

BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

Report to:	CABINET	
Report of:	CHIEF EXECUTIVE	
Date of Decision:	17 NOVEMBER 2015	
SUBJECT:	2020 FUTURE COUNCIL VISION	
Key Decision: Yes	Relevant Forward Plan Ref: 980-2015	
If not in the Forward Plan: (please "X" box)	Chief Executive approved	<input type="checkbox"/>
	O&S Chairman approved	<input type="checkbox"/>
Relevant Cabinet Member(s) or Relevant Executive Member for Local Services:	ALL	
Relevant O&S Chairman:	ALL	
Wards affected:	ALL	

1. Purpose of report:

1.1 This report presents an initial 2020 Future Council Vision prepared by Cabinet to stimulate wider engagement and debate

1.2 The Vision has been prepared as part of the Future Council programme

1.3 The Vision presents the priorities of the City Council and is part of the Action Plan agreed with the Improvement Panel – Leadership and Strategy – Vision – “providing clarity of purpose as an organisation : one vision, one set of priorities and one plan” (Organisational Improvement Action Plan May 2015)

2. Decisions recommended:

2.1 Members of the Cabinet are recommended to approve the 2020 Future Council Vision for publication

Lead Contact Officer(s):

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3. Consultation

3.1 Internal – all Cabinet Members have been directly involved in the preparation of this Vision and recent consultation work with the workforce of the City Council has contributed to the development of the Vision.

3.2 External – a programme of community engagement is taking place and this Vision will be part of future work with stakeholders on the Council Budget and Business Plan.

4. Compliance Issues:

4.1 Are the recommended decisions consistent with the Council's policies, plans and strategies?

The Vision is consistent with previously published commitments within the Leader's Policy Statement (June 2015) and Council Budget and Business Plan (March 2015). It aims to set out a clear single statement of the highest priorities of the Council which will underpin decision making and the Council's role in working with partners.

4.2 Financial Implications

The Vision is presented in the context of the City Council's challenging financial context as set out in the Long Term Financial Strategy.

4.3 Legal Implications

There are no direct legal implications.

4.4 Public Sector Equality Duty

The Vision reinforces the Council's commitment to addressing inequality and therefore supports the achievement of Public Sector Equality Duty.

5. Relevant background/chronology of key events:

5.1 In December 2014 Lord Kerslake published The way forward: an independent review of the governance and organisational capabilities of Birmingham City Council. Sir Albert Bore, Leader of Birmingham City Council and the Secretary of State for Communities and Local Government had asked Lord Kerslake to conduct the independent review.

5.2 Alongside the recommendations in the Kerslake report relating to action Birmingham City Council should take, Lord Kerslake recommended that the Secretary of State appoint an independent improvement Panel to work with the council to provide robust challenge and support.

5.3 The Improvement Panel was set up in January 2015. Its members are John Crabtree OBE (chair), Frances Done CBE (vice chair), Cllr Keith Wakefield (former leader of Leeds City Council), and Steve Robinson (chief executive of Cheshire West and Chester Council). Sir Mike Tomlinson, as children's services commissioner for Birmingham, is an ex-officio member.

5.4 This draft vision statement is a key document that outlines what the council's aims are and how the Council is going to operate over the next five years.

6. Evaluation of alternative option(s):
6.1 None

7. Reasons for Decision(s):
7.1 The Vision describes the highest priorities of the City Council to inform decision making and work with our partners

Signatures	<u>Date</u>
Council Leader	
.....
Chief Executive	
.....

List of Background Documents used to compile this Report:

List of Appendices accompanying this Report (if any):
1. 2020 Future Council Vision
2.
3.
4.
5.

“Birmingham 2020 - Forward Together”

A contribution to a future vision for the city

November 2015

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Birmingham, Forward, Together

Birmingham's motto is "Forward". Since 1838, as a city, we have been innovating and evolving to the benefit of residents and the next five years, to 2020, will be our biggest challenge yet.

Our vision, in the face of austerity, is for everyone who calls Birmingham "home" to have a happy, healthy life here. We want everyone to have access to a decent affordable home, a good job, a great school for their children and extra help if they need it.

To unleash our city's full potential, we need a city with a strong economy, successful communities, and thriving neighbourhoods. And we need a modern council that works with all the people, partners and organisations across the city.

Where do we want Birmingham to be in 2020?

We are engaged in a wide debate with a range of partnership groups to refine our shared vision for the city. The following is a contribution to that vision from the city's elected leaders and illustrates how the council will support it.

Our overall mission is to help create a fairer, more prosperous and more democratic city. Within those broad goals we want to see a city with:

A strong economy

- An enterprising, innovative green city delivering sustainable growth, meeting the needs of the population and strengthening Birmingham's global standing
- A living wage that generates value locally, prosperity shared and the distinct and different strengths of our communities harnessed. Employment is the route to independence and out of poverty
- The potential for waste to be a resource, energy use optimised and sustainable housing, skills and employment pathways supported by infrastructure and transport links
- An integrated skills system that reduces the skills gap, supports employers to take on people furthest from the labour market and drives down unemployment

A modern council

- Citizens accessing council services through a one contact approach which aims to get it right first time. The council does what it says it will do when it says it will do it, puts people first, endeavours to achieve excellence and acts openly and honestly, and where there is accountability when things go wrong
- A council that provides value for money and where duplication is eradicated. The City Council and the Combined Authority are strategic influencers, rather than always being direct providers of services

Safety and opportunity for all children

- Every child having a fantastic childhood and the best preparation for adult life. Children will benefit from an integrated early years and health service, and be well prepared to start formal education

- Every school rated good and working together in the Birmingham Education Partnership, and with the council, parents and other partners innovating and further improving them
- Families and children receiving targeted help as early as possible to overcome whatever issues are in their way and, if needed, with a team of great social workers and specialists to help the child and their family further
- Special educational needs and disability services focused on enablement and personalised to each family

A great city for young people

- No young person left behind, and education and employment used to address inequality and introduce fairness; where vocational and technical skills are as accessible and valued as academic ones; and young people are given the very best in careers advice and exposure to the world of work

Thriving local communities

- More and more citizens accessing the life, economy and benefits of living in Birmingham, from employment to leisure and culture; where citizens have an entitlement to specified services in their communities and can enjoy a vibrant cultural offer driven by arts and culture organisations, not the City Council
- Libraries, learning centres and community hubs that provide the essential community services and one front door for City Council services, all of which are focused on learning and increasing residents' independence
- Every citizen living within a strong and cohesive community which values and supports each of its members, and is empowered to influence the services and decisions affecting their neighbourhood. Everyone feels they belong and shares the benefits of living here.

A healthy, happy city

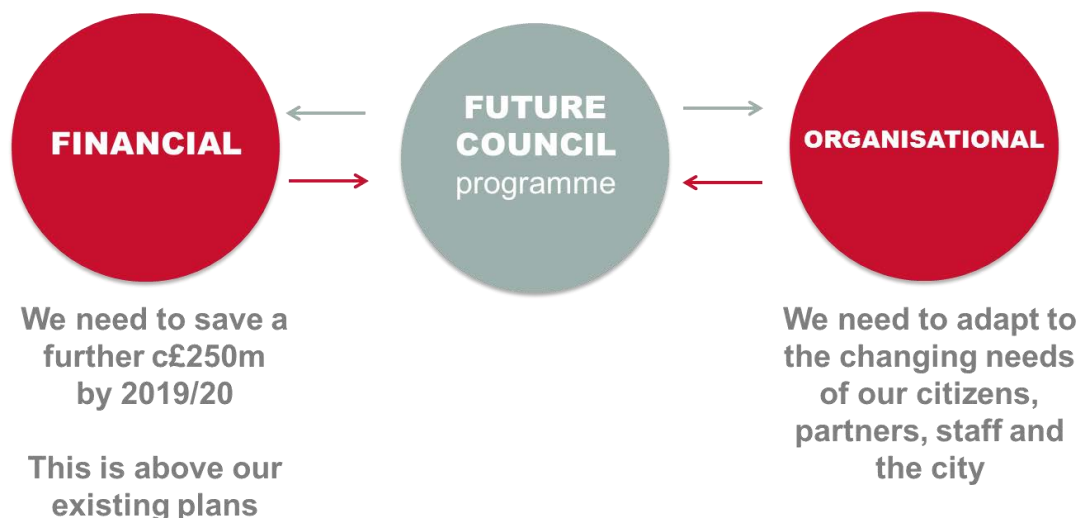
- Citizens having a high quality of health and same life expectancy irrespective of where they live in our city
- Every citizen accessing an affordable and decent home
- Vulnerable citizens feeling safe, living with dignity and independence and having engaged lives in their communities; citizens have access to fully integrated health and social care services that help maintain independence and provide care to those who need it

