQUA124 dated 25th September 2018, is attached as Appendix 8. The assessment confirms there is no adverse impact on the characteristics and groups protected under the Equality Act 2010 and a full Equality Assessment is not required for the purpose of this report. However dependant on how Directorates deliver their services going forward, they will need to set out and identify the impacts on their service based on implications on the communities they serve. It will be at this stage Directorates will be required to undertake full Equality Assessments as necessary.

8 Background Documents

8.1 Relevant officer's files save for confidential documents.

8.2 List of Appendices accompanying this Report (if any):

- 1. Property Strategy Summary
- 2. Property Strategy 2018/19-2023/24
- 3. Properties surplus properties and ward member comments
- 4. Plans of surplus properties

- 5. Sites Prospectus
- 6. Plan of industrial estates portfolio
- 7. Proposed Changes to the Constitution
- 8. Equality Assessment

Vision

“To maximise commercial and social returns through the City Council’s property assets, ensuring they act as a catalyst for development and regeneration initiatives to underpin the social fabric of communities across the city”

Approach

“A single ‘One- Council’ strategy with a long term strategic view across all of our real estate – driving a proactive and joined up approach to the review, rationalisation, improvement and on-going effective management of the property estate.”

Big Moves / Objectives

- Drive greater returns - develop an investment property portfolio run on a commercial basis- delivering medium growth in gross income, including inflation, by 2024
- Catalysts for growth - utilise land and buildings across the portfolio to unlock development and regeneration aligned to the city’s key growth areas
- Drive housing delivery - release assets in key locations to support the delivery of 1000’s of new homes
- Support communities – encourage a ‘Sharing Economy’ and ‘Capacity Building’ through the support of third party organisations to deliver culture, sport, community and neighbourhood activities
- Be operationally efficient - provide a fit for purpose operational property portfolio

Key Facts and Figures - Current

- **26,000 acres** of land owned by the Council
- Council owns **40%** of municipal area
- **6,500** property assets
- **3000+** tenants
- Property Portfolio asset value of **£2.4bn** (exc. Housing and Infrastructure)
- **£30m** capital receipts from sales - average per annum
- Item 8 **£32m** revenue income from commercial properties - average per annum
- Need to provide **89,000** homes by 2031
- **£7.5m** savings from rationalisation of Central Administrative Buildings pa
- Support not for personal profit organisations with property to the value of **£2.4m** per annum
- Peddimore Industrial Development delivered **£350m** to local economy including **£1m** social value

Challenges


Key challenges and constraints:

- Property decisions made locally in the Council - resulting in disjointed delivery
- Decisions based on short term financial lead rather than long term strategic and value capture
- Meeting the City’s growth aspirations – addressing housing shortage
- Many of the assets are in very poor condition due to budget cuts over the years – e.g. capital investment
- 80% of the revenue comes from 20% of the 5,900 property interests in the investment portfolio
- Need to expand commercial experience internally
- Operational and community stock is not consolidated to strategic advantage
- 78% of the land owned by the Council is not formally registered

A New Framework of Sub-Portfolios to Enable Focussed Delivery

Investment

To drive an increase in revenue and capital value



Growth and Development

To enable strategic development and economic growth




Community

To enable 3rd party service delivery and neighbourhood development



Operational

To provide economical accommodation for delivery of services



Investment

Approach

- Establish an 'Investment' sub-board to the existing Property and Asset Board (PAB) and an 'Investment Property Fund'
- Re-classify the portfolio in line with industry norms to Retail; Industrial; Office; Other
- Asset Management decision matrix / Delivery Plan: cleanse portfolio of assets which are not best investment
- Secure capital receipts to be recycled into the 'Investment Property Fund' and re-invested in the Portfolio subject to an annual property investment strategy
- Investment framework - target return - security of income - diversification
- Joint Venture partnerships
- Respond promptly to changes in property market

Outcomes

- Grow gross income
- Increase the capital value of the investment assets
- Deliver a net yield in line with appropriate Birmingham property market yields

Growth and Development

Approach

- Establish an 'Operational' sub-committee to the PAB
- Spatial approach - growth areas and SHLAA sites
- Where the City is major landowner – Joint Ventures
- Where the City is minority landowner – disposal / development agreement
- Acquisitions to secure value capture
- Remediation and de-risking
- Pre – development activities to provide infrastructure

Outcomes

- Increase social value
- Job creation
- Delivery of homes
- Sustainability

Community

Approach

- Create a new Community Portfolio of properties which are not let on full commercial terms or have commercial potential.
- Manage existing assets to provide best use
- Establish a 'Community' sub-board to the Property Asset Board
- Commission sports/culture/community partners to deliver local services - building trust in the Council's intentions to attract 'best in class' partner organisations
- Employ cross service area strategic approach

Outcomes

- Reduced need for Council delivered services
- Self-supporting neighbourhoods with ongoing capacity building
- Increased social cohesion – reduction in crime levels

Operational

Approach

- Rationalisation of stock - benchmark tests to include: gross and net property running costs, maintenance backlog, suitability, co-location opportunities, agility rates etc.
- Cross internal and external service area working
- Delivery of a 3 year service asset management plan in line with LTFS
- Delivery of public service hubs
- Integration of third sector service provision
- Integration with One Public Estate

Outcomes

- Deliver a reduction over 3 years in directly managed property in response to budget reductions embedded in the Council's LTFS

Delivery and Governance

Delivery and Culture Shift

- Encourage culture shift across the Council in relation to property
- Implementation of new future operating model to enable Birmingham Property Services to deliver the Property Strategy long term and identification of short-term extra resource support required
- Build robust data management methods to support realignment of assets and enable performance monitoring
- Undertake individual and cross portfolio Property Asset Reviews
- Develop individual and cross portfolio Asset Management and Delivery Plans

Governance

- Existing Property Asset Board to have sub-boards for Investment, Operational and Community portfolios
- Investment Fund capital to be allocated according to Cabinet approved annual investment property plan
- Delegation financial levels to be increased to accommodate increase in property transaction values
- Service Area investment property budgets to be reviewed and managed to provide joined up decision making regards expenditure

Property Strategy 2018/19– 2023/24
Birmingham City Council

October 2018 – v17b – 16.10.18

Contents

Foreword.....	2
Introduction.....	3
Context.....	5
The Birmingham Property Market.....	6
The Strategy	9
Vision.....	9
Big Moves	
Key Portfolio Themes.....	9
Key Themes: Objectives and Approaches	11
Investment	11
Growth and Development	11
Community.....	19
Operational	24
Delivery and Governance	26
Governance Arrangements	26
Staff and Resources	27
Property Asset Reviews	27
Property Asset Management and Delivery Plans	28

NB:page numbers to be refined, Images and further spatial representations of portfolios to be included at design stage

Foreword

We have an ambitious agenda for Birmingham, which will see the city's population grow by 150,000 over the next 15 years, with 100,000 new jobs created and over £4 billion of infrastructure delivered.

Our vision is to create a city of inclusive growth where every child, citizen and place matters. We want to make Birmingham: a great city to learn, work and invest in; a great city to grow up in; a great city to age well in; a great city to live in; and for residents to gain maximum benefit from hosting the Commonwealth Games.

As the largest local authority in the country with the biggest property portfolio we have the opportunity to utilise the council's property and land assets in a strategic way to deliver our priorities.

We are already being innovative in how we utilise our property assets to stimulate economic activity, attract investment and create income to support service delivery.

We recently completed the 3,000th home as part of the Birmingham Municipal Housing Trust programme cementing our position as the leading housing deliverer in the City and provider of affordable homes.

The announcement of IM Properties as our development partner for the Peddimore major employment site will see the development of 2.9 million square feet of industrial floor space on a 175 acre site creating up to 10,000 jobs and contributing circa £350 million to the local economy, including £1 million of social value, and meeting high level sustainability targets.

We will be shortly announcing our partner for the delivery of Birmingham Smithfield the redevelopment of a 42 acre site which will create 3.2 million square feet of commercial floor space, 3,000 jobs, £470 million in additional gross value added (GVA) and a £1 billion investment value. This procurement was focussed on social value with a 70%/30% weighting on quality/cost.

The opportunities to utilise our property portfolio to support the achievement of our ambitions for the City are significant and there is more that we can do to harness these assets.

By launching this Property Strategy we are taking a long term strategic approach to how we utilise our unique asset base ensuring we maximise commercial and social returns by re-aligning the City Council's property to act as a catalyst for development and underpin the social fabric of communities across the city.

I am delighted to launch the Birmingham Property Strategy as the next stage to realising our ambitions for Birmingham and support the citizens of this great City.

Ian Ward – Leader of the Council

Waheed Nazir – Corporate Director, Economy

Introduction

The City Council is the single largest owner of property in Birmingham and holds the largest land estate of any UK local authority, extending to 26,000 acres. The Portfolio - excluding residential houses, infrastructure and schools- has an asset value of over £2.4 billion. Income generating assets attract an average of £62 million combined revenue and capital income per annum. There are 6,500 property assets (land and buildings) in the Portfolio and over 330 of these have historic interest.

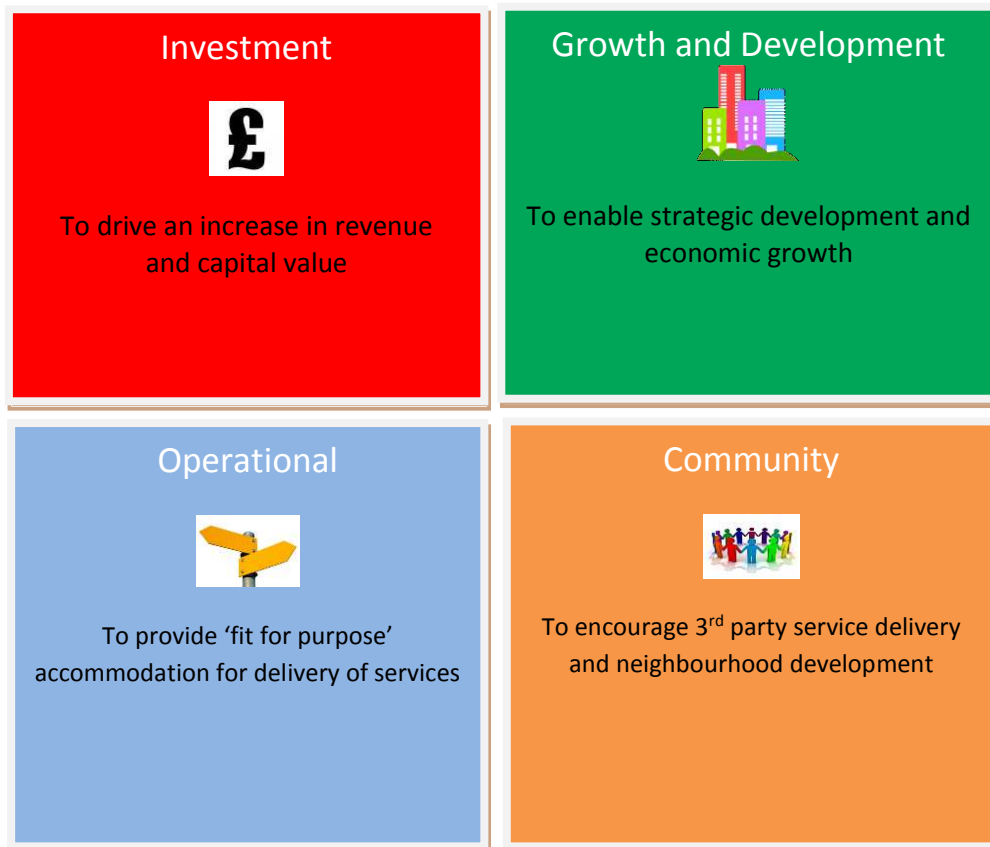
This unique portfolio of assets provides an unrivalled resource base from which to drive forward the city's inclusive growth agenda and deliver a range of priorities for Birmingham and its residents.

The City Council is taking a proactive approach to its overall performance and financial management as a local authority seeking innovative and creative ways to deliver the services for residents and respond to the challenging budget position. The effective utilisation of the City Council's property assets will form a key part of this proactive approach.

Through the Property Strategy the City Council has set out how it will utilise its assets to maximise income, unlock opportunities for growth and deliver social returns. Property market demands fluctuate which makes it imperative the Property Strategy is implemented promptly, otherwise opportunities to secure investment in, for instance, the Industrial assets may be missed.

The Property Strategy will **establish a holistic approach** ensuring a consistent treatment of the City Council's real estate assets is taken. It will focus on **rationalisation** to build a resilient and sustainable portfolio - combining **competitive commercial ambition** with the need to **recognise social value**. It will **respond to the condition of the existing estate** and consider the viability and operational purposes now and into the future. With over 330 assets with historic value it will be vital that the strategy enables **the conservation of heritage** through a programme of maintenance and enhancement. **Compliance with registration requirements** will be vital to ensure that 78% of the City Council's assets are registered on the land registry within 5 year time frame in line with government policy. **Customer Service Excellence principals** will be embedded to enable all staff and representatives of the City Council employed in the delivery of the Property Strategy to be customer focused and implement the City Council's Code of Conduct

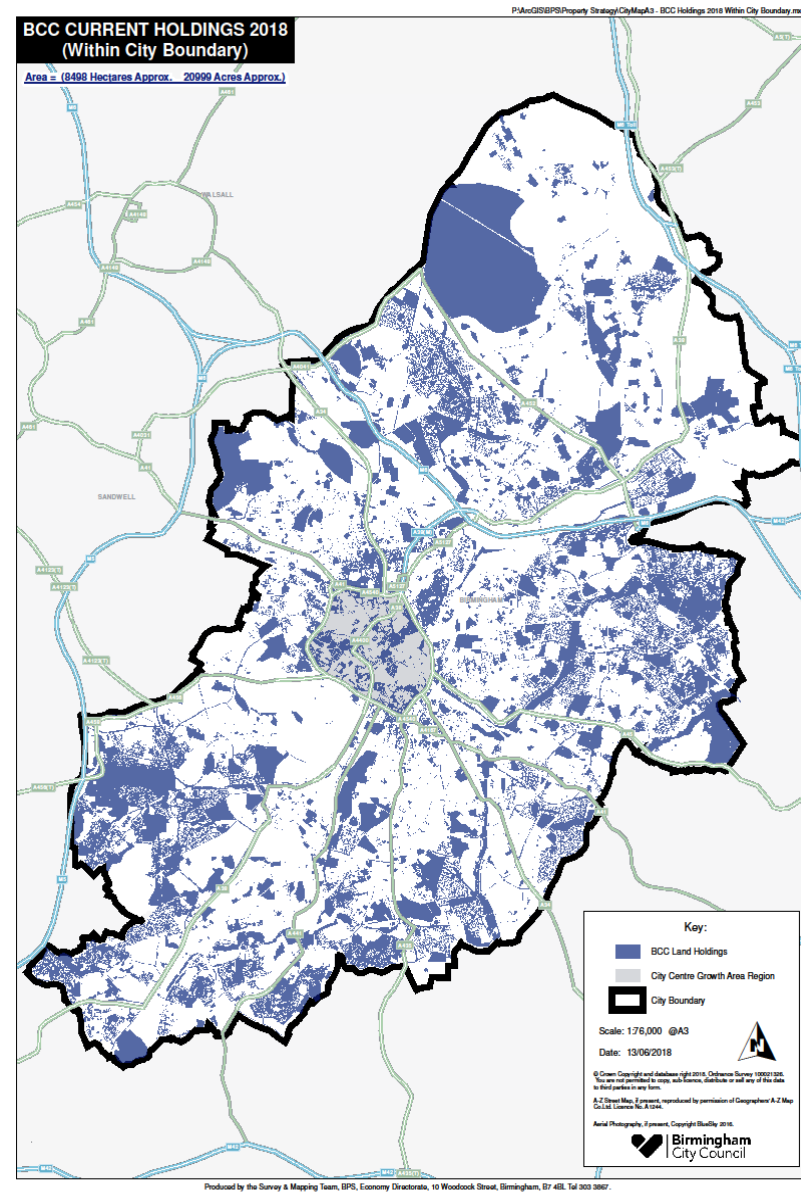
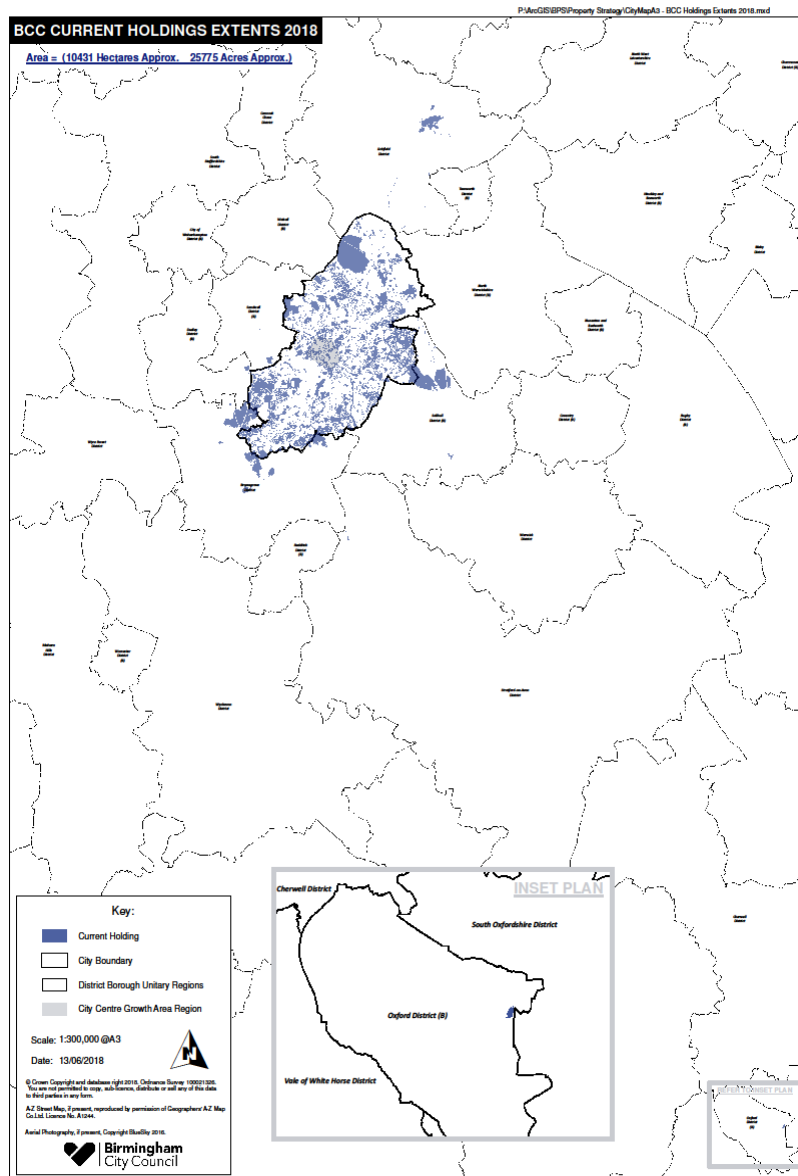
The Property Strategy is structured around four key themes: Investment; Growth and Development; Community; and Operational which set out an approach to guide how assets will be utilised efficiently and effectively to achieve the identified objectives and outputs.



A clear programme for delivery is described including: a new future operating model for staff and resources to manage the property estate, revised governance arrangements, asset reviews and delivery plans. Decisions made with regard to property will respond to ensure the Council's corporate ambitions and outcomes are fully considered and a 'one council' approach is adopted.

The Property Strategy will be aligned to the Council's Capital Strategy in the City Council Plan 2018+ to create an integrated city-wide prioritisation approach to the use of capital resources, including capital receipts from property sales.

The Property Strategy provides guidance to managing all assets directly with the exception of residential houses, transport infrastructure, and schools which are subject to their own Strategies. Implementation of the Property Strategy will take in to consideration the impact on these assets and support their development where appropriate.



Context

Birmingham is the United Kingdom's second largest city. It is recognised for its major role at the forefront of a regional economy worth over £110 billion and with the largest concentration of business activity outside London.

The City is one of the most entrepreneurial and diverse in the UK with a young and growing population. Over one third of the population is under 25, making Birmingham the youngest city in Europe. The city has 4.2 million people of the working age living within a 1 hour drive providing the largest labour pool in the UK.

Birmingham is also one of the best connected locations in the UK and billions are being invested in improving transport including extensions of the Midland Metro Tram network and the arrival of High Speed rail in 2026.

Due to its connectivity and excellent labour potential, the city has seen huge levels of inward investment in recent years. Currently home to a number of major businesses such as Jaguar Land Rover, RBS, PwC and Kraft; all of which have significant headquarter facilities in the region; the City is also seeing major new inward investment highlighted by recent announcements including HSBC, HS2 Ltd., The Government Property Unit (GPU), MG Motors and SCC. Birmingham is the best city in the UK, and the second best in Western Europe for inward investment.

With living costs estimated to be up to 60% lower than in London, the city is benefiting from an influx of talent with an estimated 25,000 professionals relocating to Birmingham between 2013-16, more than any other regional city according to ONS statistics. The city experienced the highest ratio of businesses being created in the UK (ahead of London) with 78,288 new companies started in the five years to 2017.

Home to three major universities, producing over 25,000 graduates every year and a further 20 universities within a 1 hour drive, including three Russell Group Institutions (The University of Birmingham, Warwick and Nottingham Universities) Birmingham has world-leading research and learning capabilities. It holds a position at the forefront of advanced engineering, life sciences and the TMT sectors and in the Greater Birmingham area 6,000 tech firms employ nearly 40,000 people whilst another 3,195 students study tech-related degrees each year in Birmingham.

To support the city's strong business credentials, there is a burgeoning leisure and tourism sector. Birmingham has been voted the most popular destination outside of London for meetings, conferences and events for six successive years. Birmingham is a city of young professionals.

The Birmingham Property Market

The city is experiencing a major revitalisation with its property market buoyant and growing across all sectors. This is set to continue as the City continues to deliver its ambitious growth agenda with 51,000 new homes, 16 million square feet of commercial, leisure and retail space, 1000 acres of employment land and £4 billion infrastructure investment by 2031.

Office Market

Birmingham's ongoing transformation is having a positive impact on the City's office market supporting the business, professional and financial services sector.

Headlines:

- Total built office stock in Birmingham's city centre comprises 17.3 million square feet
- between 2015-18 has seen over 2.8 million square feet of take-up, including 1.1 million square feet of Grade A space,
- Major recent lettings include HMRC / DWP, PwC, WSP and Advanced (the latter two both at the Mailbox), Network Rail, Savills, West Midlands Trains, Regus, Pinsent Masons, RICS and HSBC.
- 2017 marked a record year for Birmingham office take-up, exceeding one million square feet, some 27% higher than the 10-year average.
- At the end of 2017 total available office space stood at just 1.4 million square feet, 8.1% of total office stock and 32% lower than the 5-year average.
- The supply of currently available Grade A office accommodation is just 98,000 square feet, which equates to 0.6% of total stock.
- Prime rents forecast to reach £36.50 per square foot by 2021 from their current level of £33.00 per square foot.
- Investment yields in Birmingham are at 5.00% and have been reducing as a result of increasing investment activity in the city.

Industrial Market

The industrial sector in Birmingham is one of the largest in the UK both in terms of employment and the size of its industrial and warehousing stock supporting the advanced manufacturing sector including automotive industry. The City has also grown in its importance as centre for logistics.

Headlines

- Total stock is over 84.5 million square feet (55% factories and 45% warehouses).
- Major occupiers located in Birmingham include Jaguar Land Rover, Kraft (formerly Cadburys), BMW, Royal Mail, J Sainsbury and DHL.
- In 2017 availability fell by 9.3%, to stand at 3,373,000 square feet. The vacancy rate is estimated at 4.0%.
- In the last five years to Q1 2018 the amount of space pre-let/purpose-built in Birmingham averaged 380,000 square feet per year, or 20% of take up.
Big Sheds (units of over 100,000 square feet) – Over the last five years, they have accounted for 37% of take up.
Standard (units under 100,000 square feet) - Over the last five years to Q1 2018 has been 50,000 to 100,000 square feet sheds, accounting for 23% of all space.
- Birmingham top rents increased by 3.8% over the last year to now stand at £6.75 per square foot at end 2017. This has now above the peak level recorded prior to the Global Financial Crisis.

- In recent years the share of pre-let/purpose built space developed has fallen. The share during 2008 to 2017 of 14% compares to 62% over the period 2002-2007.
- Prime industrial yields stand at 5.0% and 5.3% for large sheds.

Retail and Leisure

Birmingham has experienced a renaissance in its leisure and retail offer. As cities compete to remain attractive destinations for visitors there is a need to evolve the offer and create new experiences. The City Centre is home of the retail core and includes some of the UK's most popular shopping destinations including the Bullring, Grand Central and The Mailbox. Across the city there is a diversity of urban centres and local parades that provide shops, services, offices and leisure opportunities.

Headlines:

- Prime rents for shopping centres have outperformed 2007 levels to reach £400 per square foot (area in terms of zone A) ITZA, while prime high street rents have almost achieved 2007 levels, reaching £285 per square foot ITZA.
- Prime retail yields in Birmingham are at 4.50% as at end 2017.

The Strategy

Vision

Birmingham's Property Strategy will provide a long term strategic approach to the City Council's real estate.

It will maximise commercial and social returns by re-aligning the City Council's property assets, ensuring that they act as a catalyst for development and inclusive economic growth and underpin the social fabric of communities across the city.

The City Council's property assets will become a key driver for Birmingham's future transformation returning greater revenue to fund the delivery of services, supporting the creation of thousands of new homes and jobs and delivering best in class operational building stock for future generations.

To turn this vision in to reality the City Council will take a proactive and joined up approach to the review, rationalisation, improvement and on-going management of its property estate with a view to enhancing local, national and international relationships. The following big moves will be at the heart of this approach

Big Moves

- Drive greater returns - develop an investment property portfolio run on a commercial basis- delivering medium growth in gross income, including inflation, by 2024,
- Catalysts for growth - utilise land and buildings across the portfolio to unlock development and regeneration aligned to the city's key growth areas
- Drive housing delivery - release assets in key locations to support the delivery of 1000's of new homes
- Support communities – encourage a 'Sharing Economy' and 'Capacity Building' through the support of third party organisations to deliver culture, sport, community and neighbourhood activities
- Be operationally efficient - provide a fit for purpose operational property portfolio

Key Portfolio Themes

The city's vision for its property assets and the big moves will be delivered through the creation of four property portfolios aligned with effective governance and management. Through these portfolios the city council will be able to ensure its property assets are used in the most efficient and effective way now and into the future.

- Investment – divided into core asset classes this portfolio will focus on maximising returns to re-invest and deliver greater revenue to support service delivery. This will include the core assets.
- Growth and Development – focusing on key growth areas land and buildings will be utilised as catalysts for development and regeneration to deliver new homes and jobs

- Community – support community organisations to deliver City Council’s core objectives, encouraging independent social cohesion using sport, culture and third sector neighbourhood activities
- Operational – efficient and rationalised buildings to support the provision of modern 21st century council services.

These key portfolios are the framework which will guide how assets will be used to maximise their potential to deliver the City Council’s priorities. Each property asset and interest will be proactively managed with portfolios reviewed throughout the life of an asset to respond to changing local and global objectives and priorities, following planning policies and priority use needs.

Key Portfolio Themes: Objectives and Approaches

Investment Portfolio

Introduction

The Investment Property Portfolio currently holds over 5,900 legal interests, housing over 3,000 Tenants, and generates a significant revenue income for the City Council. In 2017/18 it earned £32 million revenue representing almost 10% of all City Council income from external sources. The potential scale of the investment portfolio, the extent to which it contributes financially to the City Council, and the opportunity it provides to contribute strategically to the economic vitality of the City makes the Investment Portfolio an essential element in the overall Property Strategy.

The current portfolio reflects the City Council's historic accumulation of assets and requires significant investment to create a competitive portfolio in the market place. In addition to the historically acquired underperforming assets, the portfolio currently includes properties which are let for social value in lieu of rent and quasi-statutory lettings. These factors results in 80% of the annual income being derived from only 20% of the interests. The high demand and constricted supply within the market, coupled with very positive investor sentiment will provide the City Council with a range of opportunities to enter into progressive partnerships with developers, investors and occupiers.

There is the opportunity to transform the Investment Portfolio on commercially sound principles and leverage capital to deliver enhanced property stock to continue to attract more high-quality businesses to the city.

Objective

The objective is to create a commercially driven, financially focused 'Investment Property Portfolio' which can respond promptly to property market cycles to deliver the highest returns - whilst still fulfilling the obligations of a Local Authority:

- 1) Deliver medium growth in gross income, including inflation, by 2024- recognising there will be a reduction during the period of strategic rationalisation,
- 2) Deliver a total return annually in line with property market conditions
- 3) Capital receipts from disposals of assets which do not meet the investment criteria will be ring-fenced in an Investment Property Fund and recycled to be reinvested in the Investment Portfolio into existing and more efficient new stock. An annual Investment Property Strategy report will be produced to map delivery.

Approach

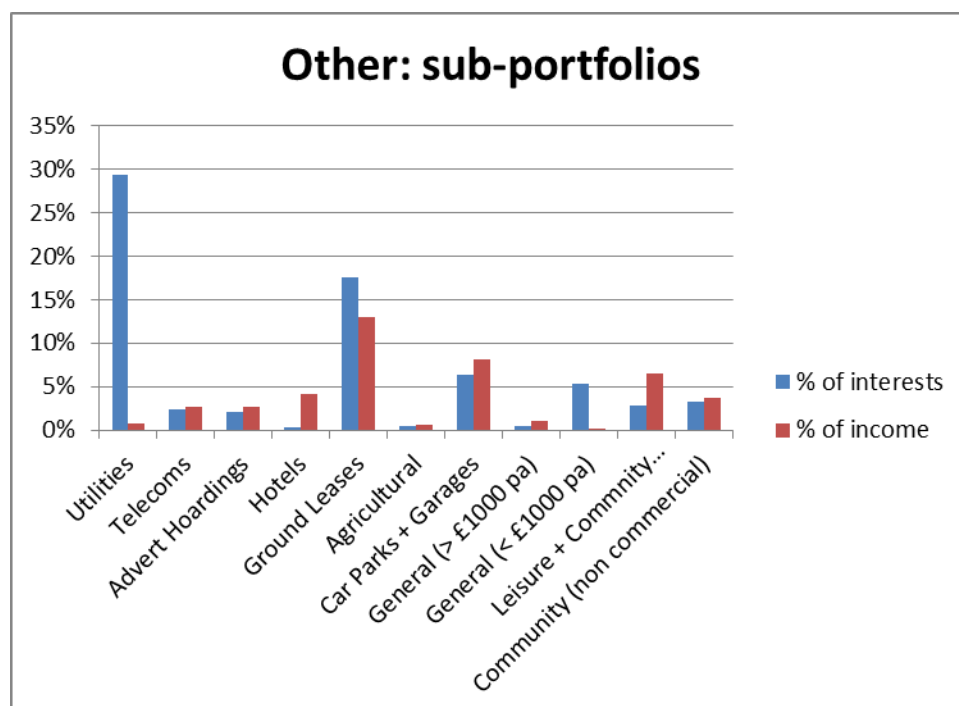
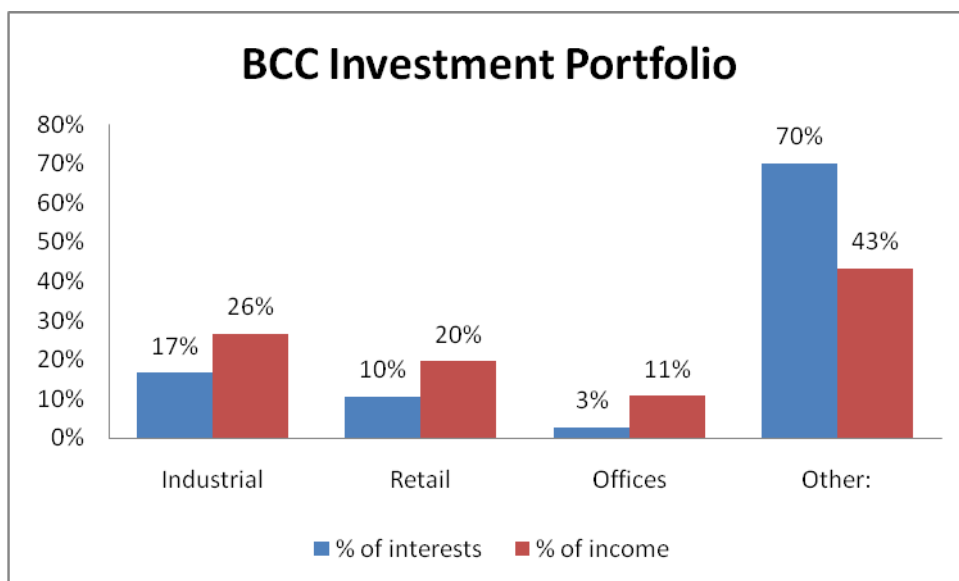
Through governance and a decision-making framework will create an efficient process to achieve a sustainable and profitable Investment Portfolio in a risk controlled manner. This will be achieved through creating an investment framework and providing an asset based decision matrix.

1. An Investment Framework – What assets should be in the portfolio?

New and existing properties will be categorised for suitability for the investment portfolio. To align the portfolio structure with commercial norms the portfolio has been re-classified at

high-level into Industrial, Retail, Office, and Other categories. The spread of assets and income across these reclassified categories is set out below.

Number of Interests v Income derived



The framework will be driven by clear and concise financial criteria, to assess and benchmark success. This will be achieved by assessing the main drivers of value in commercial property, primarily the land/location, the physical building and the lease. Key benchmarks will include:

- Target Return** - The selection of a target return reflecting the City Council's underlying risk profile. Investment properties must achieve a return deemed to be sufficient for the City Council, without being over exposed to excessive financial and property risk, to be considered an appropriate investment. The sufficient target return will vary for each property depending on its classification as Core (very low risk, e.g. ground rents),

Core+ (low risk, e.g. industrial estate with 5 year leases) and Value Add (medium risk, e.g. office refurbishment opportunity).

- **Security of Income** – The occupancy rates and tenant retention will be benchmarked against peers relevant to each portfolio as a measure of the security of the income. Void and holding cost will also be monitored to assess optimum performance.
- **Diversification** - To support sustainable returns, without being over-exposed to risk, the percentage of office, retail, industrial and other types of assets will be targeted, where possible, to spread the City Council's risk over several sectors, properties, geographies and tenants.

This framework will enable the City Council to ascertain whether current assets are **Strategic** (i.e. meet financial objectives or provide long term control of strategic locations) or **Tactical** (i.e. improvement/disposal opportunities subject to market timing).

The investment framework and the assets within the portfolio will be regularly reviewed (every other year) to ensure they remain relevant given market conditions and that the portfolio is well positioned to achieve the City Council's objectives.

It is recognised that there may be a period where there will be a reduction in revenue during the strategic rationalisation of the Investment Portfolio which may require the City Council to borrow funds in the short term. It is anticipated the first two years will see small dips with a more significant dip occurring in year three before growth in years four and five. 'Invest to Save' options will be considered. Financial advice will be sought regards the treatment of the surplus income and borrowing methods to remain in line with Treasury Management guidelines.

Where the revenue budgets for properties in the Investment Portfolio currently sit with operational service areas, the properties will be transferred into a single Birmingham Property Services Investment Property Portfolio budget, to enable the efficient management of the portfolio. Properties held in the Housing Revenue Account (HRA) will not be included in these transfers due to government constraints upon use of income associated with the HRA. Service areas will be engaged in the transfer process to mitigate financial pressure in existing budget provisions.

Any borrowing for the Portfolio (including existing borrowing for the Red Rose shopping centre) will be included in portfolio reporting. The debt will net down the portfolio value and the debt costs will be a portfolio cost reducing its net income. Conversely, capital receipts in hand would be a cash asset to the portfolio and will earn a short-term interest income to the portfolio in line with Treasury Management guidance

New Investment Guidance from the Government states that local authorities should not borrow purely to profit from the investment of the sums borrowed. We will have regard to this Guidance, and will justify carefully in its annual Investment Property Strategy why it would be appropriate to borrow to fund investment property purchases. It may be possible to make such a case for borrowing to cover short term cashflows until property disposal receipts come in. However, the aim is for the fund to become self-sufficient through the disposal of assets without additional borrowing other than in the short term.

The City Council has recently started to explore alternative investment vehicles in including following a national trend for local authorities to set up Wholly Owned Companies (WOCs): - **Propco** was established to hold the Hilton Metropole Birmingham and Crowne Plaza NEC hotels. The transaction of £29.5 m provides the City Council with an investment vehicle which can be used to borrow money more cheaply and give more flexibility to local authorities than national government allows.

2. An Asset Management Decision Matrix - How Assets in the portfolio will be treated

At an asset level, the properties within the Investment Property Portfolio will need to be pro-actively managed to maintain the income, identify opportunities for rental growth and ultimately maximise value. The matrix will provide a pre-agreed process to ensure officers can act quickly and effectively to respond to opportunities and, therefore, optimise the portfolio returns.

Property asset plans will highlight repair and maintenance issues, including the requirement for 'non-discretionary' (e.g. health & safety, statutory) and 'discretionary' (e.g. refurbishment) capital expenditure, including rational for refurbishment which will increase income.

Combined, the investment framework and the decision matrix will guide the operation of the investment portfolio efficiently and effectively, with an emphasis on the commercially driven principles set out above.

To deliver these ambitions and maximise returns, the City Council will have the ability to utilise the following tools to implement the Property Strategy:

- Disposal including freehold sales of properties which do not meet the specified criteria for retention.
Release of freeholds can enable tenant business growth via input from international investors who are deterred by leasehold tenure. Freehold release should be balanced with the Council's need to retain property on long leasehold for investment and borrowing purposes.
- Acquisition and land assembly opportunities
- Joint Ventures – leveraging expertise and capital
- Development opportunities, including change of use
- Conversion of assets to achieve the best income or capital asset growth.
Using office properties in the city centre which are no longer fit for modern offices for residential accommodation; releasing poor quality industrial stock where the properties are in areas outside core employment areas.

A business case will be brought forward to the Investment Property Board on a case by case basis when these tools are implemented.

There will be a requirement for the City Council to procure retained specialist advisors to develop strategies and support investment decisions. This will ensure the City Council acts in line with current

best practice and receives the best independent commercial advice. City Council staff working closely with specialist advisors will simultaneously develop skills and a shift in culture will be enabled, so over time growing our own in-house expertise.

Performance Monitoring

Performance monitoring of the Investment Property Portfolio will be linked to a combination of market derived benchmarks, where available, and absolute returns where appropriate. These will include:

- Gross income return
- Net income return
- Capital expenditure
- Capital return
- Total return
- Void %
- Sector weightings
- Outstanding rent reviews
- Outstanding lease/tenancy renewals
- Income profile
- Rent and service charge collection statistics
- Potential bad debts
- Tenant risk (exposure to a single tenant or type of occupier)

All of the above will be reviewed by comparison with a Two Year Portfolio Plan and appropriate market norms.

Growth and Development Portfolio

Introduction

The Birmingham Development Plan and The Birmingham Big City Plan set out the city's growth agenda to provide new jobs (including the promotion of small and medium-sized enterprises (SME's) and independent businesses), homes and infrastructure. Delivery of these strategic requirements will be centred on growth areas which will include both major brownfield sites focussed around the network of key urban centres including the city centre and also the Langley Sustainable Urban Extension and Peddimore employment site which are outside the current built-up boundary of the city.

The City will proactively utilise its asset base to drive this growth agenda with success judged by the number of jobs created, linking to the Jobs and Skills agenda, the amount of brownfield redevelopment facilitated, the number of new homes built, especially affordable homes, quality of development, social value and inclusive economic growth achieved.

Annually on average the City raises £30m in capital receipts from sale of properties which are required to enable development and growth, or are surplus to the Council's requirements. The receipts are used to fund City Council capital priorities as decided through the annual financial planning process.

The City Council has the opportunity to utilise its land assets to increase housing supply through direct delivery of homes. The Council has a huge challenge to deliver the new homes that they city needs by 2031, and the Council plays a key role in delivering new homes in the city. The Council builds more homes in the city than any other developer – 2,900 since 2009, and 420 in 2017-18 alone – and the Property Strategy has a key role to play in supporting its own housing delivery programmes. Crucially, through the Birmingham Municipal Housing Trust the Council provides more affordable housing than all of the city's Housing Associations combined. The Council's house building programmes also generates significant income to the Council - £27m in capital receipts in 2017-18 alone. Such an active development programme uses in excess of 20 acres of land per annum, and there is a constant need to replenish the land supply to maintain the current rate of delivery.

Objective

The objective is to utilise City Council property to support the growth agenda by reducing constraints and risk, providing confidence, stimulating investment and creating a positive environment for growth. This will focus on both commercial and mixed use developments and boosting the delivery of new homes through the Council's own housing delivery models, the Birmingham Municipal Housing Trust and InReach.

The Property Strategy has a key role to play in supporting the Council's house building programmes by identifying surplus land and property which can be directed towards supporting these programmes. In order to support the Birmingham Municipal Housing Trust and InReach, the Strategy proposes where relevant appropriate surplus land and property be considered for development by these programmes before consideration is given to offering such assets to the market.

This approach will also be aligned to the Adults Agenda seeking to introduce schemes such as Happy Homes and Shared Life Schemes which would enable the disposal of day centres which are no longer fit for purpose.

The City Council will work in partnership with public and private sector partners to ensure that appropriate land is brought forward for development. We will seek to maximise the value that the development delivers in terms of regeneration benefits, including job creation, brownfield redevelopment, increased Uniform Business Rates and development profit, as well as targeting the highest of sustainability assessment methods including carbon footprint reduction, and blue / green infrastructure.

Approach

A spatial approach will be taken to identifying those assets which are within growth areas as set out in the Birmingham Development Plan and The Birmingham Big City Plan or which have been identified as potential housing sites in the Strategic Housing Land Availability Assessment (SHLAA). Sites which fall within strategic allocations will fall within the Growth and Development theme and will be utilised to enable and enhance the delivery of strategic growth.

Sites in urban centres and in the city centre which fall outside these designations, but which have particular value for growth and regeneration will also be relevant. This will include support for independent businesses by a variety of means.

Identified assets will be assessed to determine the appropriate approach to maximise their contribution towards City Council priority outcomes, bearing in mind their potential contribution to strategic regeneration in the area. Where multiple assets affect the same designation, they will be assessed as a package.

It is anticipated that the majority of conservation and historic assets that are not in trust will be in this portfolio. This will include the culturally significant assets such as the Jewellery Quarter. The Jewellery Quarter is an early opportunity to deliver regeneration and conservation on a significant scale.

Securing new, high value jobs and inclusive economic growth is a key objective for the City. It will be a priority to establish a mechanism to enable the City to respond positively to occupier driven site requests without the need to progress through a market disposal process where their requirements fulfil this objective.

Completed developments will be subject to options appraisal to the Property and Assets Board to determine the best value outcome for the City Council. This may be to enter the Investment Property Portfolio where the investment criteria of that portfolio are met, or sale to generate capital receipts to support other City Council investment or debt repayment. The approach for each asset will be informed by the nature of the strategic allocation affected. Disposals from within the Growth and Development portfolio will be weighted towards quality, delivery and social value.

Where assets fall within strategic growth allocations they will be assessed to determine how they might best be utilised to deliver the City Council's priority outcomes, taking account of regeneration and housing opportunities.

The City Council will have the ability to utilise the following strategies to deliver these ambitions:

Where the City Council is the major landowner a Joint Venture approach with a development or investment partner will be preferred where it is more likely to be the best value approach,.

Where the City Council is a minority landowner disposal or a Development Agreement will be the usual course of action.

Acquisitions will be sought where additional land holdings will facilitate the delivery of strategic objectives. Compulsory Purchase powers will be employed where required.

Remediation and de-risking will be considered where required to deal with contamination, flood risk and other constraints.

Predevelopment activities to provide infrastructure and access, such as spine roads and services, will be actively considered and funded to reduce the time taken to react to market demand and bring forward the development of sites.

Given the priority demand for housing in Birmingham SHLAA sites which are not already allocated for development will be assessed having regard to the need with a view to bringing forward residential development in a timely manner to meet the city's need for new homes. Approaches may include:

- Granting of Outline Planning Permission under brownfield land powers;
- Allocation of the site for custom/self-build;
- The City Council bringing forward development itself via Birmingham Municipal Housing Trust - £30m in capital receipts in 2017/18;
- Partnership working, for instance with 'Homes England' (the Ministry of Housing, Communities & Local Government's non-departmental public body)

Performance Monitoring

Performance monitoring for the Growth and Development Portfolio will take account of:

- Milestones set for assets within strategic allocations which have actions identified in the Property Asset Management and Delivery Plan.

Status of assets within the portfolio in terms of their impact on development proposals where green indicates available for development, amber indicates in progress and red indicates unavailable.

Community Portfolio

Introduction

Community assets make a major contribution to the social fabric of the City, providing safe social spaces where people from a range of backgrounds can interact, and access recreational and cultural activities, educational and support services. Individual properties may assume a cultural significance greater than their operational or financial value and they act as “hubs” providing the heart in a community supporting the Council’s Sharing Economy and Capacity Building initiatives. Creative use of property assets can unlock local innovation, enable community action, support resident-led solutions, and attract external community specific funding. It takes devolution of control and resources to neighbourhoods, creating long-term social value.

Many of these assets are let at less than market rent in return for services provided by the occupier. Historically nil rent arrangements were agreed against evidence the occupier would either: provide ‘community’ services in lieu of rent; attract funding for services to their locality from external bodies; or secure funding to undertake onerous building repairs. More recently rent has been levied on tenants and off-set by ‘grant for rent’ payments from the City Council. Community Asset Transfers (CATs) are a mechanism introduced in 2011 to support community and third sector organisations – and have had variable success. CAT leases attract a market rent, but the rent is off-set by provision of agreed service objectives whose ‘worth’ is calculated formally and recorded in the lease.

The new Community Portfolio includes properties used for recreation, sports, cultural, and Third Sector activities. These assets operated by independent community providers make a major contribution to the social fabric of the City. Establishing a Community Portfolio will enable the City Council to make effective use of its property assets to support the activities of organisations providing services for the community: delivering social value; enhancing service delivery; and providing cost savings. An increasing number of the services once provided by the City Council located in the Operational portfolio are being withdrawn which has resulted in further properties becoming available for community use by third parties. These together with some properties already let to third parties in the Investment Portfolio, or let via Development Agreements will make up the Community Portfolio. The existing Community Asset Transfer protocol will be reviewed and developed to enable services to be secured on a commissioning basis where need has been identified by the Council’s service providers.

Directly managed community facilities such as community centres, libraries, parks, youth centres as well as direct grants to Voluntary Sector Organisations are excluded from this Portfolio. Properties which are of strategic or tactical importance to the Investment Portfolio are also excluded from the Community Portfolio, even if they are occupied by community organisations. Applications for Assets of Community Value will not be managed as part of the Community Portfolio.

A high level exercise has already identified a number of community interests which are primarily in the existing Investment Portfolio. Service areas have been consulted in drawing up the list, and properties will be further reviewed as part of the Investment Portfolio Investment Framework process. The estimated market rental value of the assets let to third parties is circa £2.6m per annum. Gross rent to the value of £1.2m per annum is collected, but after grants are distributed the Council receives a net rent of approximately £0.2m per annum.

Community Portfolio assets can be divided generally into three themes, although some local cultural and sports services are delivered through assets which have been categorised as ‘third sector’ e.g. former community, wellbeing and youth centres :

1. **Sports:** playing fields, sport & leisure centres, sports clubs (football, bowling, rugby, athletics, water sports etc.), and a swimming pool. This will include assets for the Commonwealth Games 2022.
2. **Culture:** museums and their storage facilities, heritage buildings and sites, galleries, arts centres, theatres, performance spaces, music venues etc. Other local cultural services are supported by assets which have been categorised as ‘third sector’ e.g. former community, wellbeing and youth centres.
3. **Third Sector:** land and buildings which house local neighbourhood services client specific services , and other third sector services delivered by third parties which fall under the remit of the City Council’s Adults, Children’s, Community and Youth services – e.g. wellbeing centres and library services; lunch clubs and deaf cultural centre; the scouts and the British Legion; as well as green spaces.

Objective

The objective of the Community Portfolio is to deliver the Council’s core objectives, enabling services, developing neighbourhoods, encouraging social cohesion, building capacity, and leveraging external funding through sport, culture and community activities.

The Community Portfolio will target non-governmental, not for personal profit, social value driven partners within the city to help meet the City Council’s core objectives. These partners can include voluntary and community organisations (both registered charities and other organisations such as associations, self-help groups and community groups), social enterprises, mutuals and co-operatives.

Successful use of property via the Community Portfolio will assist in reducing the need for Council delivered services, the increased provision and diversity of sport, culture, community and wellbeing. Increased self-supporting neighbourhoods and ongoing capacity building will increase social cohesion and reduce anti-social behaviour.

In particular the vision and objectives of the three themes identified above will be taken in to account:

1. Sports

To support the delivery of the City’s Sports Vision and Goal of Birmingham becoming the most active and successful sporting city in England - getting more people, more active, more often and more people starting, staying and succeeding in sport. Working with the relevant service areas the management of assets for sporting activities through the Community Portfolio will have regard to the active Sports strategy documents.

Strategic use of property assets and a ‘one council’ approach will be vital to the delivery of the Strategic Framework for the Development of the Commonwealth Games 2022. Optimum use of the Council’s property assets should assist in the delivery of legacy sports facilities for Birmingham.

2. Culture

To support the delivery of the City's Cultural Vision of Birmingham as a non-stop city of culture with local roots and international reach. The Vision seeks to enable the growth of creative and cultural small and medium enterprises (SMEs) and micro-businesses and individuals through business support, skill and talent development and access to finance by developing low cost workspace for creative businesses and support cross innovation and encouraging key property developments to actively enhance and support the city's cultural ambitions.

Working with the relevant service area staff, management of cultural assets through the Community Portfolio will have regard to the active Cultural strategy documents.

3. Community Organisations and Third Sector

To support local organisations to provide additional services and activities that help improve neighbourhoods. The Community Portfolio will support the intensified focus on income generation opportunities to bring in external funding to local areas, in particular enabling community organisations to secure more funding.

Working with the relevant service area staff, management of this sector's assets through the Community Portfolio will have regard to active strategy documents including Adults, Children's, Youth, and Green Spaces such as: Community Cohesion Strategy, Deprived Neighbourhoods, Integrated Community Strategy, Community Sharing Programme; Adults Agenda, Capacity Building, and The Localism in Birmingham: A Framework for Future.

The Localism Framework includes proposals on how assets will be dealt with differently to unleash creativity and ideas in our communities, and recognises the needs of different local areas in the city.

Approach

The objective of the Community Portfolio will be achieved by building upon the existing assets base and developing a commissioning approach from the existing CAT protocol to attract a wider offer of community service providers. CAT transactions may still be adopted, but it is recognised this method does not suit all situations. The new approach will build on the successes and learn from the challenges of the previous experiences. By supplying 'fit for purpose' properties in return for social value trust will be developed in the Council's intentions and as a result 'best in class' partner organisations will be attracted to work with the Council. Existing lettings will be reviewed as part of an Asset Review programme, but it should be noted many of the existing leases, unlike CATs are not performance related and tenants have secure tenancy rights.

The Community portfolio will approach this objective in two ways:

1. Approach to Community assets: Community owned assets are the responsibility of the community organisations themselves. The City Council will consider support for capital investment in community assets which support the Council's key priorities, as part of its annual financial planning process. This will be a long-term approach to support the growth and sustainability of the three key themes of sports, culture and community organisations/third sector; whilst alleviating the need for the City Council to respond to pressures on an ad hoc basis.

The City Council will commission investment in community assets in accordance with its key priorities to encourage social cohesion, resilience and develop community networks. The City Council will therefore commission the services it wishes to enable, linked to the specific service area target outcomes. Using the baseline of what has already been delivered through CATs a new commissioning model will be developed led by the service areas.

The structure of the acquisition framework aims to move the provision of Community assets from an ad hoc basis to a commissioning approach. In this way, the City Council can support the needs of the community in a transparent and efficient manner where this supports City Council key priorities.

Where assets are held in the Housing Revenue Account, for Educational purposes, or in Trust, certain restrictions will apply to disposals. This includes statutory restrictions of receipts for the Housing Revenue Account, or for specific Trust or Educational purposes.

2. Managing the Existing Community Assets

A large proportion of the current community assets are on a range of historic below market rent agreements or grant for rent agreements. As these agreements expire they may be given the option to migrate to Community Asset Transfer leases or the new commissioning model, where the service provided continues to meet the identified need.

Performance Monitoring

A robust and transparent framework will be adopted in consultation with the City Council's service providers to ensure distribution of these enabling services where there is need across the City and with reference to the existence of retained directly managed facilities in the locality, deprivation and identified outcome deficits.

Operational Portfolio

Introduction

Operational assets are vital for delivery of Council services. For many citizens the estate of Council operated libraries, day centres, car parks, refuse centres, swimming baths, schools, administrative offices etc. represents their most recognisable and tangible relationship with the local authority. The Property staff will work closely with Council service areas to drive out opportunities where Council and other public service providers can co-locate enabling rationalisation of the operational stock. Assets will be operated efficiently to provide high quality service outcomes and address local needs whilst reducing running costs and the City Council's carbon footprint.

The Operational Property Portfolio enables the City Council to deliver a wide range of valuable services on a broad geographical basis across Birmingham. For the purposes of this Strategy "operational" property includes those premises occupied by the Council for administrative purposes (Corporate Administrative Buildings - CAB), those operated directly by the City Council, and those where a provision has been contracted out to a third party (e.g. leisure centres and children's residential care) or where there is a staff lead mutual body (e.g. Citiserve). The Operational Portfolio does not include properties which are used to deliver services by third party organisations that are independent of the Council (with the exception of grant support) – such properties are instead included in the Community Portfolio.

Property often represents the second largest source of revenue expenditure to individual service areas (after staffing costs) and is also a notable source of capital cost (either directly or locking in capital value in a fixed property estate). Where one service area occupies property held by another service area quasi rental agreements have been created which create internal revenue streams. Implementation of the Property Strategy will alleviate the need for such internal re-charging.

Objective

The objective of the Operational Property Portfolio is to hold 'fit for purpose' (as defined below), economical property that meets specific service defined objectives. A drive for services to co-locate in to properties which are at the centre of neighbourhoods is at the heart of the Operational strategy.

The financial objective is to deliver at least a 20% reduction in directly managed property (measured by Gross Internal Area) over the three years 2019-21. This objective is in response to the budget reductions embedded in the City Council's Long Term Financial Strategy.

Approach

The City Council will rationalise its operational stock, ensuring that the City has an efficient portfolio of buildings and land which meets its needs. Operational assets will be optimised so that services will utilise the most suitable and cost-effective assets with appropriate locations to address local needs. Assets will be operated efficiently to provide high quality service outcomes whilst reducing running costs and the City Council's carbon footprint

More specifically, the City Council's operational portfolio needs to meet a number of criteria to represent an effective use of the organisation's (and taxpayer's) resources:

- Offer a good standard of accommodation, complying with all relevant Health & Safety and regulatory requirements (e.g. Office for Standards in Education (OFSTED), Care Quality Commission (CQC), Equal Opportunities Act 2010 etc.);
- Be of a suitable standard of repair with regular investment to reduce any maintenance backlog;
- Be affordable to operate;
- Have a low environmental impact and follow good practice in sustainability ;
- Be an effective use of resource (capital and revenue), available for City Council or public / sector service delivery for a significant element of the week;
- Must be accessible to be public, both in terms of physical design and location;
- Endeavour to provide a range of City Council (and other public sector) functions;
- Provide support to develop Academies – the Council will co-operate with the Education and Skills Funding Agency: seeking market value for land where provision of Academies in a specific area is already sufficient; and where provision is insufficient the Council will consider transfer of land at nil value.

It can be noted that the first four of the above criteria apply to the property portfolio as a whole, and puts the City Councils occupation on a similar basis to what would be expected by third party occupiers.

The sharing of premises will be strongly encouraged, both between City Council services and also public sector partners using One Public Estate principles. The continued use of buildings which are shown to have a higher than average cost to run, and/or to be in close proximity to similar service providers will be challenged. Property will lead the decision making process for rationalisation based on a commercial interpretation of the service area's holdings.

It is recognised that each of the individual services will have their own property requirements to deliver their respective services. Each service will produce a 3-year plan detailing the size and make up of their front-line estate and how they will rationalise their portfolio utilising a series of tests and benchmarks to be identified. These include:

- Gross property running cost (£ per square foot)
- Net property running costs (£ per square foot excluding business rates) - disinvest in all premises with running costs more than £12.50 per square foot to operate
- Maintenance backlog - disinvest in all premises with a backlog greater than £20 per square foot
- Suitability score
- Energy rating – disinvest of all premises with a rating of “E” and above
- Utilisation of premises – property to be used a minimum of 40 hours a week
- Colocation opportunities – initially all City Council buildings within a one mile radius and all public sector buildings within a 0.5 mile radius of each other be considered for potential colocation – further co-location opportunities will follow in larger radius

- Agility - all buildings providing 10 or more workstations to operate at a minimum 25% agility as per the corporate office estate - exploiting developments in shared technology and introduction of city centre congestion charging; and encouraging a change in work culture to build upon agility targets
- Most effective use of capital – identification of operations that occupy valuable assets and determine if the service can be re-provided elsewhere and the value realised.
- Future finances – how the portfolio can be supported as part of the City Council's Long Term Financial Strategy

It is recognised not all assets will suit this method, for instance car parks which would instead be evaluated on a case by case basis. The 3-year plan will be presented to the Property and Assets Board for challenge and approval. Service Area plans will include short term / medium term and long term targets to address the Council's urgent need to reduce costs and make savings.

In the short-term a programme of quick-win asset rationalisation is being developed which will identify buildings where running costs are significantly high and suitable service co-location opportunities are in close proximity. A first phase project has been identified which will create a portfolio of public sector 'service hubs'. Enabling properties to provide accommodation for multiple uses – for example community, youth, adult education, leisure, community, and day care centres, housing advice offices, children's services, and libraries etc. As a result a number of poorly maintained, poorly sited single service use premises will be decommissioned and disposed of.

Properties considered to be surplus following rationalisation of the Operational Portfolio may be offered to third party organisations to deliver services where it can be shown to fulfil an identified local need. However, where an options appraisal concludes it is the best value outcome for the City, surplus assets will be offered for sale on the open market.

A good example of this type of rationalisation in practice was the transformation of the Central Administrative Buildings (CAB) offices as part of the successful Working for the Future programme. This saw a major rationalisation of the City Council's office estate reducing from around 70 buildings and in excess of one million square feet down to the seven core buildings that provide circa 560,000 square feet. This project continues to deliver significant savings with a total saving of around £100m being generated over the 25-year life of the project this equates to annual revenue savings in excess of £7.5m per annum. Additional savings targets have been set which will increase the saving originally predicted.

Performance Monitoring

The above indicators will inform services in the drive to rationalise the City Council's property holdings, with a target to deliver at least a 20% reduction over three years in directly managed property (measured by Gross Internal Area) in response to the budget reductions embedded in the City Council's Long Term Financial Strategy.

Delivery and Governance

To deliver the Property Strategy, the City Council will:

1. Establish new corporate governance arrangements for the Property Portfolio

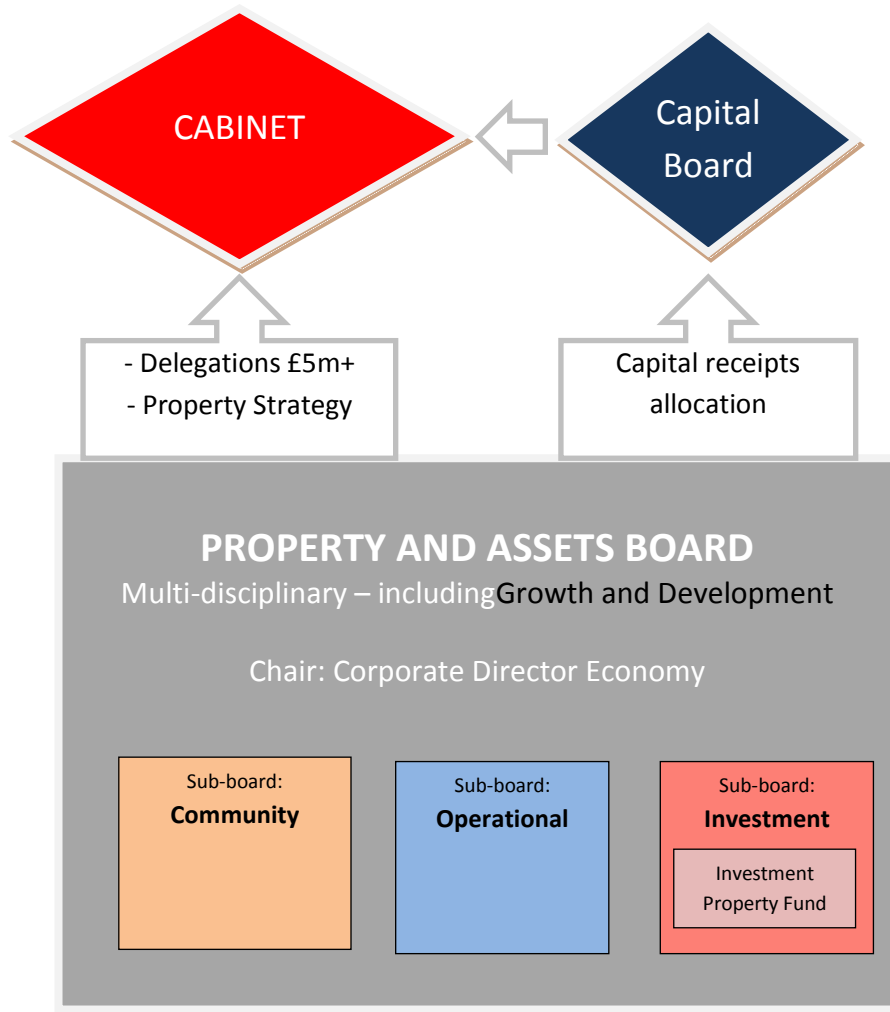
For the Property Strategy to be effectively implemented on an ongoing basis the governance process must enable increased agility and responsive decision making by officers.

