

Executive Business Report

Birmingham City Council

City Council

15th March 2022



Subject: Executive Business Report

Report of: Cabinet

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Does the report contain confidential or exempt information?

☐ Yes

☒ No

If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:

1. Executive Summary

- 1.1. On 10th September 2019, Full Council accepted the recommendations of the Coordinating O&S Committee review in respect of changes to the Full Council agenda.
- 1.2. Recommendation 3 of the review requested that the Executive provide an update to Full Council on its work via the provision of an Executive Business Report ('EBR'). EBRs will be provided to Full Council four times per municipal year and will include details of progress made in relation to Council strategic outcomes and priorities linked to two Cabinet Member portfolios.
- 1.3. Following the outbreak of Covid-19 in March 2020, previous EBRs (from June 2020 to July 2021) have been used to provide an update on the whole Council's response to the pandemic, including emergency planning, impact on services and plans for recovery. As the Council has now stepped down the emergency response to Covid-19, a decision has been taken to revert to the original purpose and format of EBRs.

- 1.4. This EBR provides an update on two Cabinet Member portfolios:
- Finance and Resources; pages 2 - 15
 - Leader, including economic recovery and the Birmingham 2022 Commonwealth Games; pages 15 - 39

2. Recommendations

- 2.1. That the report be noted.

3. Finance and Resources Portfolio

3.1. Finance

Medium Term Financial Plan (MTFP)

- 3.1.1. In February 2021, the City Council approved the 2021-25 Financial Plan. This was a plan that was developed against the backdrop of the ongoing Covid-19 pandemic, and continued uncertainty relating to service demand and financial pressures facing both the Council and the wider public sector.
- 3.1.2. In this plan we committed to realign the Council's budget, which had already been significantly impacted by the pandemic since March 2020, and manage levels of spending in year, whilst developing robust financial plans for the year ahead, the medium term of up to four years, and the long-term future up to ten years.
- 3.1.3. The delivery of a balanced budget for 2021/22 was a statutory requirement; however, we have seen a number of Councils across the country struggle to balance their budget and either issue S114 notices or apply for capitalisation directions to enable them to set balanced budgets. This was not the case for Birmingham City Council (BCC), and we were both realistic and ambitious in the budget that we would support the Council's delivery plan while also improving and modernising services, and transforming to become a better Birmingham.
- 3.1.4. The budget approved in February 2021 was a one year budget. At the time, we had plans to develop future budgets to cover longer periods, as we had hope that national government would fulfil its promise of delivering a multi-year financial settlement for local government. Sadly, this has still not been the case.
- 3.1.5. In setting the budget in February 2021, we committed to undertake a new 'rolling budget' approach where we would adopt a continuous process for reviewing the budget. This came into effect from April 2021. In July and October 2021, Cabinet received reports providing updates on the budget alongside the regular quarterly in-year financial monitoring reports. These

new in-year MTFP refresh reports updated Members on MTFP projections and plans to manage spend, and were a first for BCC. They will be continued in future years, as an example of best practice.

- 3.1.6. Additionally this year, as part of the budget setting process, we ran an online training session for elected Members to refresh them on the process and their role when approving the budget at City Council.
- 3.1.7. Development of a balanced budget for 2022/23 commenced in the late summer of 2021, and CLT engaged in the delivery of ongoing sustainable transformation savings over a four year period. These savings of circa £125 million, as reported to Cabinet in October 2021, are based around three key themes: People, Place, and Fit For Purpose Council. After a significant amount of work and due diligence, savings proposals have been included in the 2022-26 budget of over £107m, resulting in a balanced budget for year one (2022/23) and a gap of £33m over the period 2023-26.
- 3.1.8. The balanced budget for 2022/23 was approved by Full Council on the 22nd February 2022, and work is now underway to close the remaining MTFP gap by July 2022, when the first in-year rolling budget report will be presented to Cabinet.

Improving Our Financial Management

- 3.1.9. From April to May 2021, the Chartered Institute of Public Finance and Accountancy (CIPFA) undertook a review of the Council's Financial Management capacity against their five-star model. They awarded BCC a three-star rating, stating:

"It is clear that over the last two years at Birmingham City [Council] the core finance function has moved on from the more traditional stewardship aspects of financial management that had evolved through keeping the services 'safe' by trying to ensure that the organisation works within its approved financial targets to a much more mature and dynamic supporting and enabling service. Our evidence strongly points to a significant improvement having been achieved over the last two years on Financial Management capability to a position where high levels of effectiveness are now evident."

"Birmingham City Council should be considered to be an exemplar in the transformation of financial management capability given the extent of improvement achieved over the last two years."

- 3.1.10. The achievement of a three-star rating is a significant improvement on our previous one-star score in July 2019, which indicated that the Council was only as the basic 'securing stewardship' level. We are extremely proud of our three-star rating, which was achieved twelve months ahead of our original planned timetable.

- 3.1.11. Listed below are the significant activities that took place to achieve this rating:
- Implementation of accountability letters, requiring Directors and Assistant Directors to commit to deliver a sustainable financial position for Birmingham City Council.
 - A review of the scheme of delegation, to ensure the scheme was fit for purpose.
 - Financial regulations review, to ensure it was a modern fit for purpose document.
 - Budget holder training to enable budget managers to manage their budgets in an efficient and effective manner, enabling the council to remain compliant with its financial regulations.
 - 'My Finance' intranet site for budget holders, a dedicated finance page on the Intranet to provide council staff with a specific area where they can access documents and information.
 - Capital programme management, strengthening the Capital Board and management of the programme to aid financial planning, management and service delivery.
- 3.1.12. CIPFA have stated that:
- "...given the grip, pace and progression to achieve this three-star rating it is envisaged that if this level of progress is maintained, Birmingham has real potential to achieve four-star status...subject to the current trajectory of improvement and the series of development area improvements highlighted within our report being substantially addressed."*
- 3.1.13. This is a goal that we are striving to achieve, and a report detailing the progress of this journey will be reported to Cabinet in due course.
- 2021/22 Savings Programme**
- 3.1.14. The total savings programme for 2021/22 is £36.7m, of which £33.1m is new in-year savings.
- 3.1.15. £31.8m (87%) of the total savings are either achieved or on target, with a further £1.5m (4%) anticipated to be delivered by year end. The total savings anticipated to be achieved by year end is 91%. This is a significant improvement on previous years. In 2020/21, 73% of budget savings were delivered.
- 3.1.16. These savings figures include the £20.1m establishment saving. At month ten, £18.6m has been achieved, and we are hopeful that 100% will be delivered by the end of the financial year.

- 3.1.17. The Council has incurred £36.4m of Covid-related expenditure in 2021/22. Whilst there has been some in-year government grant funding to mitigate Covid-related costs (tranche five funding of £12.5m), the remaining balance has been funded by other Council funding streams including Covid-19 grants carried forward from previous years, specific public health fundings, and the Council's general fund.

New Human Resources, Finance and Procurement System – '1B'

- 3.1.18. The Council is implementing a new human resources, finance and procurement system in April 2022, known as 1B. This Oracle Fusion cloud-based solution will replace the existing system, and bring a range of improvements including:

- Introduction of new and improved ways of working for staff and managers.
- Delivery of an enhanced real-time overview of the Council's finances, with tools to help us further maximise income, monitor budgets and allocate resources effectively.
- Tracking of every penny of council expenditure in an efficient and timely manner, enabling the Council to drive value for money through its purchasing and contract agreements with suppliers of goods and services.
- Enabling and enhancing our workforce strategy, from attracting talent to performance management and development, giving managers and staff the right tools to deliver their responsibilities wherever they are.

- 3.1.19. As with any large new system in a complex organisation, there are a variety of different programmes of work to be undertaken to enable a successful rollout. We have been working alongside a dedicated team of suppliers and subject matter experts to implement the new system.

- 3.1.20. A number of key milestones have been delivered through 2021 and early 2022, including:

- The development of Oracle configuration and custom components to support the Council's specific requirements.
- Validation and user acceptance testing nearing completion, with remaining defects being resolved.
- Connection of Oracle Fusion with a range of other Council systems to facilitate the exchange of information, including schools systems.
- Adoption and learning activity with 39,000 Oracle users, rolling out support to professional users across all Council directorates.

- Collaboration with wider Council operating model initiatives, to ensure alignment with the wider transformation agenda.

- 3.1.21. Measures have been taken to reduce the risk profile of this complex programme of activity, and enhanced support arrangements have been considered to deliver 'hypercare' following the April 2022 go live date. Challenges in specific areas and the delivery of custom components by the Council's delivery partner Evosys are being managed actively through February and March 2022.
- 3.1.22. A key decision criterion remains the outcome of payroll comparison activity, to ensure the quality of payroll processing across a wide community of staff, schools and external payrolls.