- A seamless health and social care provision so people can get the service they require or the correct information and advice in one place, with people who need services able to access the services they need irrespective of who the provider is
- Citizens having greater control and independence and making informed choices about who they want to provide the care and support they require and where they want it provided; with all citizens who have an assessed, eligible care need have access to either a direct payment or individual budget
- Sports and physical activities that contribute to people's health and wellbeing and delivered in partnership with others, where parks and open spaces are maintained and enhanced to enable citizens to improve their health and quality of life.

Our vision is simple, but delivering it will only be possible with everyone in our city working together. To succeed in 2020, collaboration and innovation will have underpinned our actions and been the root of the city's success and our response to austerity.

Together we can move Birmingham forward.

Birmingham 2020 – the Future Council: why do we need to change?



We must respond to several key trends if we are to design a council that can live up to our values in changing times.

- By 2020 the City Council may be operating with a dramatic fall in income it had in 2010, because of withdrawal of government grant. Spending on local government services will be significantly lower for the foreseeable future, whilst spending across the whole public sector is not falling, due to extra costs in other service areas. We need a new, joined up way of running our local services
- Developments in information technology are opening up new ways for people to access services and information, take control of their lives and engage with their communities
- The population of the city overall is becoming younger and more diverse whilst at the same time there are increasing needs for social care across all age groups. The huge diversity of the city means it is no longer possible or desirable to just provide standardised services
- The economy is slowly recovering from the long recession and there are skills shortages in some sectors. The city as a whole still has a low level of skills and a skills gap at the higher levels. For too many, the economy offers only low paid and low skilled jobs and economic insecurity. This has a knock on effect on social security costs and all public services.
- At the same time, many people expect much more flexibility and choice and some traditional public services are no longer relevant to many. Attitudes to public services inevitably vary between those that depend on specialist services

and those that consume them in a more discretionary way or make use only of universal services.

How we will change

- **We start with the outcomes we want to achieve.** The work that we do and how we do it must be based on the outcomes we want to achieve not the functions, services and buildings we have inherited. In designing our organisation we will see the council's services and resources as just some of the tools the city has to achieve those outcomes.
- **Partnership is the way we achieve our goals.** Big challenges need partnership solutions – because no one organisation has the power to address them alone. We will be a partnership based organisation because we are ambitious for the city.
- **The purpose of government is to empower others to achieve their goals.** It invests in building stronger and more resilient people, families, organisations and communities so that both our shared and our individual goals can be achieved. We will build a partnership between city council and communities in which each supports the other.

The design principles

- We will take a Whole Place, Whole City view - the future approach will be based on partnerships and influence.
- We will target our resources on our key priorities and outcomes.
- We will focus on reducing or preventing future need and better managing current demand pressures.
- We will promote the independence of citizens.
- We will operate at three levels – regional, city, and local.
- We will have a variety of delivery models for services with no presumption that the council should be the direct deliverer.
- We will have flexible and adaptable workforce - whether directly employed or delivering on our behalf.
- We will govern ourselves in a way that aligns with our political and organisational values.

The Roles of the Council: Triple Devolution

City government is complex and multi-level and in the future it will need to better reflect the diverse activities required to balance a city's role in the global economy with local place shaping and community leadership with an integrated set of governance relationships that can serve the needs of a whole city from the functional economic region down to the local neighbourhood.

We have established the triple devolution framework for the future of city government in Birmingham and the city region that will guide the Future Council design work. In the years ahead, our public services and political leadership will operate at three levels, characterised by three new ways of working.

The city region – with fiscal and policy-making powers devolved from central government and exercised collectively by the member councils. The initial focus of the West Midlands Combined Authority will be on economic development, transport, regeneration and skills. Support resources in the fields of economic intelligence, investment planning, skills and local regeneration will be pooled. The Combined Authority will also be part of future public service reforms, potentially including employment and skills, integration of health and social care around individual needs and further reducing elements of youth offending.

The city – with a more strategic role to oversee the integration of local services and provide leadership to the city itself. We will develop in partnership with other public bodies a “whole place” budget for the city so that we can align spending priorities across the public sector. A core City Council resource will be needed to support strategic planning and leadership (policy, research, commissioning, performance management, financial planning) and the council's regulatory functions (planning, licensing, consumer and environmental protection) and there will also be an integrated, efficient support services function (finance, human resources, legal advice, payment and revenue systems, contact centre).

The neighbourhood – where elected representatives will work with others in the community to provide community leadership and where most local services will be provided in new ways. New local service hubs will be developed to provide integrated neighbourhood services in a responsive, efficient way, focused on the needs of different local places in the city. We will develop an integrated place management approach, which brings together housing, environmental and other services. Housing will be central to this vision because it is the bedrock of people's lives and their communities.

Members' leadership role will need to operate at each of these three levels, and this could bring with it significant changes to current governance arrangements.

Our approach to spending reductions

Managing demand to meet needs better

Our vision of the Future Council is for services and functions to be redesigned constantly to ensure they adapt more effectively to changing needs and resources in the future – making it a “demand focused” organisation.

We must accept that **all public services in the city will have to actively manage demand rather than passively responding to it**. This changes how we interact with people and how we plan and manage our services. We need to:

- Have better intelligence and planning for needs
- Actively plan to avoid unnecessary service pressures and focus on helping people to address their own needs
- Provide better access and reduce multiple contacts, solving issues fully and effectively first time instead of only dealing with some of the problem
- Take collective responsibility as a whole public service system, not passing the job to someone else and thinking the job is done.

This requires an organisation that makes best use of information and analysis and manages performance more effectively.

The Council as enabler, provider of services and employer

- Where appropriate we will still directly deliver quality services, but commissioning services from others will be an increasingly important part of our ability to help people meet their needs. We will **prioritise direct spend and delivery in areas of need, low skill levels and high deprivation**
- **The focus will be on services not buildings**. There is no assumption that activities will be based in current buildings. The location and ownership of buildings will be bespoke to each neighbourhood. We will **rationalise office space** further and co-locate with others, with all strategic functions being delivered in just one or two locations.
- The cuts will necessitate a **significantly reduced workforce**. This workforce will need to be **agile and use technology to enable and facilitate mobile working**.

Five key themes are being adopted to help shape the budget reductions in line with the demand management focus.

Preventing family breakdown

Preventing family breakdown gives children a better chance in life. Targeted Family Support helps families solve problems. Better quality social work with families with high needs helps improve parenting, reduce conflict and the need for children coming in to care. Good care planning, including fostering provision, helps children who do need to come into care find permanent families quickly.

Maximising the independence of adults

A significant proportion of demand from older adults can be prevented or delayed by improving resilience and maximising independence. This will be done through targeted support across a redesigned health and social care system, pooling budgets with the NHS and enabling significant savings in acute services for reinvestment in prevention.