Currently the Corporate Director Economy, jointly with the Leader has delegated powers for property matters limited to £1m per transaction/set of transactions. Property budgets are not all held centrally by Birmingham Property Services (BPS) as service areas hold individual budgets for capital and revenue expenditure on properties held for both operational and investment purposes.

Delegations and reporting procedures are to generally remain the same with two exceptions. The level of delegations is to increase from £1m to £5m capital and £5m revenue to reflect the increase in quantum of transactions predicted. Budgets currently held by service areas relating to properties in the new Investment portfolio are to be moved to a central budget managed by BPS.

The Property Strategy will be an important part of the City Council's annual Business Plan and Budget. It will relate closely to the Capital Strategy, which sets out how capital resources will be used (including capital receipts from property sales), and which is managed through a **Capital Board**. The Property Strategy will be part of the annual business planning cycle, contributing to the development of savings and spending plans as part of the annual Budget, with the objective that the City Council's property is both suitable and in appropriate condition to deliver good value for service outcomes. Within this overall strategic framework, decisions relating to property assets will be made by the City Council's Cabinet, delegated where appropriate.

The Property and Assets Board (PAB) is an established senior officer forum under the chair of the Corporate Director Economy. The Board will ensure a consistency of approach in the management of property and will coordinate decisions being presented to Cabinet or made through use of the scheme of delegations. The management of property assets and delivery of the Property Strategy will be conducted by the PAB with the input of sub-boards for the Community, Operational and Investment themes. PAB will guide implementation of property realignment whilst Capital Board will implement decisions regards capital receipts and acquisitions on recommendation from PAB. Both will seek approval from Cabinet where receipts exceed £5m. The Board will also liaise with the West Midlands Combined Authority and public sector partners including Homes England.



PAB will make decisions about the Investment Property portfolio via the Investment Sub-board within the framework of the overall Investment Strategy which will be reviewed and approved annually by Cabinet. Every year, before the start of the financial year, the Investment Property Board (with relevant disciplines and access to advice) will review the performance of the portfolio, develop strategies and agree purchases and sales within parameters as recommended by an Investment Property Strategy report agreed by Cabinet.

PAB will act in accordance with the local authority regulatory environment, including the Ministry of Homes, Communities and Local Government (HMCLG) Investment Guidance and the City Council's overall investment strategy, as appropriate. This will include obtaining professional advice, and ensuring that the City Council has the capacity, skills, knowledge and training to manage the portfolio risks. Investment Management Practices will be set out to support the operational management of the portfolio.

2. Staff and Resources

- Staffing and Culture - Future Operating Model – Short-term Support

A new future operating model for Birmingham Property Services has been developed to deliver the Property Strategy. Three property management teams instead of the previous five have been created

covering 'Operational', 'Valuation & Sales' and 'Investment'. Within the Investment section a new Strategic Investment team has been defined which will be co-managed with the existing Development teams to ensure joined up thinking and working is achieved across portfolio themes. This new Strategic Investment team will provide opportunity to recruit staff with commercial property experience so expanding in-house skills. A new team has been identified to specifically manage the Community Portfolio within the Operational section. The Valuation and Sales section will fulfil the financial requirement for asset valuations, and also provide valuations to monitor future performance and returns. The new operating model will promote a culture shift in the organisation which will underpin the vision of the Property Strategy and encourage a similar culture shift in relation to property across service areas.

In addition to the permanent property staff structure it is recognised extra temporary resources will be required to deliver the ambitious shorter term targets including prompt consolidation of Operational properties; reclassification of Investment portfolios; and first phase projects in the Industrial portfolio and Jewellery Quarter. The increased number of property transactions will also require an increase in support from Council and external legal services. Financial resources to support this recruitment must be found centrally.

- **Data Handling**

Existing data entries and systems will require review and re-alignment with the new key themes and reclassification of the Investment properties to enable effective and efficient ongoing management and performance monitoring. A gap analysis will identify where resources require deployment to achieve this aim.

3. Undertake Property Asset Review

The City Council's property assets will be reviewed on an individual and portfolio basis. The review process will incur an increase in resources and costs which will be identified as part of the project management process. The Review will assess assets and assign them to one of the following four themes based on the primary purpose of the asset as follows:

Investment - The asset is required to deliver a financial income either through letting or disposal.

Growth and development - The asset is required to deliver strategic regeneration proposals as defined spatially by the BDP.

Community - The asset has been prioritised to deliver the City Council's commissioned objectives for community assets

Operational - The asset is the most suitable and cost-effective available for the delivery of a required service, taking into account its existing use and also the operational needs review.

Following this initial categorisation of the current use of the asset, all assets will be progressively reviewed using options appraisal against City Council objectives and service future operating models to identify the best value outcome for the asset, which may include appropriation to a different use, or sale to generate resources to deliver better value City Council outcomes. Properties will be reviewed regularly throughout their life time and may move between portfolios.

The Review will also identify:

- Individual asset valuations – in line with the Accounting Code requirements
- Surplus assets
- Assets which are not fit for purpose
- Opportunities for co-location
- Any unmet operational needs
- Key priorities for the delivery of social regeneration and inclusive economic growth through the provision of accommodation for community uses
- A schedule of needs on a ward by ward basis, considering local factors such as relative deprivation and the priorities of the Ward Members

There are a number of opportunities to develop and implement strategies that should be brought forward as a matter of priority:

- Assessment of ground leases to assess strategic and tactical value;
- Review of the following key holdings to determine the optimum strategy for maximizing value to the City Council:
 - Jewellery Quarter ;
 - Industrial estates ; and
- Undertake capital valuations of assets to gain a better understanding of the risk profiles.

These potential early wins could be accelerated by the procurement of a specialist advisor to bolster the City Council's resources; which would ensure the City Council acts in line with current best practice and receives the best independent commercial advice.

Assets of historical significance will be assessed to determine how they can be protected and enhanced whilst taking account of City Council priorities and resource availability. There will be the requirement to structure partnerships for assets which require specialist actions with a JV partner who is capable and motivated to bring forward appropriate development in a structured manner. Appropriate structured agreements will include specific provisions that support statutory policy and ensure that partnering organisations have the capability and motivation to maintain the integrity of the asset.

3. Develop a Property Asset Management and Delivery Plan

Following the asset review a Property Asset Management and Delivery Plan (PAMDP) will be brought forward. The PAMDP will be reviewed regularly and will act as the key management tool providing a complete picture of the status of the City Council's property portfolio and the activities being undertaken for its management and improvement.

The PAMDP will comprise:

- An action plan setting out in detail the measures to be undertaken on an asset-by-asset basis
- The treatment of conservation assets, including assets such as the Jewellery Quarter.
- A register of operational and community needs

- A plan to ensure all City Council owned property assets are registered
- Monitoring and performance data based on objectives and benchmarking set out for each of the portfolios.

The course of action selected for each asset will be chosen with reference to the Property Strategy for the relevant asset portfolio. These proposals will be brought forward as part of the City Council's annual financial and business planning process. The City Council's overall Property and Asset Strategy and Plan will be summarised and approved as part of the annual City Council Business Plan and Budget.

PP = Will be advertised in the City Council Property Prospectus in November 2018

Plan No.	Address	Description	Property Interest to be sold	Ward	Councillor	Ward Member Comments
1. PP	Land and Buildings at 58-60 Caroline Street Jewellery Quarter	Land and workshops	Freehold	Soho & Jewellery Quarter	Sybil Spence	No objection 05.10.18
					Chatman Lal	No objection 05.10.18
2. PP	Car Park at Holliday Street City Centre (aka William Street)	Car park	Long leasehold	Ladywood	Albert Bore	In support of the proposal - 04.10.18
					Kath Hartley	In support of the proposal - 05.10.18
3. PP	18-23 Summer Hill Terrace Jewellery Quarter	Vacant former hostel and offices	Long leasehold	Soho & Jewellery Quarter	Sybil Spence	No objection 05.10.18
					Chatman Lal	No objection 05.10.18
4. PP	Shops no.s. 6-24a Aston Lane Aston	Parade of lock up shops	Freehold of whole area. Will be packaged with land adjacent previously declared surplus	Aston	Muhammad Afzal	Site to be developed as a whole. Community use must be included in obligations of purchaser 04.10.18
					Nagina Kauser	no response received - email read confirmed 04.10.18
5.	Land at Lionel Street City Centre	Cleared site	Long leasehold – to be part of larger development	Soho & Jewellery Quarter	Sybil Spence	No objection 05.10.18
					Chatman Lal	No objection 05.10.18
6. PP	11-17 Pitsford Street, Jewellery Quarter	Victorian workshops/offices	Long leasehold	Soho & Jewellery Quarter	Sybil Spence	No objection 05.10.18
					Chatman Lal	No objection 05.10.18
7. PP	Vyse Street Triangle 85-94 Vyse Street / 28 Hockley St / 94-102 Spencer Street Jewellery Quarter	Victorian workshops/offices and retail units	Long leasehold	Soho & Jewellery Quarter	Sybil Spence	No objection 05.10.18
					Chatman Lal	No objection 05.10.18

PP = Will be advertised in the City Council Property Prospectus in November 2018

8. PP	Kyotts Lake and Port Hope Industrial Estates	Industrial Estate	Freehold	Sparkbrook and Balsall Heath East	Shabrana Hussain	No objection but would like to be assured that the capital receipt will be invested in the ward 19.10.18
					Mohammed Azim	no response received - email read confirmed 10.10.18
9. PP	Sydenham Industrial Estate	Industrial Estate	Freehold	Sparkbrook and Balsall Heath East	Shabrana Hussain	No objection but would like to be assured that the capital receipt will be invested in the ward 19.10.18
					Mohammed Azim	no response received - email read confirmed 10.10.18
10. PP	Montgomery Industrial Estate	Industrial Estate	Freehold	Sparkbrook and Balsall Heath East	Shabrana Hussain	no response received - email read confirmed 10.10.18
					Mohammed Azim	No objection but would like to be assured that the capital receipt will be invested in the ward 19.10.18



© Crown Copyright and database right 2018. Ordnance Survey 100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.



Birmingham
City Council

Waheed Nazir
Corporate Director, Economy
1 Lancaster Circus
Birmingham
B2 2GL

Land and Buildings at
58-60 Caroline Street
Jewellery Quarter



Scale (Main Map)

1:1,250

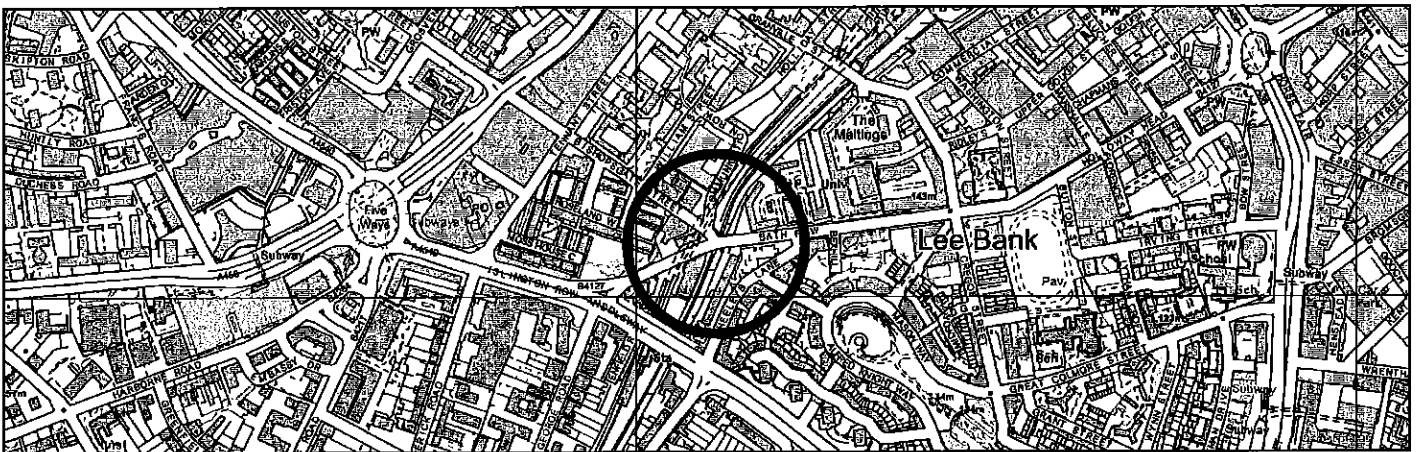
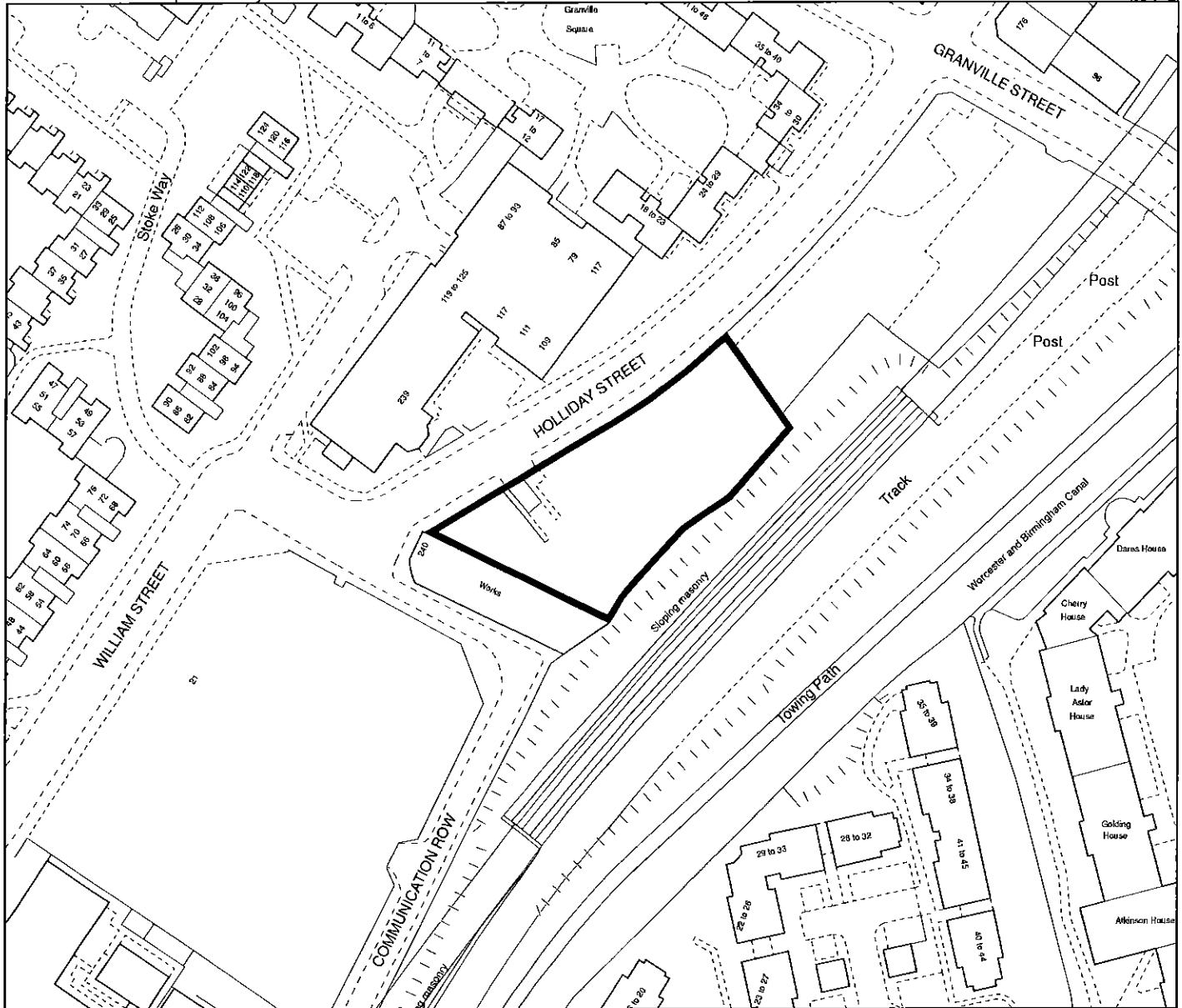
Drawn

Bharat Patel

Date

26/09/2018

O.S. Ref SP0687NE



© Crown Copyright and database right 2018. Ordnance Survey 100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.



Birmingham
City Council

Waheed Nazir
Corporate Director, Economy
1 Lancaster Circus
Birmingham
B2 2GL

Land at
William Street
City Centre



Scale (Main Map)

1:1,250

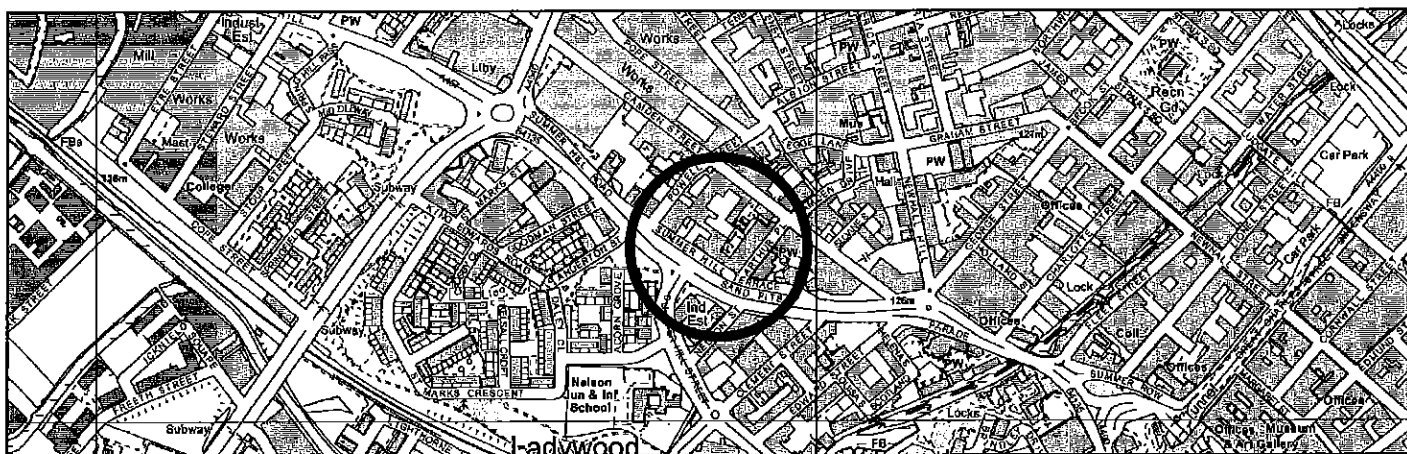
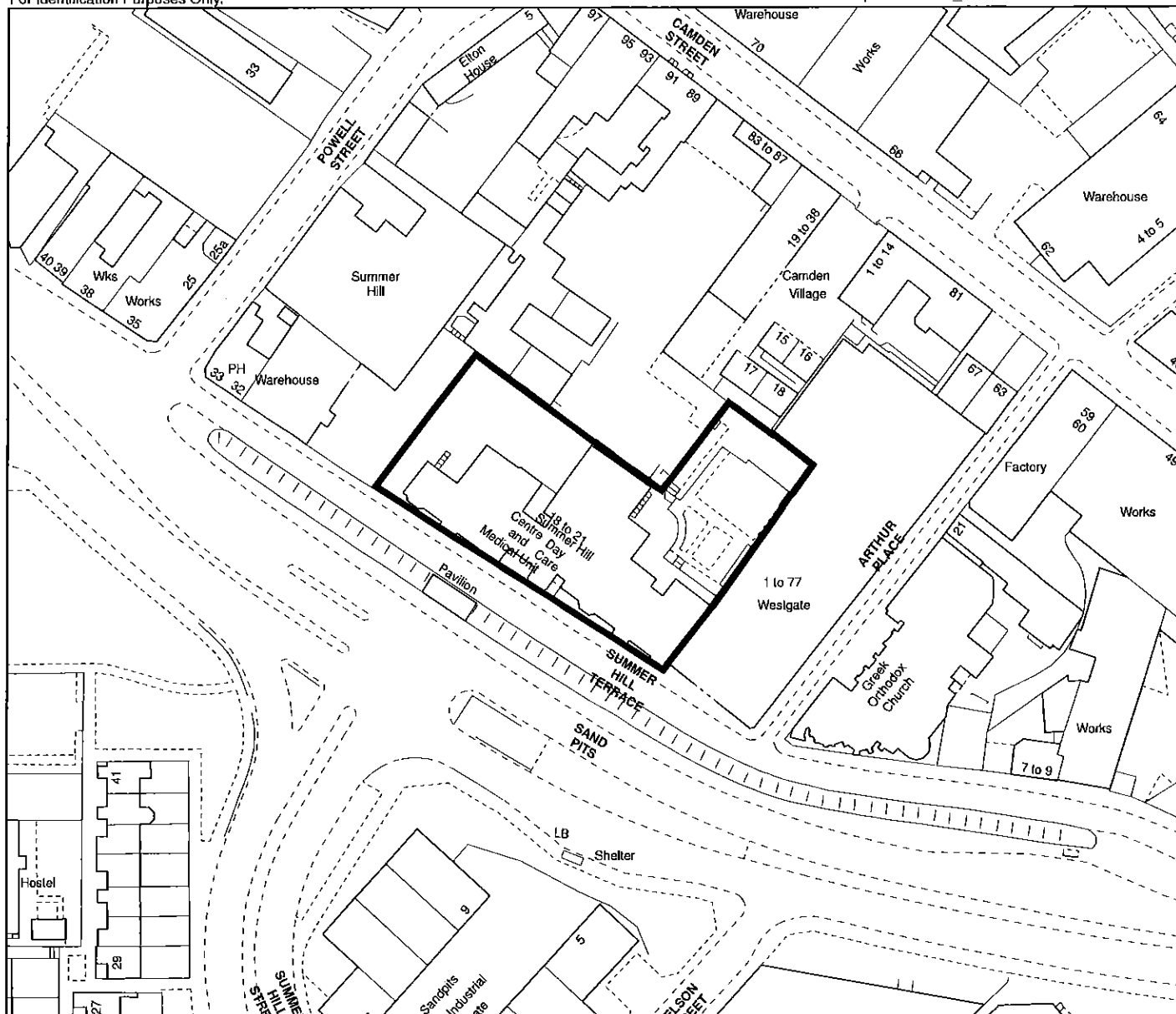
Drawn

Bharat Patel

Date

26/09/2018

O.S. Ref SP0686SW



© Crown Copyright and database right 2018. Ordnance Survey 100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.



Waheed Nazir
Corporate Director, Economy
1 Lancaster Circus
PO Box 14439
Birmingham
B2 2JE

18-23 Summer Hill Terrace
Soho & Jewellery Quarter



Scale (Main Map)

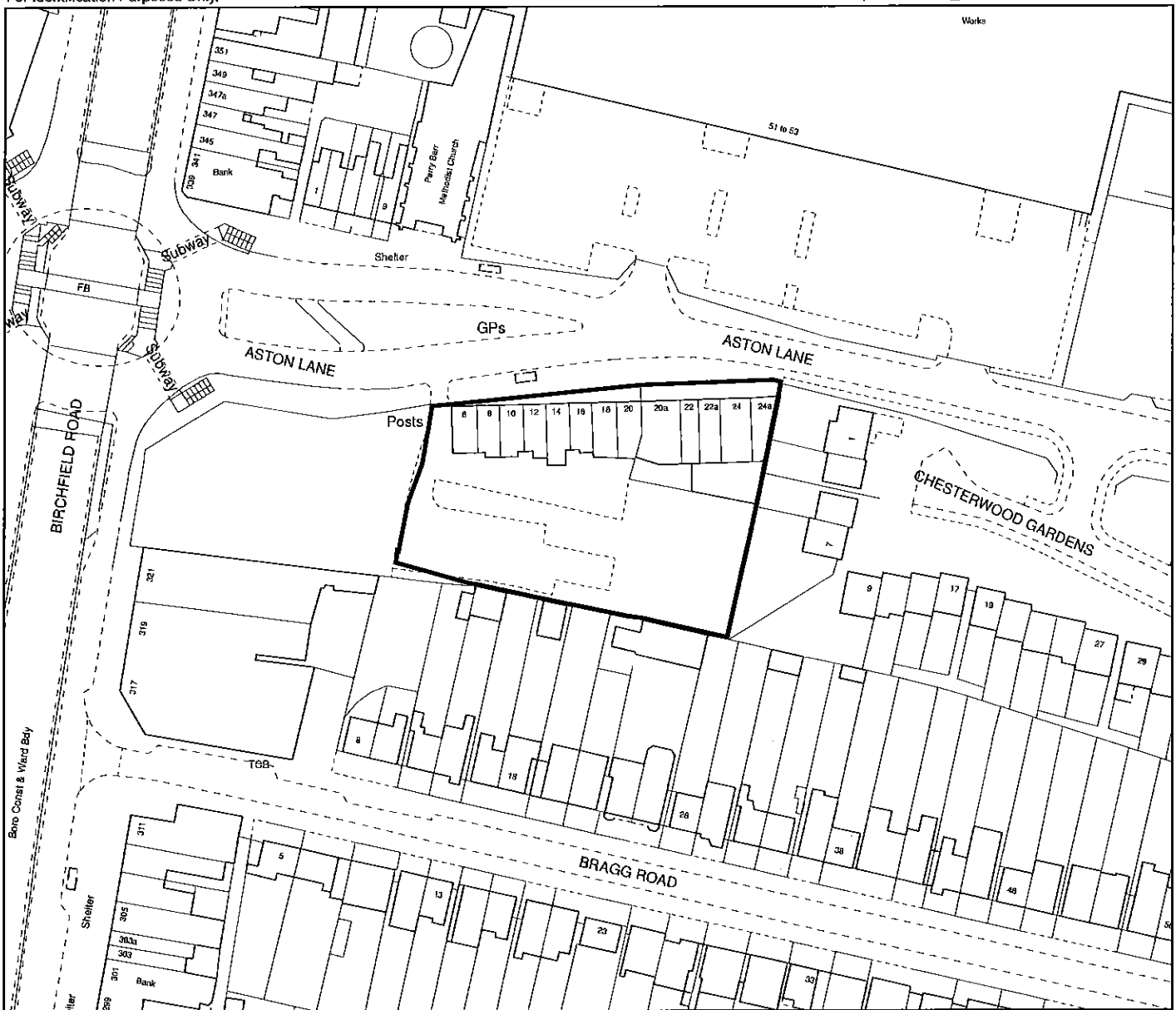
1:1,250

Drawn

MI

Date

19/09/2018



© Crown Copyright and database right 2018. Ordnance Survey 100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.



Birmingham
City Council

Waheed Nazir
Corporate Director, Economy
1 Lancaster Circus
Birmingham
B2 2GL

Site at
6-24a Aston Lane
Aston



Scale (Main Map)

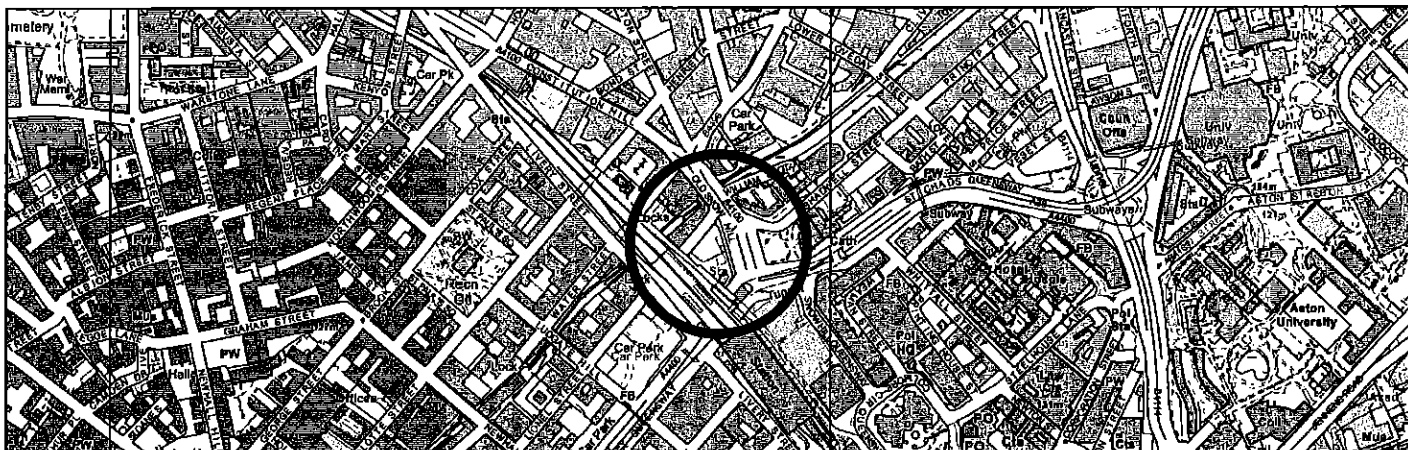
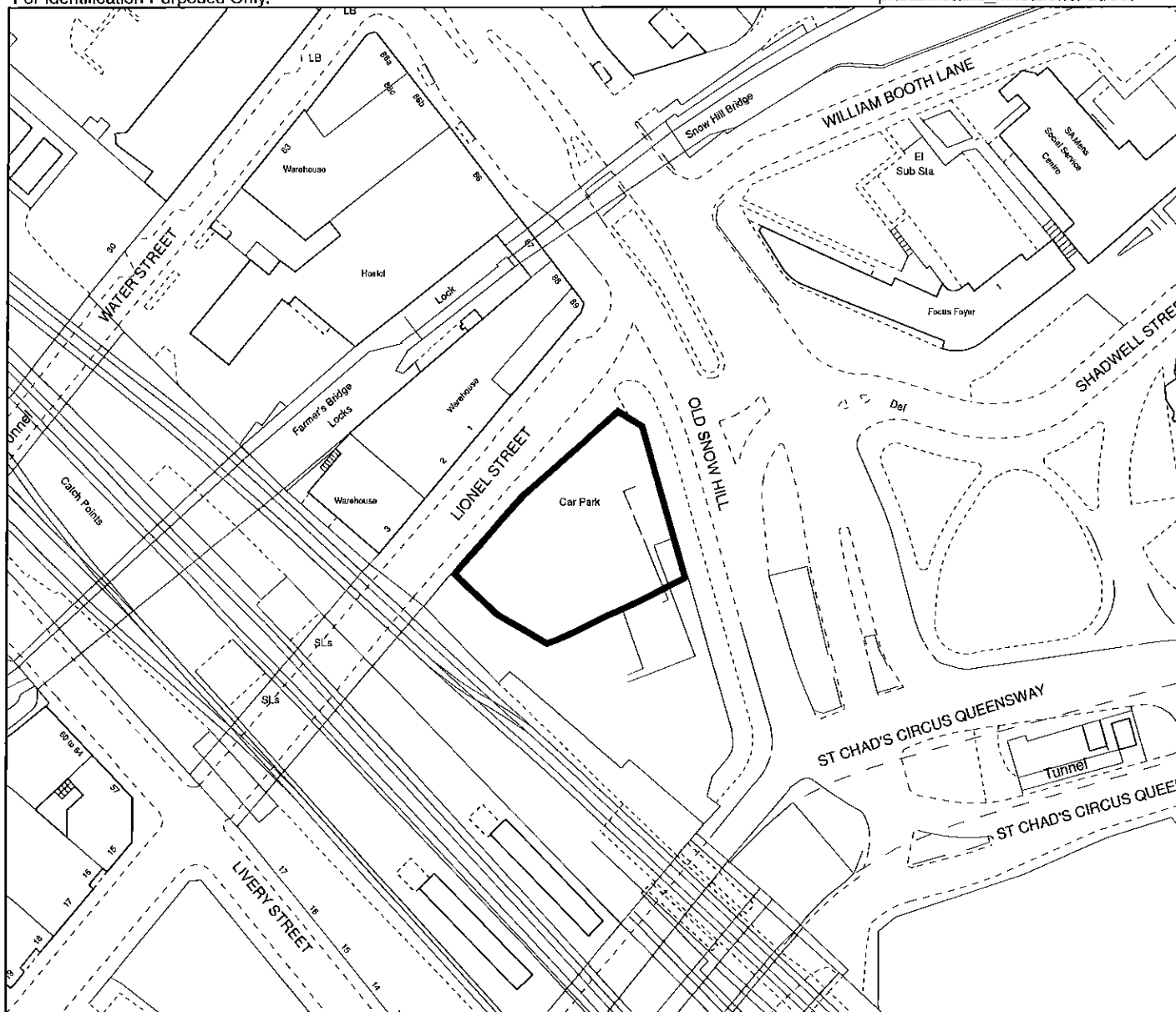
1:1,250

Drawn

Jon Wilson

Date

27/06/2018



© Crown Copyright and database right 2018. Ordnance Survey 100021326.

You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.



Birmingham
City Council

Waheed Nazir
Corporate Director, Economy
1 Lancaster Circus
Birmingham
B2 2GL

Land at
Lionel Street
City Centre



Scale (Main Map)

1:1,250

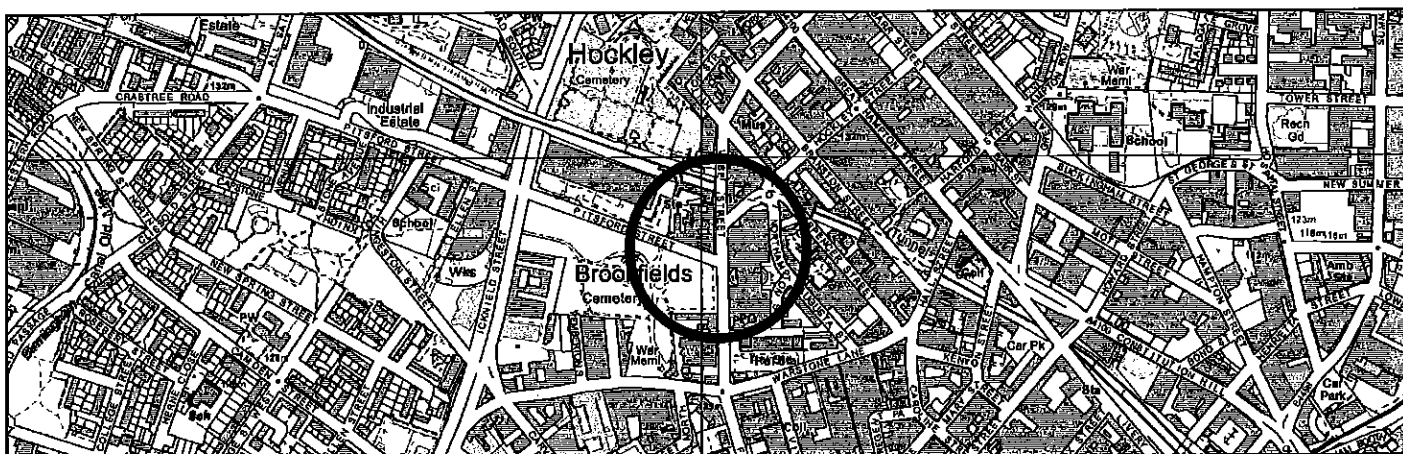
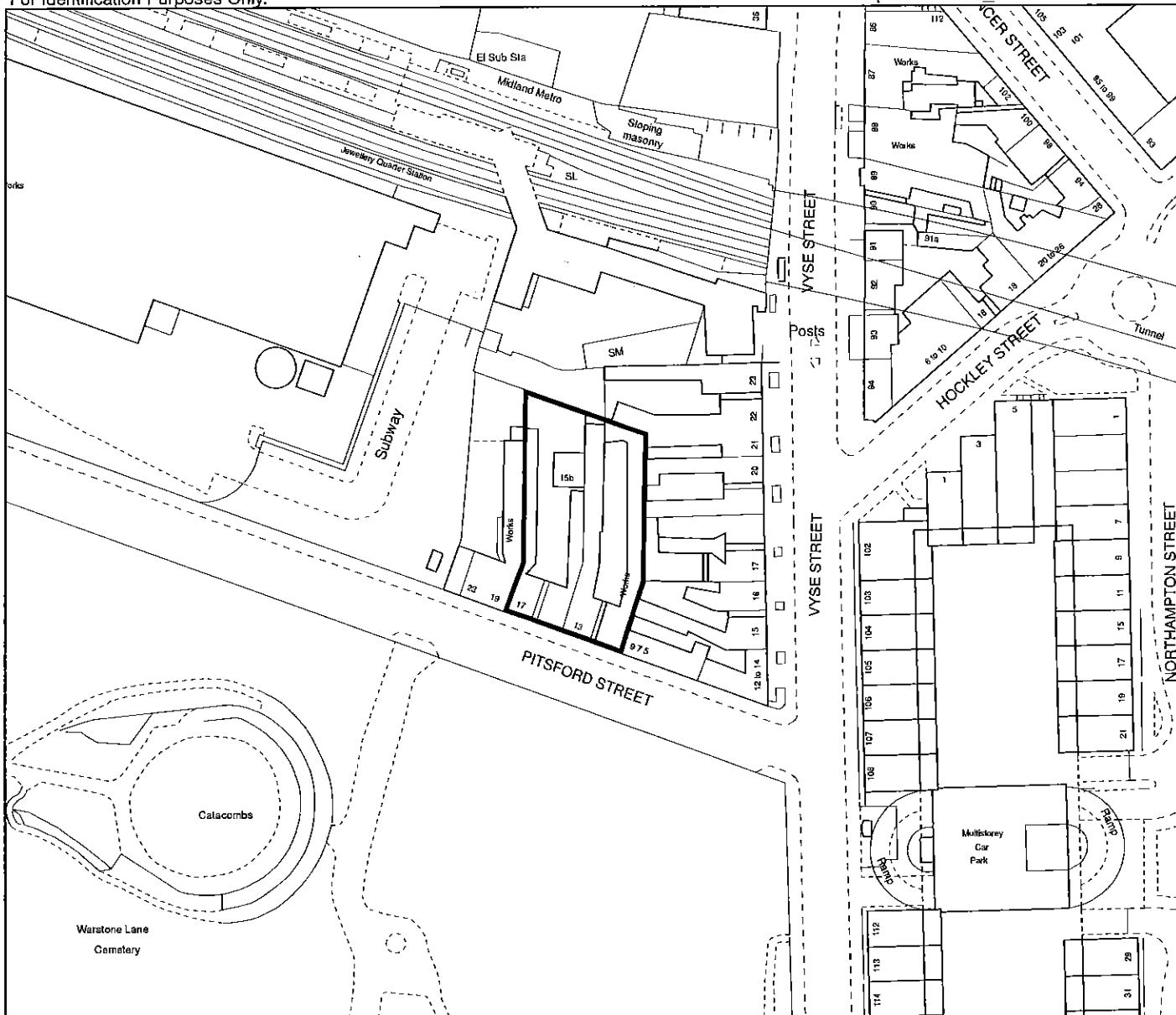
Drawn

Bharat Patel

Date

26/09/2018

O.S. Ref SP0687NE



© Crown Copyright and database right 2018. Ordnance Survey 100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.



Birmingham
City Council

Waheed Nazir
Corporate Director, Economy
1 Lancaster Circus
Birmingham
B2 2GL

Jewellery Quarter:
Pitsford Street properties



Scale (Main Map)

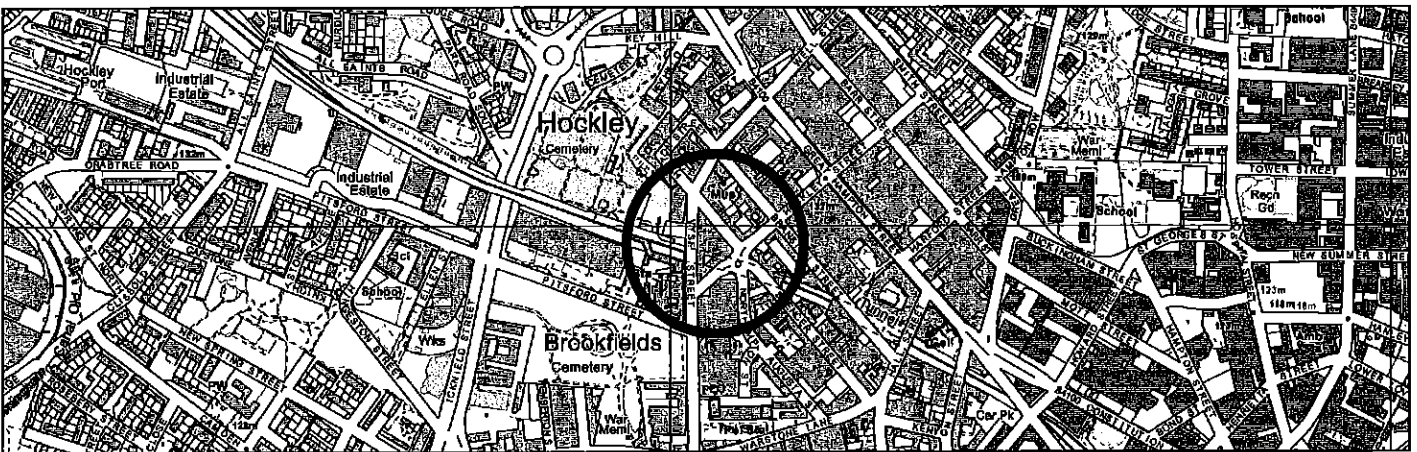
1:1,250

Drawn

Bharat Patel

Date

04/10/2018



© Crown Copyright and database right 2018. Ordnance Survey 100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.



Birmingham
City Council

Waheed Nazir
Corporate Director, Economy
1 Lancaster Circus
Birmingham
B2 2GL

Jewellery Quarter:
Triangle Block



Scale (Main Map)

1:1,250

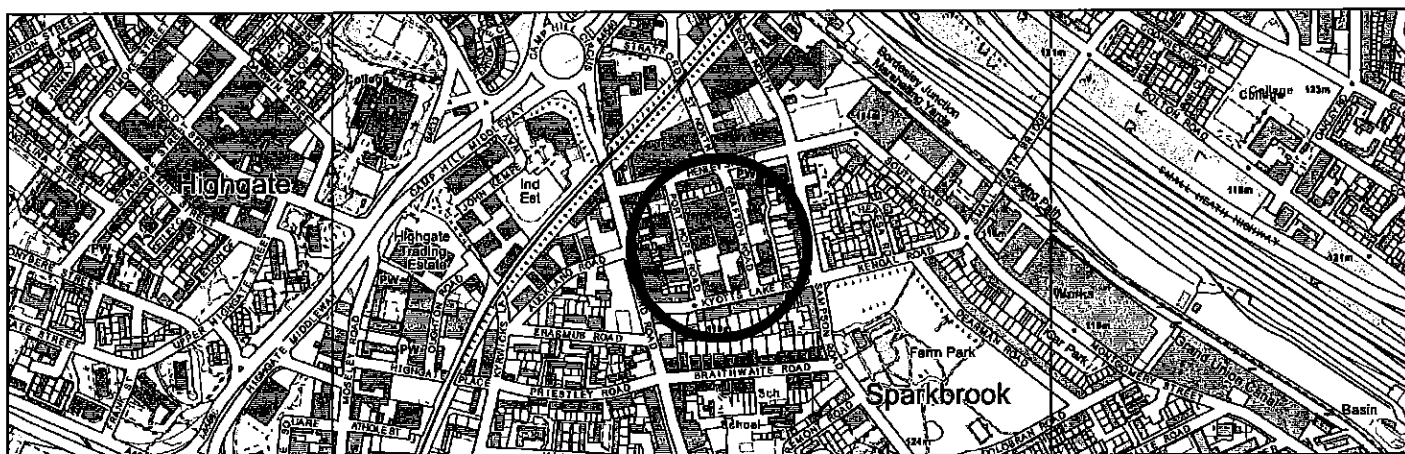
Drawn

Bharat Patel

Date

04/10/2018

O.S. Ref SP0687NW



© Crown Copyright and database right 2018. Ordnance Survey 100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.



Birmingham
City Council

Waheed Nazir
Corporate Director, Economy
1 Lancaster Circus
Birmingham
B2 2GL

Kyotts Lake & Port Hope Road
Industrial Estates
Grafton Road
Sparkbrook



Scale (Main Map)

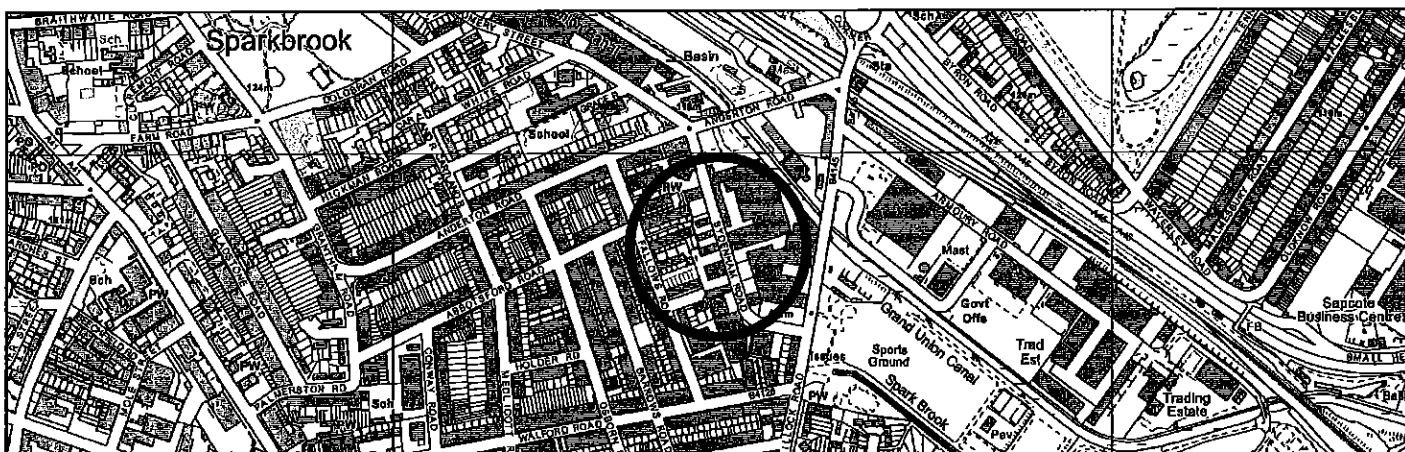
1:1,250

Drawn

Bharat Patel

Date

12/10/2018



© Crown Copyright and database right 2018. Ordnance Survey 100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.



Birmingham
City Council

Waheed Nazir
Corporate Director, Economy
1 Lancaster Circus
Birmingham
B2 2GL

Sydenham Road
Business Centre
Small Heath



Scale (Main Map)

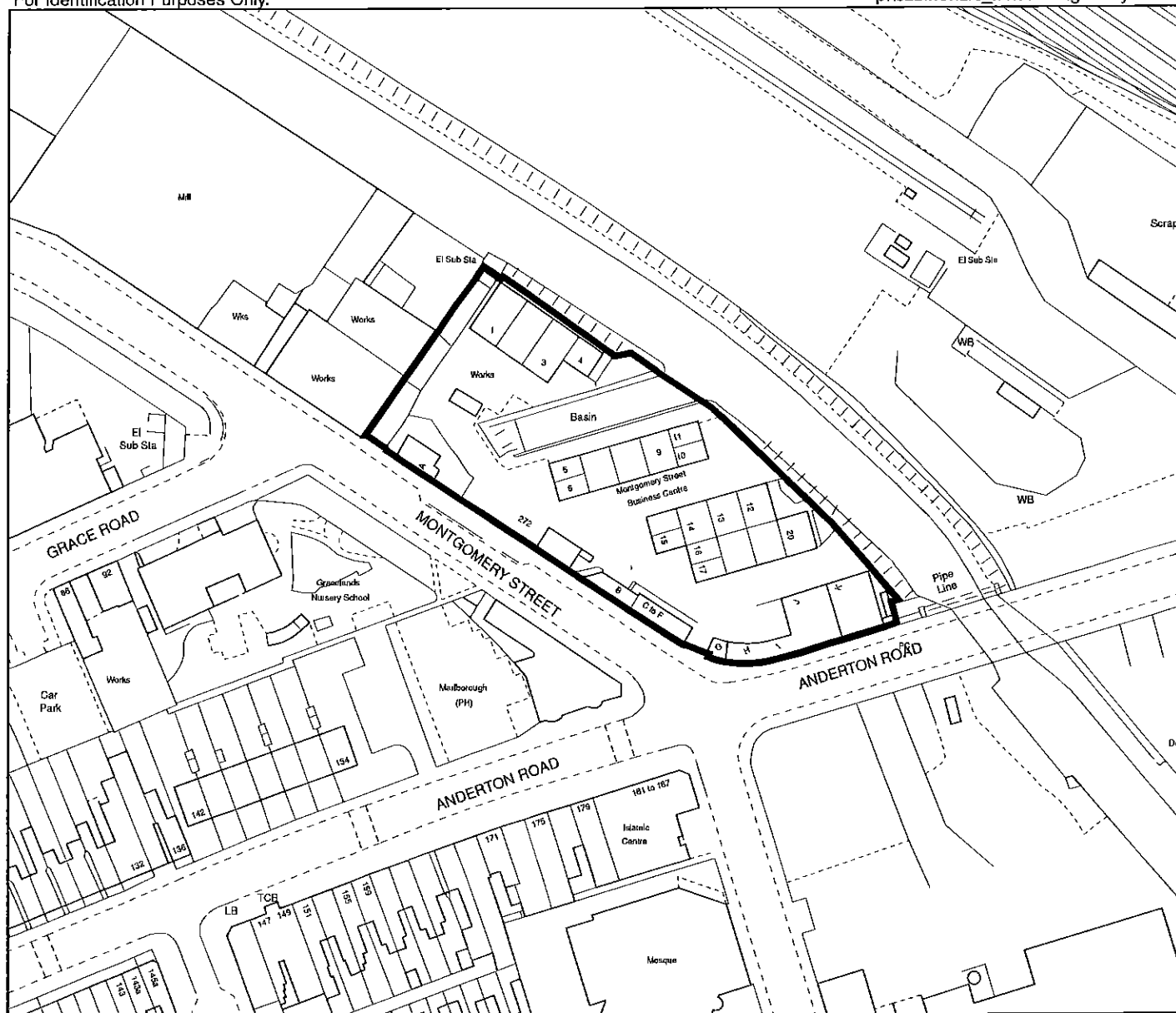
1:1,561

Drawn

Bharat Patel

Date

12/10/2018



Birmingham Sites Prospectus November 2018

V17a – 02.11.18

Contents

Foreword	2
Introduction	3
The Purpose of the Document	4
The Sites	5
City Centre	5
Context	5
58 – 60 Caroline Street	6
11-17 Pitsford St	8
Vyse Street Triangle	11
Upper Gough Street	10
Summerhill House, Summerhill Terrace	12
Holliday Street (also known as William Street)	14
North and West	16
Context	16
Land & Shop Nos 6-24a Aston Lane	17
East	18
Context	18
Port Hope Road Industrial Estate/Kyotts Lake Industrial Estate	19
Sydenham Road Business Centre, Sparkbrook	21
Montgomery Street Business Centre, Sparkbrook	22
Future Opportunity – Portfolio of Industrial Estates	23
Commitment and Delivery Milestones	24

Aerial Photographs

© Copyright Bluesky 2016.

© Crown Copyright and database right Birmingham City Council Licence No.100021326, 2016

Foreword

Birmingham has undergone a renaissance in recent years. A wave of regeneration is taking place across the City fuelled by significant private investment and the implementation of major infrastructure schemes.

With such levels of development activity taking place it would be reasonable to expect that activity might have started to wane, however this has not been the case with more planning consents being sought and granted.

It is our challenge as a City Council to help sustain this level of activity by bringing forward land for development supporting the commercial and residential pipeline.

As a major landowner the Council has looked long and hard at its assets and asked ourselves the question as to how they can best be used to help us achieve our growth ambitions and benefit the citizens of Birmingham.

Sometimes that will be retention, but sometimes best value can be generated through involving the private sector. Our role is to dispose of these assets quickly, efficiently and to ensure that we pass ownership onto those partners that can best complement the levels of development activity taking place in the City.

In this Prospectus we set out the Council's property disposal opportunities. We want to positively encourage partners in the private sector to make the most of these assets and build the homes and commercial space that this growing City needs.

Introduction

To support the City's growth ambitions the Council has undertaken a strategic review of its property portfolio to identify opportunities to support inward investment, housing growth and job creation.

The Council has an excellent track record in bringing sites forward for development and the Prospectus will continue this trend of maximising commercial opportunities from our surplus estate.

Birmingham's Growth Agenda

The overall objective of the Council is to support the continued renaissance of Birmingham which will see the City Council plan for significant new development to meet the needs of its growing population and ensure that it builds a prosperous economy for the future.

Providing sufficient employment space and the right mix of homes for the citizens of the City, in the right place and across a range of affordability levels is crucial for a prosperous and thriving City.

In order to provide for this growth the Council has an ambitious strategy to build 51,000 homes, provide 253 ha of employment land and 100,000 jobs supported through major infrastructural investment with a total value of £12bn.

Birmingham Development Activity

Despite the challenges facing the wider construction and development industry, in Birmingham the industry, has continued to deliver at continued pace to satisfy the growing demand for quality homes and office space within the city..

The continued pace of regeneration within the city centre has been important for attracting occupiers and supporting the City's growing strength as a centre for the business, professional and financial services sector.

The city centre office market had a fantastic year in 2017 with office leasing activity surpassing 1m sq ft. This included major announcements from the likes of HMRC taking 250,000 sq ft of new office place at Arena Central. The government's commitment to a 25 year lease, which will accommodate 3,600 civil servants, is another major confidence boost for the city representing the largest ever pre-let outside of London.

There is evidence that confidence in the housing market is also continuing to improve with an increase in the number of housing completions together with more consents being sought and implemented. There has also been an increase in the density of residential developments approved, particularly in the City Centre.

The growth in the residential market reflects the city's burgeoning status as a magnet for talent with more people moving to Birmingham from London and the south-east than any other UK city.

They are attracted by the lifestyle offer, amenities, affordability and career opportunities from a growing economy where, with the likes of HSBC's relocation of its ring-fenced bank, the city is becoming a cornerstone of UK financial services.

With occupiers looking for locations that provide an attractive environment to work and live Birmingham is proving to be a compelling destination of choice.

The Purpose of the Document

This Prospectus has been produced to provide developers and investors with a list of available Council land and property opportunities.

Within this document the sites are listed geographically according to the following categories:

- City Centre
- North and West
- East

For each site the Prospectus details the following

Property position

Planning status

Delivery considerations

Planning and design guidance

By providing planning and design guidance the Council has clearly set out the acceptable uses and principles for the development of each site. With this knowledge prospective bidders will be able to identify at an early stage whether their proposals are likely to be acceptable, avoiding the cost of abortive plans and application fees.

The Council's identification and realisation of surplus property assets is dynamic and driven by the need to maximise value, including economic benefits, for the citizens of Birmingham.

The Council will therefore keep its property portfolio under review, updating the Prospectus periodically to reflect changes in the future supply of property suitable for beneficial development.

(Map here to illustrate areas – City Centre, North & West and East)

City Centre

Context

Accounting for a third of Birmingham's economic output, supporting over 150,000 jobs, attracting more than £2 billion of shopping expenditure every year and home to over 30,000 people, the City Centre is central to Birmingham's future growth agenda and continuing success in promoting itself as an international City.

Covering 800 ha the City Centre is positioned as the hub of the City providing local, regional and national transport access, nationally significant visitor attractions and major economic assets.

In order to strengthen the role of the City on a national and international basis the Council has placed on emphasis on delivering major new investment in retail and office provision. Alongside its important economic and visitor role the City Centre is home to a growing residential population which will continue to expand in the future. This will happen in the context of the Council's wider aspiration of providing a high quality environment and delivering a diverse mix of uses vital to a vibrant centre.

Together with the Council's plans for the HS2 terminus at Curzon then the outlook for development and regeneration in the City Centre is exciting.

The introduction of HS2 will reduce travel times to London to around 40 minutes, effectively placing the City on zone 4 of the underground. However it is not just about connectivity and journey times: the station will be at the centre of a huge growth and regeneration opportunity.

HS2 is the catalyst for a major expansion of the city centre, extending it eastwards, providing new residential neighbourhoods and places to work. The Council's Masterplan for the City Centre terminus at Curzon St is a 25-year vision for what will be one of the biggest urban regeneration schemes in Britain transforming over 140 hectares of the city centre, creating 600,000 sq m of new business space, 4,000 new homes as well as providing 14,000 new jobs and generating £1.3 billion in economic uplift. A public sector investment programme of £724m will fund local infrastructure and unlock development around the terminus and in emerging growth areas like Digbeth.

(Map here to illustrate areas – City Centre)

58 – 60 Caroline Street

(Site plan to show red line)

Caroline Street is a thriving street within Birmingham's Jewellery Quarter which features a mix of commercial and residential uses. The street forms an important connection between the desirable St Paul's Square area and the Golden Square at the heart of the Quarter and has recently been improved with the introduction of street trees and traffic calming.

The site is currently occupied by a vacant surface car park and two attractive historic buildings containing workshops. The surrounding context features a mixture of modern and historic architecture.

Opportunity

Conversion and new build for commercial uses

Size of site

0.13 ha.

Property Status

The property currently provides a suite of small workshops and associated car parking. The existing tenant profile is primarily small businesses linked to the jewellery industry.

The existing units are currently let on a variety of short business tenancies producing a current rental income of £43,830 per annum.

Sale Process

The property is to be offered for sale by informal tender from late November 2018, in accordance with disposal timetable as detailed in Delivery & Commitment Section of this prospectus.

The Council will be inviting both conditional and unconditional offers.

Tenure

The property is to be offered freehold subject to all existing tenancies.

Services

All main services are understood to be available within or adjacent to the property, however interested parties are advised to make their own enquiries of the relevant statutory provider.

Planning Status

There are no extant consents for the site, however there is an expired planning consent for a four storey office building for B1 and A2 uses (2008/01961/PA). Part of the site has recently been refused consent for surface car parking (2016/10085/PA). The site is within the Community Infrastructure Levy high value residential area, so any residential floor space will require a CIL payment.

Planning and Design advice

The site is within the Jewellery Quarter Conservation Area. Within the site Nos. 58-59 and 60 Caroline Street are Grade II listed buildings, as are a number of buildings in the vicinity. With this in mind careful regard will need to be paid to the historic environment when designing any new development. The adjacent Heritage Court building should not be used as a design reference.

Existing buildings should be retained and enhanced through sensitive refurbishment works. New additions to these existing buildings are unlikely to be acceptable.

The vacant site offers potential for new building development that must be designed to acknowledge and enhance its historic surroundings. Proposals should repair the urban grain of Caroline Street; and introduce activity and overlooking of the street. Heights should reflect the character of the surrounding historic buildings, not exceeding 4 storeys or eave height of the existing 3 storey building.

The rear of the site offers the potential for a subservient shopping wing, a maximum of 2 storeys in height.

The buildings should be used for commercial uses. Residential uses will be acceptable only as part of a mixed use scheme which makes a significant positive contribution to the character of the Conservation Area.

Delivery Considerations

- Historic environment
- Potential need for ground remediation

11-17 Pitsford St

(Site plan to show red line)

Situated in a prime location within the City's historic Jewellery Quarter the site provides an excellent office and workspace refurbishment opportunity. Fronting on to Pitsford Street, adjacent to the historic Warstone Lane Cemetery in Birmingham's Jewellery Quarter and Golden Square, the site benefits from excellent transport links with close proximity (within 150m) of the Jewellery Quarter train and Midland Metro stations. The surrounding area features an attractive collection of historic buildings in uses including jewellery making and retail.

The site itself comprises historic buildings featuring high quality three-storey frontage buildings onto Pitsford Street with "shopping" wings to the rear overlooking two internal courtyards.

Opportunity

Conversion and refurbishment for commercial uses

Size of site

0.2 ha.

Property Status

The property comprises a total of 4 retail units and 19 workshops, predominantly let on short term business tenancies, producing an annual rental income of £49,700 (approx.).

The property is considered an attractive investment opportunity with potential scope for future redevelopment subject to all necessary planning consents.

Sale Process

The property is to be offered for sale by informal tender from late November 2018, in accordance with disposal timetable as detailed in the Delivery & Commitment Section of this prospectus. The Council will be inviting both conditional and unconditional offers.

Tenure

The property is being offered on the basis of a 250 year leasehold disposal subject to all existing tenancies.

Planning Status

There are no extant planning consents for the site. The adjacent site (occupied by a large commercial building) has recently secured consent for a mixed use development featuring a new access into the Jewellery Quarter Station (2017/10934/PA).

Planning and Design advice

This site offers the opportunity for the refurbishment and re-use of the historic buildings to provide distinctive and characterful workspace and offices, set around multi-purpose courtyard spaces. The surrounding area has strong historic character, falling within the Golden Triangle character area of the Jewellery Quarter Conservation Area. The buildings fronting Vyse Street which back onto the site (Nos. 12-23) are listed at Grade II and Warstone Lane Cemetery is a Registered Historic Park & Garden.

Delivery Considerations

- Historic environment

Vyse St Triangle

(Site plan to show red line)

The site is a triangular block of distinctive historic buildings between Spencer Street, Vyse Street and Hockley Street within the main shopping area of Birmingham's Jewellery Quarter. The buildings are predominantly two to three storeys in height. The Triangle is close to the Golden Square and being adjacent to the Jewellery Quarter train and Midland Metro station benefits from excellent transport links.

Opportunity

Joint Venture

Conversion and refurbishment for commercial uses

Size of site

0.27 ha

Property Status

The property consists of a block of distinctive historic buildings on an island site bounded by Vyse Street, Spencer Street and Hockley Street. The block comprises a total of 51 units, let on a mix of short and long term commercial leases, producing an annual rental income of £151,000.