Transaction Services

- 3.1.23. The Council processes over two million transactions each year. This includes payments to suppliers, raising invoices to customers, and the payment of staff via our payroll system. Due to the size of Birmingham City Council, the combined value of these transactions is enormous - in excess of £1 billion per annum.
- 3.1.24. Any organisation with high levels of financial transactions is at risk of fraud and duplicate payments, and needs to constantly update its processes to guard against and prevent fraudulent activity.
- 3.1.25. Over the last year we have significantly enhanced these processes. We received a 'best in class' designation from CIPFA for our new fraud detection and prevention in transaction services process, which has subsequently detected and prevented a number of significant fraud attempts.
- 3.1.26. The new Pre-payment Report in Transaction Services has also reduced the number of duplicate and over-payments to virtually nil. This new report is modelled on one available in the new 1B system, meaning that we will be able to seamlessly transfer it across to the new system in April 2022.

Refreshing Our Approach to Business Cases and the Capital Programme

- 3.1.27. Over the last year we have introduced a more robust business case process for large programmes, with a view to rolling this approach out across all Council projects. This has been supported by a stronger data and insight function, further strengthened by a revitalised Corporate Programme Management Office (CPMO). We have increased capacity in the corporate finance team to review and challenge business cases to ensure that they are realistic, affordable, deliverable, and meet the aims and objectives of the Council.

- 3.1.28. As part of the MTFP process, we have introduced a dedicated Finance Business Partner for each of the three key transformation savings themes: People, Place, and Fit For Purpose Council. These business partners have played a valuable role in ensuring that the options presented in business cases were solid and deliverable – essential to enable the setting of a balanced budget.
- 3.1.29. The Finance team has worked closely with the CPMO to develop business case templates, and is now considering additional ways to enhance the planning process, as well as the development of a communications strategy.
- 3.1.30. Early in 2021/22, we established an Invest to Deliver Group to undertake due diligence on requests for funding in-year. The group was initially formed to review business cases for Invest To Deliver initiatives, but it quickly became apparent that its remit needed to expand across all funding request.
- 3.1.31. A robust and challenging business case development process is a necessary precursor for best practice financial monitoring and reporting. We have developed our financial reporting processes to focus on exceptions and solutions to manage variances. This has already had a positive impact, with reported overspend reducing significantly from £27.4m at Q1 to £4.4m at Q3, and a forecast nil variance by year-end. This is a clear sign of organisation improvement, showing how an organisation can swiftly amend processes and adapt to manage a potential crisis.
- 3.1.32. We had previously committed to the development of a 25-year capital plan – an approach which is untested in local government. The ‘art of the possible’ was scoped and tested in 2021/22, and included at a high-level in the financial plan reported to City Council in February 2022.
- 3.1.33. A Phase One proof of concept has been developed. This includes identifying the benefits of a 25-year plan, such as being able to provide a framework for capital planning and decision-making in the medium term, as well as considering potential drawbacks including the inherent uncertainty of future policy, economic and technological factors.
- 3.1.34. During the successful proof of concept work, long-term capital plans and needs were identified and explored with a number of key services. The outcome of this work has enabled a plan to be developed for Phase 2, aiming to deliver a more detailed 25-year plan by Autumn 2022. This will need to include a consideration of existing assets, both in terms of their condition and future suitability, and the need to replace, repurpose or add to them in future, and alternative models of asset utilisation and potential technological advances. These capital requirements will then be compared to projections of capital resources that the Council may have available over the next 25 years.

- 3.1.35. This 25-year capital plan will be iterative, updated each year, and recognised as robust financial management supporting sound decision-making.

Statutory Accounts

- 3.1.36. On 30th June 2021 we presented a complete Statement of Accounts to external audit for 2020/21 – one month earlier than the statutory timetable. Since then, we have been supporting the external audit of the accounts.
- 3.1.37. The National Audit Office launched a new Code of Audit Practice for 2020/21 accounts . This introduced a revised approach to Value For Money audits, which changed the auditors approach from having to complete a risk assessment to needing to gain an understanding of a local authority's general arrangements.
- 3.1.38. Accordingly, this year has seen an increased volume of external audit queries, greater sample sizes and requests for more evidence, as external audit requirements have increased from previous years. The external auditor has also required greater testing around property valuations and income and expenditure recognition. The Council's support to the external audit was commended by auditors ahead of the Audit Committee in October 2021.
- 3.1.39. The audit is expected to be completed by March 2022. Nationally, audit options for the majority of councils have been delayed due to a number of issues that are beyond the control of the Council.
- 3.1.40. In light of high levels of staff turnover in the preceding twelve months, and the introduction of remote working arrangements for all staff, the timely completion of the draft Statement of Accounts and extent of support provided for the external audit represents a significant achievement for the Council.
- 3.1.41. Despite greater scrutiny of the Council's accounts, at this stage we do not expect any change to the Councils outturn reported in the draft accounts presented in June 2021.
- 3.1.42. Our focus is now on developing an enhanced approach for the 2021/22 audit, to ensure that services think about value for money in everything they do, thereby enabling maximum impact.

Team Achievements

- 3.1.43. Over the last year, we have worked hard to raise the profile of our finance team across the sector by celebrating our successes in a number of different forums. This section of the report provides a brief update on some of these activities.
- 3.1.44. In 2021, our team was shortlisted for two 2021 Public Finance Awards: Achievement in Financial Reporting and Accountability, and Covid-19 Leader Of The Year, receiving a highly commended award for the latter.

- 3.1.45. We have been an active member of CIPFA Midlands, and are working with the group to raise the profile of Birmingham, share lessons learned and learn from others to strengthen the region.
- 3.1.46. We have spoken with other local authorities to share examples of best practice and our approach to developing innovative solutions. This includes sharing information about our budget engagement app, Target Operating Model (TOM) and our journey to gaining a three-star CIPFA rating. This engagement is important, not just in ensuring the transfer of knowledge but raising the reputation of BCC and establishing our team as leaders in the field.
- 3.1.47. A member of our team presented on a recent CIPFA webinar about our successful approach to gaining Levelling Up funding, raising the profile of Birmingham with other financial professionals across the country.
- 3.1.48. The team took part in a Local Government Association (LGA) sounding board discussion forum to share knowledge with Executive Leader, where the LGA presented on our journey to three-star CIPFA accreditation.
- 3.1.49. And, looking ahead, we have submitted an entry to the Local Government Chronicle (LGC) 2022 Awards in the Most Improved Council category, demonstrating our journey to three-star and the organisational change that was required.

Summary

- 3.1.50. In summary, the finance team has achieved a significant amount in the past year. We are proud of the progress that has been made, and to have been recognised by our professional body CIPFA as a three-star financial management authority.
- 3.1.51. Whilst we have made big strides to improve financial management and governance at BCC, we are not complacent and we recognise that there is more to do to further enhance the finances of this authority. We will continue at pace on our organisational improvement journey.

3.2. Corporate Procurement Services

- 3.2.1. Since June 2021, increased focus has been placed on enhancing commissioning, procurement and contract management practices across the Council. The Corporate Procurement Service is part of a wider transformation programme implementing a new Target Operating Model (TOM), with specific outcomes including:
- Implementing a category management model of delivery, seeking to improve early engagement for professional procurement advice on procurement and commercial activity.

- Enhancing the Council's approach to robust contract management through the adoption of a Contract Management System.
- Review and overhaul of procurement governance arrangements.
- Formalising and adopting a new Procurement Strategy.
- Embedding new Social Value Policy changes.

3.2.2. Progress on the transformation programme has focused on a number of key themes:

People

3.2.3. The new structure for the Corporate Procurement Service includes 33 full-time equivalent staff, with a recent round of recruitment securing eight permanent appointments. This includes the appointment of three apprenticeship roles. A second round of recruitment for remaining posts has commenced.

3.2.4. An agreement has been made to move existing Category resource (three full-time equivalent staff) currently in the Digital & Customer Services Directorate into the Corporate Procurement Service. This will take effect from 1st April 2022.

3.2.5. Training plans are being developed to ensure that the right skills are available within and across the service.

Process/Policy

3.2.6. In November 2021, Cabinet adopted a number of revisions and updates to the Council's Social Value Policy.

3.2.7. Through a Task and Finish Group formed with colleagues from Overview and Scrutiny, a formal review of the Council's Procurement Governance Arrangements (PGA) has now been completed. Formal recommendations from this review have been submitted to the Cabinet Member for consideration as part of a wider refresh of the PGA due to come to Full Council in May/June 2022.

3.2.8. During 2021 the Council has retained Living Wage Accreditation, and introduced a new MatchMyProject system to promote opportunities for community organisations to work with suppliers to support delivery of their social and community projects.

Systems

3.2.9. The new 1B system is a key interdependency for the transformation programme. From April 2022, the introduction of the new system will transform Purchase to Pay (P2P) processes and will provide electronic tendering functionality in the future.