Sustainable neighbourhoods

Creating a more sustainable environment reduces costs and is better for the health and wellbeing of residents. Changing citizen and business behaviours to reduce waste and increase recycling rates will have direct cost savings for the Council. But we must make sure our services get it right first time before we can expect citizens to change their behaviour. We must combine enforcement, education and community ownership of cleaner streets.

Our Open for Learning strategy will protect front-line services and remove their reliance upon unfit for purpose buildings so that we can focus on the service delivery, learning and skills - focusing money on service delivery not buildings.

Libraries, adult education, youth services, early years and school services will combine to provide a single access point for council services, focused on learning and skills.

Working with other partners – housing associations, voluntary organisations and community groups will ensure that local services are properly joined up and co-ordinated, with a ‘whole place’ approach to neighbourhoods, where collaboration and shared resources deliver the best outcomes for local people.

Growth and jobs

Sustainable economic development activity and support to job creation, skills training and sustainable business growth can impact greatly on the prosperity and wellbeing of the city and lead to a reduction in demand across a whole swathe of public services. Further, this will have an even more direct impact on our income through the local retention of growing business rates. The future will be framed by collaborative working at a regional and sub-regional level.

Achieving good educational outcomes starts at an early stage and therefore we need to make our children “school ready” for early years and at key transition points in their educational career, and “work ready” by the time they leave school. This demands better consideration of equality and inclusion and a single strategy to better manage transition points where no-one gets left behind, tailored to the needs of vulnerable individuals and the economy.

The changing workforce

Our direct workforce will be substantially smaller reflecting that outcomes and services will be delivered through new models where staff are not necessarily employed directly by the Council. The core workforce will be working more flexibly with better technology support and different skills and capabilities. There are two main areas: those options not requiring contractual changes and those that do require a contractual change. These options are in addition to current workforce planning activity.

The Big Shifts: how our City Council will change

One way to think about how our council will look in the years ahead is to think about the big changes that we will see. The new focus outlined above will mean a number of “big shifts” including:

- From an all-purpose council to a strategic council, working with others to deliver fewer, predominantly targeted services
- From big to medium size employer - fewer staff (and fewer councillors)
- From fixing problems later to earlier targeted prevention
- From running services to influencing service provision - from service provider to service gateway
- From single tier to multi-level city government – the Triple Devolution Model
- From just responding to demand to understanding and appropriately influencing demand
- From council-led to partnership-led
- From top down service management to arms-length, citizen-focused and responsive services (whether in-house or external)
- From small numbers of big providers to a diverse network of providers
- From investment in internal capacity to investment in community capacity
- From extensive asset ownership to using our assets to enhance others’ capacity to deliver
- From extensive administrative support to a small core, sharing intelligence and supporting strategic and community leadership
- From dedicated services to shared services – both back office and frontline – without presumption that Birmingham City Council is the direct deliverer
- From departmentalised support services to a single support services function (which may be shared or externalised)
- From 2000 IT to 2020 IT – new, agile solutions and new providers
- From a reactive member role to a proactive one which finds solutions and offers community leadership.

Help us shape our vision

The vision for the Future Council will evolve and more detailed plans will be brought forward over the years ahead and we want everyone in the city to be able to engage in that process. This paper is a contribution from the elected leadership of the city. It sets the direction of travel, but it is not the end of the story.

We will engage with a wide range of stakeholders to develop this vision further. It must be a vision that belongs to all the people of the city.

We have started this engagement through a number of “take the council to the people” workshops across the city. A separate report is available which summarises the initial messages from those events.

Over the months and years ahead there will be numerous opportunities for people to get involved in developing the vision further, through events in specific places or looking at specific services and through a range of online and social media channels. Throughout this process we will welcome events, discussions and contributions organised by others and we will take on board the input you want to make.

This will include engagement with the opposition political parties on the City Council. This paper sets a vision from a Labour-led administration and it is important that it reflects the democratic outcomes of local elections. But there will also be core principles and aspects of change that can be accepted across all parties and we will explore those with them.

If we are to change the council in the ways we set out in this paper then we must also change the way we make those changes.

Report to:	CABINET	
Report of:	Report of the Acting Strategic Director of Place	
Date of Decision:	17 November 2015	
SUBJECT:	RECONFIGURATION & REFURBISHMENT OF CIVIC HOUSE, ERDINGTON FOR BIRMINGHAM ADULT EDUCATION SERVICE: PROJECT DEFINITION DOCUMENT.	
Key Decision: No	Relevant Forward Plan Ref:	
If not in the Forward Plan: (please "X" box)	Chief Executive approved	<input type="checkbox"/>
	O&S Chairman approved	<input type="checkbox"/>
Relevant Cabinet Member(s):	Councillor Penny Holbrook, Cabinet Member Skills, Learning and Culture Councillor Ian Ward, Deputy Leader Councillor Stewart Stacey, Cabinet Member Commissioning, Contracting and Improvement	
Relevant O&S Chairman:	Councillor Waseem Zaffar, Corporate Resources, and Councillor Victoria Quinn, Economy, Skills and Sustainability	
Wards affected:	Sutton Vesey and Erdington	

LATE 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.
<p>Reasons for Lateness</p> <p>The report was delayed as evidence was required</p> <ul style="list-style-type: none"> To ensure financial detail of the report was in accordance with the Council's capital receipts policy. To ensure that the proposal could be funded if the expected capital receipt was not sufficient to fund the proposal in part or entirety due to the capital receipt not being secured until after the project has completed. <p>Reasons for Urgency</p> <p>Cabinet approval of the Project Definition Document is required in November to enable the Full Business Case to be developed and the contract to be awarded within a timetable to achieve completion of the works by the start of the academic year in September 2016.</p>

BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

Report to:	CABINET
Report of:	Acting Strategic Director Place
Date of Decision:	17th November 2015
SUBJECT:	RECONFIGURATION & REFURBISHMENT OF CIVIC HOUSE, ERDINGTON FOR BIRMINGHAM ADULT EDUCATION SERVICE: PROJECT DEFINITION DOCUMENT.
Key Decision: No	Relevant Forward Plan Ref: n/a
If not in the Forward Plan: (please "X" box)	Chief Executive approved <input type="checkbox"/> O&S Chairman approved <input type="checkbox"/>
Relevant Cabinet Member(s):	Councillor Penny Holbrook, Cabinet Member Skills, Learning and Culture Councillor Ian Ward, Deputy Leader Councillor Stewart Stacey, Cabinet Member Commissioning, Contracting and Improvement
Relevant O&S Chairman:	Councillor Waseem Zaffar, Corporate Resources, and Councillor Victoria Quinn, Economy, Skills and Sustainability
Wards affected:	Sutton Vesey and Erdington

1. Purpose of report:
1.1 To seek approval to the Project Definition Document (appendix 1) to refurbish and reconfigure the layout of Civic House in Erdington to allow Birmingham Adult Education Service (BAES) to operate from the building. The estimated capital cost of this project is £1.38m.
1.2 To seek the release of £44,804 of development funding to progress the project to the Full Business Case stage.
1.3 This proposed investment will provide a fit for purpose BAES centre to serve the north of the city and will release two buildings that have exceeded their useful life and would need a considerable capital investment to ensure they are fit for purpose. It also offers an opportunity to consider and incorporate 'Open for Learning' principles'.

2. Decision(s) recommended:
That Cabinet:
2.1 Approves the Project Definition Document for the refurbishment of Civic House, Erdington, at an estimated capital cost of £1.38m to be funded from prudential borrowing.
2.2 Approves the release of development funding of £44,804 to progress the proposal to Full Business Case and target cost.