The property is considered an attractive investment opportunity with potential scope for future redevelopment subject to all necessary planning consents.

Sale Process

The property is to be offered for sale by informal tender from late November 2018, in accordance with the disposal timetable as detailed in the Delivery & Commitment section of this prospectus. The Council will be inviting both conditional and unconditional offers.

Tenure

The property is being offered on the basis of a 250 year leasehold disposal subject to all existing tenancies.

Services

All main services are understood to be available within or adjacent to the property, however interested parties are advised to make their own enquiries of the relevant statutory provider.

Planning Status

There is no extant planning consent for the site.

Planning and Design advice

The site is within the Jewellery Quarter Conservation Area. Many buildings within the site are Listed, including Nos. 85, 87-88, 90-94 Vyse Street, 28 Hockley Street and 94-102 Spencer Street.

The block as a whole adds considerably to the character of the surrounding area and any development should focus on the re-use of the historic fabric. Development should look to refurbish and convert the existing buildings and retain some or all of the commercial use. Modernisation would need to be sympathetic so as to enhance the historic character of both the building and wider block.

Delivery Considerations

- Historic environment
- Railway tunnel running beneath site
- Some of the block comprises longer leases

Upper Gough Street

(Site plan to show red line)

This property is a vacant surface car park near to the Mailbox, 350m from Birmingham New Street station and a short walk away from Brindleyplace via the canal. The property is situated a sought after residential location in the fast-evolving Bath Row residential quarter of the city centre.

Opportunity

New build residential led mixed use development.

Size of site

0.19 ha.

Property Status

The property comprises the vacant site of a former secure car park at the junction of Upper Gough Street, Marshall Street and Chapmans Passage, off Holloway Head, within the City Centre.

Sale Process

The property is to be offered for sale by informal tender from late November 2018, in accordance with disposal timetable as detailed in the Delivery & Commitment Section of this prospectus. The Council will be inviting both conditional and unconditional offers.

Tenure

Premium offers are to be invited for the grant of a new 250-year lease at a peppercorn ground rent. The property is offered with full vacant possession.

Services

All main services are understood to be available within or adjacent to the property, however interested parties are advised to make their own enquiries of the relevant statutory provider.

Planning Status

No planning approvals are currently in place for the site. The site is within the Community Infrastructure Levy high value residential area, so any residential floor space will require a CIL payment. There is a Prior Approval application for the conversion of an adjacent building (Longsdale House) from Office to Residential uses under Permitted Development (2018/08081/PA). Another adjacent building (16 to 18 Marshall Street) has recently secured consent for change of use to provide six apartments (2018/02257/PA).

Planning and Design advice

The site offers excellent potential for redevelopment for residential use with the ground floor having potential to support ancillary commercial uses. Comprehensive development of the wider block would be supported. The site contains a level change from Upper Gough Street to Chapman's Passage that must be successfully utilised by future development, ensuring both primary frontages are acknowledged and utilised; enhancing the street environments. Storey heights should not exceed 4 storeys at Upper Gough Street, utilising the level change to help achieve 6 storeys from street level at Chapmans Passage. Proposals will need to consider any adjacent right to light and/or privacy requirements.

Delivery Considerations

- Ground level change across site

Summerhill House, Summerhill Terrace

(Site plan to show red line)

This is a charming Victorian building of 2-3 storeys with car parking to the rear and an open area of amenity space. The location is on the edge of Birmingham's Jewellery Quarter and a short walk from both the Colmore Row office district, Brindley Place and the major new office developments at Paradise and Arena Central and with access to all of the amenities and public transport connections of the City Centre. The property is set in a locality of a mixed commercial and residential uses fronting Summer Hill Terrace.

Opportunity

Conversion and or new build for residential use.

Size of site

0.29 ha.

Property Status

A vacant 3 storey building previously used as a 27-bed residential rehabilitation unit offering 2,800 sq m of gross external floor space.

Sale Process

The property is to be offered for sale by informal tender from late November 2018, in accordance with disposal timetable as detailed in the Delivery & Commitment section of the this prospectus.

The Council will be inviting both conditional and unconditional offers.

Tenure

Premium offers are to be invited for the grant of a new 250-year lease at a peppercorn ground rent.

The property is offered with full vacant possession.

Services

All main services are understood to be available within or adjacent to the property, however interested parties are advised to make their own enquiries of the relevant statutory provider.

Planning Status

No planning approvals are currently in place for the site. The site is within the Community Infrastructure Levy high value residential area, so any residential floor space will require a CIL payment

Planning and Design advice

Summerhill House occupies a prime location within the much sought after Jewellery Quarter area of the City and provides a fantastic opportunity to create a high quality residential scheme via the conversion of the existing historic buildings together with an appropriate new build element.

The site is situated within the Jewellery Quarter Conservation Area.

Whilst they are not statutorily listed, the existing buildings have historic significance and should be sensitively converted. Any new additions to the historic buildings must not impact on the character and detailing of the building. Extensions or modification that impact on the existing roof scape will not be accepted.

The existing car park and rear garden offers the potential for a modern new build addition to the site. The height of the new building should not exceed 4 storeys.

Delivery Considerations

- Historic environment
- The site is bound to the northeast by a large retaining wall

Holliday Street (also known as William Street)

(Site plan to show red line)

The Holliday Street site is a surface car park which backs onto the railway and Worcester to Birmingham Canal. It is in close proximity to Broad Street, which has been the centre for considerable regeneration and development activity in Birmingham, including the prime Grade A office Paradise Circus and Arena Central sites. The site is also near to Five Ways Station and, with plans to extend the City's Metro line through Broad St, benefits from excellent transport links.

Opportunity

New build residential led mixed use development.

Size of site

0.19 ha.

Property Status

The property comprises the site of a 77 space car park fronting Holliday Street within the City Centre.

The property is currently let on a short business tenancy producing a current rental income of £42,000 per annum.

Sale Process

The property is to be offered for sale by informal tender from late November 2018, in accordance with disposal timetable as detailed in the Delivery & Commitment section of this prospectus.

The Council will be inviting both conditional and unconditional offers.

Tenure

Premium offers are to be invited for the grant of a new 250-year lease at a peppercorn ground rent.

The property is offered subject to the existing tenancy.

Services

All main services are understood to be available within or adjacent to the site, however interested parties are advised to make their own enquiries of the relevant statutory provider.

Status

No planning approvals are currently in place for the site. The adjacent site (land at corner of Granville Street and Holliday Street), has planning consent (2015/00737/PA) for the erection of a six to seven storey residential building comprising 112 units (one and two bedroom residential units) with associated basement car parking and landscaping and associated works. The site is within the Community Infrastructure Levy high value residential area, so any residential floor space will require a CIL payment

Planning and Design advice

The site offers the opportunity to further enhance the residential offer in the area with potential for the development of a new 5 storey building comprising residential units.

Designs should effectively engage with Holliday Street, overlooking and introducing activity; and re-establishing a strong building line informed by the adjacent development.

Building heights should reflect the adjacent developments (under construction or permitted) and its role within this area of change. This should lead to a maximum of 6 storeys at the east of the site, stepping to a maximum of 8 storeys at Communication Row. Consideration must also be given to the scale of the dwelling proposed at Communication Row / Holliday Street adjacent to the site.

Delivery Considerations

- Proximity of railway.

North and West

Context

The North and West area of the City is currently experiencing housing development at scale, with major residential communities being planned and delivered at Langley and Greater Icknield. Employment growth is also being supported with major regional investment sites at the Advanced Manufacturing Hub in Aston and also at Peddimore to the north of the city in Sutton Coldfield.

The area also includes Perry Barr, which will be the home of the Commonwealth Games in 2022. Hosting the Games will have a significant and lasting impact on Birmingham and the surrounding region.

A key component of the Games will be the delivery of a Commonwealth Games Village. Based in Perry Barr the Village will provide accommodation for c. 6500 athletes and officials for the duration of the Games. After the Games the residential accommodation will be retrofitted to provide more than 1,000 new homes which will be brought forward for sale and rent.

The Village itself will act as a catalyst for significant housing growth in Perry Barr as the first phase of a wider programme to deliver up to 3,000 new homes in the area.

As part of the Village development, there are also plans to invest in wider infrastructure in the surrounding area, including local access improvements, segregated cycle lanes, the introduction of a SPRINT rapid bus service along the A34 and new bus interchange as well as work to upgrade Perry Barr railway station.

(Map here to illustrate areas – North and West)

Land & Shop Nos 6-24a Aston Lane

(Site plan to show red line)

Located on an arterial route through the north of Birmingham, this site consists of two elements: an area of cleared land, and an adjacent parade of single-storey shops with parking to the rear. The location is close to the Commonwealth Games Athletes' Village and will be surrounded by significant development and regeneration over the next three years, including the reconfiguration of the existing roundabout to create a signal controlled cross road junction with surface level pedestrian crossings, and the creation of a new train station and multi modal public transport interchange.

Opportunity

New build residential led mixed use development.

Size of site

0.5 ha.

Property Status

The property currently comprises a parade of 8 shops and adjoining vacant land. The existing tenant profile is primarily small businesses linked to the local community.

The existing units are currently let on a variety of short business tenancies producing a current rental income of £52,500 per annum.

Sale Process

The property is to be offered for sale by informal tender from late November 2018, in accordance with disposal timetable as detailed in the Delivery & Commitment Section of this prospectus. The Council will be inviting both conditional and unconditional offers.

Tenure

The property is to be offered freehold subject to all existing tenancies.

Services

All main services are understood to be available within or adjacent to the site, however interested parties are advised to make their own enquiries of the relevant statutory provider.

Planning Status

No planning approvals are currently in place for the site. The site is within the Primary Shopping Area for the Perry Barr Local Centre

Planning and Design advice

This is a key development site for the continued enhancement of Perry Barr. It has the potential to provide additional high density residential units with commercial uses on the lower floors to activate Aston Lane and Birchfield Road. Storey heights should be stepped across the site, with a maximum of 3 storey adjacent to the residential dwellings at Aston Lane, progressively rising to 8 storeys at corner element of the site, overlooking the road junction.

Delivery Considerations

- Construction activity relating to Commonwealth Games sites and improvement works to the A4040

East

Context

East Birmingham includes Erdington, Stockland Green, Nechells, Saltley, Washwood Heath, Hodge Hill and Shard End and has a population of over 300,000 people. Alone this would rank as the 11th biggest city in the UK - bigger than Cardiff, Nottingham or Leicester. East Birmingham has a crucial role to play in the delivery of the overall growth agenda.

The comprehensive regeneration of East Birmingham has been a long held ambition for the City Council over decades past. We are now at a point where the UK's new economic geography will favour East Birmingham, which is bracketed between two of the most significant areas of growth in the UK, the City Centre, to the west, and UK Central, to the east. These strategic opportunities combined with major planned investments at Jaguar Land Rover and the Washwood Heath strategic employment site offer the potential for large scale development creating the potential for more than 350,000 sq m of new employment space and 9000 new jobs within East Birmingham.

(Map here to illustrate areas – East)

Port Hope Road Industrial Estate

(Site plan to show red line)

Port Hope Road Industrial Estate occupies a site in Sparkbrook just outside the City Centre and close to Bordesley and Small Heath railway stations and the main A34 and A45 arterial routes. The site is within 100m of the primary shopping area of Sparkhill Local Centre. The area surrounding the site consists of a mixture of commercial and residential properties. The property abuts the adjacent Kyotts Lake industrial estate which is also offered in this Prospectus.

Opportunity

Investment opportunity with potential scope for future redevelopment for commercial uses.

Size of Site

0.15 ha.

Property Status

The property comprises 4 industrial units constructed in 2004 within a secure site. The units range in size from 3,900 sq ft to 4,200 sq ft. All units are currently occupied and are let on short term business tenancies producing a current annual rental income of £63,250 (approx.).

Sale Process

The property is to be offered for sale by informal tender from late November 2018, in accordance with the disposal timetable as detailed in Delivery & Commitment section of this prospectus.

The Council will be inviting both conditional and unconditional offers.

Tenure

The property is to be offered freehold subject to all existing tenancies.

Services

All main services are understood to be available within or adjacent to the property, however, interested parties are advised to make their own enquiries of the relevant statutory provider.

Planning Status

No planning approvals are currently in place for the site. There is a restriction of Permitted Development rights which affects part of the site (2004/04781/PA).

Planning and Design Advice

There is an opportunity for a combined redevelopment of this site with the Kynott's Lake site. The site is suitable for industrial and commercial uses. Proposals for redevelopment should pay due regard to the proximity of adjacent residential properties. Any proposed changes of use will be considered in light of policy requirements and the merits of the proposed scheme .

Delivery Considerations

- Proximity of residential properties
- Opportunity for site assembly

Kyotts Lake Industrial Estate

(Site plan to show red line)

Kyotts Lake Industrial Estate occupies a site in Sparkbrook just outside the City Centre and close to Bordesley and Small Heath railway stations and the main A34 and A45 arterial routes. The site is within 100m of the primary shopping area of Sparkhill Local Centre. The area surrounding the site consists of a mixture of commercial and residential properties. The site is L-shaped and comprises a mix of Victorian two-storey buildings and factory units which were formerly part of a tram depot. The property abuts the adjacent Port Hope industrial estate which is also offered in this Prospectus.

Opportunity

Investment opportunity with potential scope for future redevelopment for commercial uses.

Size of Site

0.73 ha.

Property Status

The property comprises 9 units housed within a mix of Victorian two-storey and factory units. The existing units are let on a variety of short term business tenancies producing a current annual rental income of £95,500 (approx.).

Sale Process

The property is to be offered for sale by informal tender from late November 2018, in accordance with the disposal timetable as detailed in Delivery & Commitment section of this prospectus. The Council will be inviting both conditional and unconditional offers.

Tenure

The property is to be offered freehold subject to all existing tenancies.

Services

All main services are understood to be available within or adjacent to the property, however, interested parties are advised to make their own enquiries of the relevant statutory provider.

Planning Status

No planning approvals are currently in place for the site.

Planning and Design Advice

There is an opportunity for a combined redevelopment of this site with the Port Hope Road site. The site is suitable for industrial and commercial uses. Proposals for redevelopment should pay due regard to the proximity of adjacent residential properties. Any proposed changes of use will be considered in light of policy requirements and the merits of the proposed scheme.

Delivery Consideration

- Proximity of residential properties
- Opportunity for site assembly

Sydenham Road Business Centre

(Site plan to show red line)

Sydenham Road Business Centre comprises a 1980's industrial development made up of 14 single-storey units. Located within 100m of Sparkbrook Local Centre, the site enjoys easy access to the A45 (Small Heath Bypass) and Small Heath Station. The area surrounding the site consists of a mixture of commercial and residential properties.

Opportunity

Investment opportunity with potential scope for future redevelopment for commercial uses.

Size of Site

0.28 ha.

Property Status

The property comprises 14 single-storey industrial units constructed in the 1980's and ranging from 47 sq m to 97 sq m in size. The development is of brick construction with mono-pitch steel corrugated roofs. All units have self-contained W.C's.

The existing units are let on a variety of short term business tenancies producing a current annual rental income of £61,100 (approx.).

Sale Process

The property is to be offered for sale by informal tender from late November 2018, in accordance with the disposal timetable as detailed in Delivery & Commitment section of this prospectus.

The Council will be inviting both conditional and unconditional offers.

Tenure

The property is to be offered freehold subject to all existing tenancies.

Services

All main services are understood to be available within or adjacent to the property, however, interested parties are advised to make their own enquiries of the relevant statutory provider.

Planning Status

No planning approvals are currently in place for the site.

Planning and Design Advice

The site is suitable for industrial and commercial uses. Proposals for redevelopment should pay due regard to the proximity of adjacent residential properties. Any proposed changes of use will be considered in light of policy requirements and the merits of the proposed scheme.

Delivery Consideration

- Proximity of residential properties

Montgomery Street Business Centre

(Site plan to show red line)

Montgomery Street Business Centre occupies a prominent site adjacent to the Grand Union canal, opposite the Grade II listed Marlborough public house and in close proximity to Small Heath station with easy access to the A45 (Small Heath Bypass). The site itself features attractive early 1900's industrial units at the site frontage, currently utilised as industrial and office space, with the rear of the estate occupied by 20 modern units built in the 1980's.

Opportunity

Investment opportunity with potential scope for future redevelopment for commercial uses.

Size of Site

0.42 ha.

Property Status

The property comprises a mix of older units and 1980's small business units, comprising a total of 30 units and occupied predominantly on short term periodic business tenancies. CCTV has been installed on the estate. The existing units are let on a variety of short term business tenancies producing a current annual rental income of £61,500 (approx.).

Sale Process

The property is to be offered for sale by informal tender from late November 2018, in accordance with the disposal timetable as detailed in Delivery & Commitment section of this prospectus.

The Council will be inviting both conditional and unconditional offers.

Tenure

The property is to be offered freehold subject to all existing tenancies.

Services

All main services are understood to be available within or adjacent to the property, however, interested parties are advised to make their own enquiries of the relevant statutory provider.

Planning Status

No planning approvals are currently in place for the site.

Planning and Design Advice

The site is suitable for industrial and commercial uses. There is an opportunity for a redevelopment of this site to take advantage of the prominent location, canal access and distinctive historic buildings. Any proposals for redevelopment should pay due regard to the proximity of adjacent residential properties and the setting of the nearby Listed building. Any proposed changes of use will be considered in light of policy requirements and the merits of the proposed scheme.

Delivery Considerations

- Proximity of residential properties
- Proximity of Grade II Listed Marlborough public house

Future Opportunity – Portfolio of Industrial Estates

Birmingham City Council is the freehold owner of a large multi-occupied portfolio of industrial estates located across the city. In January 2019 the City Council will be formally launching an opportunity seeking third party involvement to help meet the City's growth agenda.

The properties which are likely to be included are:-

1. Aston Seedbed Centre, Avenue Road, B7 4NT
2. Northside Business Centre, Wellington Street, B18 4NR
3. Ebury Road Industrial Estate, Ebury Road, B30 3JJ
4. Camp Hill Industrial Estate, John Kempe Way, B12 0HU
5. Boulton Industrial Estate, Icknield Street, B18 5AU
6. St Andrews Industrial Estate, Avenue Road, B9 4QB
7. Mott St Industrial Estate, Mott Street, B19 3HE
8. All Saints Industrial Estate, All Saints Street & Hockley Port Business Centre, All Saints Street, B18 7RJ
9. Bartley Green Business Centre & Woodgate Business Centre, Bell Heath Way, B32 3DB
10. Lime Grove Industrial Estate, Lime Grove & Clifton Road Industrial Estate, Clifton Road, B12 8SY
11. Mount Street Business Centre, Mount Street & Mount Street Extension, B7 5RD
12. Riland Industrial Estate, Norris Way, B75 7BB

Further details will be forthcoming in January 2019 when the opportunity is officially launched.

(Site plan to show red line)

Commitment and Delivery Milestones

The Council is committed to deliver the programme of land and property sales detailed in this prospectus in accordance with the following milestones:

- Prospectus launch - 20/11/ 2018
- Planning workshops – Week commencing 10/12/18
- Closing date for offers – 4/1/2019
- Close of tender evaluation – 25/1/2019
- Acceptance of offer – 1/3/2019
- Exchange of contracts – 19/4/2019
- Sale completion – 17/5/2019 (unconditional sale)
- Sale completion -17/1/2020 (conditional sales)

The surplus land and property detailed are being offered for sale by Informal Tender. Bidders are asked to submit sealed bids, by the specified closing date, against a set of bid criteria.

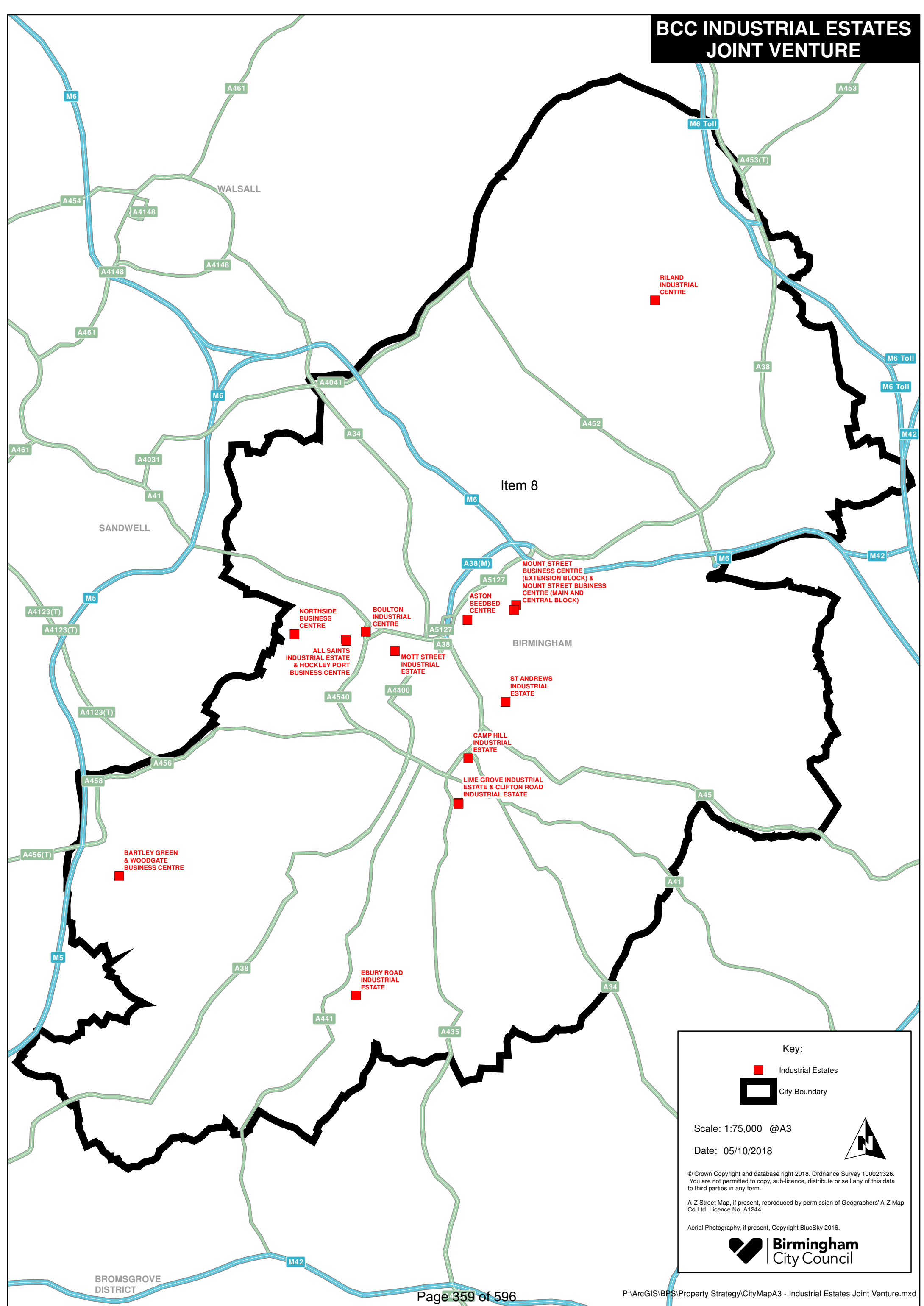
Tender offers are invited to be made both conditionally (where planning consent is being obtained prior to completion of the purchase) and unconditionally (where completion will not be dependent on planning consent).

To provide developers with confidence and detailed guidance, the Council, as part of the programme is offering the opportunity for interested parties to make appointments with planning officers to discuss development proposals ahead of submitting their offer. These workshops are diarised to take place during the week commencing 10/12/2018

Each bidder will bid on the same basis and all bids are opened at the same time and recorded. There is a set procedure for opening tenders to reduce the risk of fraud.

A full tender pack and relevant supporting information for each property can be viewed and downloaded from our website: www.birmingham.gov.uk/salesprospectus 2018.

**BCC INDUSTRIAL ESTATES
JOINT VENTURE**



Key:

- Industrial Estates
- City Boundary

Scale: 1:75,000 @A3

Date: 05/10/2018

© Crown Copyright and database right 2018. Ordnance Survey 100021326. You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

A-Z Street Map, if present, reproduced by permission of Geographers' A-Z Map Co.Ltd. Licence No. A1244.

Aerial Photography, if present, Copyright BlueSky 2016.

Birmingham
City Council

Proposed Changes to Constitution

Item 8

(Extracts from the Constitution – recommended changes)

4. DECISION MAKING AND KEY DECISIONS

4.3 Types of decision

- (i) **Decisions reserved to full Council.** Decisions relating to the functions listed in the Full Council Policy Framework will be made by the full Council and other non-executive Decisions are delegated to Council Business Management Committee and Regulatory Committees.
- (ii) **Decisions reserved to Cabinet and “Key Decisions”**
 “Key decisions” must be taken by Cabinet, unless delegated by Cabinet to a Cabinet Member jointly with the Chief Officer or a Chief Officer or Director alone. or where permitted under Part B Appendix 13 Delegated Authority to Chief Executive and Chief Officers (Corporate Directors). A decision will be a “key decision” if:
 - (i) it is an Executive decision relating to the discharge of an Executive function
 - (ii) AND is likely to result in the local authority incurring expenditure which is, or the making of savings which are, significant:
 - in the case of capital projects, if they involve entering into new commitments and/or making savings in excess of £1M; or
 - in the case of revenue projects, if they involve entering into new commitments and/or making new savings in excess of £500,000, (gross value).

OR is significant in terms of its effect on communities living or working in an area comprising two or more Wards in the area of the local authority.

13. DELEGATED AUTHORITY TO CHIEF EXECUTIVE AND CHIEF OFFICERS (CORPORATE DIRECTORS)

- (i) Subject to clause (vi) and (vii) below, Corporate Directors have the following delegated powers in respect of all matters which are not “key

decisions” and not reserved for decision by the Council or by a Committee of the Council:

- to make decisions and approve expenditure relating to the functions of their Directorate providing (1) that the sum expended is within the approved budget for the Directorate and/or relevant portfolio, and (2) the amount in relation to any single matter does not exceed £200,000 or (3) the amount in relation to any single matter is between £200,000 and £500,000 (revenue) or £1M (capital) jointly with the relevant Cabinet member(s).
- (vii) The Chief Executive and the Corporate Director of Economy have the following additional powers to make decisions in relation to:
- the acquisition and disposal of leasehold interests for rent (including the granting and surrendering of any rights over such land and property) provided that any rental does not exceed £125,000 p.a;
 - **Increase to £300,000 pa**
 - the acquisition and disposal of freehold and leasehold interests at a premium, provided that the premium does not exceed £1,000,000;
 - **the acquisition and disposal of freehold and leasehold interests at a premium, where the premium is over £1,000,000 but does not exceed £5,000,000 – jointly with the Leader in consultation with the Corporate Director Finance and Governance;**
 - the management of all of the Council's land and properties, including the authorising and payment of discretionary contributions towards trade/loss and or removal expenses and all payments due under an approved Compulsory Purchase Order, provided that the cost does not exceed £200,000;
 - **increase to £500,000**

Item 8

Title of proposed EIA	Property Strategy 2018-2023
Reference No	EQUA124
EA is in support of	New Policy
Review Frequency	Six Months
Date of first review	26/03/2019
Directorate	Economy
Division	Birmingham Property Services
Service Area	Investment Property Management
Responsible Officer(s)	<input type="checkbox"/> Felicia Saunders
Quality Control Officer(s)	<input type="checkbox"/> Eden Ottley
Accountable Officer(s)	<input type="checkbox"/> Eden Ottley
Initial equality impact assessment of your proposal	<p>To ensure the City Council's property assets support the delivery of the inclusive economic growth agenda. Realigning the Council's property assets will maximise commercial returns, ensuring they act as a catalyst for development and regeneration initiatives, and underpin the social fabric of communities across the city.</p> <p>The City's property assets will become a key driver for Birmingham's future transformation returning greater revenue to fund the delivery of services, supporting the creation of 1,000s of new homes and jobs and delivering best in class operational building stock for future generations.</p> <p>Rationalisation of the property portfolio assets will encourage local economic growth and development as well as generate capital receipts and increase revenue.</p> <p>At this stage there is no negative impact on tenants and the citizens of Birmingham. Opportunities will be done on a solus negotiation basis with current occupiers of investment properties on the open market where there is potential for growth.</p>
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:

Consulted People or Groups

The Leader of the Council has been consulted and is fully supportive of the report proceeding to an executive decision. Cabinet Members and the Executive Management Team, the Chief Executive, Corporate Directors and the Council Management Team. Officers from Legal Services, City Finance and other relevant officers from the Economy Directorate.

Informed People or Groups

Summary and evidence of findings from your EIA

This is a policy document setting out the strategy principles associated with property assets and at this stage there are no specific implications. However dependent on how Directorates deliver their services going forward, they will need to set out and identify the impact on their service based on implications on the communities they serve. It will be at this stage Directorates will be required to undertake full EA's as necessary.

The property strategy will be the catalyst to reshape how the various portfolios will be managed. There will be full engagement with the respective portfolio and stakeholders when there is a specific mobilisation of any changes.

At this stage there is no need for a Full Assessment.

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 25/09/2018

Reasons for approval or rejection

Please print and save a PDF copy for your records Yes

Content Type: Item

Version: 19.0

Created at 25/09/2018 10:10 AM by ☐ Felicia Saunders

Last modified at 25/09/2018 04:05 PM by Workflow on behalf of ☐ Eden Ottley

Close



Subject: **NEC MASTERPLAN**

Report of: **CORPORATE DIRECTOR, ECONOMY**
Relevant Cabinet Member: **Councillor Ian Ward, Leader**

Relevant O & S Chair(s): **Councillor Tahir Ali, Economy and Skills**
Report author: Ian MacLeod, Assistant Director, Planning
 Telephone No: 0121 303 3959
 Email Address: ian.macleod@birmingham.gov.uk

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If yes, name(s) of ward(s): Outside city boundary		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 005055/2018		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential :		

1 Executive Summary

- 1.1 The venues operated by The National Exhibition Centre Limited (The NEC Ltd) are some of the UK's most successful live events facilities. The City Council as landowner, in conjunction with The NEC Ltd, is seeking to ensure this continued success and to contribute to the region's growth. This will be aided by the publication of a Masterplan for the National Exhibition Centre site in Solihull, the endorsement of which is sought in this report.
- 1.2 The City Council has a freehold interest in assets held and operated by The NEC Ltd. The successful implementation of the NEC Masterplan can be supported by the City taking a proactive approach to maximising the value of its landholdings. The associated private report sets out further detail in relation to this.

2 Recommendations

- 2.1 That Cabinet endorses the publication of the NEC Masterplan attached at Appendix 1.

3 Background

- 3.1 Birmingham City Council sold The NEC Group to Lloyds Development Capital (LDC) (the private equity arm of Lloyds Banking Group) in 2015. The NEC Ltd operates the National Exhibition Centre and Genting Arena in Solihull and the ICC and Arena Birmingham in the City Centre. Birmingham City Council retains the freehold ownership of these sites and The NEC Ltd holds various leases.
- 3.2 The NEC site, including the Genting Arena, lies within Solihull, to the east of Birmingham. It is at the heart of the UK Central growth area which includes the NEC, Birmingham Airport, the Arden Cross site (which will accommodate the HS2 Interchange Station), Birmingham Business Park and Jaguar Land Rover. This area has significant growth potential over the coming years.
- 3.3 It was agreed in March 2016 by the Cabinet Member for Development, Transport and Economy jointly with the Acting Strategic Director, Economy, under delegated authority, that the City Council and The NEC Ltd would jointly develop a Masterplan to establish both the scale of the opportunity, and the principles to guide development and connectivity in order to fully realise the potential of the site including the development potential of the existing surface car parking areas.
- 3.4 The Masterplan document sets out a vision for the future of the NEC site as “nec•city” – an internationally unique destination with global appeal that fuses entertainment, leisure, exhibition space, commercial and residential offers across a 175ha campus with the existing NEC at its heart.
- 3.5 This vision will be secured through the delivery of five big moves:
- Strengthening and diversifying the offer of the NEC as a global exhibition centre. A series of reimagined entrances will create new opportunities for activity and provide high quality gateways and routes. The Piazza entrance will be framed by an iconic hotel; hospitality and leisure uses will front an enhanced public square which will offer an animated space to host events and activities as well as provide space for people to meet and relax, and will link the NEC with Lakeside. The Atrium entrance will see new hospitality development framing routes between the NEC and the Entertainment Zone. The international entrance, from Birmingham International rail station, will be enhanced through internal improvements and will provide a gateway commensurate with the high-quality image and environment of nec•city.
 - An ‘entertainment zone’ providing a unique business and visitor destination, offering a range of experiential leisure opportunities alongside a potential film and television production facility.

- Lakeside - a leisure destination to expand on the existing Arena and Resorts World offer, and with the introduction of a residential community.
- A commercial gateway of business and mixed use development.
- A rapid transit loop connecting across destinations within the site and to the wider transport offer. The NEC will be served by the Metro Extension which runs through East Birmingham and connects the two HS2 stations at Curzon and the Interchange site. A series of Sprint routes linking UK Central with Birmingham and Solihull are also proposed.

3.6 These big moves will be guided by the principles of connectivity, activity and design. The NEC Masterplan identifies the potential to redevelop 75 hectares of brownfield land creating 315,000sqm of new floorspace, 10,000 new jobs, and up to 2,000 new apartments. The scale of the opportunity means that development will be phased over a number of years. This allows for the detail of development to react to market conditions (particularly the impact of HS2) and also for development to be released on a phased basis. Early phases of the development over the next 5 years could include the Film Studio, initial phases of residential development and infrastructure improvements including the realignment of Pendigo Way to release development opportunities. The proposals in the NEC Masterplan were informed by a series of technical commissions jointly funded by BCC and the NEC Group.

4 Options considered and Recommended Proposal

- 4.1 Option 1 – not to endorse and publish the NEC Masterplan: Should Cabinet choose not to endorse and publish the Masterplan the opportunity to maximise development opportunities will be reduced, which will have impacts on the City's asset management and the delivery of the regional growth agenda.
- 4.2 Option 2 – to endorse and publish the NEC Masterplan: The decision to prepare a Masterplan was taken in order to maximise the development opportunities and attract investment to the site. Endorsing the NEC Masterplan will deliver on this aim.
- 4.3 Recommended Proposal – that Cabinet endorse the NEC Masterplan for publication.

5 Consultation

Internal

- 5.1 Officers from the Economy Directorate, including Planning and Development and Birmingham Property Services, have been involved in the development of, and have endorsed, the NEC Masterplan.
- 5.2 Officers from Finance and Legal Services have been involved in the preparation of this report.

External

- 5.3 The NEC Ltd has worked closely with the City Council in developing the NEC Masterplan.
- 5.4 Consultation has been undertaken with Solihull MBC as the Local Planning Authority and officers from the City Council and the Chief Operating Officer from the NEC attended Solihull's Executive Management Team to brief them on the NEC Masterplan.
- 5.5 Other Stakeholders in the area, including Jaguar Land Rover and Birmingham Airport have also been consulted. The Urban Growth Company, the special purpose vehicle established by SMBC to lead and develop major infrastructure investment at the UK Central Hub, has been consulted and is supportive.
- 5.6 The West Midlands Combined Authority (WMCA) and the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) have supported the proposals.

6 Risk Management

- 6.1 The Masterplan has already been prepared, as per the report under delegated authority referred at 8.1 below. The NEC Masterplan was developed with benefits to the Council in mind and agreed with partners including the operator and relevant local planning authority. As such the risk presented by its endorsement and publication is low.
- 6.2 Risks are addressed elsewhere in this report, including section 4 on the risks of not having a Masterplan in place for the NEC, and section 7.3 on the financial implications.

7 Compliance Issues:

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

- 7.1.1 The proposals set out in this report will support the delivery of the Birmingham City Council Plan 2018-2022, particularly in respect of Outcome 1: Birmingham is an entrepreneurial city to learn, work and invest in, and Outcome2: Birmingham is an aspirational city to grow up in.
- 7.1.2 The proposals are also consistent with the GBSLEP's Strategic Economic Plan and the WMCA's Strategic Economic Plan.

7.2 Legal Implications

- 7.2.1 Section 1 of the Localism Act 2011 contains the City Council's general power of competence. The power to manage assets in land and property is contained in Sections 120 and 123 of the Local Government Act 1972.

7.3 Financial Implications

The decision to endorse the NEC Masterplan does not have any direct financial implications. A budget of £0.425m was allocated for the production of the NEC Masterplan, and its publication will be funded through that budget. Beyond this the NEC Masterplan does not entail any specific financial commitments for the Council

at this stage, however where the approach to delivery of proposals set out in the NEC Masterplan does have financial implications these will be addressed through the Council's financial approval process at the appropriate time.

7.4 Procurement Implications (if required)

7.4.1 No implications have been identified.

7.5 Human Resources Implications (if required)

7.5.1 No implications have been identified.

7.6 Public Sector Equality Duty

7.6.1 An Equality Analysis screening has been undertaken and is attached at Appendix 2. The initial assessment has not identified any specific impacts the NEC Masterplan will have on the protected characteristics. The development of the NEC site in line with the Masterplan will lead to improvements for the local population including new homes, job opportunities and infrastructure delivery.

8 Background Documents

8.1 Report under delegated authority – National Exhibition Centre: Planning Masterplan, 17th March 2016

8.2 List of Appendices accompanying this Report (if any):

- 1. NEC Masterplan
- 2. Equality Analysis

Equality Act 2010

The Executive must have due regard to the public sector equality duty when considering Council reports for decision. The public sector equality duty is as follows:

- 1 The Council must, in the exercise of its functions, have due regard to the need to:
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
 - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
 - (a) tackle prejudice, and
 - (b) promote understanding.
- 5 The relevant protected characteristics are:
 - (a) marriage & civil partnership
 - (b) age
 - (c) disability
 - (d) gender reassignment
 - (e) pregnancy and maternity
 - (f) race
 - (g) religion or belief
 - (h) sex
 - (i) sexual orientation

Item 9

GENTING ARENA

Resorts World

nec

Halls 2
Halls 6

nec·city

National Exhibition Centre Masterplan November 2018



Contents

Foreword 3

1 Introduction 5

2 Context 9

3 Masterplan 15

4 Delivery 39



Foreword

The National Exhibition Centre (NEC) and its sister venue the Genting Arena form the UK's most successful live events facility. Each year they host over 600 shows, and more than 6 million visitors visit the NEC site which now includes the £150 million Resorts World leisure and entertainment attraction.

The launch of this masterplan by the NEC Group and Birmingham City Council as operator and landowners heralds a new era with the plans for nec-city. A truly transformational development, nec-city will harness the appeal and success of the NEC, the Genting Arena and Resorts World to create a unique destination that has a worldwide appeal.

By enhancing the NECs existing offer and redeveloping 75 hectares of land with a new theatre district, high-quality residential environments and bespoke commercial offer, nec-city will be repositioned into a global entertainment, leisure and business destination and become an unrivalled economic asset for the region. Such a transformation could generate 315,000 square metres of new floorspace, targeting 10,000 jobs and delivering 1 up to 2,500 new homes.

The arrival of high speed rail, with the HS2 Interchange opening in 2026 and the ongoing investment in Birmingham Airport, expanding its international connectivity, means that nec-city will benefit from access to regional, national and international audiences.

These plans for nec-city fit with the wider aspirations for UK Central Hub in Solihull and complement Birmingham City Council's ambitions for Birmingham's city centre with the proposals at Curzon and Birmingham Smithfield.

Through this radical masterplan we will not only see the Midlands international appeal and economic position strengthened but also huge economic benefits secured for our local communities.

We are therefore delighted to launch the masterplan and start this next wave of innovation and investment.

Paul Thandi
Chief Executive
NEC Group

Councillor Ian Ward
Leader
Birmingham City Council

introduction

introduction



Introduction

nec-city is a globally unique development opportunity that will transform the region's economy, attracting billions of pounds of new investment and millions more visitors.

Covering 175ha, nec-city brings together the internationally renowned National Exhibition Centre, Resorts World and Genting Arena alongside 75ha of developable land to create the next generation in leisure, entertainment and business destinations.

Recognising the unique opportunity, Birmingham City Council and the NEC Group have prepared this masterplan establishing a strategic vision to create a new asset that will propel the region's global standing.

This masterplan responds to the growing need for the region to have internationally competitive opportunities for investment and unique offers that are attractive to a wide audience.

Spanning a 20-year period, the nec-city masterplan will drive the delivery of a new type of destination which will benefit from major new infrastructure, mixed use developments and job creation opportunities.

The masterplan is fully aligned to the proposals for the wider UK Central Hub that will see airport expansion, arrival of High Speed 2 and growth of advanced manufacturing.

The masterplan will be adopted as the vision for the future of the site, guiding investment and development decisions.



Plan 1 Masterplan boundary

Key

- Masterplan boundary
- Motorway
- Major roads
- Rail line

NORTH

© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No. 100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NOT TO SCALE



context
next

Context

The West Midlands region is experiencing an unprecedented economic renaissance. Over the next 15 years the region will support 500,000 additional jobs, will benefit from £500m investment in housing growth, and will see radical improvements in transport connectivity.

nec-city forms part of the UK Central Hub - one of the most significant concentrations of growth in the country. UK Central is an unprecedented collection of economic assets, including the NEC, Birmingham Airport, Jaguar Land Rover, Birmingham Business Park and the HS2 Interchange Station. Growth here will see 775,000sqm of new commercial floorspace, 4,000 new homes, and more than 70,000 new jobs created, as well as an international gateway with seamless integration between HS2, Birmingham Airport, the NEC and rail and metro services, within a carefully designed and environmentally responsive development.

6 million
visitors annually

34
conference suites

Timeline



nec.city

connected

Halls 6-8 open.



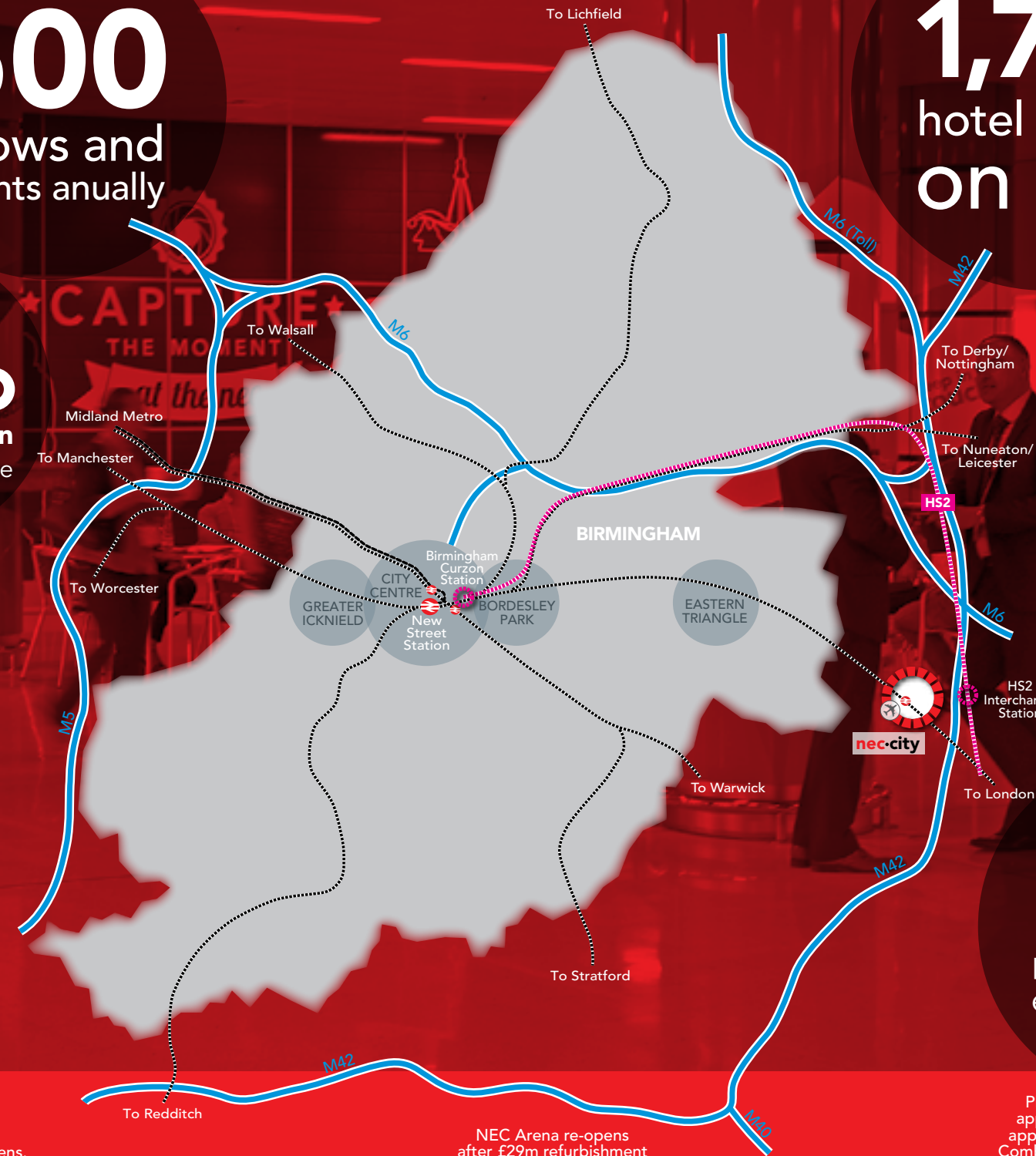
500
shows and
events annually

75%
of UK population
within a 3 hour drive

1,750
hotel rooms
on site

11

UK's
number one
exhibition centre



NEC Arena (now Genting Arena) opens - at the time the largest multi-purpose arena in the UK.

Halls 6-8 open.

Halls 17-20
open.

Hall 16 opens.
Premier Inn
hotel opens.

NEC Arena re-opens after £29m refurbishment as LG Arena (now Genting Arena).

Planning application approved for Combined Heat and Power Energy Centre.

Construction starts on Moxy Hotel.

1976 1977 1978 1979 1980 1981 1982 1983 1984 1985 1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018

The first NEC Motor Show was hosted.

Forum opens.

Halls 9-12 open.

Express by
Holiday Inn hotel
opens.

Crowne Plaza
hotel opens.

Ramada Encore hotel opens (now Ibis).

Resorts
World
Birmingham
opens.

Bear Grylls visitor attraction starts construction.
Commonwealth Games awarded to Birmingham.





3 Masterplan

nec-city will become an internationally unique destination with global appeal that fuses entertainment, leisure, exhibition space, commercial and residential offers across a 175ha campus. With state-of-the-art technology and leading facilities this global venue will provide the ultimate visitor experience set within a high-quality environment with bespoke architecture, public realm and spaces. With an internal rapid transit network nec-city will be fully integrated with a regional, national and international transport offer.

Five big moves and a series of development principles will help drive the delivery of this vision to create a completely distinctive type of place.

BIG MOVES

Global exhibition centre

The NEC will continue to diversify its offer, strengthening its position as a leading global exhibition venue. A series of reimagined entrances will create new opportunities for activity and provide high-quality gateways and routes. The Piazza entrance will be framed by an iconic hotel; hospitality and leisure uses will front an enhanced public square which will offer an animated space to host events and activities as well as provide space for people to meet and relax, and will link the NEC with Lakeside. The Atrium entrance will see new hospitality development framing routes between the NEC and the Entertainment Zone. The international entrance, from Birmingham International rail station, will be enhanced through internal improvements and will provide a gateway commensurate with the high-quality image and environment of nec-city.

Lakeside

A new destination at Lakeside will provide an expanded leisure offer including bars, restaurants, and family attractions. Architecture and public space will embrace these activities generating greater animation day and night, and increasing dwell time for visitors - who will be able to extend their stay here at one of several new boutique and resort hotels.

Distinctive residential development at Lakeside will attract a new community, and with it new a new layer of activity which consolidates the vibrancy and diversity of nec-city as a 'micro-city'.

Commercial gateway

Pendigo Place and Arden Gateway will create high-quality business destinations, offering modern sustainable office and mixed-use development set in an attractive environment.

Entertainment Zone


The Entertainment Zone will be a unique business and visitor destination, offering a range of experiential leisure opportunities alongside a potential film and television production facility. This exciting environment will include themed leisure activities, permanent staging and flexible performance space complemented by high-quality retail, hospitality and associated business space.

Rapid transit loop

A rapid transit network will connect through the site, providing for movement between destinations within nec-city and integrating the area with the unrivalled national and international transport offer.

Plan 2 Big moves

- Key
- Global exhibition centre (NEC)
 - Entertainment Zone
 - Lakeside
 - Commercial gateway
 - Rapid transit loop

 NORTH

© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NOT TO SCALE



DEVELOPMENT PRINCIPLES

Three development principles will underpin the creation of nec-city, guiding the delivery of the big moves and creating a vibrant, successful and sustainable place.

Connectivity

Unprecedented improvements to public transport, walking and cycling routes across nec-city will radically enhance access and open up development opportunities. Destinations and neighbourhoods within nec-city will be linked by legible, attractive and safe routes which are convenient for all users.

Connections will maximise the external accessibility afforded by HS2, an improved Birmingham International rail station and Birmingham Airport.

Activity



nec-city will offer a hierarchy of different activities providing diversity across the site. New uses will build on the offer of nec-city as a leisure and entertainment destination, attracting wider audiences as well as, for the first time, creating a place to live and work by expanding the offer to include office and business space and modern apartment living.

Design

The design of streets, public spaces, public realm and buildings will reflect a consistent high-quality approach throughout. Defining different areas of character and activity will create sustainability and an unrivalled visitor experience.

Plan 3 Destinations

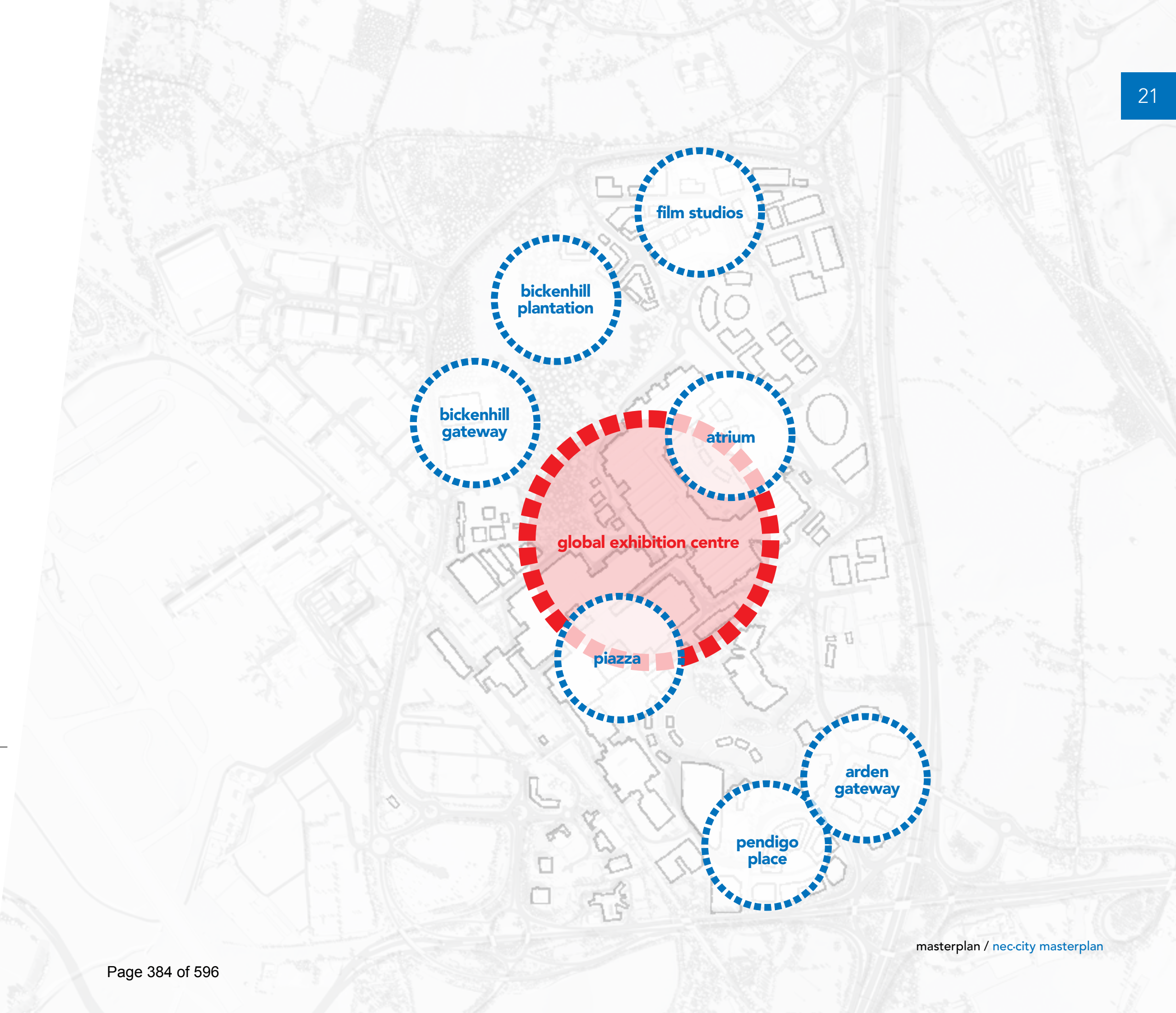
Key

-  Global exhibition centre (NEC)
-  Destinations



© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NOT TO SCALE



Radical improvements to access and movement across nec-city will be achieved through the creation of high-quality streets, squares and spaces, integrated public transport, and a strategy for vehicular access. This will provide opportunities for journeys which contribute to the visitor experience. Integrated public transport and high-quality walking routes linking distinctive spaces and buildings will be central to the creation of a legible place, and will ensure that the accessibility afforded by HS2, Birmingham International rail station and Birmingham Airport are maximised.

Streets, squares and spaces

A hierarchy of streets, squares and spaces will be created to connect the big moves and key transport interchanges, and to provide high-quality places. This will include major set piece interventions to create public squares along with a wider network. Streets and spaces will provide amenity space as well as being a key part of the setting of new developments.

The Piazza will be a major new pedestrianised public space at the heart of nec-city, and will be high on sense of place. Surrounded by cafes, restaurants and leisure uses it will be busy day and night - an ideal meeting point and also a hub for new activities, cultural events and festivals.

To the south of the site, Pendigo Place will be a mixed-use neighbourhood with a high-quality public square at its heart. Reflecting the surrounding uses, this square will provide both space for relaxation and smaller scale market or entertainment activities. New streets within the area will be pedestrianised, with traffic movement through the site limited.

The new business environment at Arden Gateway will have a public space at the centre. Vehicle movement will be kept to the outside, providing a tranquil and comfortable green environment for office workers to relax.

The Atrium will provide an enhanced public space animated by hotel and hospitality uses and connecting the existing NEC complex with the Entertainment Zone (potential film studios, theatre and associated uses) to the north of the site. These areas will benefit from a network of new streets and spaces, increasing permeability and access into this area. Squares and public spaces within the Entertainment Zone will reflect the uses developed here and provide opportunities for a range of activities.



Existing roads within the site will be largely retained, but will see a change in character. Ample space will be allocated to encourage pedestrians, cyclists and public transport use, with footpaths and cycleways provided and public transport priority at junctions. New streets will make the site more permeable such that people can walk or cycle, providing key linkages between arrival and destination points.

A simple and legible street layout, complemented by signage and other wayfinding indicators, will make it easy for people to find their way around. New crossings, and attractive, safe, well lit pedestrian routes under existing estate roads where level changes make this necessary, will provide a choice of routes for people on foot. Walking and cycling routes will converge on squares and spaces. Visitors and residents will benefit from improved access to experience Pendigo Lake, including boardwalks and enhanced lakeside footways and cycleways.

Throughout nec-city a high-quality, robust and sustainable palette of materials will be used on public realm, creating a coherent sense of place. Stewardship of the public realm including long-term maintenance and management is key to maintaining a sense of place.

Bickenhill Plantation is a unique space within nec-city: accessibility to this area will be improved and sympathetic new uses will be introduced.




Intergrated public transport
Public transport within nec-city will be designed to enable seamless movement between different areas of activity and integration with existing and emerging national and international transport infrastructure.

A dedicated ‘rapid transit loop’ will define public transport movement within nec-city, with a dedicated shuttle connecting destinations, including car parks and main public transport services. The loop will also be shared by Metro and Sprint services to maximise integration between modes and accessibility.

Opportunities to utilise autonomous vehicles to maximise connectivity within the loop will be embraced. This will need to be carefully planned in its interface with public spaces, and will need to contribute to activity and spaces: materials and design of stops, road surfaces and signage will need to be considered and coherent. The loop will integrate with the national and international transport network at key interchanges.

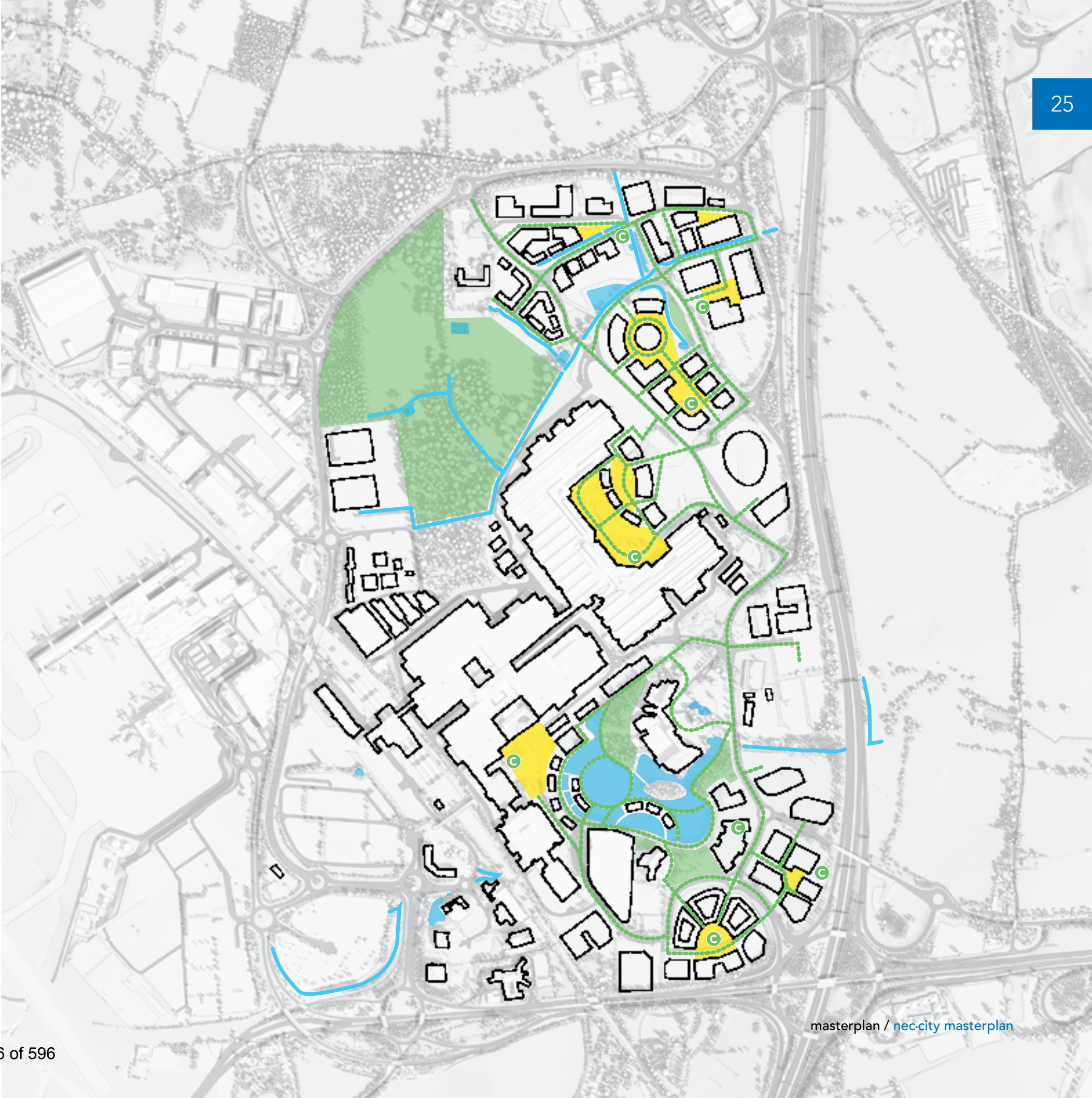
Plan 4 Pedestrian and cycle connections

- Key
- Improved pedestrian and cycle connection
 - Public space/square
 - Park/green space
 - Water bodies and drainage
 - Cycle parking

 NORTH

© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No. 100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NOT TO SCALE



Proposals for an Automated People Mover through the south of nec-city and across Pendigo Lake provide for direct links between nec-city (at Birmingham International station), HS2 Interchange Station and Birmingham Airport.

Defined public transport corridors will accommodate Midland Metro, which will serve destinations within nec-city en route between Birmingham and HS2 Interchange Station, and Sprint (bus rapid transit) routes. Stopping points on the routes will be designed to maximise access to the key attractions as well as to integrate with other modes of transport.

Birmingham International rail station has direct access into the NEC. With improvements to the station and movement within the site, and a range of new attractions and destinations, rail access will become an increasingly attractive option for visitors. Improvements to the internal route (through the NEC exhibition complex) to the Piazza, as well as the external route - where significant public realm and wayfinding enhancements are required - will ensure rail is fully integrated into nec-city.

Vehicle movement

Vehicle movement within destination areas will be limited, creating a largely car-free environment. However, car parking and servicing - safe and managed vehicle access to disabled parking and servicing for exhibition halls, hotels and other uses - will be central to the success of nec-city.

This will be met without detriment to quality of the public realm or development opportunities by ensuring service routes are defined and integrated into the fabric of the place.

Private cars will be guided to rationalised surface level and new multi-storey car parking located on to the periphery of the site close to major road junctions, or accommodated within self-contained basement or multi-storey car parking within new development where appropriate (for example basement parking under offices). Parking areas will have easy access to the rapid transit loop. Parking should be flexible and available for use by a range of visitors to the site as a whole depending on demand.