3.2.10. Whilst positive progress has been made so far, there is more to do in 2022/23 to further embed and enhance the transformation programme, including:

- Implementing a new Contract Management framework, including appropriate alignment of resources based on contractual risks.
- Concluding recruitment activity to formalise the permanent service structure.
- Adopting and embedding new Procurement Governance Arrangements.
- Taking forward plans to implement improved governance controls on contracted spend with third party suppliers, through adoption of a No Purchase Order/No Pay policy.
- Advancing delivery of the procurement savings target in line with the MTFP. This is covered in more detail below.

Achieving Savings

3.2.11. As part of the MTFP, the Corporate Procurement Service has been tasked with achieving savings of £2.7m from existing and new supplier contracts in the 2022/23 financial year. Analysis has been carried out to identify opportunities for savings from within our top 150 suppliers. These have been RAG-rated according to the likelihood of the identified savings being realised. Similarly, tail-end (off-contract) spend is being analysed to identify areas where spending can be stopped or else consolidated into negotiated contracts. Savings are expected to be obtained by challenging suppliers to reduce charges within a contract. This might be by reducing unit costs, looking at alternative delivery methods, specification redesign as part of a re-tendering process, or any other contractual mechanisms to reduce cost without affecting service levels.

Local Spend and Social Value

3.2.12. The total spend for Birmingham for the period January to December 2021 was £1.347 billion, across 8,263 suppliers, broken down as follows:

- Invoice spend in Birmingham – 49%
- Invoice spend in West Midlands – 7%
- Invoice spend (other) – 44%

3.2.13. The total local (Birmingham & West Midlands) spend for the same period was £759m, which breaks down into:

- Invoice spend in Birmingham - £668m
- Invoice spend in West Midlands - £91m

- 3.2.14. In October 2021, Cabinet approved updates to our Social Value Policy and the Birmingham Business Charter for Social Responsibility. These changes were implemented by 1st December 2021.
- 3.2.15. A new measure has been added to the Green & Sustainable theme (NT44 – Programme to achieve net zero by 2030). This measure allows the bidder to commit to achieving net zero (as a company) by 2030, in addition to other environmental or social value commitments offered in the tender for a project.
- 3.2.16. The Council has signed up to the UK Steel Charter and is encouraging relevant suppliers to do the same. The Council has also adopted the Councils For Fair Tax Declaration.

3.3. Human Resources

Case Reviews

- 3.3.1. Good progress has been made reviewing cases over six months old. Action plans are now in place, with proactive work taking place to identify where cases are at risk of becoming long-term. A new protocol for case recording and a consistent approach using a single tracking system has been implemented. We are commencing procurement of a new case management system to improve recording, data collection and reporting moving forward. Additional resource has been secured to support case work.

Target Operating Model (TOM)

- 3.3.2. Work progresses towards the new TOM. A number of key appointments have now been made, and we are preparing to advertise externally for key vacancies at Grade 7.
- 3.3.3. The approach to transition from Human Resources/Organisational Development to the new People Services structure is being finalised, and staff will move to roles in the new team once there is sufficient resource in place to stand up functions.
- 3.3.4. In the interim, additional HR Business Manager resource will be put in place to provide enhanced support to Housing, City Operations and Council Management functions. Further resource is being secured to ensure the right levels of support to key organisational change and transformation programmes across the Council.

Resourcing

- 3.3.5. Work has begun to tackle recruitment challenges in high priority areas of the organisation identified by the Council Leadership Team (CLT). These include Housing, Adult Social Care (with a business case for social worker pay),

Customer Services (including the contact centre), and the Strategy, Equality and Partnerships (SEP) directorate.

Employee Relations

- 3.3.6. Regular meetings with trade unions (TU) have recommenced, and consultation is now live on a number of proposals for service redesigns.
- 3.3.7. On equal pay, progress has been made on offers to settle potential pay claims under the Memorandum of Understanding (MoU) with trade unions, with BCC having completed its commitment to make offers to staff where we hold complete details by 14th February 2022. However, data from trade unions remains outstanding for over 25% of claims in scope. We forecast that 70% of offers will be made by 7th March 2022; currently, this stands at 52%. 414 offers have been made and settled, of 8000 eligible cases.

1B Programme

- 3.3.8. A robust plan is in place to implement the new 1B Oracle system from April 2022. We are now in a period of intense communications activity across the workforce, with training commencing for users in March.

3.4. Occupational Health, Safety and Wellbeing

Long-Term Sickness Absence

- 3.4.1. A recent Cabinet Report in November 2021 provided a general overview of the profile of sickness absence data across BCC. This took into consideration the impact of the pandemic, in addition to other factors including absenteeism, presenteeism, and the attenuative effect of home working on a considerable proportion of the workforce.
- 3.4.2. These statistics, which are in line with national trends as reported by the Labour Force Survey, direct our resource and focus towards the management of stress, anxiety and depression, musculoskeletal disorders, and the impact of seasonal colds and the flu virus.
- 3.4.3. With regards to long-term sickness absence, at any one time we are generally managing over 100 cases extending over six months. In partnership with other areas of People Services and legal colleagues, we are carrying out the following activities to reduce the number of long-term sickness absences:
- Reviewing and defining measures in place to proactively support employees and managers in relation to sickness absence
 - Reviewing of current cases of long-term sickness over six months, and targeted resource to progress cases as appropriate

- Development of organisational trend data in relation to general sickness absence, taking into consideration local factors and head count
- Trend analysis to help develop understanding of the impact of preventative measures
- Reviewing of the current sickness absence policy and associated processes, including the development of any necessary recommendations as identified
- Establishment of Case Conference Meeting Terms of Reference (ToR) and schedule for 2022/23

Target Operating Model (TOM)

- 3.4.4. We are currently seeking to recruit to additional clinical posts that have been established as part of the new People Services TOM. This includes new Occupational Health Advisers and a Wellbeing Team to help us to address high levels of organisational demand and support interventions to tackle Long-Term Sickness Absence (as outlined above).
- 3.4.5. The Safety Team is being restructured in line with the TOM proposal, to enable us to better align our offer across directorates, specifically the Children And Families directorate (including maintained schools). This will also allow us to consolidate our approach to self-assessment returns and Adviser-led audit cycles, providing CLT and Cabinet with more accurate performance monitoring information.
- 3.4.6. We are taking the Enhance Employee Assistance Programme out to tender, in order to market test the submissions and seek to shift to a more rounded offer of support. This is in line with the recent report to Cabinet.
- 3.4.7. Within the Wellbeing Service, as we recruit to currently vacant posts, we will ensure that our offer is directly aligned to changes already underway in Occupational Health. This includes seeking to shift towards a range of proactive, preventative interventions. A 'Layers of Support' model has been presented to CLT and TU colleagues, and a new strategy for wellbeing developed.
- 3.4.8. Once posts are filled, we will introduce a campaign to raise awareness through a number of channels, including mandatory training modules, manager bulletins, news items and roadshows and posters at locations where intranet access is limited. This will be aimed at establishing a common understanding of how to take care of our own mental health and wellbeing, as well as how to support our peers. The new approach will better equip managers to cope with employee sickness absence related to stress, anxiety

and depression, by having associated support mechanisms clearly defined and easily accessible.

- 3.4.9. The team will also seek to build on the achievement of our Foundation level Thrive at Work accreditation, and strive to achieve Bronze level accreditation over the next twelve months.

Corporate Landlord Programme

- 3.4.10. Corporate Landlord Property and Asset Board meetings have now broadly established the extent of the portfolio, assigned responsible persons and developed new performance data metrics. We will look to incorporate these new metrics into the quarterly Corporate Performance Framework, in addition to the improvements outlined above related to annual audit cycles. Strategic Risk Register entries will be updated to reflect the significant progress made and the subsequent reduction of risk levels.

Field Workers and Risk Marker

- 3.4.11. The new Risk Marker tool is nearing completion, with a working model being shared with key stakeholders this month. This is an important risk management system for BCC, enabling the logging of incidents that take place outside of office locations and the forewarning of identified risks. A new central risk assessment tool, training package and Lone Worker Alert system established by Resilience colleagues will further mitigate the risks to field workers as they travel around the city performing their duties, and increase legal compliance for BCC as an employer.

Commonwealth Games

- 3.4.12. With less than six months to go until the Birmingham 2022 Commonwealth Games, Safety Advisory Group (SAG) meetings have intensified. A new audit and inspection cycle will be agreed with Resilience following recent SAG training sessions, and our support will continue as the Council takes its turn on the global stage.

4. Leader's Portfolio

4.1. Economic Recovery from Covid-19

Background – Economic Impact of Covid-19

Labour Force Impact

- 4.1.1. The city has seen an unprecedented increase in unemployment during the pandemic, peaking at 83,920 in March 2021, up by 35,560 (+73%) on pre pandemic levels. Youth claimant numbers peaked at 16,305 up 7,465 (+84%). Unemployment has subsequently fallen from this peak but remains

40% above pre pandemic levels at the end of 2021. Claimant count unemployment was already high in the city prior to Covid-19 when compared to the national average and other core cities and the pandemic has exacerbated this position. The claimant unemployment rate in the city has increased from 9.0% in Feb 2020 to stand at 12.6% currently (December 2021) and the gap between the unemployment rate locally and nationally has increased from 5.3 percentage points to 7.2 percentage points.