Lead Contact Officer(s):	Lesley Steele; Birmingham Property Services
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3.	Consultation
3.1	<p><u>Internal</u></p> <p>The initial consultation process with staff and the union has commenced. The outcomes will be considered when developing the project designs for Civic House and will be taken into account when formulating the full business case. The Erdington and Sutton Vesey Ward Councillors, Principal of BAES and District Head Erdington have been consulted and support this proposal going forward.</p> <p>Legal and Democratic Services and City Finance have been involved in the preparation of this report.</p>
3.2	<p><u>External</u></p> <p>The consultation process with users has commenced and will continue through the life of the project. The initial consultation with the nursery is to commence early December 2015. A consultation plan (Appendix 2) will be maintained and form part of the full business case.</p>
4.	Compliance Issues:
4.1	<p><u>Are the recommended decisions consistent with the Council's policies, plans and strategies?</u></p> <p>BAES is the largest Community Learning and Skills provider nationally and makes strong contributions to the Council's objectives set out in the Council Plan 2015+ specifically 'A Prosperous City' – focusing on 'Learning, skills and local employment' and 'A Democratic City' – offering modern services that serve our citizens.</p> <p>The Constructing West Midlands (CWM) Framework Lot 7 Contractors are signed up to the Birmingham Business Charter for Social Responsibility (BBC4SR) and the selected Lot 7 contractor will be required to submit a project specific action plan as part of the Full Business Case.</p>
4.2	<u>Financial Implications</u>
4.2.1	<p>The currently estimated cost of the refurbishment is £1.38m including fees, contingency and furniture and equipment. This will be funded from prudential borrowing. It is expected that the revenue costs of the borrowing to BAES can be met from the 7.5% revenue benefit from the capital receipt arising from the sale of the Boldmere Centre, in accordance with the Council's capital receipts policy. The costs of developing this proposal to FBC (£44,804) will be funded from BAES reserves.</p>
4.2.2	<p>It is estimated that revenue savings (c £178k p.a.) will be achieved by 2018/19 from this rationalisation proposal and that these will contribute towards the revenue pressures currently faced by BAES. Further detail is provided in Appendix 1 and will be confirmed at FBC stage.</p>
4.3	<p><u>Legal Implications</u></p> <p>Pursuant to section 15B of the Education Act 1996 the Council may secure the provision of full-time or part-time education suitable to the requirements of persons who have attained the age of 19.</p> <p>The Council may do anything which appears to be necessary or expedient for the purposes of or in connection with the exercise of its functions under section 15B of the 1996 Act.</p> <p>The Council is also discharging a duty in section 15ZA of the Education Act 1996 to secure that enough suitable education and training is provided to meet the reasonable needs of persons who are aged 19 or over and for whom an Education, Health and Care Plan is maintained.</p>
4.4	<p><u>Public Sector Equality Duty</u></p> <p>A copy of the Equality Act 2010 –Public Sector Duty Statement and a Stage 1 Equality Assessment is included (ref EA000869) as Appendix 3.</p>

5.	Relevant background/chronology of key events:
5.1	BAES currently occupy two buildings in the North of the City, Boldmere Adult Education Centre in Sutton Coldfield and Osborne Education Centre in Erdington. At both centres BAES delivers British Sign Language, Art and Crafts, Information Technology, Counselling Skills, languages and courses for people with learning difficulties. In addition, the Osborne Centre delivers English, Maths, Pottery, Woodwork and Textiles. In 2014/15 Boldmere Centre had 934 learners and the Osborne Centre had 918 learners.
5.2	BAES is required to make ongoing savings of £1m from the academic year 2015/16 onwards due to a reduction in the Skills Funding Agency grant. This represents a reduction of approximately 10% on the Full Year 2014/15 grant allocation. A series of measures will need to be implemented across the service to achieve these reductions including a rationalisation of the BAES building portfolio to which this proposal contributes.
5.3	There is a strong need to continue to provide service provision in both Boldmere and Erdington. This is illustrated by recent census data which shows 17.7% of the population of Sutton Vesey do not have Level 2 qualifications, compared with 28.7% of the population of Erdington. August unemployment data shows by constituency that unemployed claimants represent 0.8% of the population of Sutton Coldfield and 4.9% of the population of Erdington.
5.4	Erdington District has a significant number of unemployed people (6.2%). Adult Education includes within its provision both English and Maths courses to bring these skills up to a level 2 along with a range of other vocational courses and Pathways and Employment Programmes.
5.5	Boldmere Centre is a former school building, owned by BAES which requires significant investment both internally and externally to make it fit for purpose. The building also includes an annexe which is currently leased to a private nursery. The Osborne Centre is part of the Osborne J&I School campus. The building was formerly a Victorian school and is in a poor state of repair and requires regular repairs to remain open. BAES rent part of this facility from the School. The Education service has expressed an interest in the Osborne Centre to assist in meeting the demand for additional school places.
5.6	An opportunity has arisen to consolidate BAES in the north of Birmingham into a single site from the planned relocation of Erdington Neighbourhood Office from Civic House in Erdington to the ground floor of the adjacent 67 Sutton New Road building. This relocation will be completed in the early part of 2016. Civic House is a three storey office building and is currently part of the Central Administration Building portfolio. It is sited in the main shopping centre of Erdington and easily accessible by public transport and also has excellent road links. It is located a short walk from Osborne Centre and could potentially provide 11 modern classrooms. It is proposed that BAES appropriate the Civic House building from the Corporate Landlord at nil cost and consolidate the functions of the two centres into this one building. Boldmere Centre would then be sold and the revenue benefit from the capital receipt would be used to fund the works via prudential borrowing. A resolution will need to be reached on whether the whole site is sold, or part of the site due to the nursery's lease of the annexe that is on the site.
5.7	It is proposed that Civic House will offer a similar programme to that provided from the Osborne Centre but excluding Pottery and Woodwork due to the specialised nature of the equipment and the space required for the activity. It is anticipated that many of the learners from the Osborne Centre will be able to relocate to Civic House as the new location is a 3 minute walk away. The new location at Civic House will offer the opportunity to work more closely with the adjacent Job Centre Plus supporting unemployed people getting back into work.

- 5.8 The proposed amalgamation of the service provision currently offered at the Boldmere and Osborne Centres will allow BAES to identify future savings associated with operating two buildings. This will include reviewing staffing costs, utilities and repairs and maintenance costs; however whilst it is anticipated that there will only be a small income reduction from community learning due to the practicalities of not being able to offer pottery or woodwork at Civic House there will be a reduction of approximately 12% in the Adult Skills Budget which will impact on income.
- 5.9 This project forms part of the Council's LoCAL programme focusing on improving and rationalising the customer facing building portfolio and this specific proposal has been endorsed by the LoCAL Board. As part of BAES Future Operating Model a hub and spoke model will be created to provide some cost effective outreach learning opportunities in the Boldmere area, particularly in the evenings. Civic House also offers the opportunity to consider the 'Open for Learning' opportunities. The overarching aim of the 'Open for Learning' concept is to create a cradle-to-grave learning offer aligned with wider public sector and community services. At present, the key services / initiatives participating in the programme include Early Years, Libraries, Adult Education, Youth Service & Birmingham Careers service, District Services and Well-Being Service. Following further evaluation of this project and prior to the FBC, account will be taken of the emerging thinking on the Open for learning initiative.
- 5.10 Currently the first and second floors of Civic House are open plan with some cellular offices sited along the windows to the frontage of the building. The proposal is to redesign the main entrance, create a main reception and back office on the ground floor with the first and second floors reconfigured and refurbished to provide 11 classrooms and ancillary facilities for learners. The building is currently served by a lift which will be utilised for disabled users. In order to progress the scheme £44,804 is required for surveys and design fees in order to work up a target cost for the scheme.
- 5.11 The contract will be administered by Acivico and procured via the Constructing West Midlands (CWM) Framework (Lot 7). The contractor allocation will be determined from an 80:20 price: quality ratio matrix. The pricing model is based on the percentages which were accepted as part of the CWM Framework (Lot 7). The quality will be assessed using the key performance indicators agreed to monitor performance under the framework. All CWM contractors are required to adhere to the principles of the BBC4SR and prior to contract award, an action plan proportionate to the contract sum will be agreed with the contractor on how the charter principles will be implemented and monitored during the contract period.
- 5.12 Dependent upon the satisfactory resolution of the issues referred to in this report and subject to the consideration of the outcome of the consultation as referred to in Appendix 2 and the confirmation of a final target cost within the resources a Full Business Case and Contract Award will be presented to Cabinet for approval in March 2016 with works programmed to commence on site in April 2016 and be completed by the end of July 2016. This will allow the building fit out and commissioning to take place in August 2016 and the new facility to be operational for the start of the new term in September 2016.