Access to nec-city will be improved as a result of a scheme to increase capacity of M42 Junction 6, including left turning slip roads, and well as a number of other road improvements in the vicinity of the site.

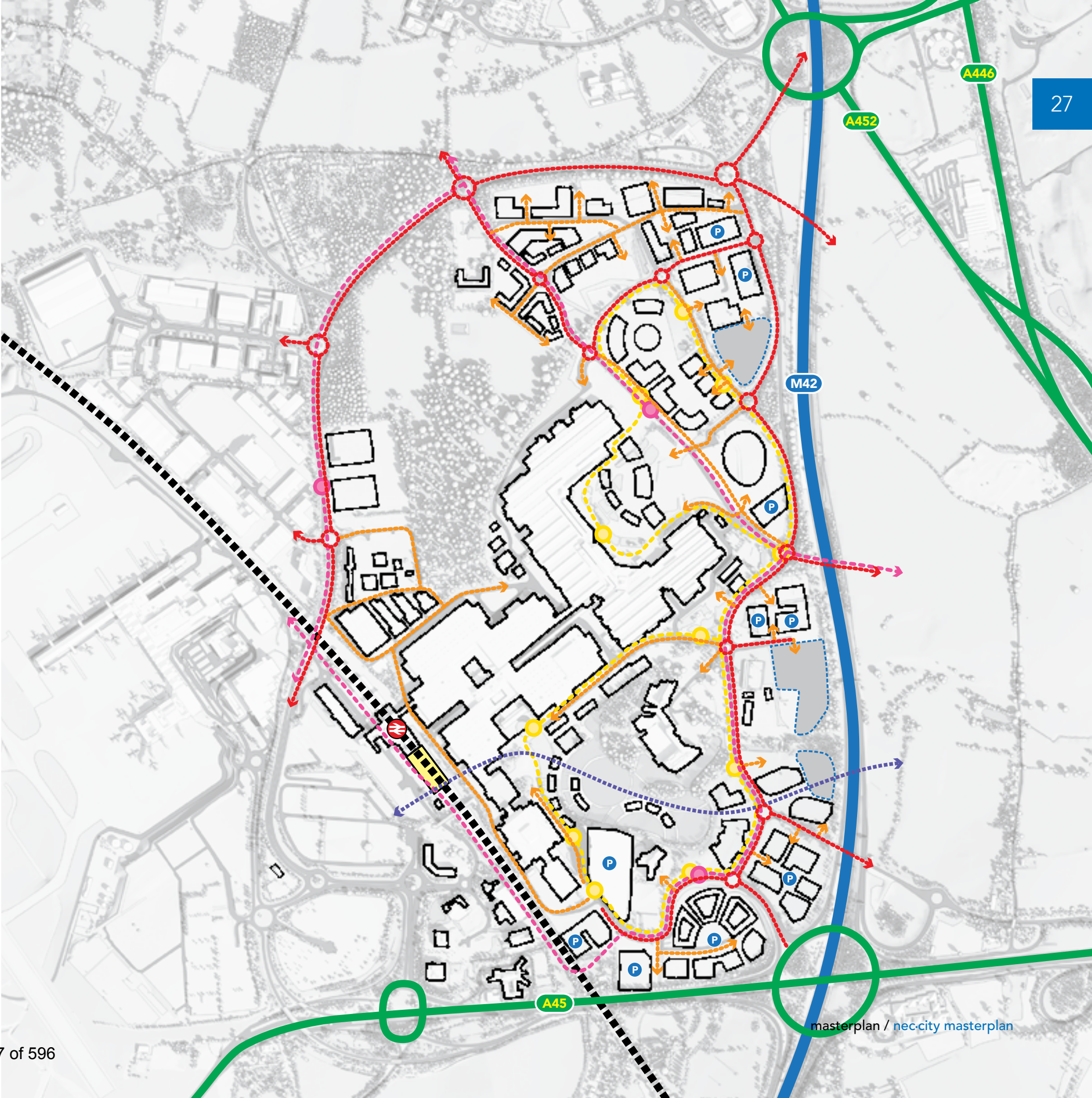
Plan 5 Public transport and access

- Key
- Motorway
 - Trunk road
 - Primary route and roundabout
 - Secondary route (access/servicing)
 - People mover
 - Metro/Sprint route/stop
 - NEC Shuttle route/stop
 - Public transport hub
 - Multi-storey/podium parking
 - Surface parking
 - Rail line/Birmingham International station

© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NORTH

NOT TO SCALE





nec-city will be a micro-city, providing an intensity of activity and a dynamic mix of uses to match any city centre, with a world-leading leisure and entertainment offer, high-quality business space and a new residential community. This mix will enliven the area throughout the day and well into the evening and provide a unique visitor experience.

Lakeside

At the heart of nec-city will be Lakeside, an unrivalled 24-hour entertainment and leisure destination, complementing the existing vibrant activity at the NEC exhibition complex, Genting Arena and Resorts World.

Family friendly leisure and entertainment uses with a national and international appeal will draw visitors throughout the day. An exciting food and drink offer, a choice of 3, 4 and 5 star hotels, and animated public space which can host activities such as performance and street markets will extend what are currently day or part-day visits into longer stays as well as drawing visitors in their own right.

The innovative Piazza hotel will frame a reimagined main entrance to the NEC exhibition complex and will create a seamless experience for visitors moving between indoor and outdoor spaces. An


exceptional hospitality offer at Lakeside will provide interaction with the water through an exciting boardwalk setting for restaurants and cafes.

Entertainment Zone

An internationally significant film studio complex will attract high-profile productions which will enjoy a variety of sound studios and stages, associated workshop and stage set construction spaces, and facilities such as post-production offices and other flexible spaces. The public face of the film studios will include a lively public street where the activities of the studio can be showcased, with the potential for a more significant themed attraction alongside this. Retail, hospitality and screening space, education and training facilities, offices and workshops to accommodate creative industries and uses connected to the film industry will also attract both leisure and business users.

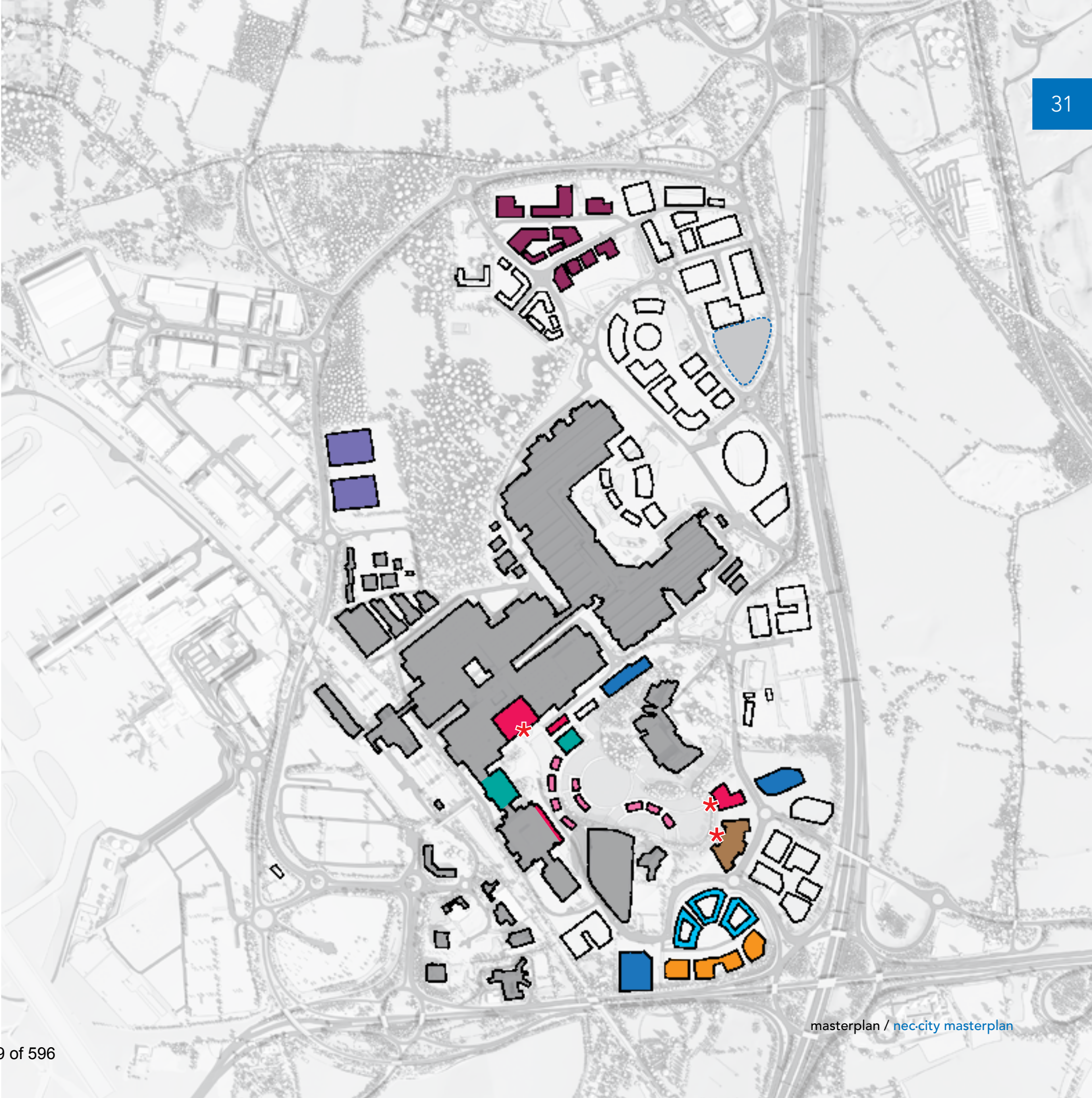
Plan 6 Activity

- Key
- Existing building
 - Residential
 - Office
 - Hotel
 - Food and beverage
 - Mixed uses
 - Low carbon energy centre
 - Leisure
 - Theatre district
 - Film studios
 - Industrial
 - Multi storey parking
 - Surface parking
 - Landmark building

 NORTH

© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NOT TO SCALE





A landmark theatre with surrounding outdoor performance space and smaller theatre spaces will accommodate films, plays, concerts, and major touring shows. These uses will be complemented by a choice of restaurants, cafés and hotels.

Alternative leisure opportunities will be created by improving access to Bickenhill Plantation for a range of new managed uses which could include fitness trails and adventure play. This will provide additional amenity for residents, supporting healthy lifestyles, as well as catering to visitors.

Living and working at nec-city

Contemporary apartments provide an attractive place to live in unique setting, and will bring a new community at the heart of nec-city. There is potential to accommodate up to 2,500 homes dependent on market conditions. A mix of 1, 2 and 3 bedroom

apartments is envisaged. Ancillary community uses and similar, to support local residents, will be included at ground floor level. The unsurpassed connectivity, access to the unique leisure and entertainment offer, and the high-quality design of the residential environment will make living at nec-city an exciting prospect.

Modern and flexible office-led development will be complemented by serviced apartments, and by active uses such as retail, restaurants, cafes and bars at ground floor level. The mix of uses will create a lively neighbourhood focussed around a pedestrianised public square. Private amenity space will be provided within perimeter blocks.

Bickenhill Gateway will be developed for industrial uses in keeping with the nearby Elmdon Industrial Park and Birmingham Business Park.

Plan 7 Active frontages and scale

Key

Existing building

②

Storey height

●●●●●●

Active frontage

↑

NORTH

© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NOT TO SCALE

nec-city masterplan / masterplan

35

masterplan / nec-city masterplan

Page 391 of 596

The creation of a high-quality visitor experience and an exemplar of sustainable development will be at the forefront of design at nec-city. Innovation and creativity in design of buildings, public spaces and infrastructure will ensure they meet the needs of current and future users, are adaptable to economic, social, technological and environmental change, and respond to site context.

Placemaking

nec-city will be a new place - it will have the feel of a major urban centre, with its urban character based on a network of walkable streets with city-scale blocks. These will have a human scale, with streets, spaces and buildings which people will want to spend time in. New buildings will enclose and address the streets, with active ground floor frontages creating life and interest. Existing uses including servicing and access requirements will be fully integrated into design.

The unique location presents an exciting opportunity to create an instantly recognisable place with a series of character areas. Distinctiveness in design of buildings and space, and opportunities for including public art, will be maximised.

Sustainability

Sustainable building design across the site will meet the highest architectural standards. It will be innovative, reflect uses and context, and consider whole-life cost by including measures to reduce energy and water consumption, minimise waste, use sustainable materials, and be flexible and adaptable.

Green infrastructure enhancements will complement existing character and create a distinct place as well as opportunities to increase biodiversity, enhance air quality and reduce noise pollution. This will include boulevard planting and greening of streets, the integration of living roofs and green walls into building design, and the provision of public and private amenity space. Important landscape features will

be retained to provide a setting for new development, and contribute to local distinctiveness and a unique sense of place.

Proposals will build on the principles of sustainable drainage already in use at nec-city, by retaining and maximising existing ditches and brooks for the management and treatment of surface water, and exploring the enhancements of these for habitat creation. The reduction of potable water demand through the efficient use of water and waste water will also contribute to sustainable water management and usage.

Minimising energy consumption across nec-city whilst ensuring that the demand of users can be met will mean harnessing low and zero carbon options as well as

smart technologies. A Low Carbon Energy Centre (LCEC) will form a key part of the local infrastructure and will provide a reliable and efficient source of electricity and heat to nec-city. Smart technologies will be employed to help balance energy generation and demand.

Design of buildings and public realm will be flexible, and will integrate safety and security measures, servicing, waste and recycling storage, and cycle storage.

Scale and massing

Scale of development will be akin to an urban location, with a range of building heights. The Piazza Hotel will be a landmark building, rising to 15 storeys.

The residential and hotel development will enclose the lake and define views from the Piazza. Development will be up to 12 storeys for the apartments and 14 for the hotel. On the boardwalk, low sculptural pavilion buildings housing restaurants and cafes will animate the waterside without blocking long views to the landmark buildings either side of the lake.

At Pendigo Place and Arden Gateway, offices will be between 4 and 10 storeys in height, and mixed used blocks between 4 and 8.

Scale and massing across the film studios complex and theatre uses will reflect the nature of the uses. Large floorplate development will accommodate film-making requirements, with a finer urban grain appropriate in public-facing areas.







delivery
nec

4 Delivery

Realising the vision set out in this masterplan will require a co-ordinated approach to the delivery of key infrastructure, the development of the site, and the ongoing stewardship of the space. This will be managed through a strong established partnership between the landowners - Birmingham City Council and the NEC Group - providing effective long-term oversight.

The scale of the site and ambition set out means a phased approach will be taken to development. Opportunities to bring forward different elements of the masterplan will depend on market conditions. Certain sites are less reliant on public sector investment in on-site and off-site transport infrastructure, making them more deliverable in the early years: indicative phasing reflects this. The approach to delivery will also reflect ownership, constraints and development activity across the wider area.

A key element of the delivery strategy is to release surface car parking land for development, re-providing this capacity in on-site multi-storey car parks where appropriate. A strategically phased replacement plan is being developed to enable the release of land for development.

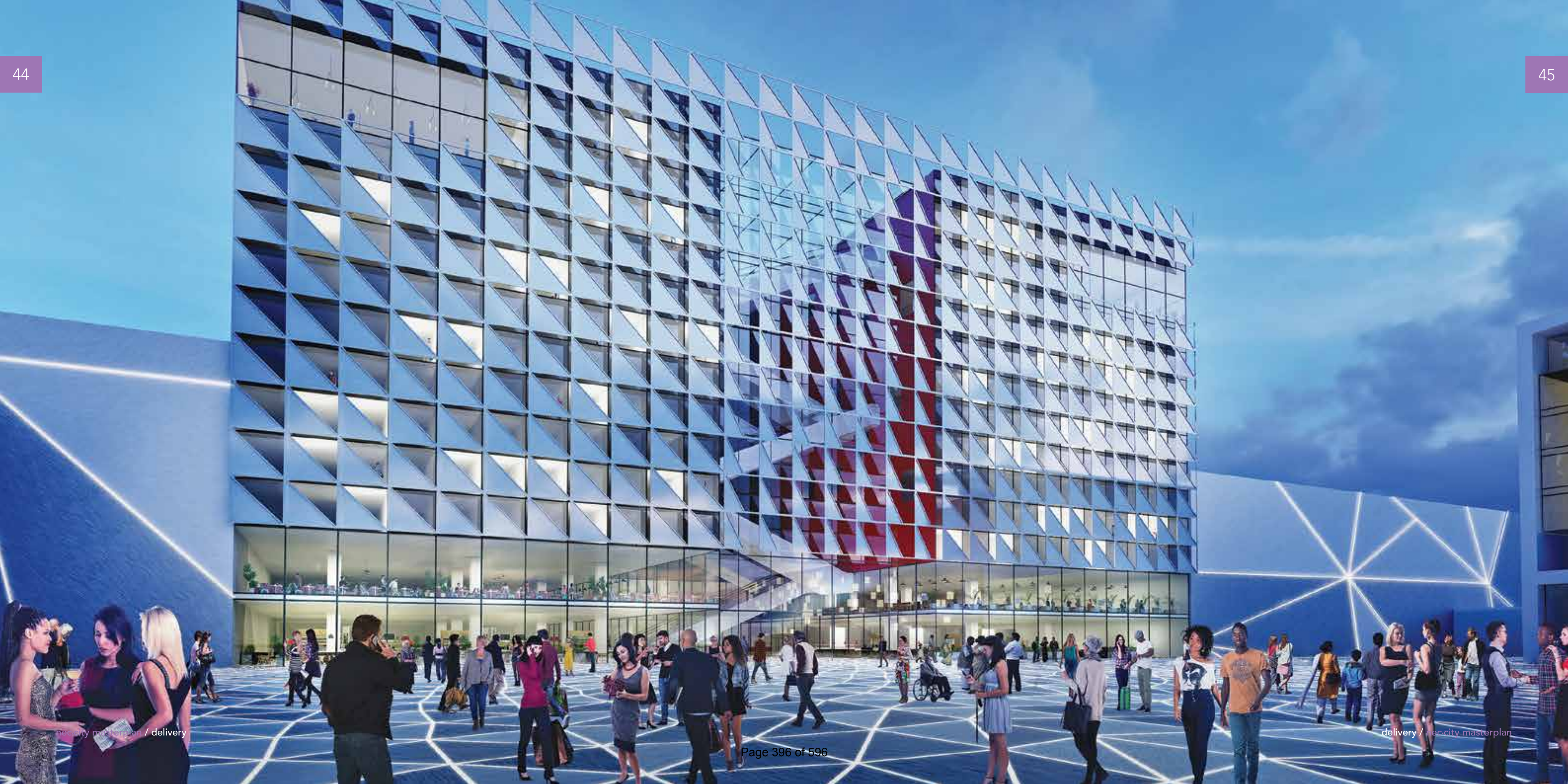
The visitor experience at nec-city will be at the forefront of delivery. This will be especially important as the NEC and other occupiers will remain operational throughout delivery. Quality public realm and movement routes through the site will be prioritised and opportunities for improvements will be integral to design and development.

The Piazza, which will enhance the entrance to the NEC, and the Lakeside destination, will be the focus for early development with the first new leisure and hotel uses opening in 2018. Delivery here is not reliant on new infrastructure. Similarly, the film studios complex can be realised independently of other areas: Birmingham City Council will seek to partner with a developer/investor to deliver this opportunity.

Realignment of South Way/Pendigo Way and adjacent utilities provision will enable development plots to be maximised by Pendigo Lake. This will be supported by investment by the Greater Birmingham and Solihull LEP, and is indicative of the commitment of the LEP to the transformational vision for nec-city. Improvements to Bickenhill Interchange (M42 Junction 6) will be delivered by Highways England.

The NEC and Birmingham City Council will work with Solihull Metropolitan Borough Council, as Local Planning Authority, and the Urban Growth Company to ensure that the proposals for nec-city are consistent with and complement to wider vision for UK Central Hub, as well as continuing to influence the design and delivery of off-site infrastructure to ensure that it provides maximum benefits for nec-city.





Contact
Birmingham City Council

Planning and Development
Economy Directorate
Birmingham City Council

E-mail:
planningandregenerationenquiries@birmingham.gov.uk

Web:
birmingham.gov.uk

Telephone:
+44 (0)121 675 7244

Contact
NEC Group

John Hornby
Chief Operating Officer
NEC Group

E-mail:
john.hornby@necgroup.co.uk

Web:
necgroup.co.uk

Telephone:
+44 (0)121 767 3802

For a copy of this leaflet in large print, alternative format or another language, please contact us.

Plans contained within this document are based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office.

© Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Birmingham City Council. Licence number 100021326, 2018.



The NEC masterplan produced by
Birmingham City Council, Planning and Development, Economy Directorate.

“**nec·city** will
become an
internationally unique
destination with
global appeal”

nec·city



nec.city

Title of proposed EIA	NEC Masterplan	Item 9
Reference No	EQUA153	
EA is in support of	New Policy	
Review Frequency	No preference	
Date of first review	13/05/2019	
Directorate	Economy	
Division	Planning & Development	
Service Area		
Responsible Officer(s)	<input type="checkbox"/> Rebecca Farr	
Quality Control Officer(s)	<input type="checkbox"/> Richard Woodland	
Accountable Officer(s)	<input type="checkbox"/> Waheed Nazir	
Initial equality impact assessment of your proposal	<p>This assessment considers the potential equalities impacts of the decisions to endorse and implement the NEC Masterplan, and to amend leases between BCC and NEC Ltd such as to support the continued success of the NEC Group's operations.</p> <p>The NEC Masterplan has been produced to establish both the scale of the opportunity, and the principles to guide development and connectivity, in order to fully realise the potential of the site including the development potential of the existing surface car parking areas.</p> <p>The Masterplan document sets out a vision for the future of the NEC site as "nec•city" – an internationally unique destination with global appeal that fuses entertainment, leisure, exhibition space, commercial and residential offers across a 175ha campus with the existing NEC at its heart.</p> <p>The purpose of the Masterplan is to deliver sustainable growth. The NEC Group is a significant local employer and a significant contributor to the local economy; as such the sustainable growth of the business is beneficial to all groups. The location of the NEC at UK Central makes it one of the most accessible locations in the country and therefore a location able to support the level of growth proposed. The proposals in the Masterplan will deliver opportunities for new employment, education and training, new housing, sustainable travel, and enhanced public spaces. The economic benefits of the growth will be felt across the region.</p> <p>In implementing the proposals in the plan due regard will be had to opportunities for local employment, and where appropriate to realising benefits through public sector procurement or charters to deliver social value outcomes.</p>	

Schemes will be designed with accessibility for all groups in mind.

The endorsement and delivery of the Masterplan will, therefore have the potential to benefit all groups across the city and region, and will not have a negative differential impact on any group or protected characteristic. There will be opportunities to test these assumptions as part of the development and approval of individual schemes.

The NEC Masterplan is in line with the aims of Solihull MBC (the Local Planning Authority for the site), the Greater Birmingham and Solihull LEP, and the West Midlands Combined Authority. On a macro scale the impact of growth here will be addressed and monitored through the Sustainability Appraisal for the Solihull Local Plan – this will include impacts on the community.

These decisions follow on from and enable the implementation of decisions previously made by Cabinet, for which assessments of the potential equalities impacts were also provided:

- An initial screening was carried out in July 2013 on the decision to sell NEC Ltd and enter into leases on the operational sites. This found that the approach had potential equalities benefits, and that the needs of different groups would be considered during the implementation of the project.
- An initial screening was carried out in April 2016 on the decision to prepare a Masterplan for the NEC site. This focused on the potential impacts of preparation rather than implementation, and found that, as this would be delivered as 'business as usual' for the Council, there was limited opportunity for negative differential impacts.

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:

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

It is considered that the proposals will contribute to equality of opportunity for all through creating the conditions for growth and job creation. In addition it is considered that the proposals do not have the potential to have a differential impact on any group or protected characteristic. The overall conclusion is that at this stage a full assessment is not required and that the assumptions and conclusions of this assessment will be robustly tested during the development and approval of individual schemes. The appropriate monitoring will be carried out in the implementation of the decisions – through planning applications, procurement approach, the gateway/assurance frameworks of the City and its partners, and through the NEC Group's management of the business – that should any potential negative differential impact arise these will be appropriately addressed.

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? No

Decision by Accountable Officer Approve

Date approved / rejected by the Accountable Officer 26/10/2018

Reasons for approval or rejection

Please print and save a PDF copy for your records Yes

Content Type: Item

Version: 29.0

Created at 17/10/2018 02:38 PM by ☐ Rebecca Farr

Last modified at 26/10/2018 10:57 AM by Workflow on behalf of ☐ Waheed Nazir

Close



Subject: **PUBLIC CONSULTATION ON DRAFT BIRMINGHAM URBAN CENTRES FRAMEWORK FOR INCLUSIVE GROWTH**

Report of: **CORPORATE DIRECTOR, ECONOMY**

Relevant Cabinet Member: **Councillor Ian Ward, Leader**

Relevant O &S Chair(s): **Councillor Tahir Ali, Economy and Skills**

Report author: Richard Cowell, Assistant Director, Development
Telephone No: 0121 303 2262
Email Address: richard.cowell@birmingham.gov.uk

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, name(s) of ward(s): All Wards		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 004111/2017		
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 To seek authority to undertake public consultation on the draft Birmingham Urban Centres Framework for Inclusive Growth, attached in Appendix 1.

2 Recommendations

- 2.1 Approves the draft Birmingham Urban Centres Framework for Inclusive Growth (Appendix 1) for public consultation for a period of 12 weeks commencing 26th November 2018, until 18th February 2019.

- 2.2 Notes that following the public consultation and any subsequent revision of the Framework, approval will be sought from Cabinet for the Birmingham Urban Centres Framework for Inclusive Growth (the Framework) to be adopted as the City Council's vision to guide investment and development decisions in Urban Centres and parades.

3 Background

- 3.1 Urban Centres and parades are a focal point for communities. They form vital hubs for local activity as places to shop, meet and for employment. Birmingham has a network of over 70 Urban Centres and more than 100 parades. They range in size from the City Centre, which attracts millions of visitors and is home to major economic assets; to Sutton Coldfield as the second largest centre in the city with shops, restaurants and offices; to smaller clusters in centres like Kings Norton, Balsall Heath and Cotteridge.
- 3.2 Urban Centres and parades have a central role to play in delivering the city's agenda for inclusive economic growth. Over the next 15 years the city is set to see significant growth with 51,100 new homes, over a million square metres of new floorspace for commercial uses and billions of pounds of investment in infrastructure. This growth is driven by an increase in Birmingham's population from 1.1 million to 1.25 million; the continued success of the city as the key centre for investment and the arrival of High Speed rail.
- 3.3 As the city seeks to deliver new development, its Urban Centres will need to evolve to offer a diverse range of uses, activities, spaces and environments. They will need to feel safe, be accessible by a range of modes of transport and have good connections to their local communities and the wider city. Many of Birmingham's Urban Centres and parades offer elements of this, however as demands and patterns of activity change, this network will need to evolve further.
- 3.4 This Framework has been produced to support this evolution, setting out the strategic principles that all Urban Centres and parades can utilise to become successful multifunctional places. These principles focus on securing diversity of activity, excellent connectivity and high quality design that celebrates local identity to create places that stand the test of time. The approach adapts the success achieved in the City Centre through the Big City Plan of setting clear strategic direction and identifying opportunities for change and investment. A Toolkit will sit alongside the Framework to support all stakeholders who are looking to deliver improvements in their Urban Centre or parade.
- 3.5 Within the Framework, 10 Centres for Transformation are identified for directing investment decisions and targeting actions as places that can evolve to meet the city's growth agenda. These centres were identified from:
- Evidence collected on the current health of all centres in the network
 - The opportunities for investment and development linked to the growth potential set out in the Birmingham Development Plan;

- Key public transport corridors presenting opportunities for investment and development, and enabling local communities to better connect with economic growth;
- Their potential to adapt to meet the needs of their communities and businesses to remain relevant and resilient for the future.

3.6 In delivering the actions required to create thriving Urban Centres and parades, it is recognised that communities, businesses, local groups, landowners, the public and private sector will have a key role to play. The use of the Council's property assets in the Urban Centres and parades will be informed by the City Council's Property Strategy. Links will also be made to the localisation agenda that the City Council is bringing forward.

3.7 The Framework will be consulted on publically through a range of activities commencing 26th November 2018. Following the consultation and any subsequent revision of the Framework it will be adopted as the City Council's vision to guide investment and development decisions in the Urban Centres and parades. The adoption is scheduled for mid-2019. Following the Government announcement in the Budget 2018, the City Council will look into the Future High Streets Fund to see how this can be used to support the Framework.

4 Options considered and Recommended Proposal

4.1 Option 1 – Do nothing. Should the Council decide not to publish the draft and consult on the Framework it will result in a lack of strategic direction and vision for the city's Urban Centres and parades, which will impact on their ability to respond to the challenges they are facing, capitalise on potential investment and move towards delivering the growth agenda.

4.2 Option 2 – Rely on policies in the Birmingham Development Plan. It is not intended that the Framework becomes a statutory planning tool, however once it is endorsed it will provide a greater level of direction to support action and investment that the Birmingham Development Plan cannot provide.

4.3 Recommended Proposal – Prepare the Birmingham Urban Centres Framework

5 Consultation

5.1 The Leader and Cabinet Members for Clean Streets, Waste and Recycling; Finance and Resources; Transport and Environment; Education, Skills and Culture; Homes and Neighbourhoods; Social Inclusion, Community Safety and Equality; Health and Social Care, and; Children's Wellbeing have been briefed on the Framework, with their views to be sought during the consultation process. Officers from Birmingham Property Services, Highways, Transportation and Place Directorate have been involved in the Framework's development. Ward Members have been briefed on the Framework, with their views to be sought during the consultation process.

- 5.2 The launch of the Framework and public consultation will be the start of external consultation. This will enable ideas on how Urban Centres and parades can evolve and thrive into the future to deliver sustainable and inclusive growth. This will feed into any subsequent revision of the Framework which, following its adoption, will be used to guide investment and development decisions in Urban Centres and parades. The purpose of this report is to authorise public consultation over a 12 week period.

6 Risk Management

- 6.1 The programme for the adoption of the Framework allows flexibility to account for potential issues. This allows time for areas of disagreement from stakeholders to be discussed and addressed, and for large numbers of comments to be processed. As the consultation period will be over Christmas, it has been extended to a 12 week period to ensure that people and organisations have the opportunity to comment.
- 6.2 Other risks are addressed elsewhere in this report, including section 4 on the risks of not having the Framework, and section 7.3 on the financial implications.

7 Compliance Issues:

- 7.1 How are the recommended decisions consistent with the City Council's priorities, plans and strategies?
- 7.1.1 The Framework will contribute towards the vision contained in the City Council's Plan 2018-2022 outcomes, specifically: Outcome 1 'Birmingham is an entrepreneurial city to learn, work and invest in' and Outcome 4 'Birmingham is a great city to live in'. It has been prepared in the context of the policies of the adopted Birmingham Development Plan (2017), including policies TP21 'The network and hierarchy of centres' and TP24 'Promotion of diversity of uses within centres'.
- 7.2 Legal Implications
- 7.2.1 The Council has general power of Competence under Section 1 of the Localism Act 2011 and it is using this to undertake the production of the Framework. Whilst not a statutory planning document, the Framework will provide guidance to support the Birmingham Development Plan, and the consultation will follow the principles set out in the Birmingham Statement of Community Involvement (2008).
- 7.3 Financial Implications
- 7.3.1 The Framework is being prepared using existing Planning and Development staff resources. The total cost of the public consultation exercise is estimated to be a maximum of £5,000. This will cover the costs of producing and printing the Framework, the production of publicity materials, and other consultation costs (e.g. hire of venues). This will be funded through the existing Planning and Development revenue budgets. Beyond the

consultation, the Framework does not entail any specific financial commitments for the Council at this stage, and includes reference to initiatives which are already approved and in progress.

7.4 Procurement Implications (if required)

7.4.1 No implications

7.5 Human Resources Implications (if required)

7.5.1 No implications

7.6 Public Sector Equality Duty

7.6.1 An Equality Analysis screening has been undertaken and is attached at Appendix 2. The initial assessment has not identified any specific impacts the Framework will have on the protected characteristics. The growth of the Urban Centres and parades will lead to improvements for the local population including new homes, job opportunities and infrastructure delivery. The approach to public consultation on the Framework will be informed by the community profiles for the identified areas and relevant organisations with an interest in equalities issues will be consulted. The Equality Analysis will be updated following a review of the consultation feedback and will inform the preparation of the final Framework.

8 Background Documents

8.1 Birmingham Development Plan 2031 (January 2017)

8.2 List of Appendices accompanying this Report (if any):

- 1. Draft Urban Centres Framework for Inclusive Growth
- 2. Equality Analysis



urbancentres

A framework for inclusive growth
Draft • November 2018

Contents

Foreword	3
Introduction	5
Context	9
The strategy	13
Centres for transformation	17
• Sutton Coldfield	
• Perry Barr	
• Bordesley Green	
• Coventry Road	
• Stechford	
• Meadway	
• Erdington	
• Northfield	
• Stirchley	
• Alum Rock Road	
Delivery	61

“Birmingham is now ranked as one of the best cities for quality of life in the UK”





“With over £2 billion of new development planned...a city wide renaissance is underway”

Foreword

As Birmingham continues to develop and prosper a key priority will be the delivery of inclusive economic growth. This growth agenda encompasses new housing, employment space, leisure attractions and cultural facilities. It also involves creating the highest quality liveable environments, improving local skills and access to jobs; and expansion of the City's transport network. Pivotal to the delivery of this agenda will be the City's network of Urban Centres.

These Urban Centres are a focal point for our communities. They form the vital hub for local activity, providing places for us to shop, socialise, live and work. As we look to the future these Urban Centres and local parades will need to evolve; responding to new demands and becoming truly multifunctional places.

The success of Birmingham's City Centre offers a blueprint for all of the City's Urban Centres. Since the launch of the Big City Plan in 2010 the City Centre has seen a further renaissance in its economic role and its cultural and residential offer. Billions of pounds of investment and millions more visitors are being attracted and its appeal as a place to live continues to grow. With a clear plan for the City Centre its potential to drive further growth is significant.

The City's Urban Centres also have huge potential.

Building on existing successes, like Kings Heath and Boldmere, the network of Urban Centres can drive our agenda for inclusive economic growth. With over £2 billion of new development planned for transformational change a City wide renaissance is underway.

Through this Urban Centres Framework we are setting out how these places can become catalysts for change and so in turn strengthen their role at the heart of the City's diverse communities. In delivering this, there are countless opportunities for us to work collaboratively, harnessing the resources, knowledge, expertise and energy of everyone who wants to make Birmingham an even greater City.

I am delighted to be launching this framework as a mechanism to guide the future transformation of our Urban Centres promoting inclusive economic growth.

Councillor Ian Ward

Leader

Birmingham City Council



Introduction

“Over the next 15 years the City is set to see significant growth”

Birmingham’s diverse network of Urban Centres and local parades have a central role in delivering the City’s agenda for inclusive economic growth. With over 70 Urban Centres and more than 100 local parades, Birmingham has a network of places that can become the focal point for future investment, jobs, housing, cultural activity and connectivity.

Over the next 15 years the City is set to see significant growth, with 51,000 new homes, over a million square metres of new floorspace for commercial uses and billions of pounds of investment in infrastructure to meet the City’s needs. These priorities are making Birmingham a great city to grow up in, live and grow old in, as well

as a great place to learn, work and invest in. This growth is driven by an increase in Birmingham’s population from 1.1 million to 1.25 million in 2031 and the continued success of the City as one of the key centres for investment in the UK and the arrival of High Speed rail (HS2) in 2026.

The City’s network of Urban Centres ranges in size from the City Centre, which attracts millions of visitors and is home to major employers and cultural attractions; to Sutton Coldfield, the second largest centre in the City with shops, restaurants and offices; to smaller clusters in centres like Kings Norton and Balsall Heath, which provide an important focus for local communities.

Over recent years the way in which people use centres has altered. Changes in shopping habits, use of space and consumer demands have made it challenging for them to remain shopping destinations. Whilst some centres have met this challenge by finding new focus and flourishing, others need to evolve to remain attractive, viable and vibrant places. As the City looks to the future it needs to reimagine the role of its Urban Centres as places which offer more than just somewhere to shop.

Since the late 1980’s, Birmingham’s largest centre - the City Centre - has undergone dramatic transformation, responding to challenges of a low quality environment, lack of activity, limited retail and leisure offer and poor accessibility. Its success has been driven by the creation of a destination with broad appeal. Its mixture of shops, offices, leisure, cultural and community uses, and the growth of City living has successfully drawn people, investment and new activity into the centre. Well-connected by public transport and the high quality pedestrian environment makes the centre easy to access and get around. This approach, defined in the Highbury Initiative



urban centres framework / introduction

of 1987 and the Big City Plan of 2010, to encouraging a mixture of uses in a well-connected and high quality setting provides a blueprint for creating thriving centres throughout the City.

As the City seeks to deliver new development and create successful and vibrant places, its Urban Centres and parades will need to evolve to accommodate a diverse range of uses and activities that meet the needs of all. This document provides a framework to guide this by setting out the key principles that will enable centres to evolve and thrive into the future. In implementing these principles, a series of ‘centres for transformation’ have been identified to direct investment decisions and target actions to create sustainable, inclusive and connected places. This approach will play a key role in supporting delivery of the growth agenda of the Birmingham Development Plan.

The framework will importantly provide context for local communities to bring forward their own plans for their Urban Centres, and as a mechanism to seek and secure funding and investment.

The delivery of this framework will be supported by a Toolkit allowing communities to drive improvements in their centre or parade. Local communities, in partnership with the City Council and other organisations, can create successful and vibrant places that sit at the heart of thriving neighbourhoods.

“As the city looks to the future it needs to reimagine the role of its Urban Centres”



introduction / urban centres framework



Context

“The City is currently experiencing unprecedented levels of investment”

Birmingham’s network of Urban Centres is well established, reflecting the City’s historic growth. The network includes over 70 centres which are identified in the Birmingham Development Plan. They are varied in terms of size, offer and who they serve; ranging from the City Centre, which holds a national position as a retail destination, Sutton Coldfield which serves a regional population, to local centres which meet day-to-day needs. In addition, there are many smaller shopping parades throughout the City.

As an international City, Birmingham is home to over one million people and is thriving as a great place to live, work and visit. The City is currently experiencing unprecedented levels of investment in infrastructure, and major development schemes are being delivered with a number of centres already seeing significant transformation. The City’s network of Urban Centres is already playing a key role in supporting this.

Investment in **Selly Oak**, situated around 5km south west of the City Centre, is establishing the location as an internationally recognised centre of excellence for research, education and healthcare. Driven by the expansion of the University of Birmingham and Queen Elizabeth Hospital, the area has seen over £850m of investment in strategic healthcare, life sciences and education developments. Further investment in these uses could bring nearly 4,000 additional jobs and 650 new homes to Selly Oak over the next 10 years, in addition to the 18,000 people employed in the area today.

This huge potential is being capitalised on, and the centre is being revitalised with new retail, and commercial uses. The Birmingham Battery, Triangle and Dingle sites will deliver a new supermarket supported by a mix of uses, including retail, commercial, leisure and community uses.

Identified as a Green Travel District, Selly Oak will see improved traffic management and new development that delivers public spaces, creates new connections and extends and improves the walking and cycling network. This will include access improvement to the centre’s network of green spaces and the canal network.

The brand new centre at **Longbridge** is the focal point of the £1bn of investment in the comprehensive regeneration of this southernmost area of the City. The regeneration of Longbridge, through exemplar mixed use development, is transforming the area following the closure of the MG Rover plant.

Across 130 hectares, new development is delivering 10,000 jobs, over 1,450 new homes, a Regional Investment Site for employment uses, ITEC Park, a bio-mass Combined Heat and Power network, education facilities and an urban park. Longbridge Town Centre is already home to over 28,000 square metres of high quality retail, as well as leisure and community facilities. As a Green Travel District, development is underpinned by high quality public transport facilities, walking and cycling routes and improved highway infrastructure.



King’s Heath High Street is the focal point for a number of neighbourhoods in south Birmingham. Much like the neighbouring centre of Moseley, it has become a thriving destination for shopping and socialising, with a mixture of high street and independent shops, restaurants, community facilities, parks, and local events (supported by an active Business Improvement District (BID)). The High Street has also benefitted from its large catchment area and excellent connectivity. Recent investment in the village square in front of All Saints Church

has created a focal point in the high street, a place for people to relax and meet and a location for events and markets.

Soho Road is a successful centre located north west of the City Centre in the Handsworth neighbourhood. It plays an important role as a destination for ethnic retailing, and has a wide catchment area extending outside of Birmingham. Over the last 15 years Soho Road has undergone a programme of regeneration, supporting and enhancing the vitality and viability of the centre. Its success is characterised by a low vacancy rate and diverse uses. There is a strong representation from small and independent ethnic retailers, a healthy business environment and an active BID. It is important for its shopping, and its education, health, community and cultural facilities.

“
Birmingham...
is thriving as
a great place
to live, work
and visit
”





The strategy

“There is unrivalled opportunity for transformation across Birmingham’s network of Urban Centres”

The strategy

With over £2bn worth of new investment potential, there is unrivalled opportunity for transformation across Birmingham’s network of Urban Centres. This potential will see the delivery of new homes, jobs and amenities and significant improvements to connectivity and the local environment.

Maximising the potential of Birmingham’s Urban Centres will be driven by a strategy that promotes them to adapt and change. By focussing on core themes of activity, connectivity and local design and identity, centres can become more vibrant and sustainable places. To support the application of these principles a Toolkit has been created that can be applied to all centres aiding local businesses, residents and organisations. As part of this strategy, a range of centres have been identified with potential for transformation based on the scale of opportunity, investment in infrastructure or focus at the heart of a wider neighbourhood.

Core Themes

The components for successful Urban Centres

Successful Urban Centres are places that offer diversity, not just in the uses but in the spaces, environments and activities that occur there. Equally they will need to feel safe; be accessible by a range of modes of transport and have good connections into their local communities and the wider City.

By focusing on the following key components, Birmingham’s network of Urban Centres can flourish; re-positioning their offer where necessary to become thriving hubs at the heart of communities and fully supporting the City’s growth agenda.

Activity

- **Diverse mix of uses** to create multipurpose areas that bring life to the Urban Centres, underpinning their economic vitality. This range of uses includes shops, leisure, homes, community facilities, markets, training, skills and employment opportunities and services located in a focused cluster. Some centres are, or will become, the focus for a niche offer or activity, which can provide a unique selling point to help them remain vibrant.

Connectivity

- **Accessible public transport** that connects, via bus, metro and train, centres to their neighbourhoods, employment opportunities and the wider City, via bus, metro and train.
- **Walking and cycling routes** that allow people to safely and conveniently access Urban Centres within their neighbourhoods.
- **A safe and resilient road network** that operates efficiently and sustainably, managing traffic, congestion and servicing and allows for an appropriate level of good quality car parking.
- **Digital connectivity** that meets residents’ and businesses’ existing and future communication needs.

Design and local identity

- **Local character and history** that sees development, uses and activity in centres reinforcing or creating a positive sense of place and local distinctiveness.

- **Higher densities of development** that are focused on key transport nodes to create clusters of economic and social activity and make efficient use of available land.
- **Attractive streets and spaces** that are safe, accessible, interesting and well-maintained, encouraging people to visit and use their Urban Centre.
- **Environmental quality** that sees Urban Centres taking opportunities to make sustainable design integral to development, including green infrastructure, sustainable drainage and energy generating features.
- **Active communities** that take the lead in driving the improvement of their Urban Centres.

Delivery

Alongside the centres identified in this framework, there are opportunities throughout the City’s Urban Centres and parades for investment through local communities, businesses, organisations and landowners. All play an important role in creating thriving Urban Centres.

The Delivery section at the end of this document provides some information on how change can be delivered in centres. An online Toolkit will also be made available to view at: www.birmingham.gov.uk/urbancentresframework which provides practical advice and information to communities and organisations on how to make centres more active, attractive and connected.

Spatial Strategy

Centres of transformation

Centres of transformation will be at the heart of delivering inclusive growth, with significant opportunities for investment and development. The City Council has identified its initial priority centres of transformation, and there is potential for other Urban Centres in the City to be identified in the future.

- Centres at **Sutton Coldfield** and **Perry Barr** will be the focus for significant growth, delivering new homes, jobs and local services. Based upon the growth potential set out in the Birmingham Development Plan these places will play a leading role in delivering the City’s inclusive growth agenda due to their size, location and scale of potential.
- Centres on key public transport corridors present major opportunities for investment, enabling local communities to better connect with economic growth. The proposed East Birmingham Metro will drive forward the delivery of clusters of economic and social activity at key places along the route including **Bordesley Green, Coventry Road, Stechford** and **Meadway**.
- At a more local scale, there are a number of centres and parades City-wide with growth potential that are at the centre of neighbourhoods. These centres have the potential to adapt to meet the needs of their communities and businesses. **Erdington, Northfield, Stirchley** and **Alum Rock Road** all present opportunities to re-focus their offer to serve their growing neighbourhoods, remaining relevant and resilient into the future.





Centres for transformation

- Sutton Coldfield
- Perry Barr
- Bordesley Green
- Coventry Road
- Stechford
- Meadway
- Erdington
- Northfield
- Stirchley
- Alum Rock Road

Sutton Coldfield Town Centre is the largest suburban centre in the City, and is located to the north of Birmingham. It has excellent connectivity by train and bus, and access to the motorway network. It extends from the High Street in the north to Birmingham Road to the south. It incorporates the train station and Town Hall to the north-west, and is bounded by Victoria Road and Queen Street to the east and the rail line to the west. Sutton Coldfield Old Town, which is the historic heart of the centre, creates a distinctive high street environment. Sutton Park, one of the largest urban parks in Europe, is a 10 minute walk from the Town Centre.

Sutton Coldfield's Town Centre will become an unrivalled destination with a unique experience of new shopping, leisure, commercial uses and residential offer. As Birmingham's second largest centre after the City Centre, it has opportunities for over £500m of investment to build on the areas success as one of the most attractive places to live in the City.

The Town Centre is both a well-established shopping destination and an important commercial location for office based businesses. Capitalising on the spending power of its surrounding neighbourhoods, the centre will be rejuvenated with a high quality shopping and leisure offer, cultural and community uses and new homes. Growth will be facilitated by a substantial investment in new infrastructure of approximately £35m.

The role of the centre will become even more important over the coming years as the sustainable urban extension at Langley and the employment site at Peddimore will see 6,000 new homes and 71 hectares of employment land delivered. This will create further opportunities for the Town Centre to reposition itself and attract new investment.

The Birmingham Development Plan identifies that the centre can accommodate further retail growth, major commercial floorspace, and a significant number of new homes. The Royal Sutton Coldfield Town Council and Sutton Coldfield Town Centre BID will be key partners in achieving these ambitious levels of growth.

THE BIG MOVES

Vibrant mix of retail and leisure uses

The comprehensive redevelopment of the heart of the Town Centre will create a new offer with food and beverage, hotel, cultural, community and retail uses, and new residential development.

Thriving businesses

New commercial space will be developed to provide additional floorspace for existing businesses to start-up, grow and to attract new companies to the Town Centre.

Town Square

A major new public square will be created for the centre an attractive place for people to meet and relax.

Connecting Sutton Park

The enhancement of key routes will transform the connections to Sutton Park, making the most of this major green asset as part of the Town Centre offer.

Sutton Coldfield gateway

A new public transport interchange will link bus and rail passengers directly to the Town Centre, providing enhanced facilities and a quick and efficient way of linking to the wider City and beyond.

Improved road connections

A proposed relief road will reduce traffic on the town's historic High Street creating an attractive environment for businesses, pedestrians, cyclists and shoppers and revitalising this part of the centre.



CORE THEMES

Activity

- A mix of uses; including retail, leisure, commercial, cultural and community; will be delivered through the redevelopment of key sites; including the Red Rose Shopping Centre, Brassington Avenue and Station Street. The potential for a new community hub will be explored.
- The success of the Town Centre’s festival programmes, restaurant quarter along Birmingham Road and its thriving evening economy will continue to be supported, with improvements to the public realm facilitated by the redirection of through traffic.
- New residential development will play an important role and will capitalise on the popularity of recent developments within the Town Centre, such as Royal Sutton Place, and support the vibrancy and liveability of the centre.

Connectivity

- The creation of a dedicated public transport interchange will enable the centre to become completely pedestrianized, facilitating easier movement by foot and by bike around the core area.
- A high quality walking and cycling link between the rail station and the centre will create a direct, safe and pleasant route.
- The shopping experience on the High Street will be improved through a reduction in traffic through the delivery of the relief road. This will allow widening of the pavement, creating a safer walking and cycling environment through the heart of the historic core of Sutton Coldfield. Parking provision will be reviewed as part of delivering these enhancements.

Design and local identity

- The aspiration for the Gracechurch Shopping Centre in the long term is to remodel the layout to integrate fully with the significantly enhanced public realm and connectivity in the centre, especially to the Brassington Avenue development site.
- The new town square will be a focal point as a lively hub for cultural events, markets and festivals.
- The scale of the development opportunities available within the Town Centre provides significant scope for creatively and well-designed buildings to make a substantial contribution to the public realm and enhance the River Tame. New developments can enhance the centre both visually and in terms of wider placemaking by improving the legibility of the Town Centre, with the potential for public art.
- Sutton Coldfield’s rich heritage and variety of historic buildings makes the town unique in the City’s hierarchy of centres, with its own heritage trail. The creative re-use of historic buildings will bring a new range of uses to the historic part of the town.
- Sutton Park has significant historic and leisure value, and lies in close proximity to the Town Centre. Opportunities will be taken to promote Sutton Park as a major asset to the Town Centre offer, and the links between the two will be improved.

Key

- Proposed/upgraded public space
- Development opportunity
- Business opportunity
- Improved pedestrian and cycling link
- Streetscape/public realm improvement
- Future relief road
- Landmark proposed/existing
- Rail station

Sites/Opportunities

- 1 Brassington Avenue
- 2 Station Street/Brassington Avenue
- 3 Sutton Park Link I
- 4 New town square
- 5 Station Street
- 6 Sutton Park Link II
- 7 Town Centre development opportunity
- 8 Future relief road
- 9 Red Rose Shopping Centre
- 10 Gracechurch Shopping Centre



The Birmingham Development Plan identifies Perry Barr as a District Centre for significant growth. It is 3.5km (2.2 miles) north of the city centre, and is served by key bus and rail routes. The centre will become increasingly accessible with significant investment in infrastructure and placemaking interventions, with the Birmingham 2022 Commonwealth Games as a major catalyst.

The centre will be transformed through the development of major sites with high quality buildings, enabled by investment in sustainable transport and the public realm. This will provide improvements to the commercial offer and a significant increase in the number of homes in and around the centre. It will be an attractive urban place that attracts many more people to live, work and visit.

The Athletes’ Village will be developed on the former Birmingham City University campus and adjoining sites; in legacy this will provide sustainable residential growth at the heart of the centre. Other improvements will include upgrades to rail and bus infrastructure, a new Sprint / rapid transit service, segregated cycle routes, and improvements to open spaces and pedestrian connectivity. The legacy projects will lead to over 3,000 homes being delivered across the area.

One Stop Shopping Centre is a successful retail destination with a large number of national stores. In the longer term there is an opportunity, through remodelling, to open up the site to improve the frontage to Walsall Road and access to Perry Hall Park.

The traditional shopping centre, focussed around Birchfield Island, will be boosted through redevelopment of gateway sites to provide commercial and residential growth around a redesigned junction which provides a high quality town centre environment.

THE BIG MOVES

Vibrant Urban Centre destination
Perry Barr will be a focus for higher density development; a place with a strong urban character of well-designed buildings and spaces, an attractive place to live, work and visit for a wide range of shopping and leisure uses.

Enhanced A34 corridor environment
The highway will be redesigned to improve pedestrian and cycling movement, and public transport priority within the centre whilst maintaining vehicle access. These changes will also create opportunities for new development.

Public transport hub
High quality, easily accessible rail, Sprint/ rapid transit and bus facilities at the heart of the centre will make public transport the preferred travel choice between Perry Barr, the City Centre and the wider area.

East-west movement
People will be able to easily walk and cycle within the centre, and between Perry Hall Park to the west and new residential neighbourhoods to the east.

Commonwealth Games Athletes Village
The 1,400 homes legacy development will be a major catalyst for the area, bringing new residential accommodation along with infrastructure investment.



CORE THEMES

Activity

- New vibrancy will be added through the development of more than 2000 homes within the centre, of which approx. 1,400 will be developed ahead of the Commonwealth Games and used as part of the Athletes’ Village during the Games. More new homes will be developed on sites to the north and east, which will be used temporarily in Games time before being developed for housing.
- Community and leisure facilities in the area will link well with the centre. A new secondary school will be developed on Holford Drive, and accessibility to education and leisure provision will be enhanced. A new community centre, and commercial uses to meet local need, will be provided within the Athletes’ Village residential scheme.
- Land around the junction of the A34 and Wellington Road/Aston Lane will be developed for commercial and higher density residential uses to enclose a remodelled Birchfield Island, forming a new gateway in the traditional part of the centre. Sites include the former Crown and Cushion public house and adjacent land, the former library site and adjoining land, and the shops on the eastern side of Birchfield Road, including land to the rear.
- The aspiration for the One Stop Shopping Centre is to remodel the layout to provide activity to the Walsall Road frontage, bring forward underutilised land, and to integrate fully with the significantly enhanced public realm and connectivity in the centre.

Connectivity

- A new public transport interchange and upgraded passenger facilities will be formed by the redevelopment of Perry Barr rail station and the adjacent bus

- interchange, interconnecting with the Sprint/rapid transit service.
- Changes to strategic highway network will rationalise vehicle movements, including improved access to One Stop, and deliver improved walking and cycling connections both east-west and north-south within the centre. Key to this will be closure to through traffic of part of Aldridge Road alongside the new residential neighbourhood, creating a public space with high quality pedestrian and cycle provision.
- Proposals will support public transport priority through the centre and the delivery of a high quality segregated cycle route along the A34 connecting the City Centre to Walsall via Perry Barr and the Alexander Stadium.
- Perry Hall Park will be made more accessible and an important asset for the centre offer by providing a walking and cycling route alongside the River Tame, and by opening up links through One Stop Shopping Centre.

Design and local identity

- The scale and quality of development within Perry Barr will clearly identify it as an attractive and modern Urban Centre destination. This will be reinforced by landmark buildings in prominent locations, including at Birchfield Island and on the Athletes’ Village site.
- The new residential development created as a legacy of the Commonwealth Games Athletes’ Village will be an attractive and vibrant place to live with a distinctive character and strong sense of place. New public space, including that created by the closure of part of Aldridge Road, will reduce the dominance of the road network and provide a high quality setting for development.

- Development across the centre will be based on creating attractive, well overlooked streets and public spaces, with coherent design guided by a clear approach to public realm.

Key

- Proposed/upgraded public space
- Development opportunity
- Business opportunity
- Future public transport interchange
- Improved pedestrian and cycling link
- Landmark proposed/existing
- Rail station

Sites/Opportunities

- 1 New walking/cycling route alongside the River Tame
- 2 Remodelled One Stop Shopping Centre
- 3 Former Crown and Cushion PH
- 4 New public transport hub
- 5 Birchfield Island enhancements
- 6 Former library and adjoining land
- 7 Major public space
- 8 Commonwealth Games Athletes Village
- 9 New school
- 10 Birchfield Road development opportunity
- 11 Later residential phases

NORTH

© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of
this data to third parties in any form.

NOT
SCALE



This is a linear centre extending along Bordesley Green, serving the local community with a variety of shops and services. The majority of businesses are small and independently owned, with the primary shopping area at the western end around the junction of Bordesley Green Road and Victoria Street. Two small supermarkets - Lidl and Asda - are located at the eastern end. The South and City College adjoins the centre and is an important local hub for education and community uses.

Most shops occupy the ground floors of two-storey Victorian terraced buildings lining the southern edge of Bordesley Green. The northern side generally comprises industrial and commercial uses not typical of a Local Centre.

Bordesley Green is part of a wider Green Travel District and is accessible by both bus and train, with Adderley Park rail station less than a 10 minute walk from the centre. Metro will run along the entire length of Bordesley Green and be a major catalyst for growth and regeneration, which will bring new life and uses to the centre, enhance the quality of the environment and connect local residents and businesses with economic opportunities across the City and beyond.

The centre is located within the emerging Bordesley Park Area Action Plan area, which promotes the creation up to 3000 new jobs and the delivery of around 750 new homes in the wider area.

THE BIG MOVES

Metro connectivity

The arrival of Metro will make Bordesley Green a very accessible location at the eastern edge of the City Centre, and a convenient interchange for rail and bus routes including the inner circle. Improved walking and cycling links that will also enable people to move easily around the area.

Mixed use regeneration of Bordesley Green north

Good quality redevelopment for higher density housing, shops and other facilities on the northern side of Bordesley Green will enhance the vitality and appearance of the centre.

Enhanced public realm

New and improved public spaces, and walking and cycling routes will be delivered in conjunction with Metro and redevelopment opportunities in the centre, making the place a more attractive place to visit.



CORE THEMES

Activity

- A range of new uses, including residential and a much improved environment will increase activity and create a more vibrant centre offer.
- The emerging Bordesley Park Area Action Plan already identifies a number of areas within and adjacent to the centre that have the potential for redevelopment to deliver new mixed uses and housing. This includes sites that are currently vacant or in poor condition.
- The introduction of Metro creates significant additional opportunities to provide new retail, services, businesses, leisure, community and education uses - as well as higher density and family housing - on under-used land occupying much of the northern side of Bordesley Green within the local centre. This includes the opportunity to extend the site of Bordesley Green Girls' School and Sixth Form.






Connectivity

- The introduction of Metro will address congestion issues which will provide benefits for other road users including bus services.
- Metro will improve connectivity across East Birmingham, giving Bordesley Green better access to the City Centre, Birmingham International Airport, the National Exhibition Centre, the HS2 Interchange, as well as destinations in-between.
- There will also be opportunities for improved local bus services and links to Adderley Park rail station, whilst redevelopment of the centre will include good quality walking and cycling routes and highway improvements.

Design and local identity

- In places, the environment of the local centre is poor with a number of underused properties and premises, especially to the north of Bordesley Green. The arrival of Metro offers scope to create a more distinctive urban character of attractive streets and public spaces enclosed by good quality new buildings to complement the Victorian terraced buildings along the southern side of Bordesley Green.
- Existing buildings that are local landmarks should be retained within an improved setting, including the imposing former police station and fire station.
- New residential development will include a range of housing types to meet local needs and support the vitality of the centre. This will include larger family units of which there currently is a limited supply within the area.
- New public space will be created along Bordesley Green at Five Ways junction and the open space at Denbigh Street will be re-shaped to create a more welcoming and usable space.

Key

-  Proposed/upgraded public space
-  Development opportunity
-  Business opportunity
-  Improved pedestrian and cycling link
-  Landmark proposed/existing
-  Future Metro station

Sites/Opportunities

- 1 Bordesley Green Girl's School and Sixth Form
- 2 Five Ways junction public space
- 3 Former Police Station
- 4 Former Fire Station
- 5 Asda supermarket
- 6 Lidl supermarket
- 7 Mixed use regeneration
- 8 Denbigh Street open space improvements



© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NOT TO SCALE



Coventry Road forms a traditional linear centre to the east of the City Centre, and stretches from Cattell Road to Small Heath Park, a distance of around 1.6km. It is well served by public transport including major bus services, and is part of a wider Green Travel District. A new Metro line is scheduled to serve the northern part of the area.

Forming one of the largest centres in east Birmingham, Coventry Road serves the day to day needs of its local community, as well as growing niche markets with a much wider catchment.

It has a wide and diverse range of shops and community facilities, including health centres, a leisure centre, the historic Small Heath Park (which often accommodates large community events) and the smaller Sara Park. The majority of shops are small and independently owned, occupying a diverse mix and age range of buildings, including some with surviving historic and architectural value.

These uses are complemented by the retail offer of Morrison's, a number of larger national retail chains on St. Andrew's Retail Park at the western end of the centre and Asda to the east.

Small Heath is home to Birmingham City Football Club at St Andrew's Stadium - a major leisure and sports attraction opposite the retail park at the western gateway to the centre.

Development and investment in the area, the creation of new jobs and the delivery of new homes, education and community uses will be guided by the emerging Bordesley Park Area Action Plan.

THE BIG MOVES

Attractive western gateway

New development alongside redevelopment of existing key sites around Bordesley Circus will define and enhance the gateway at the western end of the centre.

Vibrant mix of retail, business and leisure uses

The mixed-use offer along Coventry Road will be enhanced through redevelopment of existing under-utilised sites, the introduction of residential accommodation and by improving connections to existing facilities.

High quality public realm

Improvements to the street, shop and business frontages along Coventry Road, St Andrew's Stadium and the retail park, as well as the general environment and routes to the main commercial areas, Small Heath Park and Sara Park will enhance the centre as a pleasant, safe and increasingly attractive place to visit and walk around.

Metro

The environment around the new Metro stop at St Andrews will be a high quality, welcoming arrival space, with an opportunity to create a new focal public space on Coventry Road.



CORE THEMES

Activity

- Under-utilised sites provide the opportunity to increase activity in the centre. Land between Coventry Road and Wright Street, has potential for mixed-use development, including residential. A new public space to better integrate the community facilities at Small Heath Library Well-being Centre and School into the centre and create a new focus for activity will be pursued.
- The former tram and bus depot at Coventry Road/Arthur Street has potential to be redeveloped for a mix of uses including residential.
- St Andrews Stadium is a key focus for activity on match days, as well as other events throughout the year. The uses and environment around it have significant potential for improvement.
- Redevelopment, together with rationalisation and improvement of existing uses at Herbert Road, Jenkins Street, Parliament Street and Whitmore Road, will deliver new business and community uses.