- 4.1.2. Certain communities and areas within the city have seen a disproportionate increase in unemployment during the pandemic: young people, workers from black, Asian and minority ethnic communities, and those in lower skilled and less secure employment have borne the brunt of the increase in unemployment locally. Areas with existing high levels of unemployment and a higher share of residents in the above groups have seen the largest increase in claimants since the pandemic began. The gap between unemployment levels in the most deprived and most affluent areas of the city has increased during this period.

Sectoral Impacts

- 4.1.3. Whilst the impact of Covid-19 has been felt across the whole economy, a number of more customer-facing sectors have been disproportionately impacted by Covid-restrictions and related factors, including an increase in home working that has led to a decrease in city centre footfall. Government business support measures have so far prevented the feared wave of business closures; however, sectors including hospitality, culture, retail, construction and travel continue to be impacted by a fall in turnover, increased financial stress and branch closures. There have been several high-profile examples of branch closures in Birmingham, including the closure of John Lewis in Grand Central. These sectors have laid off or furloughed more employees compared to other areas of the Birmingham economy.

The Council's Response

Economic Recovery Strategy

- 4.1.4. Preparation of an Economic Recovery Strategy formed part of the Council's response to the economic impact of Covid-19. The strategy considered the best ways to support the economy as the city recovers from the pandemic and adapts to changing conditions, including the continuing challenges posed by the United Kingdom leaving the European Union. Our strategy complements the plans set out by the West Midlands Combined Authority (WMCA) and the Local Enterprise Partnership (LEP), and outlines the Council's overall priorities for economic recovery:

- Place development and management

- Green recovery
- Supporting people and businesses – with a focus on protecting jobs and helping people find training and work
- Unlocking and accelerating

Discretionary Grant and Additional Restrictions Grant (ARG) Schemes

- 4.1.5. As part of a broader package of measures to support our local business community, the Council continues to distribute business support grant funding to businesses that have been affected by the pandemic.
- 4.1.6. Throughout Covid-19, national government has allocated funding to local authorities to support businesses through locally designed business support schemes. This funding is intended for local authorities to use to support businesses which did not qualify for the various national mandatory schemes but had been significantly impacted by Covid-19 and related restrictions. In total, over the pandemic the Council has been allocated a total of £52.4m in locally designed, discretionary grant support schemes.
- 4.1.7. The online grant schemes were designed, managed and delivered by the Business Development and Innovation Team. These schemes included the Discretionary Business Grant Scheme and Additional Restriction Grant (ARG 1, 2 and 3) schemes. This support from government has been welcomed, timely and vital to enable Birmingham's local businesses to survive, safeguard existing jobs and move towards recovery. Funding has played a major role in safeguarding the local economy, with 100% of received monies distributed to Birmingham businesses across a range of impacted sectors including hospitality and culture, personal care, travel and tourism, and wider supply chain businesses.
- 4.1.8. Grant funding distributed by the Council has safeguarded 30,000 local jobs and helped 14,250 businesses to survive, improve confidence and move towards recovery.

Support to Hospitality and Leisure Sectors

- 4.1.9. Throughout the pandemic the Council has been proactive in helping businesses in the hospitality and leisure sectors survive the impact of numerous lockdowns and closures.
- 4.1.10. BCC has spent over £2m on a range of interventions to support the continued operation of businesses, including the creation of new outdoor spaces when indoor premises were shut or impacted by social distancing restrictions. Measures taken range from widening footways and removing pay and display

parking bays, to closing roads to enable the creation of additional event space.

- 4.1.11. Funding has been provided to local centres to hold events to encourage the return of visitors, alongside marketing campaigns to raise awareness of business reopening.
- 4.1.12. Extensive deep cleaning has taken place across a number of local centres to improve the environment and street scene, in addition to the installation of new signage to ensure social distancing and pedestrian flows were maintained in busy areas. This has required the Council to work closely with a range of partners including Business Improvement Districts (BIDs), West Midlands Police (WMP), traders and licensing.

Our Longer Term Response to Covid-19

Our Future City Plan (OFCP)

- 4.1.13. 'Our Future City Plan – Central Birmingham Framework 2040' (OFCP) will replace the existing Big City Plan with a new vision for the central area of the city. OFCP will provide a new vision and strategy for development that will stimulate green, inclusive growth that meets our diverse needs, and maximises the potential of all of Birmingham's communities. The framework will provide a new focus on creating a green, fair and inclusive city to tackle the current and future economic, social and environmental challenges.
- 4.1.14. To ensure we are creating a shared vision for the future, the Council produced the 'Shaping Our City Together' document which was the first stage of a continuous process of engagement through which Birmingham's communities will be encouraged to shape and influence the OFCP. The vision was well received, and the feedback is being taken forward as part of the work to develop the OFCP Framework and Delivery Plan which will go out for public consultation later in the year.

Birmingham Smithfield

- 4.1.15. The Birmingham Smithfield Development Joint Venture Agreement between the Council and Lendlease was signed on 28th June 2021. The Council completed early enabling works on site in December 2021 that included the demolition of Manor House, Pershore St and Markets Car Park, and handed over the cleared parts of the site for temporary use as a Game Venue for the Birmingham 2022 Commonwealth Games on 15th February 2022. Lendlease commenced public consultation on the planning application for the development in early March 2022 and anticipate submitting the planning application in Summer/Autumn 2022.

Enterprise Zone

- 4.1.16. The Enterprise Zone (EZ) has continued to go from strength to strength in driving growth in the city and helping to mitigate some of the impact from the pandemic. Despite Covid-19 generating a lower take-up of office space than has been experienced previously, there has been high profile interest in office space in Birmingham City Centre, with a pipeline of developments expected to come forward and generate an influx of construction activity. Office vacancy rates remain low and there are relatively high rental rates within the Central Business District (CBD). Prime office yields in the CBD have remained stable throughout the pandemic. A number of key sites have completed and are attracting significant new occupiers to the city centre. Phase 2 of Paradise is progressing well with the largest office building at One Centenary Way under construction and the announcement that Arup will be creating a new global hub in the building for 1,000 employees. Other parts of the development are also moving forward with planning permission granted for a new hotel and the world's first residential octagonal tower that will create over 300 new homes.
- 4.1.17. In January 2020 planning consent was secured for the Martineau Galleries development, which will create 1,300 homes, 8,000 jobs and 1.4m sqft of new commercial floorspace right opposite the new HS2 Curzon Station.
- 4.1.18. At Three Snowhill BT have taken 283,000 square feet of floorspace across twelve floors, which will become the base for 3,500 staff. Construction of another EZ site at 103 Colmore Row has also recently completed, with the 26-storey tower in the heart of the business district offering new grade office space, a rooftop restaurant and a 4-storey winter garden.
- 4.1.19. In Digbeth a number of exciting new developments close to the new HS2 Curzon Station are coming forward. Oval Estate secured outline planning consent for 17ha of land, with the potential to create 200,000 sqm of new commercial space, shops, and restaurants alongside 1,850 new homes. The plans include an extension to the iconic Custard Factory. Close by, full planning permission was granted in July 2021 for the £260m Upper Trinity Street development that will deliver over 900 homes, hotel and new cultural and commercial floorspace set around attractive public realm that will open up the canal and bring the locally listed lock keepers' cottage back into use. The Enterprise Zone is complimenting these developments by making significant investment in the public realm on Digbeth High Street alongside delivery of the Birmingham Eastside Metro Extension.
- 4.1.20. Work on delivering the new HS2 Curzon Station is accelerating with the enabling works to prepare the site for construction almost complete. The joint venture of Mace Dragados has been appointed to construct the new station and work will start on site early next year. The Council is seeking funding

from the Enterprise Zone to create a station that is fully integrated within the city centre with full connectivity to the surrounding area.

City Centre Office Space

- 4.1.21. Despite the initial negative impact of Covid-19 on the take-up of office space in the city centre, we are now seeing a steady increase in demand post-pandemic. A major reason for this strength can be found in the quality of office space the centre is now able to offer, ranking first among cities outside London in demand for Grade A property – accounting for 85 per cent of activity.
- 4.1.22. The quality of the office supply, when taken alongside the city's excellent connectivity, pipeline of talent, and strong business, professional and finance services (BPFS) clusters, means that the centre has been well placed to seize opportunities from regional office consolidations and relocations out of London. This has been evidenced with several successful major investment projects, including Department of Transport, Goldman Sachs and Arup.