6. Evaluation of alternative option(s):	
6.1	Do nothing – Continue to operate the service from the two separate locations in Erdington and Sutton Coldfield and fund repairs until it becomes uneconomical to do so. At this point alternative premises will need to be sought.
6.2	Refurbish Boldmere Centre and move out of Osborne Centre – Without a capital receipt the service would not have enough capital to refurbish the centre to a level capable of accommodating both services.
6.3	Refurbish the Osborne Centre and move out of the Boldmere Centre – BAES would be making a substantial financial investment in a building they do not own. Also there is an expression of interest to utilise the building for additional school places.
6.4	Find an alternative location – The location of Civic House is desirable as it is easily accessible to both groups of service users. It is served well by public transport with both bus and rail links together with off road public car parking within walking distance. No other suitable properties are available at this time.
6.5	Exit both sites - sell Boldmere and use capital receipt to fund asset strategy for BAES across the city, do not replace with an alternative main site but operate a reduced learning offer out of other community rooms. This does not offer BAES any long term stability or longevity for service provision nor does it meet the needs of the local area.

7. Reasons for Decision(s):	
7.1	To approve the PDD and development funding to progress the detailed design to FBC and target cost.
7.2	To support the Councils strategic outcomes – ‘A Prosperous City’ and ‘A Democratic City’.

Signatures		<u>Date</u>
Cabinet Members		
 Cllr Penny Holbrook, Skills, Learning and Culture
 Cllr Ian Ward, Deputy Leader
 Cllr Stewart Stacey, Commissioning, Contracting and Improvement
Chief Officer Jacqui Kennedy Acting Strategic Director of Place

List of Background Documents used to compile this Report:
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Relevant officer files save for confidential information
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List of Appendices accompanying this Report (if any):
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- | |
|--------------------------------|
| 1. Project Definition Document |
| 2. Consultation Plan |
| 3. Stage 1 Equality Assessment |

Report Version		Dated	<u>06.11.2015</u>
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Consultation Plan

Learning Opportunities at Boldmere Centre and Osborne Road Centre moving to Civic House

This proposal is to create a new learning centre at Civic House in Erdington and close two nearby learning centres in Boldmere and Osborne Road. It will include the sale of BAES Adult Learning Centre at Boldmere and the revenue benefit from the capital receipt will be used to fund (through prudential borrowing) the refurbishment of Civic House. Osborne Road is leased from education and so this will necessitate ending this lease agreement. There is a private nursery on-site at Boldmere so negotiations with the nursery are essential.

The drivers for the above changes are: poor standard of accommodation at both Boldmere and Osborne Road, high on-going maintenance costs, no funding for refurbishment available, year on year reduced funding for learning necessitating rationalisation of staffing and other costs associated with running two buildings. The strategic aims of the service is to impact on low qualification levels and high unemployment in the most deprived areas of the city also support a move to the centre of Erdington and the development of a Pathway to Employment offer in partnership with the Job Centre.

Both centres serve nearly 1,000 learners each year. Many of the courses are creative and well-being focused as well as some accredited opportunities in counselling, supporting teaching and learning in schools, European Computer Driving License and maths and English. Most courses require fees to be paid. Following the change in premises to Civic House courses would also be provided near Boldmere using community venues as available.

The Equality Assessment conducted denotes that there is no disadvantage to any groups of people with protected characteristics.

Date	Stakeholder	Action	Tool
WK beginning 28 th Sept	Staff Learners	EA established	Standard BCC EA Tool
Wk Beginning 28 th Sept	Trade Unions	Meeting with Trade Unions to brief them on the project	Face to face briefing
Wk beginning 28 th Sept	Staff	Meeting with affected staff to brief them and offer Q&A opportunity	Face to Face
Wk beginning 5 th Oct	Ward Councillors and District Chairs	To meet with ward councillors and district chairs to share plans and seek views.	Face to face meetings
W/B 9 th November	Public	Public consultation begins	Online Survey/questionnaire on Be Heard and BAES website. End date Friday 18 th December 2015 (6 weeks)
Wk Beginning 9 th November	Trade Unions	Meeting with Trade Unions at to consult on the project	Face to face briefing
Wk Beginning 16 th November	Public	Public consultation continues	Information posters and consultation survey at each site.
Wk Beginning 16 th November	Public Staff	Design plans displayed in Boldmere and Osborne Centre ongoing throughout project	Display boards and plans

Wk Beginning 16th November	Staff	Meeting with affected staff to consult with them and offer Q&A opportunity	
Wk. beginning 23rd	Staff	Briefings and meetings with staff at both Boldmere and Osborne Road – ongoing throughout project	Face to face briefings and meetings with staff dates to be recorded on consultation tracker
Wk. beginning 7th December	Private nursery on site at Boldmere	Meet with proprietor of nursery	Face to face meeting held by property services and BAES Principal – after PDD stage?
Date tbc	Trade Unions	Meeting with Trade Unions at to consult on the project and consultation finding (30 days for feedback)	Face to face briefing
13th Dec 2015	Public	Public consultation closes	Results of surveys and comments analysed
Early 2016 date tbc	Public	Publish feedback on consultation	You said, we did document
Date tbc	Trade Unions	Meeting with Trade Unions to brief them on the project	Face to face briefing

PROJECT DEFINITION DOCUMENT (PDD)			
1. General Information			
Directorate	Place	Portfolio/Committee	Skills, Learning & Culture
Project Title	RECONFIGURATION & REFURBISHMENT OF CIVIC HOUSE, ERDINGTON FOR BIRMINGHAM ADULT EDUCATION SERVICE	Project Code	(as per Voyager)
Project Description	<p>Birmingham Adult Education Service (BAES) as a service is required to make savings of £1million from the academic year 2015/16 onwards. due to a reduction in the Skills Funding Agency grant. This represents reduction of approximately 10% on the 14/15 grant allocation.</p> <p>A series of measures will need to be implemented in order for the service to achieve these reductions including a rationalisation of the BAES building portfolio. This proposal supports the rationalisation of BAES property that is no longer deemed fit for purpose, relocating the service into a hub facility that can offer a more streamlined efficient service in a central location in the north of the city.</p> <p>BAES currently occupies two buildings in the north of the city; Boldmere Centre in Sutton Coldfield and the Osborne Centre in Erdington. Both centres deliver British Sign Language, Art and Crafts, IT, Counselling Skills, Languages and courses for people with learning difficulties. In addition, Osborne Centre delivers English, Maths, Pottery and Woodwork and Textiles. BAES deliver course which support unemployed people back into work. English, Maths and IT skills are all essential skills for the work place and BAES provides course up to and including level 2 (GCSE). The service also delivers vocational skills which can support people into work, for example Business Administration and Floristry and Sugar Craft. Some learners from subjects such as Floristry and Sugar Craft will go on to a business enterprise course and start up their own businesses.</p> <p>There is a strong need to continue to provide service provision in both Boldmere and Erdington. This is illustrated by recent census data which shows 17.7% of the population of Sutton Vesey do not have Level 2 qualifications, compared with 28.7% of the population of Erdington. August unemployment data shows by constituency that unemployed claimants represent 0.8% of the population of Sutton Coldfield and 4.9% of the population of Erdington. Erdington District has a significant number of unemployed people (6.2%).</p> <p>1. Boldmere Centre This building is a former school building and is owned freehold by BAES. It requires a significant level of repair internally and externally. There is a nursery based in an annexe on site. This is leased to Boldmere Nursery on a 10 year lease with a break clause that comes into effect on the 26th June 2017; notice can be served 12 months prior to this date. The land adjacent to Boldmere Centre was sold by BCC for residential development approximately 14 years ago. It is anticipated that there would be significant interest in the site if it were to be sold.</p> <p>2. Osborne Centre This building forms part of the Osborne Junior and Infant school campus. It is an old Victorian brick school building. Regular repairs, in particular to the roof which has to be patch repaired to keep the building open, are required. Whilst BAES do not pay for occupation they are responsible for the utility bills and repairs and maintenance of the building. While the rooms are a good size complete refurbishment would be required for it to be deemed fit for purpose and to continue to accommodate the service. There is a demand by Education for further accommodation in the Erdington area as part of their Additional Pupil Placement (APP) requirements.</p>		