Connectivity

- The new Metro stop at St Andrew's and the Sprint/rapid transit route along Small Heath Highway will promote public transport and improve access to Coventry Road, and connections with the City Centre and key destinations in the wider area.
- Existing bus services through the centre can be improved by the better management of existing road space.

- There is a significant network of green infrastructure in the form of parks, open space and green corridors, such as the Grand Union Canal, around the centre. Walking and cycling links will be enhanced to improve the connections between these facilities and the centre.
- Walking and cyclin links will be enhanced across Small Heath Highway to improve access to the railway station and canal.

Design and local identity

- Sites within the western gateway provide opportunities for higher density development defining the approach to the local centre from Bordesley Circus, transforming this arrival point into the area.
- There is a longer term opportunity to redevelop existing municipal housing at Coventry Road/Dart Street for higher density, modern residential accommodation.
- The centre contains significant lengths of traditional shop fronts and key buildings, particularly in the eastern part of Coventry Road. Sensitive refurbishment of facades to reveal historic features would benefit the character and attractiveness of the centre.
- There are a number of underused sites, including at corners along Coventry Road, which with appropriate, well-designed development will form local landmarks and add to the area's distinct identity.
- St Andrew's Stadium is an important destination and landmark. Improving the

built environment and public realm around the Stadium and the adjacent shopping centre, together with a new Metro stop, will create a prominent arrival place at the western gateway to the centre.

- Small Heath Park at the eastern end of the centre is a key historic and community asset used for a range of community events and has the potential for greater use as a focus for local people and visitors alike.

Key

- Proposed/upgraded public space
- Development opportunity
- Business opportunity
- Improved pedestrian and cycling link
- Landmark proposed/existing
- Rail station
- Future Metro station

Sites/Opportunities

- 1 Coventry Road/Dart Street
- 2 Land at Bordesley Circus
- 3 Former tram/bus depot
- 4 Western Gateway opprtunity
- 5 Herbert Road/Jenkins Street/Parliament Street/Whitmore Road opportunity
- 6 Coventry Road/Wright Street opportunity

NORTH

© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of
this data to third parties in any form.

NOT TO SCALE



Stechford Local Centre is focussed along a 300m stretch of Station Road, between the railway station to the north and leisure centre to the south. The shops generally form the ground floor of traditional 3 storey buildings, serving the day to day needs of the local community. On the western side of the street, shops are set well back behind car parking and open land, offering considerable potential to enhance the centre’s character.

Stechford railway station provides fast connections into the City Centre and to Birmingham Airport. It is easily accessible from the centre, although there is potential to improve the entrance to the station. The centre is served by a number of bus routes including the outer circle, whilst the Metro extension will run along Bordesley Green East/Meadway, approximately 5 minutes’ walk to the south of the centre.

The new leisure centre, including a swimming pool and café, is a key attraction within the centre. The site of the existing leisure centre will provide a number of development opportunities including retail and housing. The River Cole Valley is also an important asset for Stechford residents, providing a strategic green space and recreational route within 10 minutes walking distance of the centre.

The traditional centre is complemented by larger retailers at Stechford Retail Park located to the north of the centre. The two shopping areas are connected by a section of Station Road that would benefit from an improved appearance and a better walking and cycling environment.

Stechford is located in the City’s Eastern Growth Triangle, which aims to deliver around 1,000 new homes, community facilities, economic growth and regeneration. Improvement of the centre as a destination, with a clear identity and that meets the retail, service and community needs of local residents and visitors, will be taken forward.

THE BIG MOVES

Distinctive, vibrant Local Centre

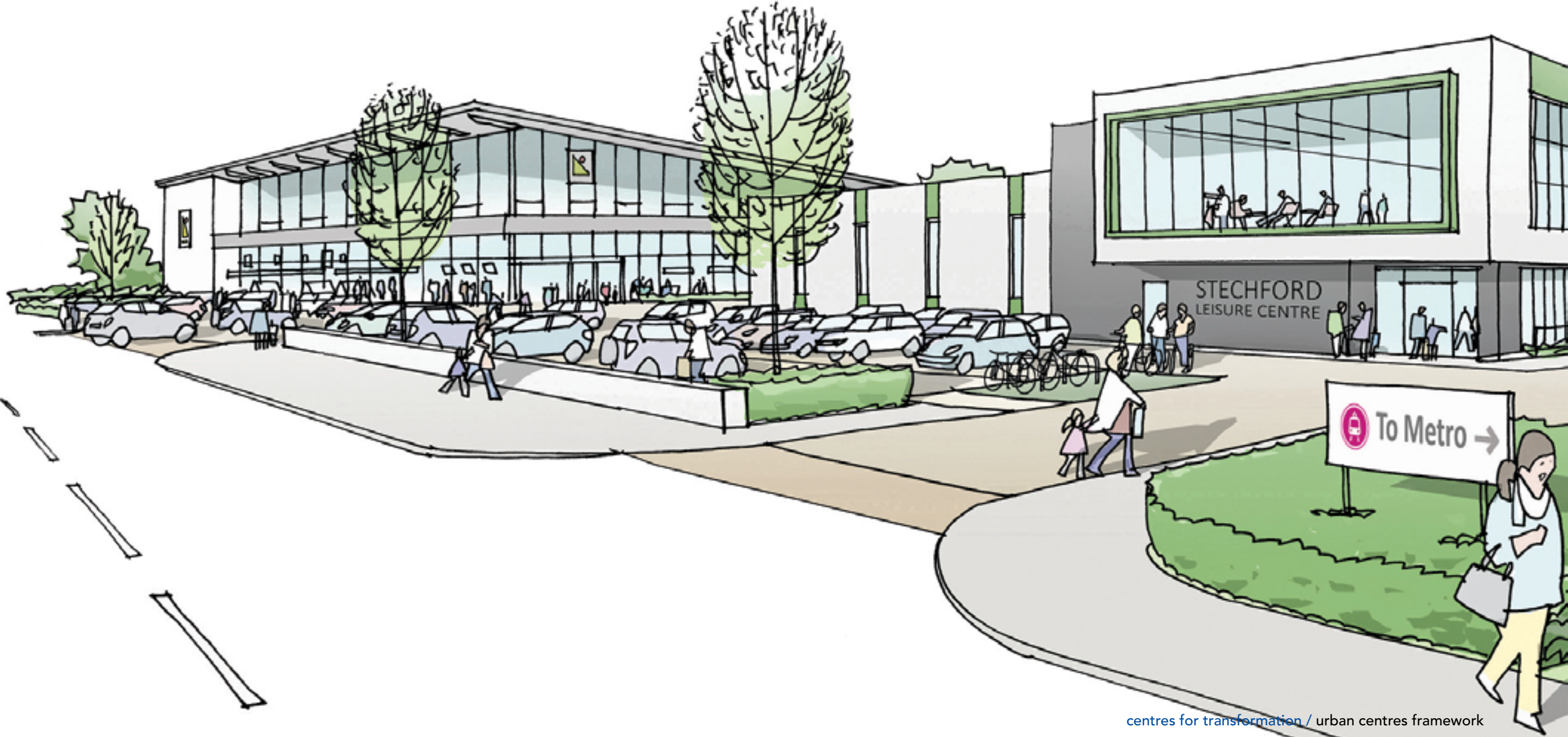
The centre will be defined by the landmark new leisure centre and opportunity for a distinctive new railway station which, along with refurbishment of key traditional buildings and selective redevelopment, will create a more attractive and usable public realm.

High quality homes

New high quality homes will be delivered on a range of sites in and around the centre, which will meet a range of local needs. More people living locally will help the centre become more vibrant.

Easily accessible local centre

Accessibility will be improved by all modes of transport, including an enhanced railway station and environs, along with upgraded pedestrian and cycle routes along Station Road.



CORE THEMES

Activity

- Refurbishment and redevelopment of buildings and remodelled public realm will create a new heart for Stechford and encourage more active uses that spill out in to public spaces.
- The new leisure centre will attract more people to Stechford. The former Cascades site has the potential to be redeveloped for a range of uses, including retail and housing, with an opportunity to provide new housing facing Manor Road recreation ground.
- New homes will help create more vibrant streets and public spaces. Possible development sites to the north of the centre include, Bulls Head Allotments, vacant land off Avocet Close and underused commercial premises to the west of Station Road between the railway line and the River Cole Valley.

Connectivity

- Remodelling of the spaces between buildings within the centre will accommodate vehicle movement, create more attractive public spaces that are easier to walk and cycle around, and reduce the dominance of roads.
- There is potential for the railway station to have a distinctive new building with a more prominent entrance, improved facilities and better access for all.
- Traffic congestion at the Station Road, Flaxley Road and Iron Lane junction (by the retail park) will be resolved by programmed highway works that will also incorporate new walking and

cycling routes to the River Cole Valley. Walking and cycling routes will also be provided along Station Road to improve connections between the retail park and the rest of the centre.

- The redevelopment of the former leisure centre site will provide improved access between Station Road and Manor Road recreation ground.
- Waymarking of walking and cycling routes between the centre and Stechford rail station will be improved.

Design and local identity

- The centre will be transformed in to a destination with a strong identity and sense of arrival that attracts people to stop and use local shops and facilities. Key to this will be treatment of roads, parking and other open spaces to create a recognisable heart to the centre. This will include refurbishing significant buildings, such as the parade of shops at 195-231 Station Road, the former bank and masonic hall buildings and redevelopment of selected buildings and underused land.
- The centre’s character will be strengthened by a well-designed, more prominent new railway station building connected to Station Road, enhanced public realm and the new leisure centre as an important landmark building.
- There is potential to develop and enhance land alongside Station Road between the railway and River Cole Valley to create an attractive approach to the centre from Stechford Bridge.

Key

- Proposed/upgraded public space
- Development opportunity
- Business opportunity
- Improved pedestrian and cycling link
- Landmark proposed/existing
- Rail station

Sites/Opportunities

- 1 Bull’s Head allotments
- 2 Highway improvements
- 3 New rail station building and forecourt
- 4 Parade of shops at 195-231 Station Road
- 5 Remodelled/consolidated civic space
- 6 Former Cascades site
- 7 New leisure centre
- 8 Land off Avocet Close



© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NOT TO SCALE



Meadway is being transformed through the phased redevelopment of the Poolway Shopping Centre. This will revitalise the centre's offer and attractiveness, providing up to 15,000 square metres of new retail, community and leisure floorspace, 136 new homes and the enhancement of the Kent's Moat Recreation Ground to provide a modern, safe and attractive park with facilities provided for all ages. The residential development has commenced on site, and the first phase of the new District Centre will follow along with the works to the park.

Meadway is part of the City's Eastern Growth Triangle, an area that will see regeneration and growth with the provision of around 1,000 new homes. It's location on the route of the proposed East Birmingham Metro extension will transform connectivity enabling local communities to better access economic opportunities. The £735m investment in the extension will run from the City Centre, through East Birmingham via Heartlands Hospital, and on to Birmingham Airport and the National Exhibition Centre and the proposed High Speed 2 rail station in Solihull.

THE BIG MOVES

A new destination

Complete redevelopment of the District Centre with retail and complementary uses, housing and improved leisure and recreation facilities.

Better connectivity

A Metro stop at Meadway, connecting it with the City Centre, East Birmingham and beyond and planned improvements to Lea Hall rail station, will make getting around easier and safer.

New housing

A broad mix of modern properties for both sale and social rent, with the enhanced Kents Moat Recreation Ground as a key asset on the doorstep, will replace the large number of flats and maisonettes that have become increasingly unpopular and unattractive.



CORE THEMES

Activity

- The new centre will provide an additional retail and community focus for this part of the City, with the potential to serve a wider catchment across East Birmingham. It will provide a broad mix of facilities including shops, opportunities for office development and community uses.
- The centre will be complemented by improvements to the recreation ground to create one of the best public open spaces in the area.
- There is potential to create a new public square within a future phase of centre development, which can provide a focal point for community events.
- New housing, which is already being delivered through the Birmingham Municipal Housing Trust, will enhance local housing choice in the area. Additional residential development opportunities within the new centre as part of mixed use development will also be realised.

Connectivity

- Metro will help to improve connections between Meadway, the rest of East Birmingham and beyond, and enhanced transport interchanges along the route will widen and improve local travel choices.
- A Metro stop will serve the new centre, with improved access to the new housing and improved recreation ground. Meadway will become one of the key destinations on the route.

- New links through the area will improve connections to the centre - attractive footpaths will link though the revitalised open space to adjoining roads, and improved facilities will be provided for cyclists.
- Improvements to Lea Hall rail station will include formalised parking as well as upgrades to the interchange and walking and cycling links to the centre.

Design and local identity

- The new shops and community facilities will have a strong, prominent frontage facing the Meadway, and a welcoming environment that maximises benefits from passing and local trade.
- High quality new housing, laid out in traditional street patterns with a mix of 2, 3, 4 and 5 bedroomed properties, will overlook the improved open space. Extensive landscaping and tree planting, particularly within the recreation ground and along its boundaries, will further enhance the attractiveness of the new streets and setting of the buildings.
- The revitalised recreation ground will include a range of new play and sporting facilities, providing a valuable resource for the local community and also complementing the new shopping centre.

Key

- Proposed/upgraded public space
- Development opportunity
- Business opportunity
- Improved pedestrian and cycling link
- Landmark proposed/existing
- Future Metro/station

Sites/Opportunities

- 1 Residential development opportunity
- 2 New public square
- 3 New BMHT housing development
- 4 New retail development
- 5 Enhanced open space



© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NOT TO SCALE



Erdington, in north east Birmingham, is one of the larger centres in the City. It is a linear centre, about 0.85km (0.5 miles) long, which developed along High Street from the late 19th century. It has a range of shops, including national brands, smaller independent stores and indoor markets, as well as cafes and pubs, and a range of community facilities. A new leisure centre and swimming pool has recently opened on the northern edge of the centre.

The High Street is pedestrianised at the northern end, providing space for local events. On and off-street car parking is provided, and it is well served by public transport, including bus services and the nearby Erdington rail station.

The most striking building is the recently restored St Barnabas Church and café (a Grade II listed building dating from 1822) located at the heart of the High Street. The southern half of the street retains significant lengths of attractive Victorian and Edwardian terraced buildings, whilst a number of historic buildings, including Erdington Library and the former swimming baths, are located close to The Green at the northern end of the centre.

There are opportunities to strengthen the retail offer and vibrancy of the District Centre and its public spaces by building on its strong assets and character features.

THE BIG MOVES

Vibrant mix of retail and leisure uses

The redevelopment of key sites within and adjacent to the centre will create a new retail offer along with leisure, residential, cultural and community uses.

High Street transformation

High Street will be transformed to provide a more attractive shopping environment with new modern retail development of high quality design. Improving the quality of the pedestrian environment and reducing the impact of vehicles will create public spaces for informal gathering and community events.

Distinctive local identity

Consistent, high quality treatment of shop fronts to the terraces of Victorian and Edwardian buildings between Church Road and Six Ways junction will create a positive local identity for the southern part of High Street.



CORE THEMES

Activity

- Central Square Shopping Centre and adjacent land at High Street will be redeveloped with a mix of uses, including retail, leisure and residential. There will be enhanced public space in front of the church, car parking and an improved relationship with High Street and St Barnabas Church.
- Wilton Indoor Market attracts people to the centre, however it has a poor relationship with the pedestrianised High Street. Remodelling of the market and adjacent buildings will create an opportunity to enhance the retail offer and quality of public spaces, including The Green.
- The former Colliers site on Orphanage Road at the edge of the centre will be redeveloped with mixed uses that will support the centre offer.

Connectivity

- Walking and cycling movement along High Street will be enhanced; possible measures include one-way vehicle flows and reducing on-street parking. Consideration will also be given to restoring a vehicle route at the northern end of the centre with pedestrian priority, and enhancing High Street in front of St Barnabas Church.
- Enhancements to St Barnabas Churchyard with improved walking and cycling routes will provide better connections between the centre and residential areas to the east.
- Walking and cycling routes from the west will be improved to reduce the barrier effect of Sutton New Road, particularly between Erdington Station and the centre.

- Redevelopment of the former Colliers site will enhance pedestrian connectivity to the centre and adjacent leisure centre.

Design and local identity

- Public spaces will be enhanced to become attractive places for people to meet and relax, as well as focal points for local events. There is potential to create a new space at the heart of the centre between Barnabas Road and Church Road, enhancing the setting of St Barnabas Church and other historic buildings on High Street.
- The value of The Green as a community space and northern gateway to the local centre will be enhanced by redevelopment of surrounding outmoded buildings with active frontages and environmental enhancements to better utilise the public space connecting to Erdington Library.
- New signage, upgraded public realm, public art potential and development of land at the junction of Wood End Lane and Wood End Road will complement existing attractive buildings at the prominent Six Ways junction and will raise the profile of the centre from the southern gateway.
- Redevelopment of Central Square Shopping Centre will help create a strong identity for High Street.
- Redevelopment of the former Colliers site will be sympathetic in design to the historic character of Erdington Abbey.

Key

- Proposed/upgraded public space
- Development opportunity
- Business opportunity
- Improved pedestrian and cycling link
- Landmark proposed/existing
- Rail station

Sites/Opportunities

- 1 Six Ways junction enhancements
- 2 Ward End development opportunity
- 3 New public space
- 4 Central Square Shopping Centre opportunity
- 5 Wilton Indoor Market
- 6 The Green improvement
- 7 Former swimming baths
- 8 Former Colliers site



© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NOT TO SCALE



Northfield is one of the larger centres in the City and serves a wide area of south-west Birmingham. It supports over 200 shops, including local and household names and two supermarkets. The centre is also home to businesses in the financial, leisure, administration and service sectors, and health and community uses.

Most shops and businesses front Bristol Road South, which runs for 1.1km through the centre and offers a pedestrian-friendly high street environment. Northfield Shopping Centre, towards the northern end of the centre, is home to a large number of shops, including many national retailers. Supermarkets are located in the south of the centre.

Historic buildings include the striking Black Horse pub (Grade II* listed building), which marks the southern gateway to the centre and listed cottages on Bell Lane in the north. There are a number of attractive older buildings along the Bristol Road South, some of which would benefit from refurbishment.

Northfield, a Green Travel District, has good public transport links with frequent bus services through the heart of the centre and Northfield rail station is within 20 minutes' walk. The centre offers a pedestrian-friendly environment and accessible car parking, as through traffic uses Sir Herbert Austin Way.

The centre has received significant investment over the last 15 years, including the construction of a relief road (Sir Herbert Austin Way), new and improved shops, new leisure centre and swimming baths, and upgraded public spaces. It also benefits from active Town Centre management and a Business Improvement District. The Northfield Regeneration Framework was produced in 2014 to help ensure that the momentum built up through recent investment is carried forward into new development opportunities.

THE BIG MOVES

Vibrant mix of retail and leisure uses
Northfield will have a wider mix of uses with restaurants, coffee shops and leisure uses complementing national retail chains, independent shops, services and community uses to include more family-orientated and evening activities.

Enhanced Northfield Shopping Centre
The Shopping Centre will be remodelled to provide a more welcoming street frontage, improved visitor experience and better access to Victoria Common Park.

High quality environment
Further investment in creating a high quality pedestrian friendly environment, including improvements to public spaces, refurbishment of attractive older buildings and high quality new buildings will strengthen Northfield's identity as a place to visit.

New developments alongside Sir Herbert Austin Way
Development alongside Sir Herbert Austin Way will create an attractive and active frontage to the relief road and improved links to the high street.



CORE THEMES

Activity






- Northfield Shopping Centre is a key shopping destination, hosting well known high street brands and offering convenient parking. Remodelling of the 1960s style building will transform this key gateway site, creating an active frontage to Bristol Street South and providing much better access to Victoria Common. This will provide an expanded, modern retail, food, beverage and leisure offer.
- Sites around Prices Square and Bell Lane offer a significant opportunity in the heart of the centre for mixed use redevelopment, including new uses for listed buildings that will enclose and animate the public space and streets.
- Prices Square and Tays Corner will be enhanced as attractive, visually coherent and vibrant public spaces straddling the high street, with outdoor seating for cafes and space for activities and events.

Connectivity







- Routes between the high street and Sir Herbert Austin Way will be made more welcoming and convenient for pedestrians.
- Waymarking of walking and cycling routes between the centre and Northfield rail station will be improved.
- The junction of Bristol Street South, Bell Lane and Church Road will be remodelled to reduce the dominance of roads and make it a more attractive place for pedestrians and cyclists to navigate. Measures could include wider footways and fewer barriers.

- Public access to Victoria Common from Bristol Road South will be greatly improved by remodelling of Northfield Shopping Centre.
- Design and local identity**
 - High quality developments will mark the approaches to the centre and the frontage to Bristol Road South. Development of land and buildings between Bristol Street South and Sir Herbert Austin Way could be up to 4 to 5 storeys high to reflect the scale of the road, with potential for taller elements in key corner locations and at approaches to the centre. These will also help identify and promote the centre.
- Improvements to Northfield Shopping Centre and adjacent public realm will provide a positive identity in the north of the centre.
- The quality of the high street will be improved by new buildings in key locations on the western side and refurbishment of existing Victorian and inter-war buildings on the eastern side.
- Northfield Baptist Church is hidden behind buildings of poorer quality and redevelopment offers an opportunity to open it up to the street.

Key

-  Proposed/upgraded public space
-  Development opportunity
-  Business opportunity
-  Improved pedestrian and cycling link
-  Landmark proposed/existing

Sites/Opportunities

-  Northfield Shopping Centre
-  Listed cottages on Bell Lane
-  Tays Corner
-  Prices Square
-  Northfield Baptist Church enhanced frontage
-  Mixed use opportunities



© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.

NOT TO SCALE



Stirchley is one of the main centres in the south of Birmingham. It is an up and coming area, with great public transport links, proximity to attractive parks and the River Rea valley and accessibility to local employers attracting a growing community of young professionals.

It is within easy walking distance of Bournville rail station, has good bus connections, easy access to the Rea Valley walking and cycling network linking to the City Centre, and is close to the Worcester and Birmingham Canal. Employers in the local area include Cadburys, the University of Birmingham and the Queen Elizabeth Hospital complex.

The centre has a range of independent shops, services and community facilities stretching for about 1.2km along Pershore Road. Towards the north of the centre, the historic buildings of Stirchley Baths, converted for community uses including a café, Constituency Offices and regular indoor market, Stirchley Library and The British Oak public house provide a strong community focus

The centre is generally characterised by terraces of relatively modest two storey Victorian buildings lining Pershore Road, with some sections that would benefit from refurbishment. Surrounding the centre are bulky goods retail units, employment sites and residential areas

New homes have recently been built at the southern approach to the centre by the Pershore Road canal bridge, and at Fordhouse Lane permission has been granted for development of 101 homes and improved public access to the River Rea valley.

Stirchley will become one of south Birmingham’s most important sustainable and vibrant District Centres, offering shops, cafes, restaurants and spaces for local markets and events. With major development sites available and other opportunities for investment, there is potential for positive change.

THE BIG MOVES

Hazelwell Lane development

A large vacant site at Hazelwell Lane will deliver a major mixed use scheme of retail, offices and homes that would complement a growing range of attractive independent and specialist shops in the traditional centre and improve links to the River Rea and green spaces to the east.

Stirchley Square

A new public square at the junction of Pershore Road and Hazelwell Street will create a community space at a key location in the centre, in front of the historic British Oak public house.

Stirchley Park

Stirchley Park will be remodelled, with improved access and visibility to complement community activities at the adjacent Stirchley Baths Community Hub.

Improved high street and visitor experience

The appeal of the high street will be enhanced by improvements to public realm and building frontages along Pershore Road. New and improved walking and cycling routes will link the centre with the rail station, canal and Millennium Cycleway.



CORE THEMES

Activity

- Retail uses will be consolidated in the core shopping area at the heart of the centre, including potential for combining adjacent terraced buildings to form larger units. A mix of new retail, leisure, office, health, community, and residential and employment uses will add to established and recently opened facilities to bring more activity.
- The major redevelopment site at Hazelwell Lane will provide new retail, food and beverage, employment uses and new homes. Together with the potential redevelopment of the former KwikSave store facing Stirchley Square on Hazelwell Street and the development site south of the British Oak public house, this will bring increased vitality to the centre.
- The new Stirchley Square public space and improved Stirchley Park will be places where people meet and relax as well as providing space for local events and markets that complement community activities at the former Stirchley Baths Community Hub.
- The site of the former gym/bowling alley on Pershore Road, in the northern approach to the centre near Cartland Road will be redeveloped with uses that complement the centre.

Connectivity

- Pershore Road public realm improvements will make the centre more accessible and attractive for pedestrians and cyclists, with measures that include widening of footways, new seating and cycle stands. Access to Stirchley Park will also be improved.

- Links to the rail station and canal via Mary Vale Road and Bournville Lane will be maintained and improved.
- New and enhanced connections to the Millennium Cycleway will be incorporated in to new housing on the former Arvin Meritor site and will be integral to development at Hazelwell Lane.

Design and local identity

- The identity of Stirchley as a destination will be strengthened by improvements to the high street environment. Buildings will be refurbished to retain their Victorian character, with opportunities for good quality new buildings to add visual interest and activity in key locations.
- The historic Stirchley Baths and Library and British Oak Public House, together with attractive new development at Hazelwell Lane, the former Kwik Save site and the new Stirchley Square, will create a distinctive character in the northern part of the centre.
- The public square in front of the former Selly Oak Constituency Office building will be upgraded as part of wider public realm works to form a landmark space on Pershore Road.
- The southern approach to Stirchley centre will be enhanced by reducing advertisements and signage, and improving the appearance of Pershore Road by upgrading boundary treatments by the canal bridge and frontages to industrial buildings.
- Improvements to the public realm on Pershore Road will enhance the northern approach to the centre.


- The housing development on Mayfield Road provides an opportunity to define this corner of Pershore Road and mark the route linking with the River Rea.

Key

- Proposed/upgraded public space
- Development opportunity
- Business opportunity
- Improved pedestrian and cycling link
- Landmark proposed/existing
- Rail station

Sites/Opportunities

- 1 Northen approach
- 2 Improved links to Stirchley Park
- 3 Hazelwel Lane development
- 4 Stirchley Square
- 5 Development site south of The British Oak PH
- 6 New public square
- 7 New housing development
- 8 Southern approach
- 9 Former Kwik Save
- 10 Pershore public realm improvements


NORTH

© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of
this data to third parties in any form.

NOT
SCALE

Alum Rock Road is the principal centre serving the East Birmingham neighbourhoods of Saltley and Washwood Heath. The centre benefits from good public transport links, with regular bus services and local connectivity and its specialist jewellery, fashion and textile shops attract visitors from a wide catchment area.

The centre runs for about 1km along Alum Rock Road and most shops and businesses are accommodated in two storey Victorian terraced buildings facing the street. The eastern gateway to the centre is marked by Shall Hill School, and St Mary and St John parish hall which is a listed building.

There has been recent investment in new housing and community facilities, including Washwood Heath Health and Well-being Centre, at Clodeshall Road on the eastern edge of the centre. Further growth and investment in East Birmingham is proposed by the emerging Bordesley Park Area Action Plan. In addition to bringing forward some significant development sites, the District Centre will improve its visual quality and visitor experience.

THE BIG MOVES

Attractive western gateway

A more prominent and attractive gateway to the centre will be created at the junction of Alum Rock Road, Washwood Heath Road and Adderley Road.

Vibrant retail and leisure offer

Development of key vacant sites and existing buildings will further enhance the mix of retail and leisure uses boosting the offer of the centre and enhancing its potential to draw in more visitors. This includes bringing forward land and the conversion of properties to retail use at the eastern end of the centre.

High quality public realm

The image and identity of the centre will be enhanced through investment in shop fronts and a high quality public realm with improved footways and street crossings.



CORE THEMES

Activity

- The largest development site is the former Leyland Club between Clodeshall Road and Parkfield Road and has the potential to be redeveloped for a mix of uses including retail, community, business, training and residential.
- Another key development site in the western gateway lies at the junction of Alum Rock Road and Adderley Road at the western gateway to the centre with scope for a mix of uses including residential above commercial.
- Also at the western gateway, open land and buildings to the rear of the Victorian Crown Buildings forms another potentially significant development site with possible access on to Alum Rock Road.
- At the eastern end of the centre, sensitive conversion of properties on the Alum Rock Road frontage, between Langton Road and Naseby Road, will enable additional businesses to locate in this part of the centre.

Connectivity

- Alum Rock Road is a fairly narrow street, with parking to both sides and is also a key bus corridor. Public transport, walking and cycling will be promoted whilst recognising the requirements of private vehicles.
- Opportunities to make the centre more attractive to pedestrians will be realised through improvements to the public realm, including improved footways. A key part of this will be the provision of additional off-street public car parking and improvements to loading and servicing areas of commercial premises to reduce road traffic congestion and cater for displaced on-street parking.

- Following the construction of HS2, there is potential to improve walking and cycling routes across Saltley Viaduct and create improved links and a gateway to the centre.

Design and local identity

- Development of the prominent site at the corner of Alum Rock Road and Adderley Road, together with the Victorian Crown Buildings will create an attractive gateway to mark the western end of the centre. High quality design is required to reflect the location and complement existing buildings.
- Public realm improvements will be crucial to create a more welcoming environment for visitors to the centre. Wider footways and more convenient crossing places will make walking a safer and more pleasant experience, with potential to introduce more trees and seating. A priority for public realm improvements is the key junction where Alum Rock Road meets Highfield Road and Bowyer Road, including an opportunity to introduce a focal public space at the end of Gowan Road.

- Landmark buildings have potential to boost the identity of the centre. The Victorian Crown Buildings help mark the centre’s western gateway, and the Alum Rock Road/Bowyer Road junction is marked by a converted former public house building that would benefit from building features being restored and/or uncovered. Saltley Methodist Church is a key building in the centre and focus for community activity.
- Development of the former Leyland Club site is an opportunity to provide a new high quality building frontage to Alum Rock Road, and also to introduce new


streetscape trees to reinforce the amenity value of those that already exist towards the eastern end of the centre.

Key

- Proposed/upgraded public space
- Development opportunity
- Business opportunity
- Improved pedestrian and cycling link
- Landmark proposed/existing

Sites/Opportunities

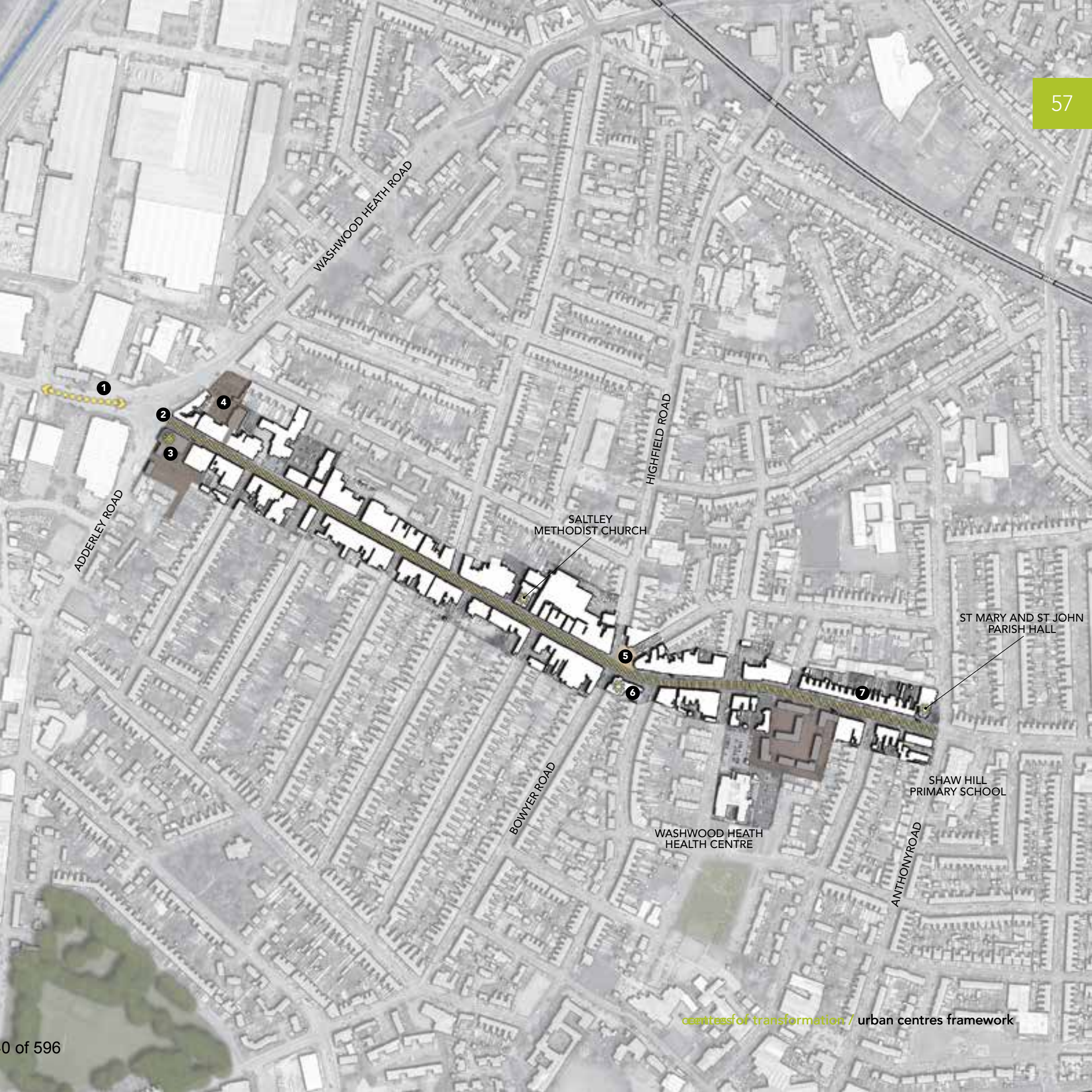
- 1 Improved walking/cycling routes
- 2 Gateway enhancements
- 3 Key western development site
- 4 Land to the rear of the Victorian Crown Buildings
- 5 New public focal space
- 6 Former public house
- 7 Former Leyland Club site
- 8 Sensitive conversion to retail use



NORTH

© Copyright Geoperspectives, supplied by Bluesky International Ltd.
© Crown Copyright and database right 2018. Licence No.100021326.
You are not permitted to copy, sub-licence, distribute or sell any of
this data to third parties in any form.

NOT TO SCALE





Delivery

“Employers in Birmingham will be creating thousands of new jobs in the coming years”

The previous sections of this framework identify where significant change will occur, setting out a clear vision and strategy for the growth and transformation for the City's network of centres. Realising this will involve a wide range of stakeholders and a mix of interventions.

Enabling

This framework sets a statutory for local communities and organisations to bring forward plans for their Urban Centres. Plans can be produced to set out priorities for areas, with opportunity for centres to be considered further with detailed interventions to secure the changes envisaged. Support will also be given to Neighbourhood Planning as a means for local communities, including businesses and residents, to define how their centre will evolve.

The City Council's application of Development Management and other regulatory functions will be important in implementing this framework. In addition, the City Council will proactively use its land holdings in line with its Property Strategy to assist delivery and, where appropriate, compulsory purchase powers may be used to assist with site assembly.

Employers in Birmingham will be creating thousands of new jobs in the coming years. Major employers will be coming to Birmingham, and our small and medium employers will be generating new jobs as well. The City is working to close the skills gap between the skills people have now and the skills employers will need in the future. Urban Centres will be a focus for these new jobs, as well as the colleges and training centres that will provide the services to improve skills. This will help increase productivity and economic growth in the City, getting more people into work.

Good accessibility by public transport is a vital part of vibrant centres and parades. The Council is working in partnership with Transport for the West Midlands (who have overall responsibility for public transport in the region) to promote and develop public transport. The projects and schemes proposed are detailed in Birmingham Connected, the City's long term strategy for the transport system.

Funding

Having clear ambitions is vital to securing funding. The production of the Big City Plan enabled the City Council and the Greater Birmingham and Solihull Local Enterprise Partnership to secure Enterprise Zone status for the City Centre and the funding this status brings with it to enable infrastructure improvements. The ambitions set out in this framework will enable future funding sources for Urban Centres and parades to be bid for and secured on the basis of a clear strategy and set of priorities.

Funding available to Urban Centres and parades may include use of Local Enterprise Partnership, West Midlands Combined Authority and Government grants. In addition, Section 106 agreements may be available to secure affordable housing and other benefits and the Community Infrastructure Levy for infrastructure delivery where appropriate. The levy that BIDs collect can also be used to deliver improvements in centres. Other funding sources such as the Big Lottery Fund, development incentives and other initiatives may also become available.

Partnerships

This framework will not just be the City Council's vision, it will be owned by communities and a range of stakeholders and organisations. This is vital, as delivering thriving centres and parades requires a partnership approach that focuses effort and pools resources.

This will be achieved by working in partnership with communities, stakeholder groups, landowners, developers, and public and private sector organisations including BIDs, Trader Associations and Homes England to secure deliverable development proposals and investment.

Key to success will be ensuring that new development and investment helps to strengthen centres and parades as great places for all those that shop, visit, trade, live and work in them. Working in partnership is central to ensuring this success.

An online Toolkit is available at:
www.birmingham.gov.uk/urbancentresframework

The Toolkit provides practical advice and information to communities, businesses, local groups, landowners and other organisations on how to make their centre more active, attractive and connected.

Waheed Nazir

Corporate Director Economy
Birmingham City Council



“Working in partnership is central to ensuring success”

Contact

Planning and Development
Economy Directorate
Birmingham City Council

E-mail:
planningandregenerationenquiries@birmingham.gov.uk

Web:
birmingham.gov.uk /urbancentresframework

Telephone:
(0121) 303 3959

Office:
1 Lancaster Circus
Birmingham
B4 7DJ

Post:
PO Box 28
Birmingham
B1 1TU

You can ask for a copy of this document in large print, another format or another language.

Call (0121) 303 3959

Plans contained within this document are based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty’s Stationery Office.

© Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings.
Birmingham City Council. Licence number 100021326, 2018.



The Urban Centres Framework produced by
Birmingham City Council, Planning and Development, Economy Directorate.

urban**centres**

Title of proposed EIA	Public Consultation on Draft Birmingham Urban Centres Framework for Inclusive Growth	Item 10
Reference No	EQUA178	
EA is in support of	New Policy	
Review Frequency	Six Months	
Date of first review	26/04/2019	
Directorate	Economy	
Division	Planning and Development	
Service Area		
Responsible Officer(s)	<input type="checkbox"/> Craig Rowbottom	
Quality Control Officer(s)	<input type="checkbox"/> Richard Woodland	
Accountable Officer(s)	<input type="checkbox"/> Richard Cowell	
Initial equality impact assessment of your proposal	<p>The draft Birmingham Urban Centres Framework sets out strategic principles that all Urban Centres and parades can utilise to become successful multifunctional places. 10 Centres of Transformation are identified for directing investment decisions and targeting actions as places that can evolve to meet the city's growth agenda. The draft Framework is in line with the Birmingham Development Plan (BDP) policies, which were subject to an Equalities Analysis.</p> <p>The draft Framework has been informed by an evidence base, including evidence collected on the health of all Centres in the city (such as vacancy rates and mix of uses), opportunities of investment and development linked to the BDP opportunities, key public transport corridors for investment and the potential of the Centres to adapt to meet the needs of their communities and businesses.</p> <p>There will be positive outcomes for the local population from having successful Centres, including new homes, job opportunities and infrastructure delivery. There is reference in the draft Framework on matters which do not require a Full Equalities Assessment, with specific points set out under the protected characteristic sections.</p> <p>Any projects identified in the draft Framework will need to be subject to their own Equalities Analysis as part of their development where the City Council has involvement (e.g. considering mobility issues and the protected characteristics in developing transport projects). Equalities issues will also be assessed in relevant ways as part of the determination of planning applications for developments in the Centres.</p>	
Protected characteristic: Age	Service Users / Stakeholders; Wider Community	
Age details:	See Consulted people or groups section	

Protected characteristic: Disability	Service Users / Stakeholders; Wider Community
Disability details:	A high level masterplanning approach and infrastructure requirements are set out in the Framework for Centres of Transformation, however technical design matters are addressed in other planning documents (e.g. Access for People with Disabilities SPD).
Protected characteristic: Gender	Service Users / Stakeholders; Wider Community
Gender details:	See Consulted people or groups section
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:	See Disability section
Protected characteristics: Race	Service Users / Stakeholders; Wider Community
Race details:	See Consulted people or groups section
Protected characteristics: Religion or Beliefs	Service Users / Stakeholders; Wider Community
Religion or beliefs details:	See Consulted people or groups section
Protected characteristics: Sexual Orientation	Not Applicable
Sexual orientation details:	
Consulted People or Groups	<p>The decision of Cabinet at this stage is to approve the public consultation on the draft Framework. An engagement strategy has been developed to set out how the public consultation will be carried out, meeting the requirements of relevant guidance and best practice including the principles set out in the Statement of Community Involvement (2008). The approach to public consultation will be made relevant to the community of the Wards where the Centres of Transformation are, and will be informed by a community profile (ensuring protected characteristics inform the approach, such as Age, Gender, and Race). Relevant organisations with an interest in equalities issues will also be consulted.</p> <p>The broad range of stakeholders will all be informed about the draft Frameworks (letters, press release, etc), with a number of drop-in sessions proposed during the consultation period. More detailed engagement work (meetings, workshops, etc) will be offered to key stakeholders at this time, including Business Improvement Districts.</p>

Informed People or Groups	See Consulted people or groups section
Summary and evidence of findings from your EIA	<p>A Full Assessment is not needed at this stage.</p> <p>The results of the public consultation on the draft document will be used to update the Equalities Analysis and inform the final Framework when it is brought forward for adoption by the City Council (programmed for mid-2019).</p>
Submit to the Quality Control Officer for reviewing?	No
Quality Control Officer comments	
Decision by Quality Control Officer	Proceed for final approval
Submit draft to Accountable Officer?	No
Decision by Accountable Officer	Approve
Date approved / rejected by the Accountable Officer	01/11/2018
Reasons for approval or rejection	
Please print and save a PDF copy for your records	Yes

Content Type: Item

Version: 38.0

Created at 25/10/2018 09:40 AM by ☐ Craig Rowbottom

Last modified at 01/11/2018 12:53 PM by Workflow on behalf of ☐ Louise Cavanagh

Close

Public Report

Birmingham City Council

Report to Cabinet

Date: 13th November 2018



Subject: ESF GBSLEP SKILLS FUND- FULL BUSINESS CASE
Report of: CORPORATE DIRECTOR; ECONOMY
Relevant Cabinet Member: Councillor Jayne Francis; Education, Skills & Culture
Relevant O & S Chair: Councillor Tahir Ali; Economy & Skills
Report author: Mohammed Zahir - Head of Business Enterprise and Innovation
Telephone No: 0121 303 2956
Email Address: mohammed.zahir@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: 005002/2018		
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 To accept an offer of European Social Fund (ESF) grant of up to £6m to deliver the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) Skills Fund and for Birmingham City Council to act as the Accountable Body on behalf of the GBSLEP.
- 1.2 To note that the GBSLEP Skills Fund will offer training grants to up to 1,000 existing Small/Medium Enterprises (SMEs) in the GBSLEP area to upskill up to 7,030 new and existing employees, leading to full qualifications, unit(s) of qualification at basic, Non

Vocational Qualification (NVQ) level 2 and below and at level 3+, including Degree and Masters level management and leadership skills.

2 Recommendations

- 2.1 Subject to confirmation of funding from the Department for Works and Pensions, approves the Full Business Case (FBC) (attached at Appendix 1) for the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) Skills Fund European Social Fund (ESF) project, which will provide training grants to Small/ Medium Enterprises (SMEs) across the GBSLEP area for the period from 1st December 2018 to 31st March 2022.
- 2.2 Subject to confirmation of funding from the Department for Works and Pensions, approves the City Council acting as the Accountable Body for the GBSLEP Skills Fund and delegates to Cabinet Member, Chief Finance Officer and the Corporate Director; Economy authority to accept the final offer of ESF revenue grant of up to £6m.
- 2.3 Subject to confirmation of funding from the Department for Works and Pensions, delegates the award of specific training support of between £500 and £18,000 per SME up to the total of £5.642m, to the Head of Business Enterprise and Innovation subject to compliance with the process set out in paragraph 3.5 and Appendix 3.
- 2.4 Authorises the City Solicitor to negotiate, execute and complete all necessary documents to give effect to the above recommendations.

3 Background

- 3.1 In response to DWP call (Greater Birmingham and Solihull Skills for Growth Hub – Skills Training Response Fund – OC12S17P0799) on 10th August 2017 and at the request of GBSLEP, the City Council submitted an Outline application, which was submitted on the 5th October 2017. Due to the tight timescales to compile a project outline, a briefing paper was produced to the Cabinet Member for Employment and Skills to inform them of the bid proposal. The City Council was invited to submit a Full Application on 31st January 2018.
- 3.2 The GBSLEP Skills Fund will operate from 1st November 2018 to 31st March 2022. It will offer training grants to SMEs of between £500 to a maximum of £18,000 per SME to upskill new and existing employees, leading to full qualifications, units or a unit of qualification at basic, level 2 Non Vocational Qualification (NVQ) and below and at level 3+, including higher level management and leadership skills. The training will be funded 50% by the SMEs and 50% by the ESF grant. The fund will respond directly to the skills and training needs identified by the employers for their employees by working with the GBSLEP Skills Hub; thereby offering SME employers what they want, at the time that they need it, to implement their skills and growth plans.

- 3.3 GBSLEP Skills Fund is fully aligned to the aims of the Call under Priority Axis 2.1 by stimulating skills growth by delivering a range of activities addressing market failure and identified skills gap:
- Transforming management expertise, workforce capability and capacity, embedding tools to sustain SMEs supply chain performance, productivity and competitiveness
 - Providing demand-led pragmatic skills packages at basic, level 2 and below and level 3+
 - Developing a 'ladder of skills progression' for employees
 - Increasing skills levels of employed women to encourage progression in employment and address gender employment and wage gap.
- 3.4 GBSLEP Skills Fund will ensure greater alignment between employers, education and training providers. Moreover, it will be aligned to existing national and regional programmes to avoid duplication and overlap.
- 3.5 The process for applying for Skills Fund grant is set out below and shown at Appendix 3:
- Applicant (SME) is referred to BDI by GBSLEP Skills Hub following an assessment of their training needs and eligibility for Skills Fund grant assistance
 - SME is pre-screened by BDI to verify eligibility and whether the scheme is relevant to their needs
 - BDI liaises with SME to talk through the application process and guide on how to select their training provider i.e. OfQual approved trainers or quotation process
 - Once SME has selected their training provider and has the costs agreed with them the SME submits their application to BDI along with evidence of how they selected their training provider
 - SME application is appraised by BDI and due diligence checks are made on the applicant and the training provider
 - Application is presented to a panel of BCC officers for a funding decision to the value of a maximum of 50% of the stated cost of the training package (net of VAT)

If approved:

- Funding Agreement is issued to and accepted by SME
- The approved training package is delivered to the SME
- SME pays invoice from training provider – including VAT
- SME submits claim to BDI for the net value of the trainer's invoice(s) along with evidence of payment of the invoice(s)
- BDI officer verifies that the training is as approved in the offer, and checks the invoice/bank statement for evidence of defrayal and supporting evidence as required
- If all evidence is supplied and verified and the SME has met all the conditions of the Funding Agreement, the BDI Team approves payment to the SME of 50% of the net value of the invoice(s) up to a maximum of the approved grant amount.

3.6 GBSLEP Skills Fund will be managed by the BDI within the Economy Directorate, who have a successful track record for the development, securing external funding and delivery of significant business development programmes both in Birmingham and on a wider regional basis (£33m Business Growth Programme, £8m Property Improvement Programme, £75m Regional Growth Fund/ERDF funded Green Bridge Supply Chain Programme, £8m Business Development Programme, £9m Business Innovation Programme and £10m Business Support for Creative Industries Programme).

3.7 The City Council will manage the GBSLEP Skills Fund and monitor related outputs, to ensure businesses implement their skills plans. Assistance will only be provided to those that meet the GBSLEP Skills Fund programme criteria as set out in the FBC.

4 Options considered and Recommended Proposal

4.1 To do nothing – Would lose the opportunity to secure ESF grant to support SMEs across GBSLEP to improve the skills of their staff and generate economic growth. In addition, to decline the offer would damage the City Council's reputation as the lead partner, Accountable Body and undermine trust and relationships with key regional partners.

4.2 Recommended proposal – to accept the offer of up to £6m ESF grant to deliver a comprehensive skills fund which will provide grants to up to 1,000 existing SMEs in the GBSLEP area and upskill up to 7,030 new and existing employees.

5 Consultation

- 5.1 The Leader of the Council and Cabinet Member for Education, Skills and Culture have been briefed and are supportive of this report proceeding to an executive decision. The consultation summary is attached at Appendix 2.
- 5.2 Finance and Governance have been involved in preparation of this report.
- 5.3 Briefings have been given to GBSLEP partners in the development of the proposed programme structure and the role of the Accountable Body and are supportive of the project.
- 5.4 The GBSLEP Skills Fund research, design and development has been carried out in consultation with the GBSLEP, Skills Bank in Sheffield, Coventry and Warwickshire Skills Hub, JLR, Rolls Royce, KPMG, Warwick Manufacturing Group, Engineering Employers Federations, Universities and Colleges, High Speed Rail College, SMEs, Training providers and Birmingham Chamber of Commerce group.

6 Risk Management

- 6.1 A risk register is attached at Annex 1 of Appendix 1.

7 Compliance Issues:

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

- 7.1.1 The objectives of the project are consistent with the Birmingham City Council Plan: 2018 -2022 Priority 1: We will create opportunities for local people to develop skills and make the best of economic growth. Evidence from a variety of national sources* shows that under-developed leadership and management skills, a widespread failure to adopt management best practices, inability to recruit skilled staff and upskilling of existing employees are constraining the performance and growth of a significant number of SMEs. All of which contribute to a widening skills gap. GBSLEP Skills Fund will contribute to the Jobs and Skills priorities by increasing skill levels within the city, improving productivity and competitiveness (increased turnover and profitability) of SMEs.
- 7.1.2 The project is aligned to the European Structural and Investment Fund (ESIF) and Strategic Economic Plan (SEP) of GBSLEP. A key objective of the SEP is to increase business and workforce productivity and competitiveness by raising skills levels and stimulating demand-led innovation. GBSLEP Skills Fund will directly contribute to this objective by raising skills levels enabling businesses and supply chains responding to major opportunities including HS2 to upskill, retain, attract and enable workforce progression. GBSLEP Skills Fund will also support GBSLEP's delivery of the national industrial strategy by improving productivity through workforce development. The benefits of the Birmingham Charter for Social Responsibility and Living Wage will be promoted, but cannot be applied as the

SMEs will be free to choose training providers from the national Government regulated procurement framework Ofqual or obtain three quotations from other industry and professional accredited bodies which are acceptable to the ESF grant conditions.

* Sources Department for Business Innovation and Skills (BIS Research Paper 24)
<http://www.freshbusinessthinking.com/lack-of-leadership-and-management-skills-harming-businesses/>

7.2 Legal Implications

7.2.1 The GBSLEP Skills Fund is being delivered under the Council's general power of competence under section 1 Localism Act 2011, to help businesses to improve their competitiveness and productivity through upskilling new and existing staff. Grants of £500 to a maximum of £18,000 will be provided in compliance with State Aid De-minimis rules.

7.3 Financial Implications

- 7.3.1 Total GBSLEP Skills Fund project expenditure is anticipated to be up to £12m, comprising £6m ESF revenue grant and an equivalent amount of public and private sector match funding. The ESF grant will fund revenue grant payments to SMEs of £5.642m at 50% intervention and programme delivery costs for the City Council and GBSLEP, which are estimated at £0.351m and £0.007m respectively.
- 7.3.2 The Council's match funding is derived from existing revenue staffing budgets in the Business Development and Innovation (BDI) team and the Graduate Hub of the Economy Directorate. As part of the financial governance process a full reconciliation of the City Council's match-funding commitment has been undertaken for the service and will be monitored throughout the project.
- 7.3.3 The table below shows the estimated allocation of funding with required private sector contributions and confirmed public match-funding and is subject to confirmation in the offer letter from DWP.
- 7.3.4 No expenditure will be incurred until confirmation of grant funding is received from DWP.

Category of Programme costs:	ESF Grant	Private Sector Contribution	Public Sector Match	Total Public and Private Sector Funding
	£'000	£'000	£'000	£'000
<u>Revenue Grants:</u>				
Training grants	5,642	5,642	0	11,284
Total Grants/Match Funding	5,642	5,642	0	11,284
<u>Other Revenue costs:</u>				
City Council Delivery Costs/Salary match	351	0	351	702
GBSLEP Partner	7		7	14
Total GBSLEP Skills Fund Expenditure	6,000	5,642	358	12,000

7.3.5 The City Council will be the Accountable Body for the ESF grant, which needs to be defrayed by 31st December 2021. In order to minimise the risk of grant clawback, all grant conditions will be enforced through Conditions of Grant Aid (COGA) agreements with delivery partners and with SMEs enabling the City Council to recover funds in the event of a breach of these terms. Applications from SMEs seeking funding will be submitted to the City Council, which subject to eligibility and due diligence will be signed off by the Head of Business Enterprise and Innovation before training is undertaken. The grant will be paid retrospectively, based upon evidence of defrayal. Grants will be paid exclusive of VAT i.e. the SMEs are liable for the VAT on training expenditure.

7.3.6 The City Council will claim ESF grant from DWP quarterly in arrears based upon actual grant payments to SMEs. Given the time limit of the ESF grant, the conditions of grant will specify that applicant training projects need to be completed by 31st December 2021 or no grant will be paid. The project closure date is 31st March 2022. There will be no ongoing revenue implications for the City Council as a consequence of this project.

7.4 Human Resources Implications

7.4.1 The project will be supported by existing staff resources in the Business Development and Innovation team in the Economy Directorate supplemented by Graduates and Interns funded from the Graduate Hub and supported by City Finance.

7.5 Public Sector Equality Duty

7.5.1 The programme is open to all SMEs within the GBSLEP area. An initial Equalities Analysis has been carried out in line with statutory protocol, which is attached at Appendix 4 (Reference EA000077). This has not identified any issues of concern in relation to the Equality Act 2010. The proposed activity will not have any adverse impact upon the Council's protected categories.

8 Background Documents

8.1 Department for Business Innovation & Skills BIS Research Paper Number 24 – Leadership and Management Skills in SMEs

8.2 List of Appendices accompanying this Report (if any):

- 1. Full Business Case
- 2. Consultation summary
- 3. Customer Journey
- 4. Equalities Analysis Ref EA000077

Full Business Case (FBC)			
1. General Information			Item 11
Directorate	Economy Directorate	Portfolio/Committee	Education, Skills & Culture
Project Title	ESF GBSLEP Skills Fund	Project Code	TA-01969-01
Project Description	<p>ESF GBSLEP Skills Fund is a £12m project funded by ESF grant of £6m supplemented by an equal match of private/public sector match funding) operating across the GBSLEP area.</p> <p>The GBSLEP Skills Fund will offer training grants between £500 to a maximum of £18,000 per SME to upskill new and existing employees, leading to full qualifications, units or a unit of qualification at basic, NVQ level 2 and below and at level 3+, including higher level management and leadership skills. It is anticipated that up to 7,030 employees will be supported. The training will be funded 50% by the SME's and 50% by the ESF grant. The fund will respond directly to the skills and training needs identified by the employers for their employees by working with the GBSLEP Skills Hub; thereby offering SME employers what they want, at the time that they need it, to implement their skills and growth plans.</p> <p>SME's will need to be located in the GBSLEP area. Training provision through the GBSLEP Skills Fund will be targeted at the priority growth sectors including Advanced Manufacturing and Engineering, Digital and Creative Industries, Life and Health Sciences, Low Carbon and Environmental Technologies and Services, Business and Professional and Financial Services.</p> <p>The project will also be working with sectors where there is significant job replacement demand or are key to the GBSLEP's business needs. These include HS2, Health and Social Care (particularly adult care), Transport and Logistics, Retail, Hospitality and Tourism, Construction and Infrastructure, Digital and Technology, Food and Drink, Emerging Technologies.</p> <p>The total public and private sector investment in the proposed project is anticipated to be in the region of £12m. The project will be funded via an ESF grant of £6m, which will be payable to the City Council in quarterly instalments against profile and monitoring claims. The balance will be from match funding from the private sector. The City Council is contributing existing staff resources totalling £0.351m over 4 financial years as ESF match-funding.</p> <p>As the Accountable Body for the GBSLEP Skills Fund, all expenditure will be incurred by the City Council; this will be in accordance with the conditions of the ESF grant. It is estimated that £9.642m of funding will be utilised in relation to</p>		

support to SMEs (the “beneficiaries”) and the balance of £0.358m will cover expenditure in relation Project delivery costs (staffing). The GBSLEP Skills Fund will fund training delivered up to 31st December 2021 with the project completing 31st March 2022.

The SME’s will incur the full cost of the skills training expenditure including VAT and will be able to reclaim up to 50% of expenditure (excluding VAT) which is anticipated to be up to £5.642m in total.

As the Accountable Body for the ESF grant and to minimise the risk of claw back, the City Council will ensure all grant conditions will be enforced through the completion of the Council’s Conditions of Grant Aid to enable the City Council to recover funds in the event of a breach of these terms. Applications will be closely scrutinised and projects will be closely managed as part of risk management, which is addressed in the Risk Register attached at Annex 1. Given the time dated nature of funding for this project, this will be managed so as to ensure that there are no ongoing revenue implications for the City Council after the project completion date.

GBSLEP Skills Hub will handle initial enquiries, undertake screening of skills need, sign post and refer appropriate SME’s onto GBSLEP Skills Fund. Furthermore, other GBSLEP partners (not directly involved in the project) have agreed to generate awareness amongst their supply chains and make referrals onto the project.

The GBSLEP Skills Fund training selection is as follows:
Option 1

SME’s working with GBSLEP Skills Hub will identify the training course meeting both the business and employee needs, which will need to be accredited by the Ofqual framework or industry or professional accrediting bodies. Working with BCC project staff, the SME will select one of the project’s delivery partners, who will agree the training course to be delivered, cost (market rate), timescale and the number of beneficiaries. This will form the basis of a Skills Agreement (Conditions of Grant Aid) between BCC and the SME.

Option 1 provides a comprehensive range of delivery partners with the expertise, experience and capacity across the full range of sectors and levels to deliver this project.

Option 2

Where bespoke training is requested by the SME, which established delivery partners are unable to offer. The SME will be advised and supported to go through the www.finditinbirmingham.com web based procurement portal to find an appropriate training provider. This will form the basis of the Skills Agreement (COGA) between BCC and the SME. A declaration will need to be made to confirm funding from other sources to avoid double funding.

	<p>GBSLEP Local Authority Partners within the GBSLEP area (Cannock, East Staffordshire, Tamworth, Lichfield, North Worcestershire and Solihull) will also act as point of contact; generate awareness, engage with businesses; organise events, workshops and one to one sessions to maximise take up of project.</p> <p>The City Council will be the Accountable Body and the lead organisation for this project. It will also undertake the engagement with delivery partners, GBSLEP SKILLS Hub, participating GBSLEP local authority partners and ensure they are provided with all the necessary information in order to recruit suitable businesses from their area. This will include the provision of appropriate marketing materials and activities.</p> <p>The Business Development and Innovation (BDI) Team within the Economy Directorate has been established for this purpose. The City Council and the GBSLEP Skills Hub will put full management and control procedures in place.</p> <p>Marketing and Engagement - of businesses and referrals will be carried out by the City Council, GBSLEP Skills Hub, and participating LEP Partners drawing upon local knowledge and experience. The City Council will oversee the development of the necessary marketing materials and literature to reflect the project contact and geographical coverage. GBSLEP Skills Hub and LEP local authority partners will be responsible for market awareness and promotion, enquiry handling, initial screening of business suitability and ensuring local businesses understand the project criteria and application process in their respective areas. This is an SME based grant project and excludes all other businesses, which fall outside this definition.</p> <p>The City Council will also be required to monitor job outputs created by the project for a period of up to 31st December 2022 (i.e. a year after project completion).</p>
Links to Corporate and Service Outcomes	<p>The objectives of the project are consistent with the Birmingham City Council Plan: 2018 -2022 Priority 1: We will create opportunities for local people to develop skills and make the best of economic growth. Evidence shows that under-developed leadership and management skills, a widespread failure to adopt management best practices, inability to recruit skilled staff and upskilling of existing employees are constraining the performance and growth of a significant number of SME's. All of which contribute to a widening skills gap. GBSLEP Skills Fund will contribute to the Jobs and Skills priorities by increasing skill levels within the City, improving productivity and competitiveness (increased turnover and profitability) of SME's.</p> <p>The project is aligned to the European Structural and Investment Fund (ESIF) and Strategic Economic Plan (SEP) of GBSLEP. A key objective of the SEP is to increase business and workforce productivity and competitiveness by raising skills levels and stimulating demand-led innovation. GBSLEP Skills Fund will directly contribute to this objective by raising skills levels enabling businesses and supply chains</p>

	<p>responding to major opportunities including HS2 to upskill, retain, attract and enable workforce progression. GBSLEP Skills Fund will also support GBSLEP's delivery of the national industrial strategy by improving productivity through workforce development.</p> <p>GBSLEP Skills Fund is fully aligned to the aims of the European Social Fund (ESF) Call under Priority Axis 2.1 by stimulating skills growth by delivering a range of activities addressing market failure and identified skills gap:</p> <ul style="list-style-type: none"> Transforming management expertise, workforce capability and capacity, embedding tools to sustain SME's supply chain performance, productivity and competitiveness Providing demand-led pragmatic skills packages at basic, level 2 and below and level 3+ Developing a 'ladder of skills progression' for employees Increasing skills levels of employed women to encourage progression in employment and address gender employment and wage gap. 		
Project Definition Document Approved by	Briefing note to Cabinet Member for Jobs and Skills to approve Outline Application and reported to Star Chamber	Date of Approval	23 rd November 2017

Benefits Quantification- Impact on Outcome	Measure	Impact
	To assist 7,030 new and existing employee beneficiaries within existing SME's to increase their skill levels across the GBSLEP area by December 2021.	Will lead to up to an estimated £12m of public and private sector investment to help raise skill levels and improve business performance. The SME's will benefit from a more skilled workforce, which will lead to an increase in productivity, staff retention, workforce progression and opportunities for newly qualified apprentices/graduates to be employed. The Project will contribute towards addressing the skills gap within the local economy.
Project Deliverables	Project Outcomes: Increase basic, level 2 and below, level 3+ of 7,030 employees.	
Scope	Project scope The GBSLEP Skills Fund will operate across GBSLEP. The City Council will deliver the project through a network of partners across the GBSLEP area.	