Greater Icknield

- 4.1.23. Greater Icknield is identified as a growth area, mainly for housing, in the Birmingham Development Plan. At present the major Birmingham Development Plan allocations at Icknield Port Loop (1,152 dwellings) and Soho Loop (750 dwellings) are under construction. Phases 1-2 of Port Loop (215 dwellings) are nearing completion, while site preparation work is underway on phase 3 for 98 dwellings. The Soho Loop development is build-to-rent, forward funded by Swedish company Heimstaden Bostad. Also on site is the Dudley Road Improvement Scheme.
- 4.1.24. The two principal pipeline sites are City Hospital, a planning application for which is expected in summer 2022, and the Ladywood estate redevelopment, the procurement of a development partner for which is ongoing.
- 4.1.25. BCC is also working with Sandwell Council to take a joined-up approach to the regeneration of the area, guided by the new Smethwick to Birmingham Corridor Framework SPD.
- 4.1.26. The Edgbaston Reservoir Masterplan is another focus for change, with the revised masterplan now out for consultation.

Urban Centres

- 4.1.27. The Urban Centres Framework (Jan 2020) lists ambitions for improvements to ten district and local centres. The development and delivery of specific projects in those centres is more advanced in some than in others - for example, progress is more advanced in Perry Barr, Sutton Coldfield and Meadway. Several centres (Alum Rock Road, Bordesley Green, Coventry Road and Stechford) now fall within the remit of the East Birmingham

Inclusive Growth Strategy. Others are candidates for future round bids to the Levelling Up Fund.

- 4.1.28. Monitoring scheduled for March 2022 will provide a clearer picture of the impact of the pandemic on land-use change and vacancy in Birmingham's district and local centres.

Perry Barr

- 4.1.29. Perry Barr is identified as a growth area in the Birmingham Development Plan and will be at the heart of the Birmingham 2022 Commonwealth Games in the summer. Ahead of the Games, more than £700m of public sector investment is delivering:

- A revamped Alexander Stadium;
- The first phase of new homes (968 on site, a further 446 with full consent, and 500 proposed as Phase 2 currently with outline consent);
- New central park and linear green space as part of the residential development;
- A redeveloped fit for purpose rail station;
- New bus and sprint bus infrastructure;
- Segregated cycle route;
- Improved pedestrian accessibility;
- A new secondary school and sixth form.

- 4.1.30. This activity has continued throughout the pandemic and has so far delivered significant social value outputs, including 41,600 work placement hours, the upskilling of 1,600 residents and £253m spend with local businesses (within 30 miles).

- 4.1.31. The 'Perry Barr 2040: A Vision for Legacy' masterplan sets the framework for delivery of further change which will unlock wider housing growth. Priorities include:

- Revision and delivery of the balance of the Phase 1 scheme to optimise placemaking and commercial outcomes.
- Revision of the Phase 2 scheme to deliver equivalent housing numbers alongside the retention of the bus garage as a new destination accommodating a range of cultural, community, and entrepreneurial uses.
- Strengthening the town centre with new development at Birchfield Gateway and by working with existing occupiers.

- Improving and connecting parks and green spaces – over time creating a ‘green loop’ around Perry Barr.

Peddimore

- 4.1.32. Peddimore is a 330-acre employment development site allocated by release from the green belt, located on at the northern edge of the city boundary in Minworth adjacent to the M42 and M6 toll motorways. Planning consent has been obtained for over 4 million square feet of logistics and manufacturing warehouses set out within intensive planted landscaping.
- 4.1.33. Delivery is underway in two simultaneous phases in accordance with the 2018 Development Agreement; BCC project partners IM Properties plc are on site constructing core infrastructure, landscaping and levelling of plateau for the benefit of both Zone 1 which they completed acquisition in July 2021 and also BCC’s retained Zone 2 60-acre manufacturing site. Zone 2 site preparation with enhanced power supply is programmed to complete in July 2022.
- 4.1.34. A new A38 roundabout junction will provide access into the Peddimore estate but also serve to supply access to the Langley Sustainable Urban Extension to the west.

Langley Sustainable Urban Extension (SUE)

- 4.1.35. The Council has continued to work with the Langley Consortium to progress their development submission and an outline application for up to 5,500 houses with associated infrastructure including sports pitches, open space and schools has now been submitted for determination. The application will be considered during the year and work will continue to support the Consortium in their engagements with stakeholders and the local community whilst they develop future applications as they move towards the implementation of this key development project.

East Birmingham

- 4.1.36. The East Birmingham Inclusive Growth Programme has been established to deliver the vision and objectives of the East Birmingham Inclusive Growth Strategy (EBIGS) which sets out the Council’s approach to the East Birmingham/North Solihull Inclusive Growth Corridor in the context of major planned infrastructural investments including HS2 and the planned Midland Metro extension to Solihull. The East Birmingham Board has been established to take forward the delivery of the Strategy. The Board includes representatives of a range of key stakeholders and is chaired by the Member of Parliament for Birmingham Hodge Hill.
- 4.1.37. The East Birmingham Inclusive Growth Programme is currently in the process of mobilisation, and recruitment is underway to expand the core

programme team which will work at scale with public, private and third sector partners to bring forward a comprehensive set of projects. This will include preparing business cases, bidding into external funding and the co-ordination of project delivery. Eleven projects are already being progressed, addressing priorities including employment and skills, development, connectivity and community engagement and development, and several further projects are in development. East Birmingham has been identified in the Council's Levelling Up Strategy as a pilot area for Place-Based Integrated Delivery and will be a key focus for the innovative delivery of corporate priorities including Route to Net Zero and Connected Digital City.

Bordesley Park

- 4.1.38. The Bordesley Park Area Action Plan identifies the Bordesley Park (former Wheels) site and environs as a key area of change which has the potential to become an attractive location for high quality employment use which delivers inclusive and sustainable growth, improved transportation and employment and training opportunities.
- 4.1.39. Following the end of the temporary lease, the site is now under the control and management of the City Council. A report to Cabinet in October 2021 provided an update on the way forward for the site including potential procurement routes which are being progressed. This report also approved the release of funding of up to £1.2m to progress the development of the site, including the procurement of Japanese Knotweed removal, undertaking site investigations, securing the site, and on-going security (to be funded from either the Levelling Up Fund (LUF) or the future capital receipt from the disposal of the site).
- 4.1.40. A LUF Bid for the remediation of Bordesley Park was submitted to the Department for Levelling Up, Housing and Communities (DLUHC) on 7th June 2021 totalling £19.05m (£17.145 from government with City Council co-funding of £1.905m in line with LUF guidelines). Government confirmed the success of the bid on 27th October 2021.
- 4.1.41. The City Council has started to progress the remediation of the site including site investigations and the submission of a planning application for the treatment of the extensive Japanese Knotweed on the site.

National Exhibition Centre (NEC)

- 4.1.42. BCC owns the freehold of the land at the National Exhibition Centre (NEC), within the administrative area of Solihull Metropolitan Borough Council (MBC). The Council and the NEC are working together to bring forward development and growth at this key site.
- 4.1.43. The NEC has recently published a new draft masterplan for the site with public consultation undertaken at the end of 2021 and the final document to

be published in Spring 2022. Development partners will then be sought to bring forward the proposals within the masterplan.

- 4.1.44. The masterplan sets out the vision to create a unique environment for living, supported by new space for working and leisure. It highlights the opportunity at the NEC that arises from the re-purposing of surface level car parks and realising the development potential of underutilised plots. Proposals within the early phases of the masterplan incorporate 5000 new homes, 52,000 sqm of commercial, leisure and community space, and new amenities and public realm.

Arden Cross

- 4.1.45. Arden Cross is a significant £3.2b mixed use opportunity of 346 acres with the new HS2 Interchange Station at its heart, located to the east of the NEC and M42.
- 4.1.46. The landowners at the site, including the Council, have joined together as Arden Cross Limited to bring forward the site. Together with partners, Arden Cross Ltd, have developed a masterplan for the site with the opportunity to develop 600,000 sq m of commercial space and up to 3000 homes, which once developed will support 27,000 jobs.
- 4.1.47. The site is currently green belt but is allocated for development within the Solihull Local Plan which is at the Examination in Public stage.

Cross Cutting Themes

Route to Zero

- 4.1.48. Birmingham City Council declared a climate emergency on 11th June 2019. It made the commitment to take action to reduce the city's carbon emissions and limit its part in the climate crisis. The ambition was set for the Council and city to become net zero carbon by 2030, or as soon as possible thereafter as a 'just transition' allows. A 'Call to Action' action plan, approved by Full Council in January 2021, set out an initial set of actions the Council would take on its path to achieving its 'Route to Zero (R20)'. To date, one progress and monitoring report has been published and was approved at Full Council in January 2022.
- 4.1.49. Locally, Birmingham is heading in the right direction – the City's CO2 emissions decreased by 40.6% in 2019 from a 1990 baseline and are at an all-time low since 1990. Over the past year there have been many notable achievements. We have:
- Introduced the Clean Air Zone (CAZ) on 1st June 2021. Since introduction the percentage of vehicles that do not meet the emission standards of the zone has reduced month on month.