Project Description	<p><i>Civic House is a substantial three storey Birmingham City Council owned 1970s office building located in the centre of Erdington. It is next door to 67 Sutton New Road office building also owned by the council and is part of the Central Administration Buildings (CAB) portfolio.</i></p> <p><i>As part of the CAB transformation it was anticipated that Civic House would transfer back to the Place Directorate to be utilised as an adult education hub for the north of the city. This project forms part of the Council's LoCAL programme focusing on improving and rationalising the customer facing building portfolio and this specific proposal has been endorsed by the LoCAL Board. The CAB business case identifies the savings from releasing the building as being revenue. Adult Education will become responsible for the revenue running costs for the building as of April 2016.</i></p> <p><i>The building appears not to have any major defects, although upon approval of the Cabinet report and Project Definition Document (PDD) extensive surveys will be carried out to determine the extent of any repairs/refurbishment necessary.</i></p> <p><i>The building is a 3 minute walk from the Osborne Centre and is well located for access by public transport. It is also served by a good road network and public car parking. BAES will use a variety of social media to publicise the move, including internal information to existing learners, BAES website and local networks.</i></p> <p><i>It is proposed that BAES appropriate the building at nil capital cost in April 2016 from Corporate Landlord, whose portfolio it currently sits in. The building would be refurbished and reconfigured to provide 11 classrooms. The proposal will see the existing open plan layouts of the first and second floors of Civic House converted into classrooms with the ground floor being utilised for reception and back office. Planning permission is not required.</i></p> <p><i>Consultation has commenced with staff in the format of briefings on the logistics of the proposed new location and on the initial draft layout plans for Civic house, specifically classroom sizes and classroom layouts. User consultation has also commenced in the format of surveys and posters.</i></p> <p><i>Procurement – It is proposed that the contract will be administered by Acivico and procured via the Constructing West Midlands (CWM) Framework (Lot 7). The contractor allocation will be determined from an 80:20 price: quality ratio matrix.</i></p> <p><i>A report and full business case and contract award will be presented in March 2016 with a start on site anticipated at the end of April 2016. Construction works will be completed by the end of July 2016 to allow for the furniture and equipment and commissioning of the building to take place in August. The building will be operational in September 2016.</i></p> <p><i>The proposed amalgamation of the service provision currently offered at the Boldmere and Osborne Centres will allow BAES to identify future savings associated with operating two buildings and consolidating the service into one building. This will include reviewing staffing, reduced utility costs and nominal repairs and maintenance costs related to a refurbished building.</i></p>
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Links to Corporate and Service Outcomes	<i>BAES is the largest Community Learning and Skills provider nationally and makes strong contributions to the Councils objectives set out in the Council Plan 2015+ specifically 'A Prosperous City' – focusing on 'Learning, skills and local employment' and 'A Democratic City' – offering modern services that serve our citizens</i>		
	<i>In the academic year 2013/14 19,137 qualifications were achieved through adult education.</i>		
Project Benefits	<ul style="list-style-type: none">• Opportunity to consolidate the BAES into one key building in the north of the city and to secure ongoing revenue savings.• Retention of a valuable and well used BAES in Erdington and Sutton Coldfield• Potential to attract more service users to a newly refurbished fit for purpose facility plus improved programming of the timetable to ensure the facility operates at capacity.• Release the Council from ongoing maintenance requirements on buildings which are not fit for purpose.• Building is in a prime location with excellent transport infrastructure		
Project Deliverables	<ul style="list-style-type: none">• One refurbished and reconfigured building from which all of the retained classes can be taught• A building which will require less frequent repairs and extend its life by 15 years +• Potential reduction in revenue costs as it will only cover one building.		
Key Project Milestones		Planned Delivery Dates	
<i>Project Definition Document approval</i>		November 17th 2015	
<i>Surveys and design work undertaken and completed</i>		November 2015 - January 2016	
<i>Full Business Case approval</i>		22 nd March 2016	
<i>Start on site</i>		April 2016	
<i>Completion on site</i>		29th July 2016	
<i>Furniture and equipment fit out and commissioning</i>		August 2016	
<i>Building operational to the public</i>		1 st September 2016	
Dependencies on other projects or activities	<ul style="list-style-type: none">• <i>Progression of this scheme will be dependent on the outcome of the proposed surveys and target cost.</i>• <i>Finalisation of funding package</i>• <i>Appointment of contractors</i>• <i>Outcome of on-going consultation</i>• <i>Serving notice on the nursery</i>		
Achievability	<ul style="list-style-type: none">• <i>Birmingham Property Services (Project Management), Acivico (contract administration) have all got extensive experience and knowledge of working on large successful refurbishment projects similar to this proposal e.g. Saltley Centre</i>• <i>The project team will include and involve the client Service Managers in the delivery of this project.</i>		
Project Manager	<i>Lesley Steele BCM Operational Projects 0121 303 8857, Lesley.Steele@birmingham.gov.uk</i>		
Project Accountant	<i>Steve Vaughan, Senior Business Analyst, 0121 675 5831, Steve.vaughan@birmingham.gov.uk</i>		
Project Sponsor	<i>Ifor Jones, Service Director Place,0121 303 4595, ifor.jones@birmingham.gov.uk</i>		
Proposed Project Board Members	<i>Lesley Steele (details as above), Steve Vaughan (details as above), Liz Stearn, BAES, Sara Smith ACIVCO Project Manager, Sara.Smith@Acivico.co.uk, 0121 303 6704 , Contractor;</i>		
Head of City Finance (HoCF)	<i>Parmjeet Jassal</i>	Date of HoCF Approval	<i>6 November 2015</i>
Other Mandatory Information			
• Has project budget been set up on Voyager?			<i>no</i>

• Issues and Risks updated

Yes Appendix 1A

2. Options Appraisal Records

Option 1	<i>Do Nothing</i>
Information Considered	<p><i>The condition of the existing buildings that the service is delivered from.</i></p> <p><i>The cost of delivering the service from these buildings including staff and running costs.</i></p> <p><i>A joined up service delivery approach.</i></p> <p><i>Location and infrastructure including links to public transport</i></p> <p><i>Capital funding.</i></p>
Pros and Cons of Option	<p>Advantages:</p> <p><i>The service will continue to operate as it does currently for the foreseeable future until either of the buildings becomes unusable due to the level of repair/refurbishment required.</i></p> <p><i>No capital funding will be required and disposal of Boldmere Centre will not be necessary.</i></p> <p><i>Both centres are well established within the communities they serve.</i></p> <p>Disadvantages:</p> <p><i>The service will continue to have to pay utility bills, repair and staffing costs for both sites.</i></p> <p><i>Service delivery from two sites is segmented.</i></p> <p><i>Poor learning environment which may put off potential new learners.</i></p> <p><i>Education has expressed an interest in taking back the Osborne Centre to provide extra school places. This puts the service provided from this location at risk.</i></p> <p><i>Little scope for rationalising the service provision to remove duplication of learning modules to condense the timetable and secure savings to contribute to budget pressures.</i></p>
People Consulted	<i>Principal BAES, Cabinet Member Skills, Learning & Culture, Ward Members, existing users, BAES staff</i>
Recommendation	<i>Abandon</i>
Principal Reason for Decision	<i>The level of repair required on both buildings will increase to the point where either a large capital investment is required to improve the building or the building in closed and the service closed or relocated. Costs to maintain two buildings within a mile of each other is high</i>