To be eligible, businesses have to:

- The applicant has to be an SME under ESF guidance
- Participants/beneficiaries must be new and or existing employees of SME's
- Seeking to upskill their employees
- Based in GBSLEP area
- Operating in priority growth sectors including Advanced Manufacturing and Engineering, Digital and Creative Industries, Life and Health Sciences, Low Carbon and Environmental Technologies and Services, Business and Professional and Financial Services, HS2, Health and Social Care (particularly adult care), Transport and Logistics, Retail, Hospitality and Tourism, Construction and Infrastructure, Digital and Technology, Food and Drink, Emerging Technologies
- TNA, Diagnostic and Skills plans must be completed
- 50% ESF funded training grants of between £500 to £18,000 per SME
- 50% cash match from SME's
- Training must be at basic, Level 2 and below and level 3+. Training must be a full qualification or a unit or units of a qualification
- The training course must be accredited by the Ofqual framework, industry or a professional accrediting body
- Where bespoke training is requested by the SME, it will still need to be accredited by the above
- A declaration will need to be made to confirm funding received or applied from other sources to avoid double funding.

Each application for skills funding will be subject to eligibility and due diligence prior to sign off by Head of Business Enterprise and Innovation.

Skills funding of £500 to £18,000 will be operated in accordance with State Aid De minimis regulations.

The support to SME's will be paid retrospectively on satisfactory completion of the skills project and evidence of defrayal as set out in the funding agreement.

The City Council will manage the GBSLEP Skills Fund and monitor related outputs, to ensure businesses deliver their skills investment plans. Assistance will only be provided to those that meet the project criteria.

Written confirmation is required to DWP from the City Council that ESF funding will not be drawn down until both the End Beneficiary SME and the City Council have both defrayed the eligible expenditure. In addition, the City Council to confirm in writing DWP that funding will not be provided to ineligible businesses or business sectors as detailed in the ESF National Eligibility Rules.

As the Accountable Body, the City Council will ensure that funding paid to SME's will be in accordance with the City Council's Standing Orders, ESF conditions and financial

	regulations specifically completion of a Conditions of Grant Aid (COGA).
Scope exclusions	<p>The City Council is not providing any cash match-funding towards this project.</p> <p>GBSLEP Skills Fund will only support SMEs across GBSLEP area.</p> <p>Excludes all businesses with over 20% of direct dealings with the public.</p>
Dependencies on other projects or activities	<p>Staffing requirements will be fully met from within existing BDI team resources supplemented to deliver the project. Additional support will be required from the Economy Directorate's graduate Hub to support the programme.</p> <p>The achievement of spend and output profiles is dependent on the predicted levels of uptake and uncertain market conditions is a risk. The City Council will mitigate this through a promotion campaign through the GBSLEP.</p> <p>Risks relating to lack of awareness, take up and number of applications, scheme flexibility, compliance with the grant offer letter, resource management and project overrun are set out in the attached Risk Register (see Annex 1) together with an action plan mitigating these risks.</p>
Achievability	<p>The allocation of adequate and necessary staff resource and structured work plans will be essential to ensure the project proceeds according to the project management plan prepared.</p> <p>Full Engagement of the GBSLEP partners will be important to ensure satisfactory cover across GBSLEP area. GBSLEP Partners are fully committed to participate and to see the project operating across the LEP area.</p> <p>The City Council has a successful track record for the development, securing external funding and delivery of significant business development projects both in Birmingham and on a wider regional and national basis (£33m Business Growth Programme, £8m Property Improvement Programme, £75m RGF and ERDF funded Green Bridge Supply Chain Project, £33m ERDF funded Business Growth Project, £9m Business Innovation Project, £10m Business Support for Creative Industries Project and £8m Business Development Project).</p> <p>Marketing and promotion of activities through the use of GBSLEP Skills and Growth Hubs, GBSLEP LA partners websites, launch event, websites, supply chain network events, PR, Project literature will commence in November 2018.</p>
Project Manager	<p>Suresh Patel 0121 303 3091 suresh.patel@cityofbirmingham.gov.uk</p>

Budget Holder	Mohammed Zahir 0121 303 2956 mohammed.zahir@birmingham.gov.uk		
Sponsor	Richard Cowell 0121 303 9880		
Project Accountant	Rob Pace 0121 303 3817 rob.pace@birmingham.gov.uk		
Project Board Members	N/A		
Head of City Finance (HoCF)	Simon Ansell- Head of City Finance- Regeneration	Date of HoCF Approval:	24 th October 2018

	Voyager Code	2018/19	2019/20	2020/21	2021/22	Totals
Revenue Expenditure:						
Skills funding packages		107,500	2,321,000	4,750,000	4,105,100	11,283,600
Project Delivery: BDI Salaries inc overheads		81,060	182,420	218,960	218,960	701,400
GBSLEP			0	0	15,000	15,000
Totals		188,560	2,503,420	4,968,960	4,339,060	12,000,000
Funding						
ESF revenue funding		94,280	1,251,710	2,484,480	2,169,530	6,000,000
City Council Match Funding		40,530	91,210	109,480	109,480	350,700
GBSLEP Match-Funding		0	0	0	7,500	7,500
SME Match funding		53,750	1,160,500	2,375,000	2,052,550	5,641,800
Revenue Totals		188,560	2,503,420	4,968,960	4,339,060	12,000,000
Planned Start date for delivery of the project	3rd December 2018	Planned Date of Technical completion		31st March 2022		

3. Checklist of Documents Supporting the FBC		
Item	Mandatory attachment	Number attached
Financial Case and Plan		
<ul style="list-style-type: none"> Detailed workings in support of the above Budget Summary (as necessary) 	Mandatory	Contained within Application
<ul style="list-style-type: none"> Statement of required resource (people, equipment, accommodation) – append a spreadsheet or other document 	Mandatory	Refer to Cabinet report
<ul style="list-style-type: none"> Whole Lifecycle Costing analysis (as necessary) 	Mandatory	N/A
<ul style="list-style-type: none"> Milestone Dates/ Project Critical Path (set up in Voyager or attached in a spreadsheet) 	Mandatory	Refer to Cabinet report
Project Development products		
<ul style="list-style-type: none"> Populated Issues and Risks register 	Mandatory	Annex 1
<ul style="list-style-type: none"> Stakeholder Analysis 	Mandatory	Annex 2
Other Attachments (list as appropriate)		
Equalities Analysis	Mandatory	Appendix 5
Customer Journey	Non-mandatory	Appendix 4



GBSLEP SKILLS FUND: Risk Register

No	Description	Likelihood	Impact	Grade	Action	Managed by:
1	Failure of GBSLEP Skills Hub, Growth Hub, delivery partners and LEP partners to raise awareness of the programme in their area and to identify suitable businesses for skills support.	Medium	High	Material	Ensure comprehensive programme briefings to partners and adequate understanding before commencement. Put in place agreed detailed marketing arrangements, literature design and individual marketing strategies for each area together with good levels of support from City Council project team to implement local actions for awareness raising and programme promotion to suitable businesses.	Head of Business Enterprise & Innovation and Project Manager.
2	Unwillingness of sufficient number of eligible businesses coming forward to the application process for skills support and able to meet scheme criteria including match funding.	Low	High	Material	The programme of assistance compliments existing ERDF BGP Programme to meet the skills needs of SME's. LEP partners welcome the type of support the programme offers for local SME's. The good induction of partners, strong programme marketing and targeting the right type of businesses, clear and straight forward application form and process for approval with good programme management and monitoring should attract sufficient businesses. Evidence of match funding will be required at the application stage.	Project Manager, Business Officers, delivery partners and LEP partner authorities.
3	Project is too rigid and inflexible in meeting the skills needs of the businesses.	Low	Medium	Material	Monitoring and reviewing the project to ensure it is flexible and responsive to the needs of skills need of businesses.	Head of Business Enterprise & Innovation, project manager and Business Officers.
4	Poor quality of applications for skills support from businesses and or businesses failing to complete project expenditure in order to fully access assistance from the programme funds resulting in potential under spend.	Low	Medium	Material	Robust application procedure being established together with clear guidance and application process to assist businesses with the completion of applications that meet the standard required. With the correct development work and submission of sound applications the likely hood of none completion and under spend is less likely. Ability to award further assistance until the funding has been fully utilised over the life of the programme should ensure any under spend is kept to a minimum.	Programme lead officers
5	ESF regulations are not complied with leading to exclusion of eligible costs from claims.	Low	High	Material	The costs have been analysed and only eligible costs have been identified and included in the application. The offer of skills assistance to SMEs will include ESF terms to be passed on to SMEs (including a period of claw back), to help ensure understanding and compliance, and enable the City Council to recover funds in the event of a default against the terms or a claw back relating to a particular SME. Expenditure will only be paid in arrears on provision of evidence and when the works have been completed. Robust governance, operational management and programme delivery processes, systems and procedures will be embedded, implemented, monitored and evaluated. Any specific issues arising from compliance will be mitigated against checks and balances contained within the programme.	Business Enterprise Manager and Business Officers.

6	Compliance with ESF grant conditions so as to avoid clawback	Low	Medium	Material	Robust governance, operational management and programme delivery processes, systems and procedures will be embedded, implemented, monitored and evaluated. Any specific issues arising from compliance will be mitigated against checks and balances contained within the programme. The risk to the City Council is therefore minimised as long as it seeks recovery from businesses who default on grant conditions.	Head of Business Enterprise & Innovation, Project Manager, delivery partners and Business officers.
7	Operational management of Programme difficulties such as delays in processing necessary documentation	Low	Medium	Material	Use Project Management Team to monitor, review and tackle any issues	Head of Business Enterprise & Innovation and programme lead officers
8	Delivery of costs so as to avoid overrun beyond 2021	Low	Medium	Material	Budget targets are negotiated with DWP and monitored on a regular basis to ensure no expenditure beyond 2021. A regular pipeline of applications generating through marketing activities will ensure delivery remains on track.	Programme lead officers
9	Failure of businesses to complete skills investment plan and achieve outputs leading to a lack of drawdown of funding approved.	Medium	Low	Material	Maximum delivery period for project spend will be 3-8 months. Effective monitoring and client management to maximise spend to meet budgetary forecasts.	Programme lead officers
10	Applicant in breach of terms and conditions of funding offer letter	Medium	Low	Material	BCC will review the breach of terms, conditions and suggest a course of action. If considered to be material breach, the funding offer will be withdrawn or seek claw back. Reallocate funding to other applicants.	Project Manager and Business Officers.
11	SME fraudulent activity throughout the application and claims process	Medium	Medium	Material	Develop robust intelligence and monitoring systems with support from Legal Services and Audit to eliminate potential fraudulent activity. If fraud is detected then engage City Council Legal Services and Birmingham Audit to investigate and if required issue legal proceedings.	Project Manager and Business Officers.
12	Attempted bribery of BCC officers for financial or non-financial gain	Low	High	Material	Awareness of BCC's bribery and corruption policy. Be vigilant against attempted bribery. Refer to senior management and seek advice from Legal Services and Audit.	Head of Business Enterprise & Innovation. Project Manager and Business Officers.
13	Lack of take up or ineligible projects-means contracted ESF outputs and spend targets are not being achieved leading to underperformance and potentially leading to clawback	Medium	High	Material	Contracted output and spend targets are annualised on a calendar year basis. The quarterly claim cycle includes output reporting which enables continual monitoring. As well as the project performance being overseen by the BDI Team, annual reviews will be set out to ensure that the project are on track and to review all projects progress. Should forecast progress against annualised spend or output targets be cause for concern (more than 10% variance forecast), actions will be set, and if needed, DWP will be asked to reappraised the project based on the re-forecast measures, and a new agreement will be sought.	Project Manager, Business Officers, delivery partners and LEP partner authorities.

Stakeholder	Stakeholder's Interest	Influence Impact	What does the project board expect from the stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy	Responsible
Leader	Endorses Full Business Case	High	Political support	Supportive	Consult during development stage and provide periodic progress reports during delivery	Head of Business Development and Innovation and Business Enterprise Manager
Cabinet Members for Jobs and Skills	Endorses GBSLEP Skills Fund.	High	Political support	Supportive	Consult during development and provide progress reports during delivery as required.	Head of Business Enterprise and Innovation and Business Enterprise Manager.
GBSLEP and LEP Local Authority Partners	Provision of support to Businesses across the GBSLEP area.	High	LEP and partner endorsement of the Project.	Supportive	Full consultation and partner engagement, regular progress updates, meetings and attendance GBSLEP Growth Hub Project Board.	Head of Business Enterprise and Innovation and Business Enterprise Manager.
DWP	Approves ESF funding, due diligence process, agrees offer letter, process claims and monitoring of programme.	High	Due Diligence, agreement of Offer letter and performance monitoring of project, payment of claims.	Supportive	Monthly claims, regular monitoring reports and contact as appropriate	Head of Business Enterprise and Innovation, Business Enterprise and Innovation Manager and Business officers.

GBSLEP SKILLS FUND– STAKEHOLDER ANALYSIS**ANNEX 2**

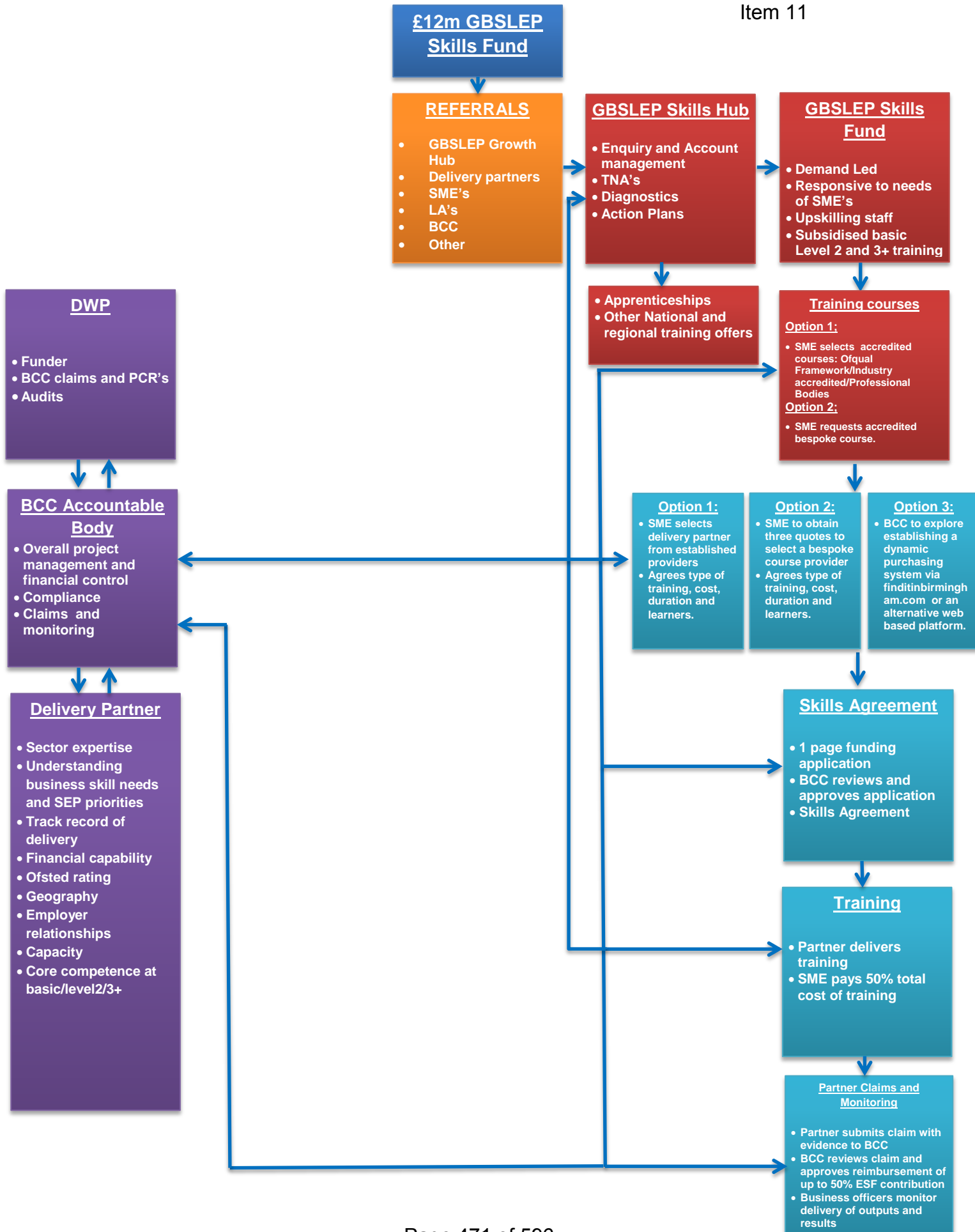
Local SME businesses across the GBSLEP areas	Potential recipients of grant support.	Low	Applications for training grants.	Supportive based on research, evidence of need and demand.	Project launch, development of an effective marketing strategy and materials to raise awareness and maximise take up of training support.	Project lead officers and LEP partners.
Agencies and businesses networks in the GBSLEP area	Identification and referral source of suitable business applications	Low	Referrals of suitable businesses into the project.	Supportive	Formal launch of programme and development of marketing strategy to ensure agencies and networks are engaged effectively in each LEP area and fully understand project offer / opportunities. Follow-up workshops as necessary.	Project lead officers and LEP partner authorities

APPENDIX 2**SUPPLIER SKILLS PROGRAMME – CONSULTATION SUMMARY**

Item 11

Stakeholder	Date	Response to Consultation
Leader	31 st July 2018	Supportive
Cllr Jane Francis Cabinet Member	18 th July 2018 and subsequent briefings	Supportive
CMT	19 th July 2018	Supportive
EMT	24 th July 2018	Supportive
LEP Partners, Growth Hubs, Local Authorities and Birmingham Chamber Group	At time of application January 2018 Ongoing	Supportive support, Endorsement of the Programme and participation in delivery active as partners
SME	Ongoing during programme delivery	Supportive of succession programme

Item 11



‘EQUALITY ANALYSIS’ TEMPLATE (Analysing the Effects on Equality) Item 11

RELEVANCE TESTING - STAGE 1 (Steps 1 & 2) (Formerly Initial Screening)

STEP 1: WHAT SHOULD BE ANALYSED / RESPONSIBLE OFFICER		
Name of ‘policy’ (See Glossary section)	Adverse Impact	
Assessment Date	13 th March 2018	
Analysis Reference No	EA000077	
Is this a new or existing Policy/Procedure:	New	Existing
	X	
Council strategic theme Policy linked to and how will it support its delivery?	Economic prosperity	
Is the responsibility for the proposed ‘policy’ shared with another department or organisation? If so who and how are responsibilities split or shared? Partners should be involved in the process.	Responsibility for delivery work under the Project will be shared with delivery partners and the partners of the greater Birmingham & Solihull Local Enterprise Partnership. The City Council will be the sole accountable body for the ESF grant that is awarded. The partners have been fully consulted in the development of this Project and have a shared commitment to deliver on equality and diversity.	
Responsible Officer:	Role:	Directorate:
Waheed Nazir	Corporate Director, Economy	Economy

As a public authority we need to ensure that our ‘policies’ current and proposed give ‘due regard’ to the requirements of the Public Sector Equality Duty.

STEP 2: ESTABLISHING THE RELEVANCE OF YOUR POLICY TO EQUALITY

How do questions 1 – 5 meet your Policy Aims, Objectives and Projected Outcomes? Please provide a brief analysis of your findings to include:

1. **Purpose** of the ‘policy’? Who is it intended to **benefit** and the intended **outcomes**?
2. Will the ‘policy’ have an impact on service users, employees or the wider community?
3. Data collection methods employed as part of the review to determine any likely impact
4. Policy options considered, including any alternative proposals
5. Does the ‘policy’ relate to services which previous engagement has identified as being relevant to a protected characteristic or where there are known inequalities

Provide a clear analysis of what the relevant data tells you about the likely impact of your decision

1. SME’s based within Birmingham & Solihull Local Enterprise Partnership area will benefit from this project. They will need to demonstrate need for the skills support, confirm match funding, their ability to deliver the project and the impact of growing skills within the business.
The Project will be open to all businesses meeting the eligible criteria. It will seek to engage with all sections of the community opening up the opportunity to access the support available. The benefits will extend to businesses owned and managed by under represented sub groups, women, youth and those from BME communities. A key outcome of the project is to raise basic, level 2 and below and level 3+ of skill levels of 7,030 employees.

2. The policy is likely to have a positive impact on service users and the wider community because it will provide tangible skills support to local SME businesses and many of these are owned and run by BME groups, women and young people. These are part of the business support target groups and they will be actively engaged and encouraged to access support services. The Project will be promoted to as wide an audience as possible across the GBSLEP area in order to maximise the potential impact.
3. No new data is available at this time to ascertain the full potential impact of the Project. The partners have been fully consulted on the development of this proposal, have agreed to be partners and fully endorse the application. The Project will engage with as many local providers as possible. Partners will attend events targeting these groups to promote the project to a wider audience and make the link between opportunities, economic need and economic growth. During mobilisation and implementation monitoring procedures will be put in place to capture and record engagement data. The Project will be subject to evaluation and all participants will have the opportunity to provide feedback on the recruitment, delivery and impact of their Project participation.
4. A full options appraisal has been carried out as part of the process of applying for ESF funding. This appraisal included the 'do nothing' option leaving businesses to find their own training support in the market place, and one that did not engage fully with all partners thereby removing full access to local knowledge and experience for business engagement across all communities and sectors.
5. The policy relates to services that will have an impact on stakeholders, partners, service users, SME businesses and the wider community. It has been developed from the experience of delivering previous successful project activity in Birmingham funded through RGF, ERDF and ESF and the evaluation and output results generated from this activity.

GBSLEP Skills Fund will lead to up to an estimated £12m of public and private sector investment to help raise skill levels and improve business performance. The SME's will benefit from a more trained workforce, which will lead to an increase in staff retention, workforce progression and opportunities for newly qualified apprentices/graduates to be employed. The Project will contribute towards addressing the skills deficit issue within the local economy.

Analysis of 'policy' in relation to its current potential effects on equality

Chair Person/Lead Officer

Name:	Job Title & Directorate:	Signature	Sign-off Date:
Waheed Nazir	Corporate Director, Economy		March 2018

Chair's comment on analysis:

The GBSLEP Skills Fund research, design and development has been carried out in consultation with the GBSLEP, Skills Bank in Sheffield, Coventry and Warwickshire Skills Hub, JLR, Rolls Royce, KPMG, Warwick Manufacturing Group, Engineering Employers Federations, Universities and Colleges, High Speed Rail College, SME's, Training providers and Birmingham Chamber of Commerce group. This has demonstrated the need for an evidence base, demand led and pragmatic basic, level 2 and below and level 3+ skill levels package compatible within the workplace.

The project is aligned to the European Structural and Investment Fund (ESIF) and Strategic Economic Plan (SEP) of GBSLEP. A key objective of the SEP is to increase business and workforce productivity and competitiveness by raising skills levels and stimulating demand-led innovation. GBSLEP Skills Fund will directly contribute to this objective by raising skills levels enabling businesses and supply chains responding to major opportunities including HS2 to upskill, retain, attract and enable workforce. The GBSLEP Skills Fund will also support

GBSLEP's delivery of the national industrial strategy by improving productivity through workforce development..

The Project will raise basic, level 2 and below and level 3+ skill levels of 7,030 new and existing employees within SME based in GBSLEP area.

Quality check and review by the Directorate Representative (s):

Name:	Job Title & Directorate:	Signature	Sign-off Date:

Relevance Test

Yes

No

The has been checked using the agreed audit arrangements in the Directorate

Relevance review comments:

FULL EQUALITY ANALYSIS - STAGE 2 (Steps 3 to 4)

STEP 3: ASSESSING SPECIFIC IMPACT

Utilising your data sources information (Step 2). What are your findings in respect of the individual protected characteristics in relation to the three aims of the General Duty - **Eliminate unlawful discrimination**, harassment and victimisation, **Advance equality of opportunity**, **Foster good relations**. Please provide a brief analysis of your findings to include:

- Does the policy involve or focus on a particular equalities group, i.e. because they have particular needs?
- Details on potential for differential impact (negative or positive) / possibility of **discriminating unlawfully**, directly or indirectly, against people from any protected characteristics
- Is there any potential effect on **relations between certain groups**?

Please describe how you justify your answer

Age	
Disability	
Gender reassignment	
Pregnancy and maternity	
Race	
Religion or belief	
Sex	
Sexual orientation	
Marriage and civil partnership (aims 1 & 2 not applicable)	

DATA GAPS - Have you identified any specific equality issues and data gaps that may need to be addressed through consultation and/or further research

Please provide details

INVOLVING AND CONSULTING STAKEHOLDERS

1. Who has been approached to explore these issues e.g. staff groups, trade unions, student voluntary groups etc (Please give dates and details of contact)
2. How have you gained the views of these experts/groups (e.g. letter, meetings, interviews, forums, workshops, questionnaires or any other method)?

Please provide details:

OVERALL SUMMARY OF YOUR ANALYSIS**Please provide a summary of your analysis to include:**

- How you intend to utilise the findings as part of your decision-making;
- How your policy will meet the city councils responsibilities in relation to equality;
- How you will engage service users, employees in implementation, monitoring and review;
- How you will include commissioning and procurement considerations (if applicable);
- What opportunities might have been missed for making changes to the policy which would have a positive impact on certain groups;
- What changes/modifications will now be made to the policy in the light of this Analysis;
- How will these changes/modifications be communicated to interested parties (i.e. the groups which were adversely affected) and those consulted?

Quality check and review by the Directorate Representative (s):

Name:	Job Title & Directorate:	Signature	Sign-off Date:

Full Equality Analysis has been checked using the agreed audit arrangements in the Directorate**Summary** of strengths pertaining to the equality analysis. If further work needs to be done on the Analysis, you will need to state this**STEPS 4: MONITORING AND REVIEW** Any actions identified as an outcome of going through Step 3, should be mapped against the headings within the Action Plan.

	Actions	Ref No	Target Date	Outcomes	Responsible post holder/ directorate
Scoping your Equality Analysis and Analysing the information					
How you will measure the effects of the policy					
How will you ensure your Actions are included within your Business Plans					

STEP 5: DECISION MAKING, SIGN OFF PROCESS AND PUBLICATION - At this stage we recommend that a senior manager/board member signs off the analysis**The signature at each sign off stage below is based on the understanding that:**

- A Full Analysis gives “due regard” to the 3 aims of the General Duty

- Consultation and Engagement has been undertaken and has informed decision making
- Consideration has been given to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons
- Relevant information (key findings of the analysis) have been documented
- Where an adverse impact is identified, consideration must be given on how to mitigate
- Considerations have been given to alternate options
- Adequate records detailing decisions made at relevant stages, have been documented
- Action plan completed

Service Director or Senior Officer (sign-off)

Name:	Job Title & Directorate:	Signature	Sign-off Date:

What decisions do you want the members to consider and what are the implications?

Relevant Cabinet Member:

Portfolio:

Public Report

Birmingham City Council

Report to Cabinet

Date 13th November 2018



Subject: **BUSINESS GROWTH PROGRAMME 2 – FULL BUSINESS CASE**
Report of: **CORPORATE DIRECTOR, ECONOMY**
Relevant Cabinet Member: **Councillor Jayne Francis; Education, Skills & Culture**
Relevant O & S Chair: **Councillor Tahir, Economy & Skills**
Report author: Mohammed Zahir - Head of Business Enterprise and Innovation
Telephone No: 0121
Email Address: @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: 005002/2018		
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 To accept an offer of European Regional Development (ERDF) grant of £8.910m to deliver a Business Growth Programme 2 (BGP2) for the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) and The Marches LEP areas and for the City Council to act as the Accountable Body for the programme.
- 1.2 To note that the BGP2 will provide a grant assistance programme targeted at up to 285 existing Small/Medium Enterprises (SMEs), specifically supply chain businesses benefitting from HS2 and Commonwealth Games investment opportunities, where they

are purchasing new plant/ equipment, relocating to new premises, developing new products and processes, systems and marketing, especially where there are green benefits and energy efficiency. BGP2 will also target 143 new business start-ups in The Marches LEP.

2 Recommendations

- 2.1 Subject to confirmation of funding from the Ministry of Housing, Communities and Local Government (MHCLG), approves the Full Business Case (FBC) (attached at Appendix 1) for the Business Growth Programme 2 (BGP2) European Regional Development Fund (ERDF) project, which will provide a comprehensive grant assistance package to support Small and Medium Enterprises (SMEs) across the Greater Birmingham and Solihull Local Enterprise Partnership and The Marches LEP areas for the period from January 2019 to the end of March 2022.
- 2.2 Subject to confirmation of funding from the MHCLG, approves the City Council acting as the Accountable Body for the BGP and accepts the offer of ERDF grant of £8.9m, which is being matched against an equivalent amount of public and private sector expenditure.
- 2.3 Subject to confirmation of funding from the MHCLG, delegates the award of specific financial assistance grants between £2,500 to £1m per SME up to the total programme value of £7.486m to the Corporate Director, Economy.
- 2.4 Authorises the City Solicitor to negotiate, execute and complete all necessary documents to give effect to the above recommendations.

3 Background

- 3.1 The current ERDF funded Business Growth Programme is due for completion by December 2018 and is forecast to deliver the following results: grow 576 businesses; create 1,300 new jobs; generate £35m private sector investment; provide £15m in savings to the exchequer and contribute £140m in increased GVA.
- 3.2 In response to former Department of Communities and Local Government calls (Greater Birmingham and Solihull (OC12R17P 0666), The Marches (OC36R16P0473) and Herefordshire (OC36R17P 0669) in October 2017, the City Council submitted three applications to extend the existing BGP programme to these LEPs up to March 2022, after briefing the former Cabinet Member for Jobs and Skills. The outline applications were duly approved; a consolidated full application was submitted in June 2018 and is awaiting final approval. It is anticipated that the programme will operate from 1st January 2019 to 31st March 2022.
- 3.3 BGP2 is an integrated and comprehensive business support package strengthening supply chain companies, stimulating innovation and growing existing SMEs. It builds on successful delivery of the current BGP programme and responds to new

opportunities from the HS2 investment and Commonwealth Games 2022. BGP2 will operate across the GBSLEP and The Marches LEP areas to provide individual revenue and capital grants of £2,500 - £1m. It will stimulate investment by offering grants subject to match-funding and the creation of jobs; in turn this will improve business confidence and accelerate economic growth. The programme aims to support growth of up to 285 SMEs, 143 new start-ups (in the Marches LEP area only), create up to 900 new jobs, generate £10m private sector investment and increase regional productivity/ Gross Value Added.

- 3.4 BGP2 grants to SMEs of £0.101m to £1m are administered using State Aid General Block Exemption Regulations and grants of £2,500 to £0.100m are administered using De minimis. BGP2 will offer capital and revenue grants of £0.010m to £1m funding towards: relocation and expansions; capital expenditure: purchase of capital equipment; introduction of advance technologies; installation costs; improvements in systems/processes; quantifiable green benefits (energy efficiency, waste management, recycling and renewables); new product development (concept development, prototyping, testing and market launch); market development; process development and marketing costs.
- 3.5 At the request of The Marches LEP, BGP2 will offer grants to start-ups of £2,500 to £0.010m for brand new start-ups or businesses trading less than 6 months looking to consolidate, provided that this is matched against SME expenditure. A business start-ups programme is already being delivered by Solihull Metropolitan District Council on behalf of the GBSLEP and has not been included in this programme.
- 3.6 BGP2 will be managed by the Business Development and Innovation Team (BDI) within the Economy Directorate. The BDI Team has extensive experience of developing, managing and delivering large scale European Structural and Investment Funds on a wider regional and national basis:
 - £93m Business support package- 2012-2015 (RGF/ERDF/Urbact/Interreg) creating 4,500 jobs, generating £85m private sector investment and generating GVA of £500m
 - £33m Business Growth Programme- 2016-2018 (ERDF) – existing project which will assist up to 576 business, across 3 LEP areas and generate up to 1,331 jobs
 - £8m Property Improvement Programme- 2016-2019 (ERDF) – existing project which will assist up to 40 businesses and generate up to 120 jobs
- 3.7 The established Investment Board will be chaired by an independent chair from one of the LEPs. It will comprise 2 LEP partners, industry experts and university representatives. It will be supported by the BDI team, an Accountable Body

representative and appropriate technical, financial and legal advisors, and will make recommendations on either approval or refusal of these grants. An Accountable Body flowchart is attached at Appendix 3.

- 3.8 The City Council will manage the BGP2 on behalf of the two LEPs and monitor outputs created as a result, to ensure businesses deliver upon expansion plans. Assistance will only be provided to those that meet the BGP2 programme criteria set out in the FBC at Appendix 1.

4 Options considered and Recommended Proposal

4.1

- . To do nothing – Would lose the opportunity to secure the offered ERDF grant to extend the Business Growth Programme for SMEs across GBSLEP and The Marches LEP areas and not support up to 428 businesses and not create up to 900 jobs . Moreover, to decline the offer would damage the City Council's reputation as the lead partner and Accountable Body and undermine trust and relationships with key regional partners.
- Recommended approval – to accept the offer of ERDF capital and revenue grant in order to deliver a comprehensive grant assistance programme in the GBSLEP and The Marches LEP areas which will create jobs and investment.

5 Consultation

- 5.1 The Leader of the Council and Cabinet Member for Education, Skills and Culture have been briefed and are supportive of this report proceeding to an executive decision. The consultation summary is attached at Appendix 2.
- 5.2 Briefings have been given to GBSLEP partners in the development of the proposed programme structure and the role of the Accountable Body.
- 5.3 Finance and Governance have been involved in preparation of this report.
- 5.4 The BGP2 research, design and development has been carried out in consultation with the GBSLEP and The Marches LEP, the Birmingham Chamber of Commerce group, HS2 Ltd and Commonwealth Games representatives.

6 Risk Management

- 6.1 A risk register is attached at Annex 1 of Appendix 1.

7 Compliance Issues:

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

- 7.1.1 The objectives of the project are consistent with the Birmingham City Council Plan: 2018-2022 Priority 1: We will create opportunities for local people to develop skills and make the best of economic growth.

- 7.1.2 This programme has emerged from research evidence and intelligence from the existing BGP programme supported by ERDF funding and reflects the MHCLG's priorities of supporting the LEPs across the West Midlands. BGP2 will contribute towards the City Council's priority by helping SMEs within the eligible areas to invest, grow and create new job opportunities. The proposal will also support strategic initiatives such as Enterprise Zone and Economic Zones by attracting investment and supporting the development and growth of businesses in the region.
- 7.1.3 The project is aligned to the European Structural and Investment Fund (ESIF) and Strategic Economic Plan (SEP) of GBSLEP and the Marches LEP. BGP2 will deliver the objectives Priority Axis 3 by providing pragmatic solutions and tangible benefits to entrepreneurs and SMEs at different stages in their business cycle. This will improve economic prosperity within the GBSLEP area by stimulating business growth, new business start-ups, increased investment, improved productivity and the creation of new jobs.

7.2 Legal Implications

- 7.2.1 The Business Growth Programme 2 is being delivered under the Council's general power of competence under section 1 Localism Act 2011, to help businesses to develop and grow by improving their competitiveness and also create conditions for them to create new job opportunities. Grants will be provided in compliance with State Aid De-minimis rules of £100,000 (grants of £2,500 to £0.100m) and General Block Exemption Regulation (GBER) (grants of £0.101m to £1m). De minimis will be 50%-60% contribution towards eligible expenditure. GBER will be 10%-30% contribution towards eligible expenditure.

7.3 Financial Implications

- 7.3.1 Total BGP2 project expenditure is anticipated to be £23.274m, comprising £8.910m ERDF grant and £14.364m of public and private sector match funding. The ERDF grant will support estimated grant payments to SMEs of up to £7.486m and programme delivery costs (City Council and partner staffing, marketing and evaluation), which are estimated at £2.631m over 3 years.
- 7.3.2 The Council's match funding is derived from existing revenue staffing budgets in the Business Development and Innovation (BDI) team and the Graduate Hub of the Economy Directorate. As part of the financial governance process a full reconciliation of the City Council's match-funding commitment has been undertaken for the service and will be monitored throughout the project.
- 7.3.3 The precise mix of projects (and private sector match funding) expected to be delivered by the BGP2 will depend upon the scale of individual projects, but the following table shows the likely allocation of spend (in line with the BGP2 grant

application) across thematic headings with required private sector contributions and confirmed public match-funding.

7.3.4 No expenditure will be incurred until confirmation of funding is received from MHCLG.

Category of Programme costs:	ERDF Grant	Private Sector Contribution	Public Sector Match	Total Public and Private Sector Funding
	£'000	£'000	£'000	£000
Capital (new plant, equipment/systems/ processes) grants (34%):	6,237	12,107	0	18,344
Revenue Grants (New product development and market development) (54%)	1,249	1,050	0	2,299
Total Grants/Match Funding	7,486	13,157	0	20,643
Other Revenue costs:				
City Council salary match, Marketing and evaluation (54% ESF)	1,195	0	1,014	2,209
Partner Delivery Costs (54% ESF)	229	0	193	422
Total BGP2 Expenditure	8,910	13,157	1,207	23,274

7.3.5 The City Council will be the Accountable Body for the ERDF grant, which needs to be defrayed by 31st December 2021. In order to minimise the risk of grant clawback, all grant conditions will be enforced through partnership agreements with LEP partners and Conditions of Grant Aid (COGA) agreements where financial support to SMEs is provided, enabling the City Council to recover funds in the event of a breach of these terms. Applications will be closely scrutinised and projects will be closely managed as part of risk management which is addressed in the FBC attached at Appendix 1 Annex 1. In the event of a company going into bankruptcy, DCLG have accepted this as being part of the normal business cycle and have confirmed that the City Council will not be subject to any liability for grant claw back on the basis of the established due diligence and approval process.

7.3.6 The City Council will claim ERDF grant from MHCLG quarterly in arrears based upon actual grant payments to SMEs. Given the time limit of the ERDF grant, the conditions of grant will specify that applicant projects need to be completed by 31st

December 2021 or no grant will be paid. There will be no ongoing revenue implications for the City Council as a consequence of this project.

7.4 Procurement Implications (if required)

- 7.4.1 There are no direct procurement implications to the City Council. However, to comply with EU procurement rules, SMEs will have to demonstrate in their application and as part of the grant claim that they have obtained three quotations and secured value for money.

7.5 Human Resources Implications (if required)

- 7.5.1 The project will be supported by existing staff resources in the Business Development and Innovation team in the Economy Directorate supplemented by Graduates and Interns funded from the Graduate Hub and supported by City Finance.

7.6 Public Sector Equality Duty

- 7.6.1 The programme is open to all SMEs within the GBSLEP and The Marches LEP areas. An initial Equalities Analysis has been carried out in line with statutory protocol, which is attached at Appendix 4 (Reference EA000077). This has not identified any issues of concern in relation to the Equality Act 2010. The proposed activity will not have any adverse impact upon the protected categories.

8 Background Documents

- 8.1 ERDF Business Growth Programme – Full Business Case : Cabinet report dated 17th May 2016
- 8.2 List of Appendices accompanying this Report (if any):
- 1. Full Business Case
 - 2. Consultation Summary
 - 3. Governance flowchart
 - 4. Equality Assessment

Full Business Case (FBC)			
1. General Information			Item 12
Directorate	Economy Directorate	Portfolio/ Committee	Education, Skills & Culture
Project Title	ERDF Business Growth Programme 2 (BGP2)	Project Code	Revenue GBER: TA-01970-01 Revenue Deminimus TA-01970-02 Capital GBER: CA-03092-03 Capital Deminimus CA-03092-04
Project Description	<p>Business Growth Programme 2 (BGP2) is a £8.910m ERDF funded programme (supplemented with public and private sector match funding) operating across 2 LEPs (Greater Birmingham and Solihull and The Marches) areas.</p> <p>It is designed to encourage sustainable economic growth, by strengthening supply chain companies, stimulating innovation, start new businesses and growing existing SMEs. It builds on successful delivery of the current Business Growth Programme and responds to new opportunities from the HS2 investment and Commonwealth Games 2022. GBP2 offers new businesses and SME's funding of £10k- £1m in starting a new business, acquiring new plant and equipment, improvement in systems and processes, relocation and expansion, the costs of developing new markets and marketing, new product development and capital investment.</p> <p>BGP2 continues to improve the competitiveness of SMEs by increasing the capacity and capability of SMEs. It contributes to the development of a competitive and sustainable supply chain: increasing productive capacity, management expertise, staff capability; adoption of innovative technology; anchoring high value-added work; creating better synergies and collaboration. Moreover, it increases growth capability of SMEs and provides solutions to market failures towards the disproportionate costs and risks of business development given the relatively small amounts of capital involved. Additionally, BGP2 will support new business start-ups but only for The Marches LEP.</p> <p>Eligible costs include purchase of new plant and equipment, relocation into new premises, installation costs, new product development, improvement in production processes and systems, application of innovative advance technology, development of new markets, marketing campaigns, start-up costs and building Information Modelling, which will be matched by SMEs based on 10%-60% private sector match contribution). The precise mix of projects (and private sector match funding) will depend upon the scale of individual projects.</p> <p>The total public and private sector investment in the proposed programme is anticipated to be in the region of £14.364m. The £23.274m programme will be funded via an ERDF grant, which will be payable to the City Council in quarterly instalments against profile and monitoring claims. The balance will be from match funding from private and public sector match. There will be no cash contribution by the City Council in delivering the BGP2.</p> <p>In terms of the expenditure to be incurred by the City Council, this will be in accordance with the conditions of the ERDF grant. It is</p>		

	<p>estimated that £7.486m (capital and revenue) will be awarded in relation to grants to SMEs (the “beneficiaries”) and the balance of £1.424m will cover expenditure in relation programme delivery costs (staffing, marketing and evaluation). The delivery phase of the BGP2 will need to be completed by 31st March 2022.</p> <p>The £8.910m ERDF grant funding will be payable to Birmingham City Council in quarterly instalments against profile and submission of monitoring claims as set out in the offer letter.</p> <p>The City Council will continue to be the Accountable Body for the ERDF grant and to minimise the risk of claw back will ensure that all grant conditions are enforced through partnership agreements with LEP partners and a Conditions of Grant Aid specifically for ERDF, where financial support to SMEs is provided. The COGA will include City Council and ERDF terms and conditions and the ability for the Council to recover funds in the event of a breach of these terms. In the event of a company going into bankruptcy, DCLG have confirmed in writing that this is part of the normal business cycle and BCC will not be subject to any liability for claw back. Given the time dated nature of funding for this programme, this will be managed so as to ensure that there are no ongoing capital/revenue implications for the City Council. Further details as to how such risks will be managed are provided in the attached Risk Register (Annex 2).</p> <p>The City Council will also be required to monitor the programme for a year following the end of the project i.e. up to 31st December 2022.</p> <p>An established Investment Board comprising of a BGP2 management team, DCLG, LEP partners, private sector partners, universities, supported by appropriate technical, financial (City Finance) and legal advice, will continue to operate to recommend approval of these grants. BCC will manage the BGP2 and monitor outputs created as a result, to ensure businesses deliver upon expansion plans. Assistance will only be provided to those that meet the BGP2 criteria.</p> <p>BGP2 delivery start 1st January 2019 (subject to confirmation of funding from MHCLG). It is proposed that the award of investment grants will be delegated to Corporate Director Economy in accordance with the grant award criteria.</p>
<p>Links to Corporate and Service Outcomes</p>	<p>The objectives of BGP2 are consistent with the priorities set out in the Council Plan: 2018-2022 specifically Priority 2 “We will strive to maximise the investment in the city and engage local employers to create quality jobs and opportunities for citizens”. This programme has emerged from research evidence and intelligence from the existing BGP programme supported by ERDF funding and reflects the Ministry of Housing, Communities and Local Government’s priorities of supporting the LEPs across the West Midlands.</p> <p>BGP2 is fully aligned to the aims of the Priority Axis 3a, 3c and 3d of the European Structural and Investment Fund (ESIF) call, which seeks to encourage entrepreneurship and improve the competitiveness of SMEs by increasing the capacity and capability of SMEs. It contributes to the development of a competitive and sustainable supply chain: increasing productive capacity, management expertise, staff capability; adoption of innovative technology; anchoring high value-added work; creating better synergies and collaboration. It also seeks to increase growth capability of SMEs and offer solutions to market failures towards the disproportionate costs and risks of business</p>

	<p>development given the relatively small amounts of capital involved.</p> <p>The programme contributes to the Government's commitment to develop a competitive and sustainable supply chain by: increasing productive capacity, management expertise and staff capability; adoption of innovative technology; anchoring high value-added work; creating better synergies and collaboration.</p> <p>GBSLEP and The Marches LEP partners are fully committed to BGP2. BGP2 will continue to build on the existing partnership and enhance collaborative working.</p>		
Project Definition Document Approved by	Briefing note to Cabinet Member for Jobs and Skills to approve Outline Application and reported to Star Chamber	Date of Approval	24 th January 2018

Benefits Quantification- Impact on Outcomes	Measure	Impact
	<p>To provide 285 businesses with financial assistance to improve their performance across the 2 LEP areas by March 2022.</p> <p>Create 143 new business start-ups in The Marches LEP only.</p>	Will lead to up to an estimated £10m of public and private sector investment to help improve business competitiveness.
	Will generate new jobs by December 2018.	Will lead to creation of 900 new jobs and lead to an increase in Gross Value Added.
	Strengthen supply chain companies involved in the delivery of HS2 project and Commonwealth Games.	Will ensure a competitive and sustainable supply chain with the capacity, capability and expertise to deliver HS2 initiative
	Carbon reduction	Will lead to reduction in CO2 emissions by encouraging investment in improved efficiency measures and introduction of new production processes
	Expanding the green economy	Will lead to the development and growth of businesses within this sector of industry.
Project Deliverables	<p>Programme Outcomes:</p> <p>The BGP2 will provide grant assistance to SME's to support development and growth of the supply chain (HS2. Commonwealth Games suppliers and Green Economy), stimulate innovation and encourage growth.</p> <p>BGP2 will also stimulate entrepreneurship and create new business start-ups in The Marches LEP.</p> <p>It will contribute to the GBSLEP and The Marches LEPs overarching objectives to encourage entrepreneurship and increase business growth, investment and job creation.</p> <p>GBP2 outcomes will be subject to regular (quarterly) monitoring reports to government.</p>	

Scope	<p>Programme scope</p> <p>The BGP2 will operate across GBSLEP and The Marches LEP areas. The City Council will be the Accountable Body, supporting the Greater Birmingham and The Marches LEP. The Council will deliver the programme through a network of partners across the 2 LEP areas.</p> <p>Marketing and promotion work can start in December 2018 (subject to confirmation of funding from MHCLG), with actual delivery to start January 2019.</p> <p>The participating LEP partners and Growth Hubs across GBSLEP, and The Marches LEP areas will be responsible for raising awareness of the programme amongst local business communities and for the marketing and promotion of this to suitable businesses in their locality.</p> <p>Organisation Involvement – The City Council will continue to be the Accountable Body and the lead organisation for this programme. It will also undertake the engagement with all participating LEP partners and ensure they are provided with all the necessary information in order to recruit suitable businesses from their area. This will include the provision of appropriate marketing materials and activities.</p> <p>Marketing and Engagement - of businesses and referrals will continue to be carried out by the City Council, Growth Hubs And participating LEP Partners drawing upon local knowledge and experience. The City Council will oversee the development of the necessary marketing materials and literature to reflect the programme contact and geographical coverage. Growth Hubs and LEP partners will be responsible for market awareness and promotion, enquiry handling, initial screening of business suitability and ensuring local businesses understand the project criteria and application process in their respective areas. This is an SME based grant programme and excludes all other businesses, which fall outside this definition.</p> <p>Grants between £0.010m and £1m will be awarded to support approximately 285 SME projects and grants of £2,500 to £0.010m for 143 new start-ups, matched by private sector match</p> <p>Eligible costs include purchase of new plant and equipment, relocation into new premises, installation costs, new product development, improvement in production processes and systems application of innovative advance technology, development of new markets, marketing campaigns, start-up costs and building Information Modelling, which will be matched by SMEs based on 10%-60% private sector match contribution). The precise mix of projects (and private sector match funding) will depend upon the scale of individual projects.</p> <p>To be eligible, businesses have to:</p> <ul style="list-style-type: none"> • be a brand new start-up or trading less than 6 months (within The Marches LEP only). • be an SME • based within one of the 2 LEP areas • existing SME supply chain companies businesses (HS2 and Commonwealth Games 2022 suppliers); SMEs operating within the green economy demonstrating quantifiable green benefits (e.g. energy efficiency, waste management, recycling and renewables; businesses involved innovative

	<p>production processes leading to new products and services close-to-market and small Business to Business (B2B) businesses looking to expand, relocate and improve access to markets.</p> <ul style="list-style-type: none"> • demonstrate viability and financial need for assistance • seeking to implement an investment plan to develop and grow the business • create new jobs. <p>Grants to new businesses and SMEs will be subject to De minimis and GBER State Aid Regulations. Grants of £10,000 - £0.100m (De minimis) and grants of £0.101m- £1m (GBER). The grants will be payable retrospectively on satisfactory completion of the project as set out in the funding agreement.</p>
Scope exclusions	<p>The City Council is not providing any cash match-funding towards this project.</p> <p>GBP2 will only support SME's across GBSLEP and The Marches LEP areas. New business start –ups will only be supported within the Marches LEP area.</p> <p>All non B2B businesses.</p>
Dependencies on other projects or activities	<p>Staffing requirements will be fully met from within existing BDI Team resources supplemented by other appropriate financial, legal and technical support to deliver the programme.</p> <p>The achievement of spend and output profiles is dependent on the predicted levels of uptake and in uncertain market conditions is a risk.</p> <p>Risks relating to lack of awareness, take up and number of good quality grant applications, scheme flexibility, and compliance with the grant offer letter, resource management and programme overrun are set out in the attached Risk Register (at Annex 1) together with an action plan mitigating these risks.</p>
Achievability	<p>The allocation of adequate and necessary staff resource and structured work plans will be essential to ensure the project proceeds according to the project management plan prepared.</p> <p>Full Engagement of the LEP partners will be important to ensure satisfactory cover across GBSLEP and The Marches LEP areas. LEP Partners are fully committed to participate and to see the programme operating across the 2 LEP areas.</p> <p>The City Council has a successful track record for the development, securing of external funding and delivery of significant business development programmes both in Birmingham and on a wider regional and national basis.</p> <p>Marketing and promotion of activities through the use of Growth Hubs, LEP partners websites, a launch event, websites, a series of competitions, supply chain network events, PR, programme literature will commence in January 2019.</p>
Project Manager	<p>Suresh Patel 0121 303 3091 mailto:suresh.patel@birmingham.gov.uk</p>
Budget Holder	<p>Mohammed Zahir 0121 303 2956 mohammed.zahir@birmingham.gov.uk</p>

Sponsor	Waheed Nazir 0121 464 7735 waheed.nazir@birmingham.gov.uk		
Project Accountant	Rob Pace 0121 303 3817 rob.pace@birmingham.gov.uk		
Project Board Members	N/A		
Head of City Finance (HoCF)	Simon Ansell	Date of HoCF Approval:	24/10/2018

2. Budget Summary (Detailed workings should also be supplied)					
	2018/19	2019/20	2020/21	2021/22	Totals
Capital Costs & Funding	£000	£000	£000	£000	£000
Expenditure:					
Business capital investment (new plant, equipment /systems /processes) grants *	0	4,956	7,632	5,756	18,344
Totals	0	4,956	7,632	5,756	18,344
Funding					
ERDF Capital grant (34%)	0	1,685	2,595	1,957	6,237
SME Match-funding	0	3,271	5,037	3,799	12,107
Totals	0	4,956	7,632	5,756	18,344
Revenue Expenditure:					
Revenue grants:					
Product and market development, coaching and mentoring \$	0	616	984	699	2,299
Programme delivery:					
Salaries and evaluation	189	756	756	567	2,268
Overheads	28	113	113	85	339
Marketing	3	10	10	2	25
Totals	220	1,495	1,863	1,353	4,931
Funded By:					
ERDF revenue grant (54%)	119	808	1,009	737	2,673
City Council Match-funding	85	340	339	250	1,014
LEP Partner Match-funding	16	65	64	49	193
SME Match-funding	0	282	451	317	1,050
Totals	220	1,495	1,863	1,353	4,931
Planned Start date for delivery of the project	<i>1st January 2019 (subject to confirmation of funding from MHCLG)</i>		Planned Date of Technical completion	31 st December 2021	

* This includes SME capital match funding of £12.107m which is a requirement of the ERDF approval, but is not City Council expenditure.

\$ This includes SME capital match funding of £1.050m which is a requirement of the ERDF approval, but is not City Council expenditure.

3. Checklist of Documents Supporting the FBC		
Item	Mandatory attachment	Number attached
Financial Case and Plan		
<ul style="list-style-type: none"> Detailed workings in support of the above Budget Summary (as necessary) 	Mandatory	Contained within Application
<ul style="list-style-type: none"> Statement of required resource (people, equipment, accommodation) – append a spreadsheet or other document 	Mandatory	Refer to Cabinet report
<ul style="list-style-type: none"> Whole Lifecycle Costing analysis (as necessary) 	Mandatory	N/A
<ul style="list-style-type: none"> Milestone Dates/ Project Critical Path (set up in Voyager or attached in a spreadsheet) 	Mandatory	Contained within Application
Project Development products		
<ul style="list-style-type: none"> Populated Issues and Risks register 	Mandatory	Annex 1
<ul style="list-style-type: none"> Stakeholder Analysis 	Mandatory	Annex 2
Other Attachments (list as appropriate)		

Business Growth Programme 2: Risk Register

No	Description	Likelihood	Impact	Grade	Action	Managed by:
1	Failure of GBSLEP, TMSLEP, Growth Hubs, LEP Local Authority delivery partners to raise awareness of the programme in their area and to identify suitable businesses for BGP2.	Medium	High	Material	Ensure comprehensive programme briefings to partners and adequate understanding before commencement. Put in place agreed detailed marketing arrangements, literature design and individual marketing strategies for each area together with good levels of support from City Council project team to implement local actions for awareness raising and programme promotion to suitable businesses.	Head of Business Enterprise & Innovation and Project Manager.
2	Unwillingness of sufficient number of eligible businesses coming forward to the application process for BGP2 support and able to meet scheme criteria including match funding.	Low	High	Material	BGP2 is an extension of current BGP Programme. LEP partners are supportive of the extension to continue to support local SME's. The good induction of partners, strong programme marketing and targeting the right type of businesses, clear and straight forward application form and process for approval with good programme management and monitoring should attract sufficient businesses. Evidence of match funding will be required at the application stage.	Project Manager, Business Officers, delivery partners and LEP partner authorities.
3	BGP2 is too rigid and inflexible in meeting the skills needs of the businesses.	Low	Medium	Material	Monitoring and reviewing the project to ensure it is flexible and responsive to the needs of skills need of businesses.	Head of Business Enterprise & Innovation, project manager and Business Officers.
4	Poor quality of applications for support from businesses and or businesses failing to complete project expenditure in order to fully access assistance from the programme funds resulting in potential under spend.	Low	Medium	Material	Robust application procedure being established together with clear guidance and application process to assist businesses with the completion of applications that meet the standard required. With the correct development work and submission of sound applications the likely hood of none completion and under spend is less likely. Ability to award further assistance until the funding has been fully utilised over the life of the programme should ensure any under spend is kept to a minimum.	Programme lead officers
5	ERDF regulations are not complied with leading to exclusion of eligible costs from claims.	Low	High	Material	The costs have been analysed and only eligible costs have been identified and included in the application. BGP2 offer of assistance to SMEs will include ERDF terms to be passed on to SMEs (including a period of claw back), to help ensure understanding and compliance, and enable the City Council to recover funds in the event of a default against the terms or a claw back relating to a particular SME. Expenditure will only be paid in arrears on provision of evidence and when the works have been completed. Robust governance, operational management and programme delivery processes, systems and procedures will be embedded, implemented, monitored and evaluated. Any specific issues arising from compliance will be mitigated against checks and balances contained within the programme.	Business Enterprise Manager and Business Officers.
6	Compliance with ESF grant conditions so as to avoid clawback	Low	Medium	Material	Robust governance, operational management and programme delivery processes, systems and procedures will be embedded, implemented, monitored and evaluated. Any specific issues arising from compliance will be mitigated against checks and balances contained within the programme. The risk to the City Council is therefore minimised as long as it seeks recovery from businesses who default on grant conditions.	Head of Business Enterprise & Innovation, Project Manager, delivery partners and Business officers.

Business Growth Programme 2: Risk Register

No	Description	Likelihood	Impact	Grade	Action	Managed by:
7	Operational management of Programme difficulties such as delays in processing necessary documentation	Low	Medium	Material	Use Project Management Team to monitor, review and tackle any issues	Head of Business Enterprise & Innovation and programme lead officers
8	Delivery of costs so as to avoid overrun beyond March 2022	Low	Medium	Material	Budget targets are negotiated with DCLG and monitored on a regular basis to ensure no expenditure beyond March 2022. A regular pipeline of applications generating through marketing activities will ensure delivery remains on track.	Programme lead officers
9	Failure of businesses to complete investment plan and achieve outputs leading to a lack of drawdown of funding approved.	Medium	Low	Material	Maximum delivery period for project spend will be 4-6 months. Effective monitoring and client management to maximise spend to meet budgetary forecasts.	Programme lead officers
10	Applicant in breach of terms and conditions of funding offer letter	Medium	Low	Material	BCC will review the breach of terms, conditions and suggest a course of action. If considered to be material breach, the funding offer will be withdrawn or seek claw back. Reallocate funding to other applicants.	Project Manager and Business Officers.
11	SME fraudulent activity throughout the application and claims process	Medium	Medium	Material	Develop robust intelligence and monitoring systems with support from Legal Services and Audit to eliminate potential fraudulent activity. If fraud is detected then engage City Council Legal Services and Birmingham Audit to investigate and if required issue legal proceedings.	Project Manager and Business Officers.
12	Attempted bribery of BCC officers for financial or non-financial gain	Low	High	Material	Awareness of BCC's bribery and corruption policy. Be vigilant against attempted bribery. Refer to senior management and seek advice from Legal Services and Audit.	Head of Business Enterprise & Innovation. Project Manager and Business Officers.
13	Lack of take up or lack of quality projects means contracted ERDF outputs and spend targets are not being achieved leading to underperformance and potentially leading to clawback	Medium	High	Material	Contracted output and spend targets are annualised on a calendar year basis. The quarterly claim cycle includes output reporting which enables continual monitoring. As well as the project performance being overseen by the BDI Team, annual reviews will be set out to ensure that the project are on track and to review all projects progress. Should forecast progress against annualised spend or output targets be cause for concern (more than 10% variance forecast), actions will be set, and if needed, DCLG will be asked to reappraised the project based on the re-forecast measures, and a new agreement will be sought.	Project Manager, Business Officers, delivery partners and LEP partner authorities.