- Secured funding and planning permission to deliver 36 new homes which will pilot new energy efficient technologies.
- Signed agreements with energy companies to make at least 185 homes more energy efficient.
- Delivered 20 hydrogen buses which are now in use, operated by National Express.
- Driven forward a partnership in East Birmingham to develop a Net Zero Neighbourhood as a demonstrator for a place-based approach to carbon reduction and investment.
- Adopted the Birmingham Transport Plan in October 2021, which will help bring down emissions from cars and support a modal shift to lower carbon travel options
- Adopted the Urban Forest Masterplan – the first city in the United Kingdom to do so.
- Committed to a 3 Cities Retrofit programme, alongside Coventry City Council and City of Wolverhampton Council.
- Been involved with the WMCA's Net Zero Neighbourhood (NZN) proposal (which will include the Whole House Retrofit Energiesprong Pilot).

4.1.50. Alongside this, the Council has also been putting in place the vital strategy and policy foundations which will underpin the city's Route to Zero, including review of the Birmingham Development Plan and improved energy specifications for Birmingham Municipal Housing Trust (BMHT) new build homes. We are also embedding the behaviour change needed across the Council to ensure that carbon reduction is mainstreamed and driven in everything the Council does – both projects and day to day operations.

Levelling Up Fund

4.1.51. The Council has successfully bid for funding through the Levelling Up Fund, to support important initiatives happening across the city. Three of our four bids for the Levelling Up Fund were successful, securing over £52 million in new funding for the following projects:

- A457 Dudley Road Improvements – £19.941m for major transport improvements to help reduce congestion, encourage active travel (walking and cycling), provide better facilities for public transport users and improve connectivity to new housing developments where more than 2,000 new houses are currently being built.

- Moseley Road Baths and Balsall Heath Library – £15.539m to allow for the next phase of restoring the Grade II listed Edwardian swimming pool and library.
- Remediation of the former Birmingham Wheels Site (Bordesley Park) – £17.145m which will act as a catalyst for the area's regeneration and help create up to 3,000 jobs in the area

‘Prosperity and Opportunity For All’ – Our Levelling Up Strategy

4.1.52. On 24th November 2021 the Council launched Prosperity and Opportunity for All, Birmingham's Levelling Up strategy. The strategy outlined the need for government to support the delivery of 5 accelerators:

- Support long term, single pot funding and devolved powers
- Back the integrated local place delivery model demonstrator, the East Birmingham Inclusive Growth Strategy, covering 250,000 people to tackle deep levels of deprivation
- Harness our early intervention and prevention model
- Deliver green and digital infrastructure including a comprehensive green, reliable, frequent, and affordable transport network
- Back an at scale housing retrofit across the cities of Birmingham, Coventry, and Wolverhampton to tackle carbon emissions

4.1.53. The strategy represents an ambitious blueprint to improve the lives and life chances of people and communities across the city.

Economic Outlook for Birmingham

4.1.54. The local economy is expected to recover strongly in 2022 with KPMG forecasting the economy will grow by 7.8% this year, with the Commonwealth Games helping drive faster growth in the West Midlands than any other region.

4.1.55. Longer term forecasts for Birmingham from the Oxford Forecasting Model show that by 2040:

- Our population will grow to 1.25m, with average annual growth around double the UK rate.
- Our economic output (GVA) is forecast to increase from £27bn per annum to £36bn by 2040 with average annual growth of 1.4%, in line with UK growth.
- GVA per head and per worker are also set to grow but at a slightly slower pace than nationally.

- Employment forecasts to 2040 vary considerably by sector. Growth in services employment, will be partnered by a reduction in manufacturing employment. The largest growth will be in the Professional, Scientific and Technical sector (+30%), alongside the Administrative and Support Services sector (+27%).

4.1.56. It should be noted that the above are base forecasts, which do not directly consider the strategic interventions and unprecedented levels of investment planned locally.

4.1.57. Improving the skills base locally will be key to both driving productivity and economic growth but also ensuring local people can fully participate in a more knowledge intensive jobs market with the transition to net zero and growth in sectors like ICT, BPFS and advanced manufacturing that require higher level skills. Ensuring residents benefit from the major growth opportunities and unprecedented investment planned locally will be key to securing a more inclusive economic future for the city.

4.2. Birmingham 2022 Commonwealth Games

Ready, Get Set to BE BOLD Hosts

4.2.1. As Full Council meets today, there are 135 days to go until the opening ceremony of the Birmingham 2022 Commonwealth Games, the largest event in take place in our city in a generation. With just over four months to go, we are in the thick of final preparations to assure ourselves, our partners, and our citizens that Birmingham will put its best foot forward as it steps onto the world stage.

4.2.2. It is important to take a moment to reflect on the scale of our achievement. The Birmingham 2022 Commonwealth Games will be delivered on time and on budget, collectively overcoming the substantial challenges that come with delivering a world-class sporting event in a compressed timescale of four and a half years (as opposed to the traditional seven), during the uncertainty and consequences of Brexit, and in the wake of a global pandemic. Any one of these challenges individually would pose a significant risk to our Commonwealth Games programme; to deliver a Games in spite of all three speaks to the resilience, strength and collective will of Birmingham residents, stakeholders, partners and the Council.

4.2.3. The Birmingham 2022 Commonwealth Games will bring world-class sport to our city – but we have always stated that the Games will be much more than a sporting event. The accompanying Birmingham 2022 Festival, launched in March 2022, will continue for most of this year, celebrating the rich and diverse heritage of our communities, the heart and soul of the city. The Business and Tourism Programme (BATP) will boost our global reputation as

a leading destination for tourism, trade and investment, creating a legacy of new jobs and opportunities that will long outlast the closing ceremony. It is our hope that in decades to come, people will point back to 2022 as the start of a golden decade of opportunity for the city, putting Birmingham firmly on the map as a world-class city where people want to live, work and play.

GO for a BOLD Legacy

4.2.4. Birmingham's Legacy Plan sets out the following commitments:

- **B**oost investment in Birmingham, creating thousands of jobs and become a world-leader in hosting international events
- **E**ngage every child and young person in the Games, including all 400+ schools in the city
- **B**uild programmes and community projects to kickstart an accessible fitness and wellbeing boom
- **O**pen our city to the world and connect our communities for and after the Games
- **L**aunch an era of green growth through high-quality sports facilities, thousands of new homes and green transport links to become a carbon-neutral city by 2030
- **D**eliver our promise to the city and become a leading local authority with bold ambitions

4.2.5. This report sets out achievement to date against each of these themes.

Boost Investment in Birmingham

4.2.6. We want Birmingham to be an entrepreneurial city where people come to learn, work and invest, and where everyone from all parts of the city can prosper and succeed. The significant investment associated with the Games presents an opportunity to support key economic sectors and upskill citizens to access new employment opportunities.

4.2.7. Our flagship Games capital builds, Alexander Stadium and Perry Barr Residential Scheme, continue to provide significant employment opportunities. As at January 2022 the following had been achieved:

	Alexander Stadium	Perry Barr Residential Scheme
New jobs created	313	420
Apprentices	4	64
People upskilled	334	1,313

Volunteering hours	687	2,266
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- 4.2.8. Wider benefits from the Alexander Stadium, delivered by McLaughlin & Harvey, include Kickstart work placements at the Stadium and outreach into local schools to plan site visits, Construction Career Workshops, work experience opportunities and resource packs, engaging with the Birmingham Career and Enterprise Hub SEND Community of Practice.
- 4.2.9. The Women in Construction project is also underway, targeting young people in schools and challenging misconceptions about gender specific roles within the industry.
- 4.2.10. We have maintained a focus on community benefit, working through the You Matter Communities Fund to deliver three rounds of community funding for projects across the city, and the You Matter timebank, which matches skills from the construction team with local social enterprises and community organisations.
- 4.2.11. The Perry Barr Regeneration Scheme are on track to create 430 employment opportunities by April 2022. Lendlease has signed up to the Birmingham Business Charter for Social Responsibility (BBCSR), with an action plan in place against 32 social value targets. As part of this plan, they are working in partnership with Birmingham City Council's Employment Access Team (EAT) to promote jobs and training opportunities to local communities.
- 4.2.12. Working with our partners we are putting in place the programmes and initiatives to ensure the right people are connected to the right opportunities. Over the past 12 months, the WMCA's Commonwealth Games Jobs and Skills Academy has invested £5m in training over 4000 unemployed residents in key Games-related occupations including security, stewarding, hospitality and cleaning. A further £2m is being invested in higher level skills development, with over 700 people undertaking Level 3 qualifications to help businesses prepare for the Games. Funding has also been secured to deliver individualised pre- and post-employment support to 3,500 people to access Games opportunities – providing the wraparound support they need to make successful applications and transitions post-Games.