Option 2	<i>Refurbish Boldmere Centre and transfer the service from Osborne Centre</i>
Information Considered	<p><i>The condition of the existing buildings that the service is delivered from.</i></p> <p><i>The cost of delivering the service from these buildings including staff and running costs.</i></p> <p><i>A joined up service delivery approach.</i></p> <p><i>Location and infrastructure including links to public transport</i></p> <p><i>Capital funding.</i></p>
Pros and Cons of Option	<p>Advantages:</p> <p><i>Adult Education already own and occupy the Boldmere Centre site.</i></p> <p><i>Revenue savings identified from vacating the Osborne Centre.</i></p> <p><i>The Centre is established within the community</i></p> <p><i>Easier to manage the service from one building</i></p> <p><i>On site car parking.</i></p> <p><i>Close to a main bus route and within walking distance of the train station.</i></p> <p><i>Scope to rationalise the lesson time tables and reduce staffing costs</i></p> <p>Disadvantages:</p> <p><i>A large capital sum would be required to complete the works to the standard required to make the building fit for purpose. There is no capital funding available to AE to undertake this work.</i></p> <p><i>The location of Boldmere Centre may make it less accessible for some members of the public to access especially of an evening when public transport is less frequent.</i></p> <p><i>The building has limited capacity.</i></p>

People Consulted	<i>Principal BAES, Cabinet Member Skills, Learning & Culture, Ward Members, existing users, BAES staff</i>
Recommendation	<i>Abandon</i>
Principal Reason for Decision	<i>There is no capital funding available for any works of that size to be undertaken on Boldmere Centre. The building is not fit for purpose.</i>

Option 3	<i>Refurbish Osborne Centre and close and transfer services from Boldmere Centre</i>
Information Considered	<i>The condition of the existing buildings that the service is delivered from. The cost of delivering the service from these buildings including staff and running costs. A joined up service delivery approach. Location and infrastructure including links to public transport Capital funding.</i>
Pros and Cons of Option	<p>Advantages: <i>The existing building would be refurbished to increase its capacity and reduce repair costs/running costs. Revenue savings would be identified from vacating the Boldmere Centre. The Centre is established within the community There is onsite car parking. A capital receipt would be generated from the sale of Boldmere Centre which would contribute towards the capital works. The Osborne Centre has out buildings on site which provide the opportunity to offer pottery, woodwork and upholstery in an appropriate environment. Scope to rationalise some of the services and eliminate duplication</i></p> <p>Disadvantages: <i>The Osborne Centre is owned by Education and makes up part of the Osborne Primary School site. There is requirement to provide extra school places. Education has expressed an interest in taking the building back to address this requirement. A large capital sum would be required to complete the works to the standard required to make the building useable and fit for purpose. BAES would be investing in a building that is not in their property portfolio and hence there would be no return for their investment if they ever vacated the premises. The building layout would need reconfiguring as access to some classrooms is via other classrooms plus the site is split into two buildings which is more difficult to manage.</i></p>
People Consulted	<i>Principal BAES, Cabinet Member Skills, Learning & Culture, Ward Members, existing users, BAES staff</i>
Recommendation	<i>Abandon</i>
Principal Reason for Decision	<i>The building would need considerable capital investment to make it fit for purpose. This would require BAES to invest in a building which they don't own. Education require the building to be handed back to provide extra school places</i>

Option 4	<i>Refurbish Civic House Erdington, sell Boldmere Centre and vacate Osborne Centre and move into Civic House.</i>
Information Considered	<i>The condition of the existing buildings that the service is delivered from. The cost of delivering the service from these buildings including staff and running costs. A joined up service delivery approach. Location and infrastructure including links to public transport Capital funding.</i>
Pros and Cons of Option	<p>Advantages: <i>The service will have a fit for purpose hub type building on the north of the city providing a better environment for learners. The location of Civic House is central and served well by public transport, a good road network and the area is well served by free/cheap public car</i></p>

	<p>parking. A capital receipt would be generated from the sale of Boldmere Centre which would fund the capital works. Central location will attract users from a wider area. Revenue costs are reduced operating from one building Easier to manage the service from one building</p> <p>Disadvantages: The cost of the refurbishment will be significant Staff parking is limited. Some classes that are currently offered at the existing centres may be lost e.g. Pottery.</p>
People Consulted	Principal BAES, Cabinet Member Skills, Learning & Culture, Ward Members, existing users, BAES staff
Recommendation	Proceed
Principal Reason for Decision	The sale of Boldmere Centre will generate a capital receipt to support the refurbishment cost of Civic House. This option provides an opportunity to join up service delivery and offer an improved timetable of classes.

Option 5	Exit both sites (Boldmere Centre and Osborne Centre) and operate a reduced learning offer out of community rooms.
Information Considered	<p>The condition of the existing buildings that the service is delivered from. The cost of delivering the service from these buildings including staff and running costs. A joined up service delivery approach. Location and infrastructure including links to public transport Capital funding.</p>
Pros and Cons of Option	<p>Advantages: A capital receipt would be generated from the sale of Boldmere Centre. Reduced repairs and maintenance costs as BAES would have no liability for the buildings. BAES could access a wider area of users.</p> <p>Disadvantages: Difficult to manage the service from a lot of different venues scattered over a larger radius. Difficult to sustain a service when there is no long term security of venues. It does not offer BAES any long term stability of longevity for service provision making it difficult to forward plan future learning offers. The needs of local areas cannot be fully met. Hire costs would be high limiting number of classes offered. Staffing costs would be higher with some duplication due to service being devolved over a larger area. No control over hire/rental costs of rooms/venues which would impact on the budgets and also the BAES offer to the local community each year.</p>
People Consulted	Principal BAES, Cabinet Member Skills, Learning & Culture, Ward Members, existing users, BAES staff
Recommendation	Abandon
Principal Reason for Decision	No long term stability for the service provision. Revenue delivery costs would be high. Reduced learning offer to the local communities.