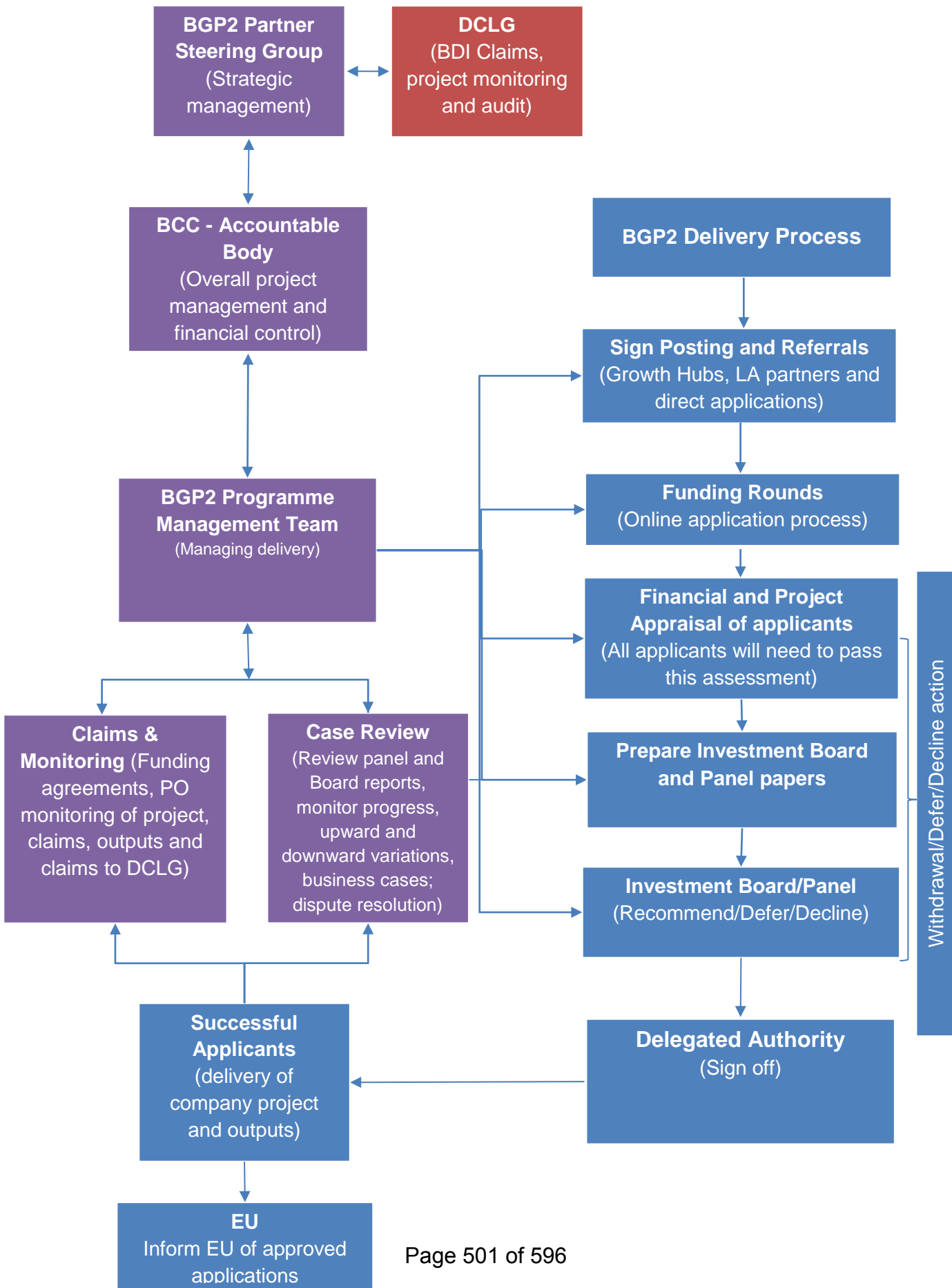
BGP2– STAKEHOLDER ANALYSIS
ANNEX 2

Stakeholder	Stakeholder's Interest	Influence Impact	What does the project board expect from the stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy	Responsible
Cabinet Member; Education, Skills & Culture	Endorses Full Business Case	High	Political support	Supportive	Consult during development stage and provide periodic progress reports during delivery	Head of Business Development and Innovation and Business Enterprise Manager
LEP Partners, Growth Hubs, Local Authorities and Birmingham Chamber Group	Provision of support to Businesses across the LEP area Greater Birmingham and Solihull and The Marches	High	General support, Endorsement of the Programme and participation in delivery active as partners	Supportive	Full consultation and engagement, regular progress updates, meetings and Project Board and Investment Board involvement.	Head of Business Development and Innovation and Business Enterprise Manager
DCLG	Approves ERDF funding, due diligence process, agrees offer letter, process claims and monitoring of programme.	High	Due Diligence, agreement of Offer letter and performance monitoring of project, payment of claims.	Supportive	Monthly claims, regular monitoring reports and contact as appropriate	Head of Business Development and Innovation, Business Enterprise Manager and lead project officers
Local SME businesses across the 2 LEP areas	Potential recipients of grant support.	Low	Applications for programme support element	Supportive based on past experience and research	Programme launch, development of an effective marketing strategy and materials to raise awareness and promote programme support	Project lead officers and LEP partners
Businesses agencies / networks in the Programme area	Identification and referral source of suitable business applications	Low as long as not sole route to market	Referrals of suitable businesses into the programme	Generally supportive	Formal launch of programme and development of marketing strategy to ensure agencies and networks are engaged effectively in each LEP area and fully understand programme offer / opportunities. Follow-up workshops as necessary.	Project lead officers, LEP partner, Growth Hubs, Local Authorities and Birmingham Chamber Group.

Stakeholder	Date	Response to Consultation Item 12
Leader	31 st July 2018	Supportive
Cabinet Member; Education, Skills & Culture	18 th July 2018 and subsequent briefings	Supportive
CMT	19 th July 2018	Supportive
EMT	24 th July 2018	Supportive
LEP Partners, Growth Hubs, Local Authorities and Birmingham Chamber Group	At time of application March 2018 Ongoing during decision making	Supportive support, Endorsement of the Programme and participation in delivery active as partners
SME	Ongoing during programme delivery	Supportive of succession programme



Appendix 3 BGP2 - Governance Arrangements ^{Item 12}



‘EQUALITY ANALYSIS’ TEMPLATE (Analysing the Effects on Equality)

RELEVANCE TESTING - STAGE 1 (Steps 1 & 2) (Formerly Initial Screening)

STEP 1: WHAT SHOULD BE ANALYSED / RESPONSIBLE OFFICER		
Name of ‘policy’ (See Glossary section)	Adverse Impact	
Assessment Date	19th June 2018	
Analysis Reference No	EA000077	
Is this a new or existing Policy/Procedure:	New X	Existing
Council strategic theme Policy linked to and how will it support its delivery?	Economic prosperity	
Is the responsibility for the proposed ‘policy’ shared with another department or organisation? If so who and how are responsibilities split or shared? Partners should be involved in the process.	Responsibility for delivery work under the programme will be shared with the partners of the greater Birmingham & Solihull Local Enterprise Partnership, and The Marches LEP. The BCC will be the sole accountable body for the ERDF grant that is awarded. The partners have been fully consulted in the development of this programme and have a shared commitment to deliver on equality and diversity.	
Responsible Officer:	Role:	Directorate:
Waheed Nazir	Corporate Director Economy	Economy

As a public authority we need to ensure that our ‘policies’ current and proposed give ‘due regard’ to the requirements of the Public Sector Equality Duty.

STEP 2: ESTABLISHING THE RELEVANCE OF YOUR POLICY TO EQUALITY
How do questions 1 – 5 meet your Policy Aims, Objectives and Projected Outcomes? Please provide a brief analysis of your findings to include:
<ol style="list-style-type: none"> Purpose of the ‘policy’? Who is it intended to benefit and the intended outcomes? Will the ‘policy’ have an impact on service users, employees or the wider community? Data collection methods employed as part of the review to determine any likely impact Policy options considered, including any alternative proposals Does the ‘policy’ relate to services which previous engagement has identified as being relevant to a protected characteristic or where there are known inequalities
Provide a clear analysis of what the relevant data tells you about the likely impact of your decision
<ol style="list-style-type: none"> Birmingham & Solihull Local Enterprise Partnership and The Marches LEP will benefit from this programme. The direct beneficiaries will be eligible existing businesses across 3 LEPs areas, demonstrating growth potential that can create new job opportunities and add value to the local economy with an increase in GVA per head. The programme will be open to all businesses meeting the eligible criteria. It will seek to engage with all sections of the community opening up the opportunity to access the support available. The benefits will extend to businesses owned and managed by under represented sub groups, women, youth and those from BME communities. A key outcome of the project is to bring about a lasting change in the culture and approach by business and to stimulate enterprise, encourage investment, aid business growth, create new jobs and safeguard existing ones

across the region.

2. The policy is likely to have a positive impact on service users and the wider community because it will provide tangible support to local SME businesses and many of these are owned and run by BME groups, women and young people. These are part of the business support target groups and they will be actively engaged and encouraged to access support services. The programme will be promoted to as wide an audience as possible across the 3 LEP areas in order to maximise the potential impact.
3. No new data is available at this time to ascertain the full potential impact of the programme. The partners through the business support sub-group have been fully consulted on the development of this proposal, have agreed to be partners and fully endorse the application. Letters of support have been received from the 2 LEPs. The programme will engage with as many local providers as possible. Partners will attend events targeting these groups to promote the project to a wider audience and make the link between opportunities, economic need and economic growth. During mobilisation and implementation monitoring procedures will be put in place to capture and record engagement data. The programme will be subject to evaluation and all participants will have the opportunity to provide feedback on the recruitment, delivery and impact of their programme participation.
4. A full options appraisal has been carried out as part of the process of applying for ERDF funding. This appraisal included the 'do nothing' option leaving businesses to find their own support in the market place, and one that did not engage fully with all partners thereby removing full access to local knowledge and experience for business engagement across all communities and sectors.
5. The policy relates to services that will have an impact on stakeholders, partners, service users, new start-ups, SME businesses and the wider community. It has been developed from the experience of delivering previous successful project activity in Birmingham funded through RGF and ERDF and the evaluation and output results generated from this activity. The programme aims to provide an impetus for more businesses to develop and to encourage more entrepreneurship and foster business growth over the longer term. A major benefit will be to bring about a lasting contribution to counter the decline in the regions economic standing and improve GVA compared to the national average as well as creating new jobs across the 2 LEPs to help improve the areas economy.

Analysis of 'policy' in relation to its current potential effects on equality

Chair Person/Lead Officer

Name:	Job Title & Directorate:	Signature	Sign-off Date:
Waheed Nazir	Corporate Director, Economy		June 2018

Chair's comment on analysis: :

Evidence from delivering current Business Growth Programme across the 2 LEP areas demonstrates a continued demand for business support services of this nature.

The 2 LEP partners have been consulted and are fully engaged in the proposed programme delivery activity to ensure local businesses are given every opportunity to access the support available.

The proposed programme activity is consistent with the Strategic objectives of all 2 LEPs and will provide support to businesses from all communities and sectors in line with identified needs.

The programme will provide support to 285 SME businesses, 143 new start-ups, lead to the creation and safeguarding of 900 jobs in SMEs and start-ups across the 2 LEPs areas.

--

Quality check and review by the Directorate Representative (s):			
Name:	Job Title & Directorate:	Signature	Sign-off Date:
Relevance Test			Yes
The has been checked using the agreed audit arrangements in the Directorate			
Relevance review comments:			

FULL EQUALITY ANALYSIS - STAGE 2 (Steps 3 to 4)

STEP 3: ASSESSING SPECIFIC IMPACT	
Utilising your data sources information (Step 2). What are your findings in respect of the individual protected characteristics in relation to the three aims of the General Duty - Eliminate unlawful discrimination , harassment and victimisation, Advance equality of opportunity , Foster good relations . Please provide a brief analysis of your findings to include: <ul style="list-style-type: none"> Does the policy involve or focus on a particular equalities group, i.e. because they have particular needs? Details on potential for differential impact (negative or positive) / possibility of discriminating unlawfully, directly or indirectly, against people from any protected characteristics Is there any potential effect on relations between certain groups? 	
Please describe how you justify your answer	
Age	
Disability	
Gender reassignment	
Pregnancy and maternity	
Race	
Religion or belief	
Sex	
Sexual orientation	
Marriage and civil partnership (aims 1 & 2 not applicable)	

DATA GAPS - Have you identified any specific equality issues and data gaps that may need to be addressed through consultation and/or further research
Please provide details

INVOLVING AND CONSULTING STAKEHOLDERS	
1. Who has been approached to explore these issues e.g. staff groups, trade unions, student voluntary groups etc (Please give dates and details of contact) 2. How have you gained the views of these experts/groups (e.g. letter, meetings, interviews, forums, workshops, questionnaires or any other method)?	
Please provide details:	

OVERALL SUMMARY OF YOUR ANALYSIS**Please provide a summary of your analysis to include:**

- How you intend to utilise the findings as part of your decision-making;
- How your policy will meet the city councils responsibilities in relation to equality;
- How you will engage service users, employees in implementation, monitoring and review;
- How you will include commissioning and procurement considerations (if applicable);
- What opportunities might have been missed for making changes to the policy which would have a positive impact on certain groups;
- What changes/modifications will now be made to the policy in the light of this Analysis;
- How will these changes/modifications be communicated to interested parties (i.e. the groups which were adversely affected) and those consulted?

Quality check and review by the Directorate Representative (s):

Name:	Job Title & Directorate:	Signature	Sign-off Date:

Full Equality Analysis has been checked using the agreed audit arrangements in the Directorate**Summary** of strengths pertaining to the equality analysis. If further work needs to be done on the Analysis, you will need to state this**STEPS 4: MONITORING AND REVIEW** Any actions identified as an outcome of going through Step 3, should be mapped against the headings within the Action Plan.

	Actions	Ref No	Target Date	Outcomes	Responsible post holder/ directorate
Scoping your Equality Analysis and Analysing the information					
How you will measure the effects of the policy					
How will you ensure your Actions are included within your Business Plans					

STEP 5: DECISION MAKING, SIGN OFF PROCESS AND PUBLICATION - At this stage we recommend that a senior manager/board member signs off the analysis**The signature at each sign off stage below is based on the understanding that:**

- A Full Analysis gives “due regard” to the 3 aims of the General Duty
- Consultation and Engagement has been undertaken and has informed decision making

- Consideration has been given to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons
- Relevant information (key findings of the analysis) have been documented
- Where an adverse impact is identified, consideration must be given on how to mitigate
- Considerations have been given to alternate options
- Adequate records detailing decisions made at relevant stages, have been documented
- Action plan completed

Service Director or Senior Officer (sign-off)

Name:	Job Title & Directorate:	Signature	Sign-off Date:

What decisions do you want the members to consider and what are the implications?

Relevant Cabinet Member:

Portfolio:



Subject: **ESF FUNDED PURE PROJECT (PLACING VULNERABLE URBAN RESIDENTS INTO EMPLOYMENT AND TRAINING)**

Report of: **Corporate Director Adult Social Care and Health**

Relevant Cabinet Members: **Cllr Ian Ward - Leader**
Cllr Paulette Hamilton - Health and Social Care
Cllr Sharon Thompson - Homes and Neighbourhoods
Cllr Jayne Francis - Education Skills and Culture
Cllr Tristan Chatfield - Social Inclusion, Community Safety and Equalities
Cllr Brett O'Reilly - Finance and Resources

Relevant O & S Chairs: **Cllr Rob Pocock - Health and Social Care**
Cllr Penny Holbrook - Housing and Neighbourhoods
Cllr Mariam Kham - Learning, Culture & Physical Activity
Cllr Tahir Ali - Economy and Skills
Cllr Sir Albert Bore - Resources

Report author: Kalvinder Kohli
Head of Service - Prevention and Community Assets
Commissioning, Adult Social Care and Health
Telephone No: 0121 303 6132
Email Address: 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): All-with emphasis on: Ladywood, Aston, Lozells and East Handsworth		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 005327/2018		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential :		

1 Executive Summary

- 1.1 The purpose of the report is to approve the Full Business Case (at **Appendix 1**) for the PURE project at a cost of up to £12m which is funded 50% from European Social Fund (ESF) revenue grant and 50% from existing City Council revenue budgets for Social Inclusion, Mental and Disability Support in the Adult Social Care and Health Directorate.
- 1.2 To accept an offer of ESF revenue grant of up to £6m to deliver the PURE (Placing Vulnerable Urban Residents into Employment and Training). The project will support up to 4,320 vulnerable adults and NEET (Not in Education, Employment or Training) young people with multiple and complex barriers in Birmingham, considered to be the furthest away from the labour market, into employment through a series of support interventions initially up to 16th June 2020 (18 months).
- 1.3 To note that delivery will initially be through existing delivery contracts, however Housing Related Support Services contracts will be re-procured mid-project to ensure compliance with European Commission procurement rules.

2 Recommendations

- 2.1 That Cabinet;
 - 2.1.1 Approves the Full Business Case (FBC) (at **Appendix 1**) for the PURE (Placing Vulnerable Urban Residents Into Employment and Training) project, which will provide support to vulnerable Birmingham citizens into employment at a cost of up to £12m initially from 1st January 2019 to 16th June 2020, but potentially extended to 31st December 2021, subject to Department of Works and Pensions (DWP) approval.
 - 2.1.2 Approves the City Council acting as the Accountable Body for the PURE project and accepts the offer of ESF revenue grant from DWP of up to £6m (attached at **Appendix 3**), which is being matched against an equivalent amount of City Council revenue main programme budgets in the Adult Social Care and Health Directorate.
 - 2.1.3 Notes that existing European Commission compliant Social Inclusion contracts are due to expire on 30th November 2019 and these will be re-procured as part of wider Housing Related Support contracts during this period, which will be subject to a separate Cabinet report. Existing contracts for Disability and Mental Health support will be extended to their full duration of up to 30th June 2021, under existing delegated authority to the Corporate Director; Finance and Governance, and Cabinet Member for Finance and Resources and implemented jointly with the Corporate Director; Adult Social Care and Health, by which time they will have been re-procured separately from the Social Inclusion contracts.
 - 2.1.4 Delegates to the Corporate Director, Adult Social Care and Health, the defrayal of expenditure consistent with the delivery of the PURE project

using existing and new procurement contracts to be re-commissioned during this project period.

2.1.5 Delegates to the Corporate Director, Adult Social Care and Health the submission of a Project Change Request (PCR) to DWP to extend the project to 31st December 2021 and to request an additional £0.5m ESF grant subject to the City Council providing an additional £0.5m of revenue match-funding funded from Adult Social Care & Health Directorate revenue budgets.

2.1.6 Authorises the City Solicitor to negotiate, execute and complete all necessary documents to give effect to the above recommendations.

3 Background

3.1 The vision and strategy to modernise Adult Social Care was approved by Cabinet on the 3rd October 2017. The vision provides a fundamental and radical shift to the way that the Council will deliver the desired outcomes for vulnerable adults and older people in Birmingham. The vision has also been informed by the October 2016 Peer Review of the authority which recommended that Birmingham should develop an asset – based approach with the voluntary and community sector to transform the City Council's traditional Social Work model.

3.2 The desired outcomes for vulnerable adults and older people in Birmingham are that they should be resilient, exercise choice and control, live happy healthy independent lives within communities for as long as possible. The vision and strategy for delivering the key outcomes comprises of key objectives including a continued investment in prevention services.

3.3 The continued investment in the prevention aspects of the vision for adults social care was set out in a subsequent report: Putting Prevention First: Supporting the Implementation of the Vision for Adult Social Care and Health which was approved at Cabinet on 17th November 2017. Central to this vision was the continued investment in Housing Related Support Services. The investment will be further enabled through the duration of these and replacement contracts from potential grant funding sources such as European Social Fund.

3.4 The existing Housing Related Support Services for vulnerable adults (aged 16 +) meets the Council's overall objectives by delivering the following outcomes:

- Improved health and wellbeing
- Financial inclusion and income maximisation
- Inclusion and connection with local communities
- Safety and security to live independently within own home

3.5 Putting Prevention First provides a renewed commitment by the City Council to invest in targeted prevention activity. The housing related support elements are provided by the Social Inclusion and Disabilities Contracts.

- 3.6 The timeline for the recommissioning of the Housing Related Support Services contracts as set out within the Putting Prevention First report as above; has been revised in order to benefit from this additional funding opportunity.
- 3.7 The Disabilities contracts which are due to expire in June 2019 will be extended under delegated authority by up to 2 years to 30th June 2021, this is because it is not possible to align these contracts with the Social Inclusion element of the wider Housing Related Support Services contracts, due to their complexity. It is anticipated that the new Disabilities contracts will be in use for at least the final six months of the project. Both Social Inclusion and Disability contracts were originally procured consistent with European Commission rules and this will be reflected in the re-procurement of the services.
- 3.8 The existing commissioned services are able to evidence (through a payment by outcomes methodology) how vulnerable adults considered to be the furthest away from the labour market are supported to access pathways into paid work.
- 3.9 For completeness, it must also be noted that the existing commissioned Housing Related Support Services also contribute in part to the delivery of two related Council strategies, Homelessness Prevention Strategy 2017+ and the Domestic Abuse Prevention Strategy 2018 – 2023 and this will continue with the new contracts.
- 3.10 In December 2016, the City Council submitted an Outline Application for the PURE project, followed by a full, detailed application in June 2017 in response to a funding call issued by DWP for the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) area under ESF Investment Priority 1.4: Active Inclusion – to help people who are more distant from the labour market and may face multiple disadvantages to tackle their multiple, complex and profound barriers to work and to move towards or into employment, or to sustain employment. The PURE project will focus exclusively on tackling these issues, in order to improve their life prospects.
- 3.11 The PURE project will engage with up to 4,320 project participants who would be considered furthest from the employment market-including citizens affected by mental, health, learning, disabilities, homelessness, domestic abuse and complex needs, substance / alcohol misuse and ex-offenders.
- 3.12 Participants will engage in pathways to positive outcome in employment and education via the methods which include basic skills and training, support for those who need pre-work assistance, money management and basic financial skills programs, volunteering opportunities to encourage social engagement and get people used to the idea of work and the opportunities it may bring them, first contact events by engaging people where they are located and feel able to access, local networks and support groups and softer personal skills such as anger management and motivation.

Project Change Request

- 3.13 This funding opportunity was initially identified in response to service redesign challenges to address the Council's key priorities of a Prevention First Strategy by providing additional support to get vulnerable groups into employment. The City Council initially applied for the ESF grant in December 2016 and requested a revenue grant of £6.5m with a project delivery date of June 2020. Due to considerable delays in the DWP appraisal process, the City Council were successful in receiving an offer letter from DWP on 5th June 2018 (attached at **Appendix 3**) for £6.0m, but to the original timescale i.e. 18 months remaining. This means that delivery of the outputs in this timescale will be challenging and will require contractors to increase their resources to deliver the PURE project within the limits of their procurement contracts.
- 3.14 The City Council intends to submit a Project Change Request (PCR) requesting a change in the delivery period to allow for a full 3 years i.e. 31st December 2021 and to increase the grant back up to the original £6.5m requested. This will enable the commissioning of further support to help meet the ESF output targets.

Governance

- 3.15 All contractors will be trained on project systems and monitoring frameworks to ensure all relevant staff are aware of expectations and audit requirements. Written guidance will be produced to back up this training.
- 3.16 The project will be governed by a strategic steering group who will direct senior managers from both the Economy Directorate's European and International Affairs team and Adult Social Care and Health Commissioning. An appropriately-skilled and experienced senior officer will be responsible for day to day management and effective delivery of the project, overseeing compliance, delivery of outcomes, financial monitoring, internal audit, data returns/claims and quality assurance. Upon signing of the grant funding agreement a full risk assessment will be produced and appropriate mitigations put in place and monitored throughout the lifetime of the project.
- 3.17 The City Council is the Accountable body for the project, which means it is responsible for receipt of ESF revenue grant and its expenditure in accordance with DWP's grant funding agreement. This includes the requirement that all contracts are awarded in accordance with European Commission procurement rules, pays the contractors based upon the methodology set out in para 7.3.4 and closely monitors the expenditure and outputs achieved. This is especially important in the first instance where the project is initially for 18 months, as in the event that the project is not extended and outputs not achieved then the Council must not be in a position where it has overpaid contractors. On-going delivery of the project will require quarterly grant claims and output information to be submitted to DWP.

Project Delivery

- 3.18 The PURE project will deliver across the whole of Birmingham with an emphasis on areas of deprivation such as Ladywood, Aston, Lozells and East Handsworth and the super output areas (with above 25 % out of work rates) where the issues to be addressed occur more frequently. The Intervention Workers and the delivery contractors will spread across the city at key locations and centres with outreach to assist the clients in their own communities.
- 3.19 The delivery contractors will deliver from their own premises and will employ Intervention Workers who assist the clients either at one of the delivery centres or outreach in the community.
- 3.20 All commissioned Social Inclusion and Disabilities contract providers were invited to participate as a match funded provider. Those organisations that confirmed their interest were then invited to support the in the bid writing, co design of the delivery model alongside service user representatives. In addition to this, the City Council will have delivery partners that will deliver bespoke wrap around services to the specific client group.
- 3.21 A PURE project mobilisation plan is attached at **Appendix 4**.

Pure Project Delivery Allocation

- 3.22 Eleven Housing Related Support providers initially expressed an interest to take part in the project as part of the successful PURE project bid submission. The opportunity was available to all providers and interested parties were acknowledged in the bid.
- 3.23 Due to the significant passage of time from the original bid to notification of award. The original cohort of providers who had expressed interest, were called together at a briefing event for a contemporary update on developments and to ratify an equitable allocation of support hours proposed to be delivered by up to 70 employment intervention workers.
- 3.24 Two providers withdrew their interest, requiring the remaining nine to consider the uptake of additional support hours within their organisations. Allocations were based on contract size and sector specific specialisms, such as mental health, learning disability, physical disability/sensory impairment, homelessness and domestic abuse.
- 3.25 Additional joint and individual meetings with the remaining eligible providers identified that they could successfully manage the uptake and redistribution of service delivery, whilst ensuring that additional revenue through the PURE project would not take the individual organisations contract value beyond 50% of their original award, thus ensuring compliance with the original procurement contracts.
- 3.26 The allocations per sector correlate to the proportion of the existing Housing Related Support budget: Homelessness (40%) Mental Health (26%) Learning Disabilities (24%) Domestic Abuse (4%) Offenders (4%) Physical Disabilities (2%).

Project Beneficiaries

3.27 The beneficiaries will be vulnerable people often from deprived areas including those at risk of and those who already are socially and economically excluded from the labour market. Target activities are for people that are vulnerable as a result of;

- Domestic violence,
- Homelessness,
- Complex needs including drug and alcohol abuse, ex-offenders,
- People with disabilities including recovering mental health issues and learning disabilities.

Project benefits

3.28 The benefits will be intensive, bespoke support to the cohorts who have multiple issues and are distant from the labour market. The personalised support will assist these people into sustainable employment, education or training.

Project Outputs

<u>ESF Outputs (for 18- month period*)</u>	<u>People Numbers:</u>
Participants in education / training upon leaving	680
Participants in employment, including self-employment, six months after leaving	880
Unemployed participants into employment (including self-employment) on leaving	560
Inactive participants into employment or job search upon leaving	1080
Participants with childcare needs receiving childcare support	1440

*Potentially extended to 3 year period.

3.29 The timetable for delivery of this project is as follows:

Milestone	Date
Original ESF PURE Grant Funding Agreement Start Date	1 st January 2018
Notification of successful bid application	5 th June 2018
Request of proposed time extension to DWP (rec 2.5)	November 2018

New Proposed ESF PURE Grant Funding Agreement Start Date via PCR (1 month early)	1 st December 2018
Commence re-commissioning of Social Inclusion and Disability contracts (wider Housing Related Support Services)	December 2018
Disability Contract extension (up to 2 years) (rec 2.3)	July 2019 – June 2021
Social Inclusion contracts expire (subject to 2 month extension)	November 2019
New Social Inclusion contracts commence	December 2019 (3+ year contract)
Current ESF PURE Grant Funding Agreement End Date	16 th June 2020
Expiry of existing Disability Contract after extension	30 th June 2021
Commencement of new Disability Contracts (latest date)	1 st July 2021
New Proposed ESF PURE Grant Funding Agreement End Date via PCR	31 st December 2021

4 Options considered and Recommended Proposal

- 4.1 **Option:** To not accept ESF funding and rely on existing City Council budgets – this is not a preferred option and would result in loss of potential revenue coming into the city of £6m. In addition 4,320 potential participants considered the city's most vulnerable citizens would not benefit from the opportunity to receive a significantly enhanced offer of support in meaningfully accessing education, training and employment.
- 4.2 **Recommended Proposal:** To accept the offer of ESF revenue grant of up to £6m to deliver the PURE project which will support up to 4,320 vulnerable people into employment through a series of support interventions at a cost of up to £12m which is funded 50% from ESF revenue grant and 50% from existing City Council revenue budgets for Social Inclusion, Mental and Disability Support in the Adults Directorate. This will support key City Council priorities to support vulnerable people furthest away from the labour market to succeed economically.

5 Consultation

Internal

- 5.1 The Adult Social Care and Health Management Team have been consulted on the project and support the recommendations.

- 5.2 Officers from Legal and Governance, City Finance, European and International Affairs and Corporate Procurement have been involved in the preparation of this report.
- 5.3 The Economy Directorate's Employment Service Team has been consulted to ensure that its delivery of other programmes is complimentary and does not duplicate existing provision, for e.g. its Youth Employment Initiative, the ESF Skills for Growth Hub Project and the ESF Progression Pathways for Adults Project

External

- 5.4 The opportunity was made available to all commissioned housing related providers and interested parties were acknowledged in the bid. A proportion of Housing Related Support Service providers initially expressed an interest to take part in the project as part of the successful PURE project bid submission. Due to the significant passage of time from the original bid to notification of award. The original cohort of providers who had expressed interest, were called together at a briefing event for a contemporary update on developments.
- 5.5 The external agencies involved in the delivery of this project have all been consulted and fully support this project. The City Council has also met with Solihull Council who have a similar ESF funded project and has agreed referral processes for the crossover between geographical boundary areas, the projects will actively ensure they do not duplicate effort or double counting of Citizens. There will be ongoing dialogue to ensure effective referral process.
- 5.6 The Vulnerable Adults Citizens Panel have been involved in the co designed the bid have been advised of the outcome of the bid and are fully supportive of the approach to mobilising its delivery.

6 Risk Management

- 6.1 A Risk Assessment has been established alongside the project delivery milestones, which is attached at **Appendix 5**.
- 6.2 A PURE project board will be established as part of the projects governance and delivery and will include representation from Economy Directorate, Finance, Commissioning and Corporate Procurement.
- 6.3 The board will report into the Vulnerable Adults and Housing Board chaired by the Service Director Commissioning, Adult Social Care and Health.
- 6.4 Delivery of the PURE project is dependent on utilising existing successfully tendered Housing Related Support Service contracts across existing delivery organisations.
- 6.5 This is a time limited grant funding stream, therefore legacy considerations are important. Learning from earlier ESF funded projects (Youth Employment Initiative and Youth Promise Plus) has been that the impacts upon the culture and outlook of employers to work with vulnerable people as employees has shifted considerably. During the life of this project, succession arrangements will be

discussed with participating employers. To facilitate this, project officers will engage with Birmingham Chamber of Commerce.

7 Compliance Issues:

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

7.1.1 The PURE project is consistent with the Council Plan: 2018 -22 specifically Outcome 1 Priority 1: "We will create opportunities for local people to develop skills and make the best of economic growth."

7.1.2 In addition, City Council Strategies include:

- Health and Well-being Strategy 2017+
- Homeless Prevention Strategy 2017+
- Homeless Related Support Strategy 2019+
- Financial Inclusion Strategy 2016+
- Domestic Abuse 2018+

7.1.3 It must also be noted that the existing commissioned Housing Related Support Services also contribute significantly to the delivery of two related Council strategies, Homelessness Prevention Strategy 2017+ and the Domestic Abuse Prevention Strategy 2018 – 2023.

7.1.4 This project also aligns to the Housing First Pilot for vulnerable people who are homeless or at risk of being homeless; a key element of which is the provision of consistent 1:1 support, tailored as required to the individual. Research findings are that improved outcomes in relation to employment and sustained housing are achieved where consistent and responsive 1:1 support is provided where needed.

7.1.5 Birmingham Business Charter for Social Responsibility (BBC4SR) will be applied within the threshold of the Charter requirements and contract value.

7.1.6 The project aligns with strategic objectives in the Birmingham Development Plan (BDP) 2031 relating to improving health and well-being. This includes priorities of the Health and Well-Being Board and Public Health Outcomes Framework in supporting vulnerable people with mental health conditions and learning disabilities into paid work.

7.2 Legal Implications

7.2.1 The lawful receipt of grant funding depends on the adherence to the terms of the ESIF grant funding agreement, which includes (without limitation) the requirement of matched funding, and adherence to the requirements of procurement legislation, including lawful extensions and re-procurements where required.

7.2.2 The Public Contracts Regulation 72 (b) (ii) is the provision, in the particular circumstances of the case, most likely to be used to justify compliance with procurement legislation."

- 7.2.3 Under the general power of competence set out in 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 in Section 2 and 4 of the Localism Act 2011, subject always to the contractual and procurement constraints referred to above.

7.3 Financial Implications

- 7.3.1 The total PURE project is anticipated to be £12m, comprising £6m of ESF revenue grant and £6m funded from City Council main programme revenue budget from the Adult Social Care Directorate, Commissioning services. The project will support commissioned expenditure of £5.2m and management and administration staff and overhead costs of £0.8m for the initial 18 month period. The management and administration staff are anticipated to be existing employees in the Commissioning service, plus two staff from the European and International Affairs (Economy Directorate) and one from City Finance, although there may be a need for some fixed term contracts which will be funded from within the overall project. When the funding is in relation to existing posts, this will enable the project to be delivered within existing budgetary targets
- 7.3.2 The DWP grant offer of £6.0m revenue grant currently applies to the period 1st January 2018 to 16th June 2020. However, in order to maximise the deliverability and impact of the project, it is proposed that a PCR will be submitted to commence the project in December 2018 (one month earlier) and to extend the project completion date to 31st December 2021. In addition, the PCR will request to increase the amount of available ESF grant by £0.5m to £6.5m subject to the Council providing match-funding. This is consistent with the original grant application and in the event that it is successful, approval to accept the additional grant will be via delegated approval of the Corporate Director; Finance and Governance and the Cabinet Member for Finance and Resources.
- 7.3.3 The project will largely be delivered through contracted deliverers as set out in this report. The Council will enter into contracts with these deliverers which will set out the outputs required to deliver the terms of the ESF grant. The City Council will claim ESF grant quarterly from DWP in arrears based upon actual expenditure from the Council's bank account to contracted deliverers. Given the time limit of ESF grant, expenditure will have to be defrayed in advance of the project end date to be eligible and this will be made clear to deliverers in their contracts. The Council reserves the right to exit the project at any time by giving the required notice of one month to DWP. There will be no on-going revenue implications for the City Council as a consequence of this project.
- 7.3.4 The Council will mitigate its risk as Accountable Body through the payment mechanism and claw-back arrangements set out in the contracts with deliverers. Payments will be made to contractors quarterly in arrears at 80% ratio with the remaining 20% held back and paid the following quarter upon submission of core data requirements i.e. inputs and outputs achieved. Standard rate VAT will be incurred on the commissioned expenditure, which the City Council can recover as part of its on-going business. The Council

will include the right to claw-back grant from the deliverers if necessary in line with the provisions in the ESF funding agreement.

7.4 Procurement Implications (if required)

- 7.4.1 Both the Social Inclusion and Disabilities contracts have a clause that allows a contract modification subject to agreement by both parties. In the case of Social Inclusion, this will be extended by two months to 30th November 2019, to maximise the re-procurement period and reduce the impact on the delivery of the PURE project. The Disabilities contract is a 3 plus 2 years contract, the extension being subject to funding availability and this will expire on 30th June 2021, at which point the contract will have been re-procured in order to complete the final six months of the project. The reason why this cannot be re-procured at the same time as the Social Inclusion contract is due to the complexity of the client groups.
- 7.4.2 The Cabinet report; Tender Strategy for Integrated Prevention Services (C0218) dated 20th October 2015, delegated the extension of these contracts to the former Cabinet Member for Commissioning, Contracting and Improvement jointly with the former Strategic Director of People post.
- 7.4.3 The re-procurement process for the Social Inclusion contracts will take circa 11 months to complete. This timeframe is end-to-end including the development of the procurement strategy, going to market and a mobilisation period of 3 months. The re-procurement of the Disabilities contracts will take longer. These procurements will be carried out in accordance with European Commission procurement rules to ensure compliance.
- 7.4.4 In the event of existing eligible providers not being successful in future commissioning, financial clauses are in place, which require providers to submit robust claims for retrospective payment.

7.5 Human Resources Implications (if required)

- 7.5.1 The ESF revenue grant includes funding for seven posts to manage and administer the project. Four of the posts are in the Adult Social Care and Health, one in City Finance and two in the European and International Affairs team of the Economy Directorate as follows:
- 1 x GR7 Lead Officer to provide strategic oversight (Adults)
 - 1 x GR6 Senior EU Fund Manager (Economy Directorate)
 - 1 x GR6 Commissioning / Project Manager – Intelligence (Adults)
 - 1 x GR5 EU Compliance Officer (Economy Directorate)
 - 1 x GR5 Employer Development Co-ordinator (Adults)
 - 1 x GR4 Finance Officer (City Finance)
 - 1 x GR3 Business Support (Adults)

- 7.5.2 It is anticipated that for the majority of posts, existing staff will be employed on the project. These staff will be transferred as their other projects come to a finish. It may be necessary for some fixed term contracts to be used if suitably experienced existing staff are not available.

7.6 Public Sector Equality Duty

- 7.6.1 Please refer to **Appendix 2**.

8 Background Documents

- 8.1 Birmingham City Council Plan: 2018 -2022
- 8.2 Health and Well-being Strategy 2017+
- 8.3 Homeless Prevention Strategy 2017+
- 8.4 Homeless Related Support Strategy 2019+
- 8.5 Financial Inclusion Strategy 2016+
- 8.6 Domestic Abuse 2018+
- 8.7 Tender Strategy for Integrated Prevention (C0218) – Cabinet report 20th October 2015
- 8.8 List of Appendices accompanying this Report (if any):
 - 1. Full Business Case (to be amended with refreshed milestones pending approval to accept funding)
 - 2. Equality Analysis
 - 3. Funding Offer Letter
 - 4 Mobilisation Plan
 - 5 Risk Assessment

Full Business Case (FBC)			
Item 13			
1. General Information			
Directorate	Adult Social Care and Health	Portfolio/Committee	Leaders
Project Title	PURE – Placing vulnerable Urban Residents into Employment and Training	Project Code	TA-00496-21
Project Description	<p>Background</p> <p>In December 2016, the Council submitted an Outline Application for the PURE project, followed by a full, detailed application in June 2017 in response to a funding call issued by DWP for the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) area under ESF Investment Priority 1.4: Active Inclusion – to help people who are more distant from the labour market and may face multiple disadvantages to tackle their multiple, complex and profound barriers to work and to move towards or into employment, or to sustain employment. This project will focus exclusively on tackling these issues and to make a real difference.</p> <p>Project proposal:</p> <p>In Birmingham there are over 14,000 vulnerable people (source: ONS population projections and BCC survey data) and via this project the City Council will deliver a project that will support 4,320 local vulnerable people, considered to be the furthest away from the labour market, by addressing their needs and assisting them towards to education, training or sustainable employment. Solihull MBC are delivering their own project, so the PURE project is for Birmingham citizens only.</p> <p>Eligibility criteria has been set by the City Council as part of the mobilisation phase, which started in June 2018, which identified the beneficiaries, their needs and requirements. The activities will be delivered via a series of OJEU procured contracts that will enable the best specialised providers to be appointed. The proposed service provision will be delivered through up to 70 highly skilled intervention workers, who will provide personalised wrap around support to enable people to have a stable life that lets them get closer to and into the labour market. The project will also be supported by partnerships with local institutions such as community organisations, local employers, childcare organisations, Job Centre Plus, volunteering organisations as well as drug recovery/treatment organisations, training and learning institutions.</p>		

The beneficiaries will be from vulnerable people often from deprived areas (such as Ladywood, Aston, Lozells and East Handsworth where the issues to be addressed occur more frequently) including those at risk of and those who already are socially and economically excluded from the labour market. Target activities are for people that are vulnerable as a result of;

- domestic violence
- homelessness
- complex needs including drug and alcohol abuse, ex-offenders
- people with disabilities including recovering mental health issues and learning disabilities

The project will assist vulnerable adults and NEET young people that are socially excluded through a series of support interventions which enable an inclusive local economy.

A key factor is the recognition that stability and continuity of good quality housing support which promotes a vulnerable person's ability to live independently is fundamental. The project includes specific accommodation based support for people with disabilities, homeless hostel provision, women and children's domestic violence refuge accommodation.

The project also recognises that for some vulnerable clients particularly with learning disabilities and mental health conditions may require enhanced levels of support.

The Economy Directorate's Employment Service Team has been consulted to ensure that its delivery of other programmes is complimentary and does not duplicate existing provision, for e.g. its Youth Employment Initiative, the ESF Skills for Growth Hub Project and the ESF Progression Pathways for Adults Project.

Outcomes

The PURE project will support people along pathways to positive outcomes in employment and education via the following methods which including:

- Basic skills and ESOL(English for Speakers of Other Languages) training
- Support for those who need pre work assistance, money management and basic financial skills programs
- Volunteering opportunities to encourage social engagement and get people used to the idea of work and the opportunities it may bring them
- First contact events by engaging people where they are located and feel able to access, local networks and support groups
- Softer personal skills such as anger management and motivation.

This will move 880 (20.3%) of the 4,320 project participants into employment and 680 (15.7%) into education or training. This will make a very positive impact on vulnerable residents in deprived areas of Birmingham.

Background:

The opportunity was made available to all housing related providers and

interested parties were acknowledged in the bid. A proportion of Housing Related Support providers initially expressed an interest to take part in the project as part of the successful PURE project bid submission. Due to the significant passage of time from the original bid to notification of award. The original cohort of providers who had expressed interest, were called together at a briefing event for a contemporary update on developments.

The external agencies involved in the delivery of this project have all been consulted and fully support this project. The City Council has also met with Solihull Council who have a similar ESF funded project and has agreed referral processes for the crossover between geographical boundary areas, the projects will actively ensure they do not duplicate effort or double counting of Citizens. There will be ongoing dialogue to ensure effective referral process.

The Vulnerable Persons Citizens Panel have been involved in the co designed the bid have been advised of the outcome of the bid and are fully supportive of the approach to mobilising its delivery.

Governance

The project will be led by an experienced senior project manager from a background in the field of supporting vulnerable people into education, training or employment. They will be assisted by a Project Manager and supported by a team of experienced officers who will have a range of skills covering contract/project management, European Commission (EC) funding compliance & monitoring, EC Audits, EC finance and overall ESF eligibility. There will also be a dedicated Finance Officer to ensure complaint claims, document retention, publicity and support audits and checks.

An appropriately skilled and experienced project manager and ESF compliance officer will be responsible for the day to day management and effective delivery of the project, overseeing compliance, delivery of outcomes, financial monitoring, internal audit, data returns/claims and quality assurance. Upon notification of funding the project plan for delivery will be formalised using Prince 2 methodology and an associated full risk assessment will be produced and appropriate mitigations put in place and monitored.

The project manager and Project Board (see internal controls below) will be supported by experienced officers from the European Unit within the Economy Directorate within Birmingham City Council who have extensive knowledge of running and managing ERDF and ESF projects. Knowledge and learning from the current Youth Employment Initiative project will also support this project.

Internal Controls

The Applicant (Birmingham City Council) will establish an internal PURE Project Board and appoint an accountable body officer to chair the Project Board. The Board will oversee the project milestones, identify issues and risks, agree and implement corrective action. The Project Board will direct staff delivering this project. Reporting mechanisms will be established for all delivery partners alongside timelines for data submission. The Project Board will also receive performance data to manage risk and performance by contractors & delivery partners.

All delivery partners & contractors will be briefed and trained on the reporting requirements in order to ensure that all relevant staff are aware of expectations and audit requirements. This will involve cascading EC rules & regulations to

ensure smooth and compliant delivery. Written guidance will be produced as part of the training. The Project Board will be responsible for ensuring the performance of the partners & contractors.

A finance officer will monitor all transactions in accordance with City Council financial regulations and will report directly to Project Board.

Delivery Partnership Group

Birmingham City Council as the Accountable Body will manage the project in partnership with its delivery partners and associated commissioned services. A robust delivery partnership group which includes all key stakeholders will be put into place. This will allow partners to come together report on progress, raise, identify and address key issues. The Delivery Partnership Group will report into the PURE project Board.

Peer Assessment

Experts by experience (vulnerable people with lived experience of homelessness and complex needs) volunteers will be trained to act as peer assessors. They will engage with and elicit the views of participants of the PURE project in order to capture qualitative information about the impact of the project and the outcome being delivered. This information will feed into the both the Project Board and Delivery Partnership Group.

Management

The ESF revenue grant includes funding for seven posts to manage and administer the project. Four of the posts are in the Adult Social Care and Health, one in City Finance and two in the International team of the Economy Directorate.

Grant conditions will be detailed in the Grant Funding Agreement (GFA) between the Department for Work and Pensions (DWP) and the City Council, based on the activities described in the project application. The grant will be claimed/paid in arrears on a quarterly basis stipulated in the claim schedule. The instalment period dates are also set out in the GFA.

The City Council will manage the project and ensure that funds are spent to deliver the outputs as specified in the grant agreement. The European Commission (EC) may seek to claw back funding if expenditure is deemed ineligible according to European Commission regulations, or if funding is claimed for activities/outputs that did not take place.

In order to proceed with the project after 30th November 2019, the Social Inclusion contracts will be repocured under new Housing Related Support Services contracts. The existing Disabilities contracts will be repocured before 30th June 2021 in order to complete the final six months of the project. All contracts will be compliant with relevant EC rules and regulations. This includes being compliant with Procurement, Publicity requirements, outcome definitions, verifications and evidential requirements. A Conditions of Grant Aid (COGA) will be put in place with the delivery contractors, to ensure that the terms and conditions of the GFA are cascaded accordingly, including all EC rules & regulations. The COGA will allow performance and financial risks to be formally

managed and mitigated by the Council as the Accountable Body.

.Financial grant claims to the DWP will be made in arrears by the City Council who will compile these with information from contractors. These claims will be checked and verified by the designated Finance Officer and overseen by the European and International Affairs team who are experienced in this field and will advise on compliance, eligibility and latest rules updates.

Procurement and Sub-Contracting

Both the Social Inclusion and Disabilities contracts have a clause that allows a contract modification subject to agreement by both parties. In the case of Social Inclusion contracts, this will be extended to 30th November 2019, to maximise the re-procurement period for the wider Housing Related Support Services contract and reduce the impact on the delivery of the PURE project.

The re-procurement process for the Housing Related Support Services contracts will take circa 11 months to complete. This timeframe is end-to-end including the development of the procurement strategy, going to market and a mobilisation period of 3 months. This procurement will be carried out in accordance with European procurement rules to ensure compliance.

The contracts for Disabilities support will take longer to procurement due to the complexity of the client groups and it is proposed to extend the existing contract by up to 2 years to 30th June 2021. The new Disabilities support contract will be required in order to complete the final six months of the project up to 30th December 2021.

Contract Management and Monitoring

The Council, specifically the PURE project delivery team, will lead the contract management & monitoring aspect of this project. The European and International Affairs team will assist to ensure compliance through implementation of a robust & well-rehearsed monitoring process set out in detail below. As a minimum the approach will include the following elements:

- written monthly/quarterly claim submission
- regular verification visits to coincide with claims
- detailed spot checks involving sample audit procedures
- formal annual contract reviews.

Milestone	Date
Original ESF PURE Grant Funding Agreement Start Date	1 st January 2018

Notification of successful bid application	5 th June 2018
Request of proposed time extension to DWP (rec 2.5)	November 2018
New Proposed ESF PURE Grant Funding Agreement Start Date via PCR (1 month early)	1 st December 2018
Commence re-commissioning of Social Inclusion & Disability contracts	December 2018
Disability Contract extension (up to 2 years)	July 2019 to June 2021
Social Inclusion contracts expire (subject to 2 month extension)	November 2019
New Social Inclusion contracts commence	December 2019 (3+ year contract)
Current ESF PURE Grant Funding Agreement End Date	16 th June 2020
Disability Contract Current New Start Date	July 2021
Expiry of existing Disability Contract after extension	30 th June 2021
Commencement of new Disability Contracts (latest date)	1 st July 2021
New proposed ESF PURE Grant Funding Agreement End Date via PCR	31 st December 2021

Links to Corporate and Service Outcomes	<p>Health and Well-being Strategy 2017+</p> <p>Homeless Prevention Strategy 2017+</p> <p>Homeless Related Support Strategy 2019+</p> <p>Financial Inclusion Strategy 2016+</p> <p>Domestic Abuse 2018+</p> <p>Housing First</p> <p>The project is designed to address the requirement of the following strategies:</p> <p>The GBSLEP ESIF Strategy (page 163) identifies ESF Investment Priority 1.4: Active Inclusion – to help people who are more distant from the labour market and may face multiple disadvantages to tackle their multiple, complex and profound barriers to work and to move towards or into employment, or to sustain employment. This project will focus exclusively on tackling these issues and to make a real difference.</p> <p>The UK ESF Operational programme 2014-2020 (page 62) the projects addresses priorities 1.4.1; 1.4.2 and 1.4.3 by delivering against the priorities of supporting people with complex barriers; ex-offenders in the community and marginalised individuals.</p> <p>The GBSLEPs SEP 16-20 document identifies (page 36) that - Whilst many parts of Greater Birmingham have low unemployment rates, high unemployment and low employment is distinctly concentrated in areas of Birmingham and North Solihull.</p> <p>Consultations have been on going with the relevant cabinet members, Cabinet Member for Health and Social Care and the Cabinet Member for Homes and Neighbourhoods have been consulted throughout the process and the Corporate Director of People Directorate has also been consulted and both are supportive of the proposal.</p>		
	Project Definition Document Approved by	Date of Approval	December 2016
Benefits Quantification-	Outline Application	Measure	Impact

Impact on Outcomes	<p>More in-depth support to the client groups, extension to the contracts, 4,320 people assisted into employment, education and training.</p>	<ul style="list-style-type: none"> effectively engaging and motivating participants from groups including those that represent women, BAME, people with disabilities and other excluded groups facing discrimination, and developing provision that meets their needs a more holistic approach to overcoming barriers, including links to related issues of housing, physical access, adult social care and health addressing differing barriers to vocational training and employment faced by specific disadvantaged groups Improving employers' awareness of people from disadvantaged groups as potential employees, through more effective models linked to employers' needs improving retention in training and sustainability of employment
Project Deliverables	<p>The PURE project will support 4,320 individuals with complex needs such as:</p> <ul style="list-style-type: none"> domestic violence homelessness complex needs including drug and alcohol abuse, ex-offenders people with disabilities including recovering mental health issues and learning disabilities towards and into EET via intensive wrap around support. 	
Scope	<p>The project will deliver all across Birmingham with emphasis on the most deprived areas which have the greatest concentration of the target clients.</p>	
Scope exclusions	<p>The only exclusion will be to avoid duplication with other projects and provision.</p>	
Dependencies on other projects or activities	<p>The project is dependent upon the following:</p> <ul style="list-style-type: none"> Funding awards and approvals from DWP - An Offer Letter/Grant Funding Agreement has already been received from DWP for consideration and a start date of January 2018 has been stated.- However, the City Council are seeking a new start date of December 2018 and an end date of November 2021. Completion of COGA's with delivery partners Extension of existing and new delivery contracts. 	
Achievability	<p>The project has been designed with considerable input from contractors and partners and a robust delivery model has been agreed and implemented to achieve maximum achievability.</p>	

	Key risks <ul style="list-style-type: none"> Full 3 year Contract Period – Due to DWP processes at present, the City Council have only been granted 18 months delivery period. The Council is seeking to get this formally extended to 3 years to allow for the required full delivery period. Contractors Compliancy – Need to ensure that contractors and delivery partners adhere to the full EC rules and regulations. 		
Project Managers	Kalvinder Kohli		
Budget Holder			
Sponsor			
Project Accountant			
Project Board Members	TBC		
City Finance	Peter Woodall	Date of HoCF Approval:	01/11/2018

--	--	--	--	--	--

2. Budget Summary					
Costs & Funding (revenue project – Salary Costs only)	<i>Voyager Code</i>	<i>2018/19</i> £000	<i>2019/20</i> £000	<i>2020/21</i> £000	<i>Totals</i> £
Total Project Budget		£000	£000	£000	£000
Birmingham City Council	TA-00496-21	1,000	4,000	1,000	6,000
ESF Revenue grant		1,000	4,000	1,000	6,000
Total Income		2,000	8,000	2,000	12,000
Cost Categories of Project					
Contract Costs		1,867	7,466	1,867	11,200
Salaries & Overheads		133	534	133	800
Totals Expenditure		2,000	8,000	2,000	12,000

Title of proposed EIA	ESF Pure Project	
Reference No	EQUA108	Item 13
EA is in support of	New Service	
Review Frequency	Annually	
Date of first review	04/09/2019	
Directorate	Adult social care & health	
Division	Commissioning	
Service Area	Prevention and Community Assets	
Responsible Officer(s)	<input type="checkbox"/> Gordon Strachan	
Quality Control Officer(s)	<input type="checkbox"/> Austin Rodriguez	
Accountable Officer(s)	<input type="checkbox"/> Kalvinder Kohli	
Initial equality impact assessment of your proposal	<p>The PURE project will engage with participants providing support to individuals considered furthest from the labour market as a result of both disability and disadvantage as a result of life circumstances. Enhanced provision of education, training and employment opportunities will be extended to approximately 4300 participants who would be considered vulnerable.</p> <p>It will target those with diminished opportunity in education, employment and training through: multiagency and self-referral assessment, to access appropriate training and employment pathway</p> <p>Pre-employment training (via Colleges and Training Providers), including matching to work trials/ work experience/ volunteering/ traineeships/apprenticeships/ jobs and ensure participants gain basic/specific skills and the knowledge and experience required to succeed in the workplace.</p> <p>These opportunities will enable participants to engage more effectively in the labour market and progress to sustainable employment.</p> <p>Eligible participants will meet some if not all of the protected characteristics of the Equality Act 2010. The following have been identified through initial discussions with subject matter experts, front line staff and those with lived experience</p>	

staff, people with lived experience.

Protected characteristic: Age

Age details:

[Service Users / Stakeholders](#)

Age: The programme will engage with vulnerable people aged 29 plus. Those under the age of 29 have access to alternative targeted interventions within existing provision. The programme aims to improve the employability of long term unemployed residents particularly those facing particular disadvantage from the labour market and will engage eligible citizens with no/low basic skills. The programme will promote activities citywide but place emphasis on deprived communities, leading to sustainable employment opportunities for some of the cities most disadvantaged individuals. There will be a sharing of work/knowledge and skills between different age groups and the potential for mentoring.

Protected characteristic: Disability

Disability details:

[Service Users / Stakeholders](#)

Disabilities: The project will deliver targeted support for people with significant barriers to employment, including those who experience Mental Ill Health, Sensory Impairment, Physical and Learning Disabilities. These people will be supported by specialist workers offering a holistic and tailored service to meet their needs. The employment strand of the project will seek to improve the employment opportunities available to these individuals.

Protected characteristic: Gender

Gender details:

[Service Users / Stakeholders](#)

Gender: There should be no negative impact on individuals as the proposed programme gives equal access to both genders.

Protected characteristics: Gender Reassignment

Gender reassignment details:

[Service Users / Stakeholders](#)

Gender Reassignment: All assessment planning and outcomes related to the implementation and delivery of the project are individualised and address issues specific to the individual which

will include gender reassignment issues. The service will be sensitive to the needs of a wide range of people and ensure compliance with data protection policies and procedures. There should be no negative impact on individuals.

Protected characteristics: Marriage and Civil Partnership [Service Users/ Stakeholders](#)

Marriage and civil partnership details:

All assessment planning and outcomes related to the implementation of the project are individualised and address issues specific to the individual which will include issues related to marriage and civil partnership status. The project is sensitive to the needs of a wide range of people and ensures compliance with data protection policies and procedures. There should be no negative impact on individuals.

Protected characteristics: Pregnancy and Maternity [Service Users / Stakeholders](#)

Pregnancy and maternity details:

PREGNANCY OR MATERNITY: No data is available to assess if project participants has an equality impact relating to pregnancy or maternity. Pregnancy or maternity will not affect people's eligibility or take-up because the programme is holistic and will continue to offer support tailored to an individual's needs.

Protected characteristics: Race [Service Users / Stakeholders](#)

Race details:

RACE: The PURE project will address the needs of residents from socially and economically excluded geographical areas and communities by:

- Developing employment and training opportunities
- Improving awareness of employment and training opportunities.
- Enhanced access to guidance and information through interpretation services.
- Improving access to training.
- Providing information on work placements and job opportunities.

experience and employment opportunities for people from these priority groups and advocate on their behalf.

Working directly with the Jobcentre Plus, Work Coaches and Careers Advisors to deliver information, advice and guidance within specific communities.

By improving the skills and employability of these beneficiaries, this project will enhance their capacity to contribute economically to their local areas.

Protected characteristics: Religion or Beliefs

[Service Users / Stakeholders](#)

Religion or beliefs details:

RELIGION OR BELIEF: All assessment, planning and outcomes related to the implementation and delivery of the project will be individualised and address issues specific to the individual, which will include issues related to religion or belief. The project will be non-discriminatory, irrespective of an individual's religion, belief or lack of belief. There should be no negative impact on individuals. No data is available on the religion or faith of people who will be eligible for this programme. All individuals accessing the project provision will continue to be treated fairly, irrespective of their religion or beliefs.

Participants will not be asked to undertake any activity which goes against their beliefs, and allowances will be made to reflect religious holidays and practices. It is not anticipated, based on knowledge service providers and partners that the religion or belief of individuals will affect their eligibility or take-up as providers will continue to offer support tailored to individual circumstances.

Protected characteristics: Sexual Orientation

[Service Users / Stakeholders](#)

Sexual orientation details:

SEXUAL ORIENTATION: All assessment planning and outcomes related to the

Page 534 of 596
Implementation of the project are individualised

implementation of the project are individualised and address issues specific to the individual which will include issues related to sexual orientation. The project is sensitive to the needs of a wide range of people and ensures compliance with data protection policies and procedures. There should be no negative impact on individuals.

Consulted People or Groups

Voluntary sector organisations, People with lived experience and provider organisations have shaped the service.

Informed People or Groups

Directors of Adult Social Care and Health and the Place Directorate are aware of the project and the relevant Cabinet members have also been informed.

Summary and evidence of findings from your EIA

Initial assessment has not identified any barriers for participants to engage in the project other than those specified in the eligibility criteria. Eligible participants must be over the age of 29 and must be experiencing significant barriers to employment. Eligibility is subject to rigorous compliance as specified by the European social fund and the Department of works and pensions. A full EA will be maintained alongside the delivery of the programme.

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

Decision by Quality Control Officer

Proceed for final approval

Submit draft to Accountable Officer?

No

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

06/09/2018

Reasons for approval or rejection

Please print and save a PDF copy for your records

Yes

Content Type: Item

Version: 31.0

Created at 04/09/2018 05:03 PM by ☐ Gordon Strachan

Last modified at 13/09/2018 12:32 PM by Workflow on behalf of ☐ Gordon Strachan

Close



Department
for Work &
Pensions



Date: 5 June 2018

Department for Work and Pensions
Finance Group
European Social Fund Division
Ground Floor
1 Hartshead Square
Sheffield
South Yorkshire
S1 2FD

Dear Kalvinder

SUBJECT TO CONTRACT

Project Name: PURE – Placing vulnerable Urban Residents into Employment and Training
Project Ref: 12S18P02593

I am pleased to inform you that, subject to the conditions set out below, on behalf of the Secretary of State the ESF England Programme Managing Authority, the Department for Work and Pensions has decided to approve an investment of £6,000,000 (six million pounds) ESF grant funding in the Project ("Funding").

The proposed Funding is conditional upon you entering into a written and detailed funding agreement with the Secretary of State ("Funding Agreement"), prepared by the Secretary of State, and setting out the terms and conditions on which the Funding will be granted.

Please find enclosed (in duplicate) the proposed Funding Agreement in relation to the above Project. If you wish to proceed with this Project on the terms set out in the Funding Agreement please arrange for an authorised signatory to sign both the original and duplicate copy where indicated by the flags.

Please then return both copies of the Funding Agreement to the principal contact named in the Funding Agreement.

For the avoidance of doubt, notwithstanding the above, the Secretary of State shall not be required to enter into any Funding Agreement that is not in a form that they find acceptable, and nothing in this letter will constitute either a binding commitment on the Secretary of State to provide all or any part of the Funding or any representation that the Funding (or any part of it) will be provided by the Secretary of State.

Please find attached the Department's offered terms of funding. Please indicate your acceptance of these by signing and returning the document **within 30 days of the date of this letter**. The document should not be amended in any other way.

If you should fail to sign and return the Funding Agreement **within 30 days of the date of this letter**, we will deem that you no longer wish to proceed with the Project and the funding allocation provisionally approved for your Project will be re-allocated within the Programme.

No contract will be formed between you and the Secretary of State unless and until the Funding Agreement has (i) been executed by you and the Secretary of State and (ii) taken effect pursuant to its terms. Accordingly, any decision by you to take or to omit to take any action in reliance upon the contents of this letter prior to such execution and completion will be entirely at your own risk and expense.

Please find attached Annex I. This annex is to enable the ESF Evaluations team to complete necessary evaluation work following implementation of the Funding Agreement. When you return the signed Funding Agreement to the ESF Managing Authority, please complete this form and return the **form only** to esf.evaluations@dwp.gsi.gov.uk. This form only needs completing by those who will actually have participants and is therefore not applicable for TA only Funding Agreements.

Should you have any queries in relation to the above, please do not hesitate to contact me.

I wish you success with the delivery of your project.

Yours sincerely,

Niraj Patel

Department for Work and Pensions
Enc.



Department
for Work &
Pensions



Annex I - Details required for Data Transfer Approval Form

Grant Recipient name:	
If name is longer than 15 letters, please specify a shortened version of the name which you will use in the file name:	<i>To avoid overly long file names, which may cause issues, please specify a shortened version of the name (no more than 15 letters) which you will use in the file name.</i>
Sender's name(s):	<i>This needs to be a specific person rather than role; can include details of multiple people if the data might be sent to different people in different quarters (please number each person, to link to contact details in box below).</i>
Sender's telephone number(s):	
Sender's email address:	
Sender's organisation and address including postcode:	
Name of the system the data originated:	<i>This will be the system on which you store contact details prior to transfer to DWP central contact details database (for example, 'excel spreadsheet containing contact details of ESF participants').</i>
Please check the information below – if you are unable to comply with the methods of transfer detailed below, or think you will exceed to listed volumes, please contact Leanne Dew (esf.evaluations@dwp.gsi.gov.uk) to discuss.	