A Major Events City

- 4.2.13. Birmingham has a proud history of hosting major national and international events. This prior experience, alongside our reputation for successful delivery of complex projects, was one of the reasons we were able to secure the Commonwealth Games for 2022.
- 4.2.14. Our Major Sporting Events Strategy (2022-2032), agreed by Cabinet in 2021, aims to capitalise on the springboard provided by Birmingham's status as Proud Host City for the 2022 Commonwealth Games. Over the next ten

years we will be looking to attract and host events that deliver positive social, economic and environmental impacts for residents and businesses across the city, whether this is through enhancing and improving key sporting and community facilities, helping to create more jobs, amplifying the city's vibrant cultural sector, or simply by ensuring that the events we hold reflect the diverse population and different interests of all of our communities

4.2.15. 2022 will be a year of major events for Birmingham. In addition to the Commonwealth Games, we are hosting:

- Muller Indoor Grand Prix (February 2022)
- British Indoor Athletics Championships (February 2022)
- All England Badminton Championships (March 2022)
- Diamond League (May 2022)
- Great Birmingham Run 10k and Half Marathon (May 2022)

4.2.16. In 2023, we will be hosting both the World Blind Games and the World Trampoline and Tumbling Championships.

Promoting Birmingham

4.2.17. The Business and Tourism Programme (BATP) has been developed to capitalise on the significant economic opportunities that come with being a Proud Host City. The programme is being delivered by our partner the West Midlands Growth Company (WMGC), who are the investment promotion agency for the region.

4.2.18. The £24m programme aims to create a long-term legacy by boosting perceptions of the city, region and UK as a world-class destination for trade, investment and tourism. It will target domestic and overseas visitors, investors, businesses and event organisers during a three-year campaign of promotional activity. This will strengthen relationships with important overseas markets at a national and local level.

4.2.19. Whilst the Council does not have delivery responsibility for BATP we are a key stakeholder and active participant in the investment promotion programme. We will use the opportunity of the BATP to drive long-term economic benefit by:

- Boosting Birmingham's reputation as a world-class destination for tourism, trade and investment.
- Using the Games as a hook to increase awareness and drive consideration to visit Birmingham and the West Midlands

4.2.20. A recent senior sales mission to the United Arab Emirates (UAE) in February 2022 met with a number of major investors and sovereign wealth funds. Our

aim was to develop strategic relationships with the world's best and most ambitious developers and investors to create a lasting legacy for Birmingham and the region. We will adopt a similar approach around targeting major capital markets particularly when they align with QBR (Queen's Baton Relay) events.

- 4.2.21. During Games time, UK House (The Exchange on Broad Street) will be the focal point of the Department for International Trade (DIT) programme and provide a platform for national government to deliver a series of high level Business Sector Summits. These Summits will connect local and national companies to international opportunities, showcase our capability and innovation, and drive investment anchored around a proposed investment conference on the eve of the Games. We are currently working with DIT on the content of the programme and will aim to leverage the opportunity to facilitate investment and where possible 'level up' the city.

Engage Every Child and Young Person in the Games

- 4.2.22. 'Bring the Power', the Games schools and youth engagement programme launched in January 2022. Developed in conjunction with young people, the programme is being delivered in partnership with the B2022 Organising Committee. The programme aims to engage over a million young people aged 5-25 across Birmingham and the wider West Midlands and bring them closer to the Birmingham 2022 Commonwealth Games.
- 4.2.23. BCC has invested £500,000 into supporting this programme, ensuring that key opportunities are focussed towards Birmingham's young people. Details can be found at www.birmingham2022.com/youth-programme
- 4.2.24. Online curriculum resources have been developed for our schools, who also have the opportunity to apply to host workshops connecting young people to the Games as well as supporting topics such as mental health, empowerment, resilience and skills development. Athlete and mascot visits will be available, and every school in Birmingham has had the opportunity to nominate a baton-bearer.
- 4.2.25. The Common Ground grant is open to secondary schools across Birmingham and is a Personal, Social, Health and Economic education (PHSE) focussed opportunity supporting young people to hold conversations about our 'Common Ground' and to extend that conversation into a creative response. As part of BRAP's anti-racist futures work in schools, 'Education is the Commonwealth' will deliver workshops for teachers, parents and young people, and we will be theming the annual Rights Respecting Schools celebrations around the Commonwealth Games.
- 4.2.26. Our Youth Service are working closely with the Bring the Power team to deliver programmes of events for young people in the four officially dedicated

Games hubs: The Lighthouse Centre, Clifton Rd, The Factory and Concord. Events will focus on awareness and understanding of the Games and Commonwealth, music and food workshops focussing on Commonwealth countries and sports sessions focusing on Commonwealth sports.

- 4.2.27. Plans are being developed for further activities such as a Commonwealth Games awards evening for young people, an album written and produced by young people and a week-long activity challenge across Birmingham – ‘Brumopoly’.
- 4.2.28. The Youth City Board are acting as the lead youth board for the Games, working alongside the Organising Committee (OC) Youth Participation team to shape the Bring the Power programme. They participated in the launch of the Queen’s Baton Relay in London, and have undertaken a visit to Liverpool to share their experiences and perspectives on being a Host City.
- 4.2.29. Through BCC’s Employment Access Team, we will be commissioning a local delivery partner to work with 50 young people aged between 17-24 who are NEET (Not in Education, Employment or Training). The programme will raise aspirations via physical and sports activities with embedded qualifications to support attainment or improvement in functional skills (English, maths and digital skills) as well as the transferable soft skills that are sought after by employers.
- 4.2.30. Partner organisations are also delivering projects across Birmingham. The Commonwealth Connections project (delivered by the Bring The Power team and the British Council) has twinned 30 schools across Birmingham with schools across the Commonwealth, and the Birmingham Connect project (delivered by the Commonwealth Sports Foundation and Youth Sports Trust) has been connecting schools across Birmingham through sport and arts, culminating in the Connect All Festival on 18th June.
- 4.2.31. The Bring the Power team at the Organising Committee have linked in with the Birmingham Virtual School, special schools and pupil referral units and the Birmingham Children’s Trust to ensure that as many children as possible are able to access the opportunity to engage with the Commonwealth Games. We have secured 5,000 tickets for children in care and their carers to attend the Games, and the Birmingham Children’s Trust have secured funding from the Commonwealth Sports Foundation to deliver their flagship games programme ‘Unlocking the Games’ to children and families across Birmingham who are known to the Trust, enabling them to celebrate the arrival of the Commonwealth Games in safe and welcoming hubs across the city.

Kickstart an Accessible Fitness and Wellbeing Boom

- 4.2.32. Health inequalities in Birmingham remain stark and have been exacerbated by the Covid-19 pandemic. We want Birmingham to rise to the health and wellbeing challenge to enable citizens to achieve their potential and aspirations at every age. One of the ways that the Games can create a legacy for health is through removing barriers to physical activity, and encouraging mental health and wellbeing programmes. We need to support active lifestyles, encourage healthy eating and explore initiatives to boost wellbeing.
- 4.2.33. As a city, we are working in partnership to draw down just under £1m worth of investment from Sport England into the city. The 'Creating Active Communities' project will deliver physical activity interventions across five wards in the city, where the highest levels of inactivity overlap with the highest levels of deprivation. Interventions will be co-designed with the local community, and will be tailored to the needs of each ward.
- 4.2.34. Through the Community Fund, we are commissioning projects that will encourage people to participate in physical activity, enabling the inactive to become active by removing barriers to participation and encouraging the active to remain active.
- 4.2.35. Eight 'Community Games' will be delivered across Birmingham between May and September 2022, in partnership with Sport Birmingham and Inspire Activity. Each Community Games is created alongside local sports and activity groups, and provides a fun, free to access day out as well as connecting local people to the opportunities for sport and physical activity that are available to them locally, encouraging people to try something new.
- 4.2.36. A 'Club Together' programme will provide much needed support to local sports clubs, third sector and voluntary organisations in the city that already deliver sport and physical activity, particularly in areas of need.
- 4.2.37. The Active Wellbeing Society (TAWS) will deliver around 70 'Active Streets' events across Birmingham during the Commonwealth Games period. For a period of time cars will be removed from the community and replaced with activities, engagement and neighbourly gatherings. 70 young people from priority areas across the city will be recruited and paid the Real Living Wage to support with the delivery of training, community consultations and Active Streets events.
- 4.2.38. We are supporting the development of the Birmingham City of Nature Alliance as part of the city's flagship 25 year City of Nature strategy, helping to ensure Birmingham's residents have access to quality green space. The 2022-23 pilot will first focus on the five parks in Bordesley and Highgate Ward, before rolling out to five more 'red' wards in the city (Gravelly Hill, Castle Vale, Balsall Heath West, Pype Hayes and Nechells) towards the end of the financial year. Funding will support Alliance members to work together more closely, as well

as deliver specific activities, including staff time for Alliance development, delivery of educational programmes, physical improvements, sustainable funding strategies, and identifying funding opportunities.