3. Summary of Options Appraisal – Price/Quality Matrix											
Criteria	Options					Weighting	Weighted Score				
	1	2	3	4	5		1	2	3	4	5
Total Capital Cost	8	6	6	5	8	15	1.2	0.9	0.9	0.75	1.2
Upfront Revenue Cost	2	4	4	5	6	15	0.3	0.6	0.6	0.75	0.9
Full Year Revenue Consequences	2	4	4	8	3	15	0.3	0.6	0.6	1.2	0.45
Quality Evaluation Criteria											
1) Council Plan 2015 +	4	6	6	8	5	20	0.8	1.2	1.2	1.6	1
2) Service Provision	2	4	4	8	3	25	0.5	1	1	2	0.75
3) Sustainability	2	4	4	6	2	10	0.2	0.4	0.4	0.6	0.2
Total						100%	3.3	4.7	4.7	6.9	4.5

4. Option Recommended	<i>Option 4 is the preferred option to progress to Full Business Case and target cost and contract award. This would provide a high profile BAES hub facility in a good location serving the north of the city.</i>
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8. Financial Information						
	Voyager Code	2015/16	2016/17	2017/18	Later Years	Totals
Capital Costs & Funding		£	£	£	£	£
<u>Expenditure</u>						
Development costs to proceed to Full Business Case		44,804	0	0	0	44,804
<u>Other Costs to complete project</u>		0		0	0	
Construction including fees and contingency		0	1,176,125	0	0	1,176,125
Furniture & Equipment		0	160,000	0	0	160,000
Total capital receipts		44,804	1,336,125	0	0	1,380,929
<u>Funding</u>						
Development costs funded by BAES Reserves		44,804	0	0	0	44,804
Other Costs Funded by : Prudential Borrowing/capital Receipts		0	1,336,125		0	1,336,125
Totals		44,804	1,336,125		0	1,380,929

Revenue Consequences						
Non-employee expenditure - Civic House		0	48,417	83,000	83,000	
Termination costs for nursery		0	0	50,000	0	
Prudential Borrowing *		0	0	98,305	98,305	
Loss Of BAES Income		0	43,510	74,588	74,588	
Totals		0	91,927	305,893	255,893	

Funded By						
Non-Employee Budget Osborne Ctre		0	44,274	106,257	106,257	
Non-Employee Budget Boldmere Ctre		0	32,906	106,974	126,974	
Revenue release from disposal		0	0	98,305	98,305	
Staff savings		0	51,000	102,000	102,000	
Totals		0	128,180	413,536	433,536	

(Savings)		0	(36,253)	(107,643)	(177,643)	
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* Borrowing £1.336m over 20 years at factor of 0.7358

6. Project Development Requirements/Information	
Products required to produce Full Business Case	<ul style="list-style-type: none"> • Detailed design • Structural survey • Floor loading assessment • Mechanical installation condition survey • Electrical installation condition survey • Thermal model • Acoustic survey • Drainage survey
Estimated time to complete project development	<i>It is anticipated that it will take 3 months to work the scheme up to target cost and circulate a Full Business Case and Contract Award report. .</i>
Estimated cost to complete project development	<i>Total cost £44,804 inclusive of the following:</i> <i>Roof condition survey £1,500</i> <i>Structural loadings survey £1,200</i> <i>Mechanical condition survey £1,000</i> <i>Electrical condition survey £1,000</i> <i>Thermal modelling £4,500</i> <i>Acoustic survey £1,000</i> <i>Drainage survey £3,500</i> <i>Acivico design fee to stage D £31,104</i>
Funding of development costs	<i>BAES revenue reserve budget</i>

Planned FBC Date	<i>22nd March 2016</i>	Planned Date for Technical Completion	<i>31st August 2016</i>
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Appendix 1A**Project Definition Document: Risk Register Civic House BAES**

No.	Description of risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
1	Unforeseen additional works arise in course of contract causing additional funding requirement.	Medium	Low	All unknown elements of work will be costed as tier 1 and 2 risk and included as a contingency within the target cost	Revisit priorities and review scheme of works. Value engineering exercise to be carried out. Review activity schedule.	Acivico, Contractor, BPS
2	Work not completed on time	High	Low	Acivico & the Contractor will prepare a programme that will be reviewed at each progress meeting. Slippage of activities will be highlighted at an early stage.	Revisit programme to adjust/ reschedule activities.	Acivico Contractor BPS
3	Stakeholder expectations are undeliverable	Medium	Low	In depth consultation is being carried out with all stakeholders.	Consultation will be ongoing throughout the life of the project. Different consultation tools e.g. social media ,BAES website, meetings, display boards etc. will be used to ensure that the wider audience is included.	BAES
4	Departure of key staff members	Low	Low	Much work is done on a team basis so cover is in place	Recruit and replace	All
5	Revenue costs are unaffordable to operate the building	Low	Low	The existing revenue budget is for 2 x sites this will be transferred to one site; Civic House. Current estimated figures have identified a saving by consolidating the service into one building	The refurbishment works will look at ensuring lighting, heating etc. is designed to be sustainable and more cost effective to operate.	Corporate Finance BAES

6	New reconfigured floor layout does not get Building Regulations approval	High	Low	Acivico will consult with Building Control at an early stage of the design process to ensure that it meets all legislation	An ongoing dialogue will be maintained with Building Control throughout the delivery of the project and issues addressed as they arise.	Acivico
7	Demand for classes cannot be accommodated	Low	Low	A review will be carried out based on the classes offered at the existing centres and a new programme drafted for Civic House.	Need for classes will be reviewed and programmed accordingly	BAES

Equality Analysis

Birmingham City Council Analysis Report

EA Name	AE Consolidation Of Accommodation
Directorate	Place
Service Area	BAES
Type	New/Proposed Function
EA Summary	In the current academic year the AE service has to make significant savings to operating costs in response to significantly reduced funding. The financial viability of learning centres across the city have been reviewed and the potential to rationalise delivery venues considered. This EA relates to the proposal to withdraw BAES provision from two learning centres, Boldmere Centre in Sutton and Osborne Centre in Erdington, and to consolidate provision in a new centre, Civic House in Erdington
Reference Number	EA000869
Task Group Manager	Anne.Devany@birmingham.gov.uk
Task Group Member	
Senior Officer	liz.stearn@birmingham.gov.uk
Quality Control Officer	fatin.wana@birmingham.gov.uk

Introduction

The report records the information that has been submitted for this equality analysis in the following format.

Overall Purpose

This section identifies the purpose of the Policy and which types of individual it affects. It also identifies which equality strands are affected by either a positive or negative differential impact.

Relevant Protected Characteristics

For each of the identified relevant protected characteristics there are three sections which will have been completed.

- Impact
- Consultation
- Additional Work

If the assessment has raised any issues to be addressed there will also be an action planning section.

The following pages record the answers to the assessment questions with optional comments included by the assessor to clarify or explain any of the answers given or relevant issues.

1 Activity Type

The activity has been identified as a New/Proposed Function.

2 Overall Purpose

2.1 What the Activity is for

What is the purpose of this Function and expected outcomes?	The target outcomes are to relocate provision from two centres to one new centre to: 1. Reduce BAES operating costs in line with funding reductions 2. Reduce the number of learners attending courses in centres with poor accommodation 3. Improve learner access to high quality accommodation
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For each strategy, please decide whether it is going to be significantly aided by the Function.

Public Service Excellence	Yes
A Fair City	No
A Prosperous City	No
A Democratic City	No

2.2 Individuals affected by the policy

Will the policy have an impact on service users/stakeholders?	Yes
Will the policy have an impact on employees?	Yes
Will the policy have an impact on wider community?	Yes

2.3 Analysis on Initial Assessment

As the proposed new facility is close to Osborne Centre the transfer of provision to Civic House will have very little impact on learners from the Erdington area. The new centre is also better served by public transport and will therefore be more accessible for some learners. The impact will be greatest for those learners who currently study in the Sutton area and wish to continue to study locally. To mitigate against this discussions are taking place with other venues in the Sutton area to maintain a course offer albeit reduced.

The proposed changes will also impact on centre staff whose numbers for the new centre will be fewer than for the two current sites. A number of staff will be relocated but there will not be sufficient posts in the new centre for all existing staff. To mitigate against this BAES have been holding vacancies in several areas of activity pending staffing reductions. A competitive process will be used where necessary and a standard VR and CR package will be available.

Although the changes to accommodation will have some impact on staff and service users, the equality assessment process has found that no group of learners or staff with a protected characteristic will be disproportionately affected by these changes.

3 Concluding Statement on Full Assessment

We have analysed the impact of these proposed changes to accommodation and considered whether there will be a disproportionate impact on people with protected characteristics. As we have found the changes do not disproportionately impact on any such group, we do not feel that a full equality assessment is required.

4 Review Date

14/12/15

5 Action Plan

There are no relevant issues, so no action plans are currently required.

Work In Progress