Details required for scheduling purposes	
Main contact name:	<i>Only required if different from details of person sending data specified above</i>
Contact details for main contact listed above Tel: Email:	
Date provision will start:	MM/YYYY
Date first leavers expected:	MM/YYYY
Date provision expected to end:	MM/YYYY
Date last leavers expected:	MM/YYYY
Will you expect to have participants leaving provision in every calendar quarter?	Yes / No <i>Delete as required</i>
Number of records in the inbound data:	<i>Records will not exceed 3,000 participants (per quarter)</i>

Number of files:	<i>1 file per quarter usually (but may be more if needed to split into multiple files due to email attachment limits)</i>
------------------	---------------------------------------------------------------------------------------------------------------------------

Format of the inbound data:	<i>.psv (pipe separated value)</i>
Data will be transferred to DWP by:	<i>SMIME/SEM Internet email</i>

Appendix 4 PURE –Mobilisation/Milestone Plan

Milestone	Milestones Description	Timeframe	Officer Responsibility	Updates
1	Start date (date from which eligible expenditure will be incurred)	Currently 1 st July 2018, however requesting a 1 st December 2018 start date	Senior Responsible Owner/ International Affairs/ Department for Work & Pensions	
2	Financial completion date (date by which eligible costs will have been defrayed (European Social Fund – contractual completion date)	Currently June 2021, however requesting an End Date of November 2021	Senior Responsible Owner/ International Affairs/ Department for Work & Pensions	Formal contract awarded - delayed due to cabinet report approvals
3	Activity end date (date by which all the activities described in the funding agreement will be completed)	June 2020 (end of June 2021) – once project extension is signed off)	Senior Responsible Owner/ International Affairs/ Department for Work & Pensions	Formal contract awarded - delayed due to cabinet report approvals
4	Identify key project staff i.e. Project Manager	November 2018 – Once Cabinet report is signed	Senior Responsible Owner	
5	Governance and contractual agreements between providers, contractors and lead organisation agreed	Mid November 2018	Senior Responsible Owner	
6	Establishment of project steering group (top tier governance - Project Board)	September 2018	Project Manager	Meeting to be every 2 weeks within the first 3 months then move to every 4 weeks
7	Establishment of second tier governance (integrated support operational group; employer group – Operational Group)	September 2018	Project Manager	Meeting to be every 2 weeks within the first 3 months then move to every 4 weeks
8	Risk assessment completed and mitigations in place/built in to project implementation framework	Ongoing	Project Manager/ Senior Responsible Owner	Ongoing
9	Agreement of communication and Equality, Diversity, sustainability, crosscutting themes and other project specific policies	Verified at the Project Inception visit (PIV)	City Council to Draft	
10	Project final sign off by Cabinet	13 th November 2018	City Council / Senior Responsible Owner	
11	Project Inception visit (PIV)	November/ December 2018	City Council	
12	Partner Project Guidance	Mid October 2018	City Council	
13	Monitoring framework agreed to include: Project outputs Beneficiary data Financial data for contractors audits/claims checking	Mid October 2018	Senior Responsible Owner	

Appendix 4 PURE –Mobilisation/Milestone Plan

14	Initial project 'kick-off' meeting	End of October 2018	City Council	
15	Re-procurement of Social Inclusion contracts as part of wider Housing Related Support Services Contracts	December 2018 – November 2019	City Council Corporate Procurement	Ongoing process
16	Re-procurement of Disabilities contracts	December 2018 – June 2021 (potentially)	City Council Corporate Procurement	Ongoing process
17	Communications/ Stakeholder Engagement	November 2018	City Council Corporate Communications	
18	Recruitment of support staff for Providers	Ongoing	PURE Project team	
19	Operational review of Project	Once every 6 months	Senior Responsible Owner/ International Affairs/ Department for Work & Pensions	Ongoing process
20	Project wind down and closure	Currently June 2021, however we will be requesting an End Date of November 2021	Senior Responsible Owner/ International Affairs/ Department for Work & Pensions	Formal contract award delayed due to cabinet report approvals and awaiting acknowledgement off DWP – extension of project to be put in on date of PIV (TBC)



Project	PURE (Placing vulnerable Urban Residents into Employment and training). The project will assist 4320 vulnerable people (homeless, ex-offenders, mental health) and assisting them towards education, training or sustainable employment	Gross Budget	Grant	Match
		£12,000,000	£6,000,000	£6,000,000

Item 13

Risk No.	Risk Description	Likelihood	Impact	Action	Managed by:
Risk 1	PURE project has delayed start date for delivery.	Low	Low	A significant partnership is in place to deliver the project which is based on extension/expansion of existing activity.	Head of Service – Commissioning, Adult Social Care and Health
Risk 2	PURE match funding is not in place/ Not sufficient.	Medium	High	The project will utilise City Council match from current budgets to extend and expand provision. Detailed records will need to be compiled by delivery agents but this system has been detailed and explained. Procurement records also need to be fully provided. City Council match will be fully documented and detailed for the first claim, if any issues arise they can be addressed before the grant is claimed.	Head of Service – Commissioning, Adult Social Care and Health
Risk 3	PURE project team is not yet in place	Low	Medium	Existing staff will be part of the delivery team and are in place. Additional staff will be identified within Adults Directorate to support the project.	Head of Service – Commissioning, Adult Social Care and Health
Risk 4	Lack of demand – difficulty accessing and engaging eligible participants	Low	Low	Regular review of engagement activity to assess demand and review of engagement activity to ensure all target groups are engaging in project	Head of Service – Commissioning, Adult Social Care and Health Lead Partner Delivery Partners
Risk 5	Over demand – too many eligible participants, or too many participants in specific target groups	Low	Medium	Regular review of engagement activity to assess demand and review of engagement activity to ensure all target groups are engaging in project	Head of Service – Commissioning, Adult Social Care and Health Lead Partner Delivery Partners
Risk 6	Difficulty progressing participants into employment	Low	Medium	Support, bespoke interventions with employer links will offer a comprehensive programme in to a positive outcome targeted training provision linked to employer demand Employer engagement function key role of EDWs working on project	Head of Service – Commissioning, Adult Social Care and Health Lead Partner Delivery Partners
Risk 7	Difficulty linking with employers	Low	Low	Delivery partners have existing employer links Based on past delivery and existing employer links with Lead partner Link with sector representatives already engaged with employers in growth sectors EDW team with experience of employer engagement and demonstrated success Links with GBSLEP Growth Hub and other business engagement programmes to raise awareness of Progression Pathways and make referrals	Lead Partners Delivery Partners

Risk No.	Risk Description	Likelihood	Impact	Action	Managed by:
Risk 8	Achievement of output targets due to delay in confirmation of funding and shorter timescale to deliver project	Medium	Medium	Confirmation of funding 18 months late due to Department of Work and Pensions administration anomaly-the Council's International Team are preparing a Project Change Request to seek an extension that will increase the project period to 3 years. The delay has been challenging for the provider sector as many had discounted the opportunity/funding coming to fruition. Some providers have withdrawn and positive negotiations are underway with the remaining/eligible cohort of providers to take on additional delivery hours to achieve the outputs potentially in the 18 month timescale for the project. Employment contracts implemented by the provider sector will need to reflect appropriate notice periods for the staff allocation to the project should savings targets dictate a premature wind down of all or part of the programme.	Head of Service – Commissioning, Adult Social Care and Health
Risk 9	Failure to reprocure Social Inclusion contracts (as part of Housing Related Support Services contract) before expiry of contracts in November 2019.	Low	Low	Contract re-procurement of Social Inclusion contracts (as part of wider Housing Related Support Services) will commence immediately to ensure that spend after November 2019 remains European Commission eligible and there is no disruption to project delivery by contracts expiring.	Head of Service – Commissioning, Adult Social Care and Health
Risk 10	Failure to reprocure Disability services (as part of wider Housing Related Support Services) before expiry of contracts in June 2021.	Low	Low	Contract re-procurement of Disability support contracts (as part of wider Housing Related Support Services) to ensure that spend after June 2021 remains European Commission eligible and there is no disruption to project delivery by contracts expiring.	Head of Service – Commissioning, Adult Social Care and Health



Item 14

Subject: Full Business Case: Safety Works to Parks Pools and Flood Alleviation Works 3 Year Programme

Report of: Acting Corporate Director - Place

Relevant Cabinet Member: Councillor Sharon Thompson, Cabinet Member for Homes and Neighbourhoods

Relevant O &S Chair(s): Councillor Sir Albert Bore, Resources

Report author: Lesley Steele Birmingham Property Services
0121 303 8857
Lesley.Steele@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: 004511/2018		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential :		

1 Executive Summary

- 1.1 The City Council has a statutory obligation to safely manage the 11 reservoirs (category 1) and the 37 pools (category 2) which are covered by the Reservoirs Act 1975 and the Flood Water Management Act 2010, together with other water courses managed by Parks and Nature Conservation. The pools are inspected by the Environment Agency (EA), who put forward recommendations of work to be carried out. This is time limited and non-compliance can result in an enforcement notice being served.

- 1.2 The programme of work at a total capital cost of £2.483m, identified in Appendix 1A of the Full Business Case aims to reduce flood risk and mitigate/eliminate any risk associated with the loss of land, property and life. The work includes desalting, improvements to spillways, replacing penstocks to control the water levels and works to inlets and outlets as well as structural improvements and will be phased over a 3 year period.

2 Recommendations

- 2.1 Cabinet approves the Full Business Case (Appendix 1) outlining the Safety Works to Parks Pools and Flood Alleviation Works Programme at an estimated cost of £2.483m phased over a 3 year period.
- 2.2 Cabinet approves prudential borrowing of up to £2.483m to fund these works, as set out in paragraph 7.3.1.
- 2.3 Cabinet notes the summary of works outlined in Appendix 1A of the Full Business Case.
- 2.4 Cabinet authorises the Acting Corporate Director Place to place orders as per appendix 1 for the programme of works not to exceed £2.483m with approved term contractors.
- 2.5 Cabinet notes that an annual contribution of £0.250m from Parks and Nature Conservation revenue budget will be set aside as a reserve to fund future programmes of work as of 2021/2022+ with future programmes managed to be met from within this resource.
- 2.6 Cabinet authorises the City Solicitor to negotiate, execute, seal and complete all necessary documents to give effect to the above recommendations.

3 Background

- 3.1 A capital budget totalling £2.75m and associated programme of works was approved at Cabinet on 8th March 2010 to address the City's statutory obligations in the safe management of its reservoirs and pools through a programme of capital works and improvements. This programme of works has now been completed and all funding expended. A new programme of works has been drawn up based on the Environment Agency's recommendations and health and safety issues which totals £2.483m over a 3 year period.
- 3.2 The Reservoirs Act 1975 seeks to minimise the risk of a reservoir failing. The Act is enforced by the Environment Agency. Each reservoir is inspected every 10 years by an independent engineer who recommends a programme of works. These 10 year inspections are supported by twice yearly inspections by a supervising engineer who also reports on the condition with recommendations. The work identified by the Environment Agency is time limited with any associated landscaping to be established prior to the deadline date. If the work

recommended is not carried out the Environment Agency may issue an enforcement notice or pursue court proceedings.

- 3.3 Flood Water Management Act 2010 - The Flood and Water Management Act places a duty on all flood risk management authorities to co-operate with each other. The act also provides lead local flood authorities and the Environment Agency with a power to request information required in connection with their flood risk management functions. The Act requires flood risk management to aim to contribute towards the achievement of sustainable development when exercising their flood erosion risk management functions. Serious flooding can happen at any time. Climate projections suggest that extreme weather will happen more frequently in the future. This act aims to reduce the flood risk associated with extreme weather. This Act requires all pools above a minimum volume capacity of 10,000 cubic metres to be included on the Environment Agency's register. This change impacts on a further 26 pools (identified as category 2 pools) within the city rather than just the 11 pools identified as reservoirs (category 1),
- 3.4 Flood Risk Regulations 2009 - This places duties on the EA and local authorities to prepare flood risk assessments, flood risk maps and flood risk management plans to assist in establishing a framework for assessing and managing flood risk.
- 3.5 The Council has responsibility for 11 reservoirs (category 1), 37(inclusive of 26 category 2 pools) pools and numerous water courses throughout the city which it has responsibility for. The programme of works attached in appendix 1 outlines the works that have been identified for this new programme. Generally the works required under the Acts for the category 1 and 2 reservoirs and pools include improvements to the spillways and penstocks. In addition to these works further works are required from a safety perspective which includes de-silting, infrastructure works and works to inlets and outlets to mitigate the risk of flooding which could culminate in the loss of land, property and life. The identified works will ensure that the reservoirs can accommodate excess flow during times of inclement weather without risk of the dams bursting and the embankments collapsing.
- 3.6 The programme of works (Appendix 1) has been developed in line with the Environment Agency's recommendations to ensure the continued future safety of the reservoirs and pools that sit within the stated legislation together with flood alleviation works in areas of high risk. The Drainage and Local Engineering Team within Highways and Infrastructure have worked with the District Parks Managers to identify health and safety risks associated with the pools and water courses that could impact on life and property and the works required to mitigate these risks.
- 3.7 The programme of works is phased over 3 years in line with the inspections carried out by the Environment Agency with the first phase of works commencing in 2018/19.

4 Options considered and Recommended Proposal

- 4.1 The recommended proposal is for the council to carry out the programme of works identified by the EA and Highways Infrastructure, addressing its statutory obligations and ensuring that its pools and reservoirs are maintained and upgraded to meet health and safety requirements and protect land and property from flooding. Other options have been considered.
- 4.2 Do nothing – the condition of the pools and water courses will continue to deteriorate and the works originally identified by the supervising EA engineer will of, in some cases increased. Doing nothing could be deemed a criminal offence with the Environment Agency taking enforcement action against the Council.
- 4.3 Decommission all structures associated with the pools and reservoirs. This would be extremely complex, expensive, and impractical and contravene our statutory obligations.
- Water bodies are critical in storing and channelling rainwater and provide natural flood alleviation features playing a major role for the management of flood risk.
 - Many of the pools are naturally fed by springs.
 - Many of the reservoirs are directly linked to our rural and industrial heritage and in some cases are covered by the status of the park e.g. Sutton Park has been designated as a National Nature Reserve, a Scheduled Ancient Monument and a Site of Special Scientific Interest.
 - Under section 40 of the Natural Environment and Rural Communities Act 2006 public authorities must, in exercising their functions, have regard to the purpose of conserving biodiversity.
 - Aquatic habitats are amongst some of the most diverse we have in Birmingham and are home to a number of endangered and scarce species e.g. Great Crested Newts and White Clawed Crayfish.

5 Consultation

- 5.1 Internal: The Deputy Leader and Cabinet Member for Transport and Environment have been consulted on this proposal. The Constituency Parks Managers have all been consulted on the individual proposals. The consultation will be ongoing with the Executive Members for the affected Constituencies together with the ward members as individual projects are progressed and delivered. Initially the proposed programme of works has been shared with ward members. Finance, Legal and Procurement officers have been involved in the preparation of this report.

- 5.2 External: Highways Drainage and Resilience Team will keep the Environment Agency informed of progress on individual projects as they are developed and delivered as part of the phased programme. The Constituency Parks Managers will engage with the public to ensure they are kept informed of the proposals as they are progressed.

6 Risk Management

- 6.1 A risk register is appended to the Full Business Case Appendix 1.

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 contributes towards: Birmingham City Council Plan 2018-2022, specifically supporting the strategic outcome 'Birmingham is a great city to live in' by creating a healthy environment and ensuring public spaces are safe for its citizens. The proposal will have a positive impact on the sustainable environment, protecting land and property.

7.2 Legal Implications

- 7.2.1 The Council is exercising functions under the Reservoirs Act 1975, Flood Water Management Act 2010 and Flood Risk Regulations 2009. The consequences of not carrying out the works could lead to court proceedings for BCC brought about by the Environment Agency and also land and property owners in the event of damage caused by flood waters.

7.3 Financial Implications

- 7.3.1 The cost of the proposed programme of works is estimated at £2.483m over 3 years. This is proposed to be funded from prudential borrowing, funded through treasury management budgets as supported by the Capital Board on the 1st August 2018. The funding is to be phased; 2018/19 £0.416m, 2019/20 £1.291m and 2020/21 £0.776m.
- 7.3.2 There is a balance of £0.132m in the revenue reserve made up from contributions from revenue provision of £0.066m p.a in the service budget to meet the costs of routine annual cyclical maintenance. A condition of securing the funding from capital resources is that an additional revenue contribution from the Parks and Nature Conservation revenue budget of £0.250m per annum is made to the reserve so that sufficient funds are available at the end of this 3 year programme 2018/19 – 2020/21 to fund future works. The reserve contributions will be delivered through a reprioritisation of activity within the Parks and Nature Conservation service, including consideration of the frequency of grass cutting and types of planting undertaken. This will then be available to fund the next programme of works for 2021/2022+ which will be required to be delivered within the resources set aside in this way.

7.4 Procurement Implications

- 7.4.1 The works will be procured via the Highways Miscellaneous Drainage Works Framework agreement (P331). The Framework includes priced specific items of work operating on a taxi rank basis, allowing for contractors to be directly allocated. Tenders were scored on a weighted assessment of Quality 30%; Price 60%; Social Value 10%. The contract began on the 4th February 2017 and runs for a period of 20 months with the option to extend a further 12 months, giving a total of 32 months.

7.5 Human Resources Implications

- 7.5.1 N/A

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 2 (ref EA002485). A full assessment is not required.

8 Background Documents

- 8.1 Cabinet Committee Property Report: Project Definition Document Safety Works to Parks Pools Ph1 14th October 2010.
- 8.2 Appendix 1. Full Business Case
- 8.3 Appendix 2. Public Sector Equality Duty Statement and Equality Analysis

Item 14

Full Business Case (FBC)			
1. General Information			
Directorate	Place	Portfolio/Committee	Homes and Neighbourhoods
Project Title	<i>Full Business Case: Safety Works to Parks Pools and Flood Alleviation works 3 Year Programme</i>	Project Code	<i>Corporate Resources CA-01940</i>
Project Description	<p><i>Birmingham City Council (BCC) has a total of 48 reservoirs and pools located throughout the City. 11 of these are classed as category 1 reservoirs and fall within the remit of the Reservoirs Act 1975 as amended. All reservoirs with a capacity of over 25,000 cubic metres or more that could escape in the event of a dam failure must be registered with the Environment agency. These are known as large raised reservoirs designed for collecting and storing water and can include lakes.</i></p> <p><i>A further 26 pools classed as category 2 pools, have a capacity of 10,000 cubic metres or more (but less than 25,000 cubic metres) and are governed by the Flood Water Management Act 2010.</i></p> <p><i>Both categories of reservoirs and pools must be monitored and maintained to a high standard. Failure to do this would mean their physical condition would deteriorate and could pose a high risk to loss of land, property and life.</i></p> <p><i>Also the Flood Risk Regulations 2009 place duties on the EA and local authorities to establish a framework for assessing and managing flood risk. The works identified in Appendix 1A will assist in mitigating that risk.</i></p> <p><i>A 3 year programme of priority projects has been produced by BCC Highways in consultation with the Environment Agency (EA). These are the culmination of recommendations made by the EA which have a set deadline for delivery and other health and safety works which could pose a potential risk to the public identified by Highways in consultation with the Constituency Parks Managers.</i></p> <p><i>It should be recognised that some of these priorities may change due to the nature of the asset which can be severely impacted on by inclement weather and erosion on an annual basis and also the new Section 10 and Section 12 reports from the EA's inspecting engineers which can identify urgent works previously not identified and therefore not included within the programme.</i></p>		
Links to Corporate and Service Outcomes	<p><i>Birmingham City Council Plan 2018-2022, specifically 'Birmingham is a great city to live in' by creating a healthy environment and ensuring public spaces are safe for its citizens. The proposal will have a positive impact on the sustainable environment, protecting land and property.</i></p>		
Project Definition Document Approved by	N/A-	Date of Approval	
Benefits	Measure		Impact

Quantification- Impact on Outcomes	<i>Safe environment for the general public</i>	<i>Zero accidents relating to pools, reservoirs and water courses</i>
	<i>Reduced risk of flooding</i>	<i>In times of extraordinary weather flooding is contained within the perimeter of the water course/pool</i>
	<i>A well maintained portfolio of pools and reservoirs</i>	<i>Minimal recommendations of work required by the Environment Agency following their inspections.</i>
	<i>Improved environment for wild life</i>	<i>Wild life habitats flourish evidenced by sightings of specific species</i>
	<i>Improved working relationship with the EA</i>	<i>No notices served on BCC for non-compliance.</i>
	<i>Meeting our statutory obligations</i>	<i>Mitigating and managing the risk of flood.</i>
Project Deliverables	<i>Ensuring pools, reservoirs and water courses together with facilitating infrastructure are safe and meet the regulations as laid out in the Reservoirs Act 1975 and the Flood Water Management Act 2010 and address the recommendations of the Environment Agency and other health and safety issues reducing risk of loss of life and damage to land property.</i>	
Scope	<i>The scope of work comes under the category of 'civil engineering' and will be specific to each site and dependent on the recommendations from the E.A could include the following :</i> <i>Construction of auxiliary spillways</i> <i>Construction of concrete weirs</i> <i>Provision of embankment works</i> <i>Desilting of pools</i> <i>New penstocks</i> <i>Structural and stabilisation works</i> <i>Installation of land drainage</i>	
Scope exclusions	<i>Any pools, reservoirs or water courses in Birmingham that are not managed by Birmingham City Council i.e. managed by other public sector organisations e.g. managed by the Canal and River Trust or in private ownership.</i> <i>Any works outside the direct vicinity of the pool, reservoir or water course (unless impacting on the flood alleviation works) but maybe within the same park or area of POS.</i>	
Procurement Implications	<i>The works will be procured via the Highways Miscellaneous Drainage Works Framework agreement (P331). The contract began on the 4th February 2017 and runs for a period of 20 months with the option to extend a further 12 months, giving a total of 32 months.</i>	
Taxation Implications	<i>There are no tax implications for this programme of works.</i>	
Accountable Body	N/A	
Project Manager	<i>Lesley Steele, BPS, 0121 303 8857; Lesley.Steele@Birmingham.gov.uk;</i>	
Budget Holder	<i>Rob James Acting Corporate Director Place; Rob.James@Birmingham.Gov.uk</i>	
Sponsor	<i>Steve Hollingworth, Service Director Sport, Events, Open Spaces and Wellbeing ;0121 464 2023; Steve.Hollingworth@Birmingham.gov.uk</i>	
Project Accountant	<i>Lisa Pendlebury, Business Analyst, 0121 675 1856; Lisa.pendlebury@birmingham.gov.uk</i>	
Project Board Members	<i>Lesley Steele (as above), Joe Hayden, Iqbal Sangha, Dennis Bennett (Highways representatives), Lisa Pendlebury, Civil Engineering Contractors, Constituency Parks Managers.</i>	

Head of City Finance (HoCF)	<i>Guy Olivant</i>	Date of HoCF Approval:	

2. Budget Summary (Detailed workings should also be supplied)					
	<i>Voyager Code</i>	<i>Financial 2018/19</i>	<i>Financial 2019/20</i>	<i>Later Years</i>	<i>Totals</i>
Capital Costs & Funding		£	£	£	£
Expenditure:		415,997	1,291,059	776,138	2,483,194
Totals		415,997	1,291,059	776,138	2,483,194
Funding	<i>Corporate P.B</i>	415,997	1,291,059	776,138	2,483,194
Totals		415,997	1,291,059	776,138	2,483,194
Revenue Consequences					
Expenditure					
Income					
Savings					
Totals					
Funded By:					
Current Budgetary Provision	<i>Specify codes where budget is found on Voyager</i>				
Other revenue resources identified: (Please itemise)					
Totals					
Planned Start date for delivery of the project	<i>December 2018</i>		Planned Date of Technical completion	<i>March 2021</i>	

3. Checklist of Documents Supporting the FBC		
Item	Mandatory attachment	Number attached
Financial Case and Plan		
<ul style="list-style-type: none"> Detailed workings in support of the above Budget Summary (as necessary) 	Mandatory	Appendix A
<ul style="list-style-type: none"> Statement of required resource (people, equipment, accommodation) – append a spreadsheet or other document 	Mandatory	B
<ul style="list-style-type: none"> Whole Lifecycle Costing analysis (as necessary) 	Mandatory	N/A
<ul style="list-style-type: none"> Milestone Dates/ Project Critical Path (set up in Voyager or attached in a spreadsheet) 	Mandatory	C
Project Development products		
<ul style="list-style-type: none"> Populated Issues and Risks register 	Mandatory	D
<ul style="list-style-type: none"> Stakeholder Analysis 	Mandatory	E

APPENDIX B

Statement of required resources

Internal

Highways engineer
Constituency Parks Manager
Client Project Manager
Business Analyst
Health and Safety representative

External

Environment Agency Inspecting Engineer
Civil Engineering Contractor
Grounds Maintenance Contractor

APPENDIX C

Key Milestones

Activity	Date
Approval of Full Business Case – Cabinet	13 th November 2018
Instruct Highways to place orders for the phase 1 (2018/19) of works with their Framework Contractors	26 th November 2018
Phase 1 works start on site	December 2018
Phase 2 works start on site	April 2019
Phase 3 works start on site	April 2020
Report on completion of 2018- 2021 programme and seek approval for new 3 year programme	April 2021

APPENDIX D

Risk register and issues

Description of risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Unforeseen additional works arise in course of contract causing additional funding requirement	Medium	Low	All known risks will be evaluated and a cost apportioned to them in order to mitigate them. This will be included within the overall project cost. The risk register will be reviewed at intervals throughout the project.	Revisit priorities and review scheme of works. Value engineering exercise to be carried out. Re-assess activity schedule.	Highways
Disruption to day to day operations on public accessible sites	Low	Low	.All areas of work will be fenced off and alternative routes sign posted.	Additional security measures will be considered if required on a individual project basis. The priority will be to protect the public.	Contractor
Works not completed on time	Low	Medium	Contractor/Highways will work to an agreed programme of scheduled activities that will be reviewed at each progress meeting. Slippage of activities will be highlighted at an early stage.	Revisit programme to adjust/reschedule activities. However if the slippage is due to inclement weather this will be out of the control of the contractor and Highways as health and safety of the workforce must be the priority.	Highways
Inclement weather	High	High	Contractor will monitor the 5 day weather forecast	All works are outside. Health and Safety is imperative. Work will only be carried out when	Contractor/Highways

				weather conditions are deemed safe to do so. Budgets will be monitored and cash flows aligned with activities/programme of works.	
Public expectations are undeliverable.	Low	Low	Parks staff will keep the public updated via social media /BCC website display boards, meetings etc.	Consultation will be ongoing throughout the life of the project to ensure expectations are kept real.	Parks
Work does not go ahead and EA serve notice on BCC	High	Low	A programme of work has been compiled by Highways from the recommendations outlined in the reports from the EA's inspecting engineers	Work towards identifying a rolling programme of funding to support these statutory obligations	Parks and Nature Conservation
Departure of key staff members	Low	Medium	Work will be done on a team basis, regular project meetings will be held to ensure a spread of knowledge across key personnel	Recruit/identify replacement promptly	All

APPENDIX E

Stakeholder Analysis**Users and Local Links**

Public

Contractors

Groups/Clubs

Environment Agency

Birmingham City Council

Acting Strategic Director Place

Director Sport, Events, Open Spaces &
Wellbeing

Constituency Parks Managers

Local Elected Members

Cabinet Member Homes and Neighbourhoods

Highways

Health and Safety representative

Degree of Influence

	High influence	←→	Low influence
High Importance	Environment Agency Highways Cabinet Member Acting Strategic Director Place Service Director Sport, Events, Open Spaces & Wellbeing Constituency Parks Managers Local Elected Members Health and Safety Rep		Contractor
↑			
Low Importance	Public Groups/clubs		

Stakeholder	Stake in project	Potential impact on project	What does the project expect from the stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy
Acting Corporate Director Place	Overall responsibility	High	To agree and support the project at high level	Proposal has a limited life	Regular progress updates in the form of highlight reports detailing progress and any issues.
Health & Safety representative	Represent staff & park users	Medium	To support the proposals in the project and protect the health and safety of the park users and staff	Facilities are not fit for purpose/ comply with legislation	To maintain a dialogue and keep them informed of progress.
Service Director Sport, Events, Open Spaces and Wellbeing	Owner of facility	High	Sponsor the project	Concerns about long term durability of works	Regular progress updates in the form of highlight reports detailing progress and any issues.
Parks staff	End user/client	High	Contribute to the brief and outcomes. To manage the facility upon completion	Facility is not fit for purpose	Regular consultation and client involvement.
Contractor/ Highways	Civil engineering works	High	Works to be completed to meet the EA's recommendations,, delivered on time and within budget. All works to be completed to a high standard and to meet relevant legislation and guidelines	Unforeseen costs and/or delays. Works below required standard	Surveys undertaken to determine risks. Contract will be monitored throughout to identify any areas for concern.
Elected Members	Link with public	Medium	Consultation with community and support for project	Complaints from park users ref disruption to park usage	Provide regular updates via local meetings/social media

Public	Users of the Parks	Low	To accept that BCC has a requirement to meet its health and safety and statutory responsibilities	An inappropriate use of public resources	Updates on social media e.g. BCC website

APPENDIX 1A

Item 14

Proposed 3 year Capital Programme 2018/19 - 2020/21 : Reservoirs, Pools and Water Courses

CATEGORY 1 LARGE RAISED RESERVOIRS

DESCRIPTION	2018/19	2019/20	2020/21	TOTAL
LIFFORD				
Reinstate general profile of the downstream slope. Any backfilled area will need to be top-soiled and grassed.	10,000	0	0	10,000
Works to the outfall wing wallsto make safe.	1,000		0	1,000
SUB TOTAL	11,000	0	0	11,000
LONGMOOR				
Review operation of penstock on main spillway and replace penstock and operating gears	12,000	0	0	12,000
Rebuild the right spillway chute brick wall of the curved spillway, downstream of the culvert,	5,000	0	0	5,000
SUB TOTAL	17,000	0	0	17,000
PERRY				
Perry Reservoir Bypass channel desilt including works to channel brickwork	0	180,000	0	180,000
SUB TOTAL	0	180,000	0	180,000
SALFORD				
Works to address the erosion damage on the upstream side of the road along the downstream toe.	4,000	0	0	4,000
Install a new gauge board for recording reservoir water levels	300	0	0	300
SUB TOTAL	4,300	0	0	4,300
WITTON				
Cracked area of asphalt on crest footpath be replaced	50,000	0	0	50,000
Install fixed points on spillway slabs to be monitored quarterly	1,000	0	0	1,000
Examine and rebuild upper reservoir overflow structure	8,000	0	0	8,000
Work arising from flood routing hydraulic assessment. Erosion protection around trees on dam. Work in the interest of safety	20,000	0	0	20,000
SUB TOTAL	79,000	0	0	79,000
WYNDLEY				

Brick embankment toe wall and foundations be extended next to spillway and area of erosion addressed. Tree making embankment wall unstable and to be removed.	10,000	0	0	10,000
SUB TOTAL	10,000	0	0	10,000
WORK ARISING FROM SECTION 10 INSPECTIONS				
S10 TOTAL	10,500	50,000	50,000	110,500
WORK ARISING FROM SECTION 12 INSPECTIONS				
S12 TOTAL	55,000	55,000	66,000	176,000
TOTAL	186,800	285,000	116,000	587,800

186,800

285,000

116,000

587,800

CATEGORY 2 RESERVOIRS

DESCRIPTION	2018/19	2019/20	2020/21	TOTAL
BROOKVALE PARK, ERDINGTON				
Install measures to prevent syphon overflow from blocking	0	50,000	0	50,000
SUB TOTAL	0	50,000	0	50,000
PYPE HAYES PARK, ERDINGTON				
Drainage be installed along base of wall on west side to collect ground water seepage	0	5,000	0	5,000
Install copings on wavewall	0	15,000		15,000
Install outlet pipework/ Grill modification	0	16,000	0	16,000
SUB TOTAL	0	36,000	0	36,000
CANNON HILL PARK BOATING, HALL GREEN				
Excavation of bed and reprofile reservoir to improve capacity, water flow and quality, & construct safety shores	0	0	140,000	140,000
Reinstate concrete wavewall	0	0	32,000	32,000
Works to pipework through the Dam		0	1,000	1,000
SUB TOTAL	0	0	173,000	173,000
KINGS HEATH PARK, HALL GREEN				
Reprofile reservoir to improve water flow and quality	0	0	50,000	50,000
SUB TOTAL	0	0	50,000	50,000
WARD END PARK, HODGE HILL				
Excavation of bed and reprofile reservoir to improve capacity, water flow and quality, & construct safety shores	113,885	0	0	113,885
SUB TOTAL	113,885	0	0	113,885
MANOR FARM PARK, NORTHFIELD				
Rebuild and replace brickwork on spillways	0	10,000	0	10,000
Reprofile and strengthen dam embankment, improving capacity to safely pass flood flow	0	40,000	0	40,000
Excavation of bed and reprofile reservoir to improve capacity, water flow and Quality, & construct safety shores	0	95,000	0	95,000
Carry out works to ensure free flow of culvert .	0	5,000	0	5,000
Improve access to penstock	0	20,000	0	20,000
SUB TOTAL	0	170,000	0	170,000
SHENLEY FIELDS				

New penstock that can be operated from ground level	0	20,000	0	20,000
Works to feeder pipeto ensure free flow of water	0	10,000	0	10,000
Marginal planting of reeds to improve water quality	0	6,000	0	6,000
SUB TOTAL	0	36,000	0	36,000
HANDSWORTH PARK				
Works to silt trap and penstocks etc	0	0	15,000	15,000
SUB TOTAL	0	0	15,000	15,000
VALLEY PARKWAY				
Reinstate concrete wavewall	0	0	75,000	75,000
SUB TOTAL	0	0	75,000	75,000
KEEPERS POOL, SUTTON PARK				
Development works including Flood Study with recommendations of a Inspection Engineer	0	0	15,000	15,000
Development works including Archaeological survey with support from English Heritage and Natural England in line with the Ancient Monmuments Archaeological	0	0	20,000	20,000
SUB TOTAL	0	0	35,000	35,000
TOTAL	113,885	292,000	348,000	753,885

753,885

Flood Alleviation Works - Statutory Obligations.and Health and Safety Works

Description	2018/19	2019/20	2020/21	TOTAL
Ackers Trust flood alleviation works	50,000	300,000	0	350,000
Brook course flood alleviation	50,000	400,000	300,000	750,000
TOTAL				
	100,000	700,000	300,000	1,100,000

1,100,000

SUMMARY

Description	2018/19	2019/20	2020/21	TOTAL
Category 1 Reservoirs	186,800	285,000	116,000	587,800
Category 2 Reservoirs	113,885	292,000	348,000	753,885
Flood Alleviation Works	100,000	700,000	300,000	1,100,000
Fees	15,312	14,059	12,138	41,509
TOTAL	415,997	1,291,059	776,138	2,483,194

2,483,194

Title of proposed EIA	Safety Works to Parks Pools 2018	Item 14
Reference No	EQUA145	
EA is in support of	Amended Function	
Review Frequency	Two Years	
Date of first review	01/09/2020	
Directorate	Place	
Division	Sports Events Parks and Wellbeing	
Service Area	Parks and Nature Conservation	
Responsible Officer(s)	<input type="checkbox"/> Joe Hayden	
Quality Control Officer(s)	<input type="checkbox"/> Michelle Bache	
Accountable Officer(s)	<input type="checkbox"/> Steve Hollingworth	
Initial equality impact assessment of your proposal	<p>The Council has responsibility for 11 reservoirs (category 1), 37(inclusive of 26 category 2 pools) pools and numerous water courses throughout the city which it has responsibility for. The programme of works attached in Appendix 1 outlines the works that have been identified for this new programme. Generally the works required under the Acts for the category 1 and 2 reservoirs and pools include improvements to the spillways and penstocks. In addition to these works further works are required from a safety perspective which includes de-silting, infrastructure works and works to inlets and outlets to mitigate the risk of flooding which could culminate in the loss of land, property and life. The identified works will ensure that the reservoirs can accommodate excess flow during times of inclement weather without risk of the dams bursting and the embankments collapsing.</p> <p>There is no adverse equality impact as a consequence of these works</p>	

Protected characteristic: Age

Service Users / Stakeholders; Employees; Wider Community

Age details:

The proposal contributes towards:
Birmingham City Council Plan 2018-2022,
specifically supporting the strategic outcome
'Birmingham is a great city to live in 'by
creating a healthy environment and ensuring
public spaces are safe for its citizens. The
proposal will have a positive impact on the
sustainable environment, protecting land and
property.

There is no negative equality impact to this
protected characteristic group

Protected characteristic: Disability

Service Users / Stakeholders; Employees; Wider Community

Disability details:

The proposal contributes towards:
Birmingham City Council Plan 2018-2022,
specifically supporting the strategic outcome
'Birmingham is a great city to live in 'by
creating a healthy environment and ensuring
public spaces are safe for its citizens. The
proposal will have a positive impact on the
sustainable environment, protecting land and
property.

There is no negative equality impact to this
protected characteristic group

Protected characteristic: Gender

Service Users / Stakeholders; Employees; Wider Community

Gender details:

The proposal contributes towards:
Birmingham City Council Plan 2018-2022,
specifically supporting the strategic outcome
'Birmingham is a great city to live in 'by
creating a healthy environment and ensuring
public spaces are safe for its citizens. The
proposal will have a positive impact on the
sustainable environment, protecting land and
property.

There is no negative equality impact to this
protected characteristic group

Protected characteristics: Gender Reassignment

Service Users / Stakeholders; Employees; Wider Community

Gender reassignment details:

The proposal contributes towards:
Birmingham City Council Plan 2018-2022,
specifically supporting the strategic outcome
'Birmingham is a great city to live in 'by
creating a healthy environment and ensuring
public spaces are safe for its citizens. The
proposal will have a positive impact on the
sustainable environment, protecting land and
property.

There is no negative equality impact to this
protected characteristic group

Protected characteristics: Marriage and Civil Partnership

Service Users/ Stakeholders; Employees; Wider Community

Marriage and civil partnership details:

The proposal contributes towards:
Birmingham City Council Plan 2018-2022,
specifically supporting the strategic outcome
'Birmingham is a great city to live in 'by
creating a healthy environment and ensuring
public spaces are safe for its citizens. The
proposal will have a positive impact on the
sustainable environment, protecting land and
property.

There is no negative equality impact to this
protected characteristic group

Protected characteristics: Pregnancy and Maternity

Service Users / Stakeholders; Employees; Wider Community

Pregnancy and maternity details:

The proposal contributes towards:
Birmingham City Council Plan 2018-2022,
specifically supporting the strategic outcome
'Birmingham is a great city to live in 'by
creating a healthy environment and ensuring
public spaces are safe for its citizens. The
proposal will have a positive impact on the
sustainable environment, protecting land and
property.

There is no negative equality impact to this
protected characteristic group

Protected characteristics: Race

Service Users / Stakeholders; Employees; Wider Community

Race details:

The proposal contributes towards:
Birmingham City Council Plan 2018-2022,
specifically supporting the strategic outcome
'Birmingham is a great city to live in 'by
creating a healthy environment and ensuring
public spaces are safe for its citizens. The
proposal will have a positive impact on the
sustainable environment, protecting land and
property.

There is no negative equality impact to this
protected characteristic group

Protected characteristics: Religion or Beliefs

Service Users / Stakeholders; Employees; Wider Community

Religion or beliefs details:

The proposal contributes towards:
Birmingham City Council Plan 2018-2022,
specifically supporting the strategic outcome
'Birmingham is a great city to live in 'by
creating a healthy environment and ensuring
public spaces are safe for its citizens. The
proposal will have a positive impact on the
sustainable environment, protecting land and
property.

There is no negative equality impact to this
protected characteristic group

Protected characteristics: Sexual Orientation

Service Users / Stakeholders; Employees; Wider Community

Sexual orientation details:

The proposal contributes towards:
Birmingham City Council Plan 2018-2022,
specifically supporting the strategic outcome
'Birmingham is a great city to live in 'by
creating a healthy environment and ensuring
public spaces are safe for its citizens. The
proposal will have a positive impact on the
sustainable environment, protecting land and
property.

There is no negative equality impact to this
protected characteristic group

Consulted People or Groups	The Deputy Leader and Cabinet Member for Transport and Environment have been consulted on this proposal. The Constituency Parks Managers have all been consulted on the individual proposals. The consultation will be ongoing with the Executive Members for the affected Constituencies together with the ward members as individual projects are progressed and delivered. Initially the proposed programme of works has been shared with ward members. Finance, Legal and Procurement officers have been involved in the preparation of this report
Informed People or Groups	Highways Drainage and Resilience Team will keep the Environment Agency informed of progress on individual projects as they are developed and delivered as part of the phased programme. The Constituency Parks Managers will engage with the public to ensure they are kept informed of the proposals as they are progressed.
Summary and evidence of findings from your EIA	<p>The proposal contributes towards: Birmingham City Council Plan 2018-2022, specifically supporting the strategic outcome 'Birmingham is a great city to live in 'by creating a healthy environment and ensuring public spaces are safe for its citizens. The proposal will have a positive impact on the sustainable environment, protecting land and property.</p> <p>There is no negative equality impact to any group as a result of these works.</p>
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	
Date approved / rejected by the Accountable Officer	
Reasons for approval or rejection	
Please print and save a PDF copy for your records	Yes
Content Type: Item	
Version: 23.0	

Created at 10/10/2018 11:04 AM by ☐ Joe Hayden

Last modified at 10/10/2018 12:56 PM by Workflow on behalf of ☐ Michelle Bache

Close



Item 15

Subject: **PLANNED PROCUREMENT ACTIVITIES (JANUARY 2019 – MARCH 2019) AND QUARTERLY CONTRACT AWARD SCHEDULE (JULY 2018 – SEPTEMBER 2018)**

Report of: **DIRECTOR OF COMMISSIONING & PROCUREMENT**

Relevant Cabinet Member: **Councillor Brett O'Reilly, Finance and Resources**

Relevant O &S Chair(s): **Councillor Sir Albert Bore, Resources**

Report author: Nigel Kletz, Director of Commissioning and Procurement,
Telephone No: 0121 303 6610
Email Address: nigel.kletz@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: 00xxx/2018		
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 This report provides details of the planned procurement activity for the period January 2019 – March 2019 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.

2 Recommendations

That Cabinet

- 2.1 Notes the planned procurement activities under chief officer delegations set out in the Constitution for the period January 2019 – March 2019 as detailed in Appendix 1.
- 2.2 Notes the contract award decisions made under Chief Officers delegation during the period July 2018 – September 2018 as detailed in Appendix 3.

3 Background

- 3.1 At the 1 March 2016 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 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.
- 3.2 In line with the Procurement Governance Arrangements 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.
- 3.3 This report sets out the planned procurement activity over the next few months where the contract value is between the EU threshold (£181,302) and £10m. 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.
- 3.4 It should be noted that the EU threshold has changed from £164,176 to £181,302 and will apply from 1st January 2018 for a period of 2 years.
- 3.5 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.
- 3.6 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.
- 3.7 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 the Private Report.
- 3.8 Award decisions made under Chief Officers delegation during the period July 2018 – September 2018 is shown in Appendix 3 appended to the Private report. The financial information for each award is detailed in the Private Report..

4 Options considered and Recommended Proposal

- 4.1 The report approved by Council Business Management Committee on 16 February 2016 set out the case for introducing this process. The alternative option is that individual procurements are referred to Cabinet for decision.
- 4.2 To enable 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.
- 4.3 To inform Cabinet of contract award decisions made under Chief Officers delegation during the period July 2018 – September 2018 as detailed in Appendix 3.

5 Consultation

5.1 Internal

This report to Cabinet is copied to Cabinet Support Officers and to Resources Overview & Scrutiny Committee and is the process for consulting with relevant Cabinet and Scrutiny members. At the point of submitting this report Cabinet Members/ Resources Overview & Scrutiny Committee Chair have not indicated that any of the planned procurement activity needs to be brought back to Cabinet for Executive decision.

5.2 External

None.

6 Risk Management

- 6.1 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 3 support relevant Council policies, plans or strategies, will be set out in the individual reports.

7.2 Legal Implications

7.2.1 Details of all relevant implications will be included in individual reports.

7.3 Financial Implications

7.3.1 Details of how decisions will be carried out within existing finances and resources will be set out in the individual reports.

7.4 Procurement Implications (if required)

7.4.1 This is a procurement report and the implications are 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.

8 Background Documents

8.1 List of Appendices accompanying this Report (if any):

- 1. Appendix 1 - Planned Procurement Activity January 2019 – March 2019
- 2. Appendix 2 – Background Briefing Paper
- 3. Appendix 3 – Quarterly Award Schedule July 2018 – September 2018
- 4. Appendix 4 – Contractors Awarded For Adult Specialist Training

APPENDIX 1 – PLANNED PROCUREMENT ACTIVITIES (JANUARY 2019 – MARCH 2019)

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
Approval to Tender (SCN)	Specialist Forensic Mental Health Residential Step Down Rehabilitation Service	TBC	The service provides clients with a proactive, time limited and intensive rehabilitation programme, which is flexible to meet individual's needs and focuses upon assisting recovery from mental health.	1 year, 4 months	Adults Social Care & Health	Health and Social Care	Samantha Bloomfield	Chris MacAdams	17/12/2018
Approval to Tender Strategy	Demolition of Various Buildings for the BMHT Housing Clearance Programme	TBC	The demolition of buildings at the following sites: <ul style="list-style-type: none"> • Heath House • Kings Norton Area 1 • Kings Norton Areas 2 - 5 • Barberry House • Burdock House • Lavender House • Heather House • Alfred Road/Beach Road • The Fordrough / Houldey Road • Warstone Tower 	Various	Economy	Homes and Neighbourhoods	Guy Olivant	Tina Rowlands / Charlie Short	17/12/2018
Strategy / Award	Installation of Dropped Kerb Crossings	TBC	The installation of dropped kerb crossings to provide access for light vehicles into properties adjacent to the highway network.	1 year, 5 months	Economy	Transport and Roads	Simon Ansell	Phil Woodhouse	17/12/2018
Approval to Tender Strategy	Employer's Agent Service to support the delivery of 400 Modular Pod Housing Units Across Various Sites	TBC	An Employer's Agent service is required to provide full project management services for the development of approximately 400 modular (mod pods) housing units.	6 years	Economy	Homes and Neighbourhoods	Guy Olivant	Mark English / Charlie Short	17/12/2018

APPENDIX 2

BRIEFING NOTE ON PLANNED PROCUREMENT ACTIVITIES

CABINET – 13TH NOVEMBER 2018

Title of Contract	Specialist Forensic Mental Health Residential Step Down Rehabilitation Service
Briefly describe the service required	A ten bed Specialist Forensic Mental Health Step Down Residential Rehabilitation Service unit for individuals with complex needs who are ready to leave secure mental health units and are typically under restriction orders (Sections 37 and 41 Mental Health Act 2007) at 807 Pershore Road. The service will provide clients with a proactive, time limited and intensive rehabilitation programme, which is flexible to meet individual's needs and focuses upon assisting recovery from mental health. Clients will undergo an extensive programme before they are assessed as ready for independent accommodation within local communities. Assessments are referred to a joint selection panel between Birmingham Social Care and the NHS. There are two units where a very similar service is being provided by Birmingham MIND – one with a contract in place (Flint Green House for which the contract expires 28 April 2020) and one without a contract (807 Pershore Road). There is a requirement to formalise the contractual relationship for 807 Pershore Rd.
Is the Council under a statutory duty to provide this service? If not what is the justification for providing it?	Under the Mental Health Act 1983 as amended together with associated legislation, statutory guidance and codes of practice, the Local Authority has the power and the duty to deliver services to meet the mental health needs of citizens. Under the Care Act 2014 together with associated legislation and statutory guidance the authority has the duty to meet assessed eligible need for care and support. The service is included in the joint arrangements for Mental Health services under a Section 75 agreement between the Council and NHS Birmingham & Solihull CCG.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The contract with Birmingham Mind relating to the services provided at 807 Pershore Road expired in March 2008. Following expiry of the contract Birmingham Mind continued to provide the services on the same terms and conditions.
What is the proposed procurement route?	To enter into single contract negotiations with the current provider. The Council and the NHS will review and reshape services with the Council leading on the re-procurement exercise ensuring new services are in place for 29 April 2020.
Proposed start date and duration of the new contract	1st December 2018 for a period of 1 year 4 months until 28 April 2020.

Title of Contract	Demolition of Various Buildings for the BMHT Housing Clearance Programme
Briefly describe the service required	<p>The demolition of buildings at the following sites were approved by Cabinet in the Housing Clearance Programme report dated 14th February 2017:</p> <ul style="list-style-type: none"> • Heath House • Kings Norton Area 1 • Kings Norton Areas 2 - 5 • Barberry House • Burdock House • Lavender House • Heather House • Alfred Road/Beach Road • The Fordrough / Houldey Road – approved by Cabinet in the Clearance of Properties at The Fordrough / Houldey Road report dated 26th January 2016 • Warstone Tower - approved by Cabinet in the Council Housing Asset Management Plan 2012-2017 report dated 26th September 2011.
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 service to provide this service. However, there is a requirement for the demolition of buildings prior to the commencement of construction of replacement housing developed by the BHMT programme.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	These are one-off contracts
What is the proposed procurement route?	The route will be to carry out procurement processes for each demolition managed by Acivico Building Consultancy Ltd advertised on www.finditinbirmingham.com and Contracts Finder.
Proposed start date and duration of the new contract	Various start dates.

Title of Contract	Installation of Dropped Kerb Crossings
Briefly describe the service required	The installation of dropped kerb crossings to provide access for light vehicles into properties adjacent to the highway network. A competition exercise using the Highways and Infrastructure Works Framework Agreement will be undertaken with the award up to a maximum of 4 suppliers. Work will be allocated in packages of £50,000 to the first ranked supplier. If this supplier does not have the capacity, the work will be offered to the next ranked supplier and so forth.
Is the Council under a statutory duty to provide this service? If not what is the justification for providing it?	There is no statutory duty for these works to be delivered. However, the Council offers the service to residents in accordance with S184 of the Highways Act 1980 and ensure integrity of the highway asset and traffic service.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The previous contract that was awarded under Chief Officer delegated authority expires on 30 th November 2018.
What is the proposed procurement route?	It is proposed that a competition exercise will be undertaken using the Council's Highways and Infrastructure Works Framework Agreement.
Proposed start date and duration of the new contract	Proposed start date is December 2018 for a period of 17 months. This period is to enable the requirement to be included as a lot within the future Highways & Infrastructure Works framework agreement that is due to commence in May 2020..

Title of Contract	Employer's Agent Service to support the delivery of 400 Modular Housing Units Across Various Sites
Briefly describe the service required	<p>An Employer's Agent service is required to provide full project management services for the development of approximately 400 modular (mod pods) housing units. The services to be provided by the Employer Agent will include:</p> <ul style="list-style-type: none"> • Employer's Agent Services • Quantity Surveying • Engineering Services • Principal Designer • Party Wall Surveying • Clerk of Works • Programme Management • Project Management • Liaison between the Council and contractor(s)
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 service to provide this service. However, external professional services, not available in-house, are required to support the development of housing at the various sites.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	There is currently a framework for the provision of Employer Agent Services to support the Council's Housing programme to 2020. The allocation of properties has reached the maximum value and therefore no further allocations can be made to the suppliers on the framework.
What is the proposed procurement route?	A full OJEU procurement process is to be completed using the open route.
Proposed start date and duration of the new contract	The proposed start date is February 2019 for a maximum duration of 6 years.

APPENDIX 3 – QUARTERLY CONTRACT AWARD SCHEDULE (JULY 2018 – SEPTEMBER 2018)

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	Chief Officer	Actual Go Live date
Delegated Contract Award	Provision of School Improvement Services	P0431	The Council commissions school improvement services to raise standards in schools and to improve outcomes for all children and young people in the city. The service will extend across statutory school age provision and include a focus on improving outcomes for vulnerable populations.	1 year plus 1 year option to extend	Children and Young People	Children, Families and Schools	Anil Nayyar	Julie Young / Debbie Husler	Presented to Cabinet for info 14/11/2017. Approval to Tender Strategy Report signed 26/01/2018 and delegated the award to CO. Delegated Award Report signed 27/06/2018 .	Birmingham Education Partnership	Nigl Kletz / Colin Diamond	01/09/2018
Delegated Contract Award	The Provision of a Birmingham Car Club Service	P0313	To establish a car club service in Birmingham from all available car club bay locations on the highway, allowing for expansion to existing car club provision.	3 years plus 2 years option to extend	Economy	Transport and Roads	Simon Ansell	Naomi Coleman / David Waddington	Cabinet approved the Procurement Strategy by Cabinet Member for Transport and Roads and Cabinet Member for Value for Money and Efficiency, Jointly with the Corporate Director of Economy on 31/10/2017 and delegated the award to CO. Delegated Contract Award Report signed 03/07/2018 .	Co-Wheels Car Club Community Interest Company	Waheed Nazir / Nigel Kletz	09/07/2018
Strategy / Award	Supplier Reconciliation Audit	P0430	The Council requires an organisation to provide a retrospective reconciliation audit of core spend and supplier transactions to identify and recover any supplier overpayments, overcharges or missed opportunities (discounts, rebates, unrecovered VAT etc.) from its suppliers.	2 years plus option to extend for a further 2 years	Strategic Services	Deputy Leader	Thomas Myers	Jas Claire	Presented to Cabinet for info 06/03/2018. Strategy / Award Report signed 12/07/2018 .	Meridian Cost Benefit Limited / Iva Recovery Audit	Nigel Kletz / Clive Heaphy	23/07/2018
Strategy / Award	Tame Valley Viaduct Phase 2– Professional Services	TBC	Engineering professional services for Phase 2 of the A38(M) Tame Valley Viaduct project, to enable the completion of the outstanding design refinements, assessments, investigatory works, surveys and stakeholder liaison including obtaining the required approvals from Network Rail and other statutory organisations.	2 years	Economy	Transport and Roads	Simon Ansell	Charlie Short / Kamyar Tavassoli	Presented to Cabinet for info 17/04/2018. Strategy / Award Report signed 20/07/2018 .	Atkins Limited	Waheed Nazir / Nigel Kletz	02/07/2018
Strategy / Award	Clean Air Zone Programme Management	TBC	The service required is for the continuation of programme management services to oversee the implementation of a Clean Air Zone in Birmingham.	8 months	Economy	Transport and Roads	Simon Ansell	David Harris	Presented to Cabinet for info 15/05/2018. Strategy / Award Report signed 24/07/2018 .	Turner & Townsend Limited	Waheed Nazir / Nigel Kletz	23/07/2018
Strategy / Award	District Engineering and Highway Design Service	P0337	District engineering and highway design service.	3 years, 5 months	Economy	Transport and Roads	Simon Ansell	Alan Porter / Jas Claire	Presented to Cabinet for info 22/03/2016. Strategy / Award Report signed 24/07/2018 .	Canwell Limited	Waheed Nazir / Nigel Kletz	30/07/2018
Delegated Extension Award	School Health Advisory Service	C0153	Provision of School Health Advisory Service.	1 year, 3 months	Adults Social Care & Health	Health and Social Care	Peter Woodall	Sarah Feeley / Dennis Wilkes	Cabinet Members for Commissioning, Contracting and Improvement jointly with Strategic Director of People approved the Procurement Strategy Report on 16/12/2015 with the option to extend for a further 2 years. Delegated Extension Award Report signed 23/01/2018 . Delegated Extension Award Report signed 27/07/2018 .	Birmingham Community Healthcare NHS Foundation Trust (BCHFT)	Nigel Kletz / Graeme Betts	01/08/2018
Delegated Contract Award	Birmingham Adult Education Service Training Providers	P0219R	Training for young learners aged 16-18 years and adults funded by the Skills Funding Agency (SFA). The framework agreement will cover following types of training: • Lot 1 Career Information, Advice and Guidance • Lot 2 16-18 Study Programmes and Traineeships • Lot 3 19+ Classroom based provision; including non-regulated provision • Lot 4 19+ Traineeships and pre-employment training.	3 years	Place	Education, Skills & Culture	Parmjeet Jassal	Marie Hadley	Presented to Cabinet for info 27/06/2017. Approval to Tender Strategy signed 09/01/2018 And delegated the award to CO. Delegated Contract Award Report signed 12/09/2018 .	Please refer to Appendix 3 in the Public Report.	Nigel Kletz / Jacqui Kennedy	17/09/2018

APPENDIX 4

CONTRACTORS AWARDED FOR ADULT SPECIALIST TRAINING

LOT 1A - 16 -18 Study Programmes - Opportunities under £100,000
Advanced Personnel Management Group (UK) Limited
Birmingham Independent College Ltd
Solvo Vir Ltd

LOT 1B - 16 -18 Study Programmes - Opportunities £100,000+
Advanced Personnel Management Group (UK) Limited
Polino UK Ltd
Solvo Vir Ltd

LOT 2A - 19+ Career Information, Advice and Guidance (IAG) – Opportunities under £100,000
Advanced Personnel Management Group (UK) Limited
Ashley Community & Housing LTD
Birmingham Metropolitan College
Compass Support
Enterkey Training Ltd
Go Train Limited
Kingstanding Regeneration Trust
Matrix Solutions International
People Plus Group Ltd
Phoenix Training Services (Midlands) Ltd
Prima Consultancy
The Intraining Group
Transworld Publications Services Limited
UK Curriculum and Accreditation
Witton Lodge Community Association

LOT 2B - 19+ Career Information, Advice and Guidance (IAG) – Opportunities £100,000+
Advanced Personnel Management Group (UK) Limited
Ashley Community & Housing LTD
Aspects Care Ltd
Birmingham Metropolitan College
Enterkey Training Ltd
Go Train Limited
Matrix Solutions International
People Plus Group Ltd
Phoenix Training Services (Midlands) Ltd
The Intraining Group Ltd
UK Curriculum and Accreditation
Witton Lodge Community Association

Lot 3A -19+ Classroom based provision, including non-regulated provision - Opportunities under £100,000
Advanced Personnel
Ashley Community
Barnardos
Birmingham Metropolitan College
Enterkey Training Ltd
Fircroft College
Go Train Limited
Learning into Employment
Matrix Solutions International
Nacro
PeoplePlus Group
Phoenix Training Services
Prima Consultancy
Solihull College
Solvo Vir Limited
Street League
The Intraining Group
Transworld
UK Curriculum
Witton Lodge

Lot 3B -19+ Classroom based provision, including non-regulated provision - Opportunities £100,000 +
Advanced Personnel Management Group (UK) Limited
Ashley Community & Housing LTD
Aspects Care Ltd
Barnardo's
Learning into Employment Academy Ltd
Matrix Solutions International
Nacro
Pathway First Limited
Polino UK Ltd
Prima Consultancy
Solvo Vir Ltd
The Intraining Group Ltd
FLT Training (Liverpool) Ltd
UK Curriculum and Accreditation
Witton Lodge
Enterkey Training Ltd
PeoplePlus Group Ltd
Phoenix Training Services (Midlands) Ltd
Go Train Limited
Vocational Skills Solutions Limited

Lot 4a 19+ Pre-employment training – Opportunities under £100,000
Advanced Personnel Management Group (UK) Limited
Ashley Community & Housing Ltd
Enterkey Training Ltd
FLT Training (Liverpool) Ltd
Go Train Limited
Kingstanding Regeneration Trust
Learning into Employment Academy Ltd
Matrix Solutions International
PeoplePlus Group Ltd
Phoenix Training Services (Midlands) Ltd
Polino UK Ltd
Prima Consultancy
Solihull College and University Centre
Solvo Vir Ltd
Street League
Transworld Publications Services Limited
UK Curriculum and Accreditation
Witton Lodge

Lot 4B -Traineeships and pre-employment training - Opportunities £100,000 +
Advanced Personnel Management Group (UK) Limited
Ashley Community & Housing LTD
Aspects Care Ltd
Fairway Training (Healthcare) Limited
Go Train Limited
Matrix Solutions International
Pathway First Limited
People Plus Group Ltd
Phoenix Training Services (Midlands) Ltd
Prima Consultancy
Solvo Vir Ltd
UK Curriculum and Accreditation
Vocational Skills Solutions Limited
Witton Lodge Community Association



Item 16

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 John Cotton, Chairman of Co-ordinating Overview and Scrutiny Committee**

Report author: **Celia Janney, Committee Services**
Tel: 0121 303 7034
e-mail: celia.janney@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 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

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

5.1 Internal

Councillor Ian Ward, Leader of the Council.

For appropriate items, the Secretaries to the Political Groups represented on the Council.

5.2 External

There has not been a requirement to consult with external parties in respect of matters set out in this report.

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 There are no additional resource implications.

7.3 Financial Implications

- 7.3.1 As set out in paragraph 7.1.1 above.

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 November 2018 – Appointments to Outside Bodies

APPENDIX TO REPORT TO CABINET 13 November 2018
APPOINTMENTS TO OUTSIDE BODIES

Item 16

1. Summary of Decisions

On 15 August 2017, Cabinet resolved under decision number 004096/2017 that the practice be continued of contacting each representative when their term of office is due to expire to ascertain whether they are willing to be re-appointed and that, unless indicated otherwise in the report to Cabinet, it will be understood that such representatives are not willing to be re-appointed.

2. Annual Appointments

A) Further to the meeting on the 26 June 2018, the following have been nominated :-

Birmingham Crisis Centre – former Cllr Andrew Hardie (Con)

Birmingham and Midland Institute – Councillor Tim Huxtable (Con)

Therefore, it is

RECOMMENDED

That Cabinet agrees to the appointments of former Cllr Andrew Hardie (Con) to the Birmingham Crisis Centre and Councillor Tim Huxtable to the Birmingham and Midland Institute, from 13 November 2018 until 25 June 2019.

B) Subsequent to the appointment made at Cabinet on 26 June 2018, Councillor Tristan Chatfield has decided to relinquish the position on the Ikon Gallery Board and Councillor Kate Booth has been nominated to take on that position for the remainder of the current annual term. Therefore, it is

RECOMMENDED

That Cabinet agrees to the appointment of Cllr Kate Booth (Lab) to the Ikon Gallery Board from 13 November 2018 until 25 June 2019.

3. Sutton Coldfield Charitable Trust

The first term of office of former Councillor Mr Malcolm Cornish as a Trustee of the Sutton Coldfield Charitable Trust ended on 30 September 2018 and appointees are able to serve for 3 terms. Persons appointed may be, but need not be, Members of the City Council. Mr Cornish has confirmed that he is willing to serve for a second term.

Therefore, it is

RECOMMENDED

That Cabinet agrees to the re-appointment of Mr Malcolm Cornish (Con) to the Sutton Coldfield Charitable Trust from 13 November 2018 until 30 September 2022.