- 4.2.39. The Celebrating Communities programme has provided funding to every ward in the city to encourage residents to come together and celebrate the Games their way. One of the themes was 'Get Active', and the fund has seen a high number of bids from local groups around sport and physical activity initiatives that will take place across the city this summer.

Open Our City to the World and Connect Communities

- 4.2.40. The Games represents a once-in-a-generation opportunity to celebrate our distinct identity and personality, helping in the long term to strengthen community resilience and cohesion across the city as a whole so that all areas thrive.
- 4.2.41. Going forward, we need to carry on being bold and telling the world what makes Birmingham a great place, building on the foundation of the Birmingham 2022 Festival programme.
- 4.2.42. The Birmingham 2022 Festival launched on 28th February 2022 and is a six-month celebration of everything that makes Birmingham and the wider West Midlands unique. Aiming to engage over 2.5m people, with the majority of events being free to access, the festival reflects the city and wider region with a focus on heritage, diversity and youth.
- 4.2.43. The Festival will deliver around 250 commissioned projects, of which 107 will be delivered in Birmingham through Creative City, the BCC-funded community art-led grants programme. This is the first time that community arts and culture has been integrated into a Games programme. The team have worked hard to engage with under-represented groups, with 60% of projects specifically engaging participants, leaders and artists from across communities currently under-represented in the city's cultural activity. The Creative City programme is also providing a sector development programme to help community arts groups grow and thrive.
- 4.2.44. From a legacy perspective, a key outcome will be the development of an annual Birmingham International Festival, starting in the summer of 2023 to provide an annual focal point for our residents and visitors to the city. It is crucial, however, that this is delivered in partnership with the city's vibrant cultural sector, and is a viable and sustainable festival that supports and enhances the existing festival scene within Birmingham, reflecting the diversity of artforms that exist across the city. Learning from the Birmingham 2022 Festival experience from across the sector, as well as within the Council, will be integral to successful delivery.

- 4.2.45. We are also commissioning a new Cultural Strategy for the city. As well as reviewing the impact of our current strategy, we will be looking at longer term approaches to factor culture into major developments and regeneration areas, including the city centre, Perry Barr and Balsall Heath. We will also seek to integrate cultural development with health and social care outcomes to deliver wider benefits for residents and communities.
- 4.2.46. All Host Cities have experienced an uplift in tourism, both during the Games itself and in the years afterwards. The Covid-19 pandemic has led to a fall in visitor numbers to Birmingham, but the platform of the Games gives us a real opportunity to showcase our city and encourage visitors to return. This year we will launch a new Visitor Destination Plan to help us maximise the tourism opportunities of the Games in 2022 and beyond. The five-year plan will complement the West Midlands Tourism Strategy, helping the tourism sector to grow sustainably post-Games and supporting economic recovery from the pandemic. It will focus on both business and leisure tourism, showcasing what is best about Birmingham, and playing to our strengths as a city – our heritage, our vibrant, unique cultural scene, our food and drink offer and the wide variety of attractions we have on offer - as well as helping us to re-invigorate our offer to local, regional, national and international businesses, supported by the Games Business and Tourism Plan (BATP).
- 4.2.47. Within our communities, we want to enhance engagement and participation, and sustain local groups and community organisations, building on the interest in volunteering and community action that has become more prominent over the past 18 months and during the Games period. The investments we have made through the £6m Community Fund in providing support to community groups - through programmes like Creative City, Celebrating Communities and Stronger Communities - demonstrates how making links between communities and groups can improve the city experience.
- 4.2.48. The Celebrating Communities Small Grants Funding Scheme has been set up by the Council to help people in all 69 of the city's wards feel involved in the Birmingham 2022 Commonwealth Games, celebrate the occasion and hopefully spark some long-lasting initiatives. Over 400 applications from community groups and organisations across the city have been received, and local communities are now making their own decisions about which projects they would want to see funded. To ensure the very best outcomes, training and support workshops have been delivered by Locality and Birmingham Community Matters, to help community groups develop viable proposals and complete the application process. This capacity building training provides groups with core skills and confidence that will assist them when applying for funding applications in the future, helping to support them to become more sustainable.

4.2.49. Stronger Communities is also delivering targeted interventions across the city. The workstream has five projects that focus on the shared stories and experiences of Birmingham's diverse communities:

- **A City Connected By Heritage Trails** will deliver an interconnected network of 20 miles of heritage trails across the city that navigate their way through Birmingham's history.
- **We Made Birmingham** will create a digital record of stories of heritage, migration and community activism in Birmingham, collected and curated by local communities. The project will also train ten community journalists.
- **Getting Communities Talking** will support the delivery of activities for women, particularly migrant, refugee and asylum-seeking women from across Birmingham, who are struggling to integrate and be fully engaged in their local communities, helping with language skills as well as tackling loneliness and isolation.
- The **Birmingham Peace Garden** project will support work to help renew the Peace Garden attached to the remains of St Thomas Church as a place of remembrance and peace for all of the city's communities.
- **Inspiring Future Leaders** will work with the BAME LEAP partnership to deliver leadership training, career progression and mentoring, interview techniques and meetings with positive role models to a cohort of young people from black, Asian and minority ethnic communities.

4.2.50. As part of the wider work around Equalities and Cohesion in the city, a Community Stakeholder Panel has been created. The Panel is made up of residents from across the city's ten constituencies and will provide a forum for residents to actively engage with a variety of key agendas for the city, including Commonwealth Games.

Launch an Era of Green Growth

4.2.51. In June 2019 the Council declared a climate emergency and embarked on a strategy to adapt our built environment to a zero-carbon future for Birmingham – a future in which we work with nature rather than against it.

4.2.52. Earlier in 2021 we published Our Future City Plan, which provides a template for major change in our city, using the climate emergency as the impetus.

4.2.53. More recently we published the draft Perry Barr 2040 Masterplan, which seeks to ensure a positive legacy from the Commonwealth Games. The Masterplan will support improvements for residents, including 5,000 new

homes, a new urban centre, and a greener, healthier environment that will create long term benefits for people who live, visit and work there.

4.2.54. The Alexander Stadium, currently undergoing an extensive redevelopment, is a principal venue for hosting the Games. Post-Games, the Stadium will be a lasting legacy for Perry Barr and wider Birmingham, through an improved facility for users and visitors:

- An increase in the permanent capacity of the Stadium from 12,700 to 17,500
- A new West Stand containing offices, conference and event space with six boxes, a main function room, banqueting kitchen along with learning spaces and sports science infrastructure on track level
- A new International Association of Athletics Federations Category 1 track – which is a 400m nine-lane competition standard track
- New connections with the park to create a cohesive destination venue
- Sustainable design features including the use of air source heat pumps, energy efficient lighting systems and a sustainable approach to drainage and flood attenuation, making use of the surrounding parkland

4.2.55. After the Commonwealth Games, Alexander Stadium and associated facilities will become a centre of sporting excellence at a local, regional and world-class level. A new sustainable operating model is in development to ensure that the Stadium and its enhanced community facilities will continue to benefit the city and its residents for generations to come.

4.2.56. The Perry Barr Masterplan will see Perry Barr become one of the best-connected suburbs in Birmingham, with active and sustainable travel choices becoming the norm for residents and visitors. Perry Barr is already benefiting from significant investment, including:

- Construction of the Perry Barr Regeneration Scheme, with nearly 1,000 new homes currently under construction in the first phases, and a further 4,000 homes in the longer term
- The A34 Highways Scheme, which includes extended segregated cycle routes and improved pedestrian facilities
- An improved bus interchange in front of the One Stop Shopping Centre
- The creation of the Sprint priority bus corridor which will link residential and employment areas while making bus journeys quicker and more reliable

- A new Perry Barr station including significant accessibility improvements offering quick, reliable, and frequent access to the city centre

4.2.57. It is also an area which presents exciting opportunities for further change which are being planned:

- Active and sustainable travel choices becoming the norm for residents and visitors through better connectivity;
- Prioritising parks, waterways, allotments and public spaces to create a joined-up green network which supports wellbeing and access to nature;
- Celebrating the area's cultural, sporting and historic identity and providing the conditions for this to continue to thrive
- Strategic re-purposing of vacant land and historically significant existing buildings to create opportunities for entrepreneurial, civic, and community-focussed initiatives and meanwhile uses

4.2.58. We cannot tackle the climate emergency without fundamental changes to the way people and goods move around our city. Working in partnership with Transport for West Midlands (TfWM), we are using the Commonwealth Games as a catalyst to provide and promote sustainable and reliable transport choices – for example through enhanced public transport, walking and cycling connections, the recently announced Cycling For All funding and the promotion of blue and green routes across the city. During Games time, an app will be available to download which will help visitors to the city plan their journey effectively, integrating key public transport information and helping visitors and residents make low-carbon choices.

Deliver Our Promise to the City and Become a Leading Local Authority

4.2.59. The Games is being delivered during a time of transformation across the Council. It is our aspiration that the delivery of the Games will create opportunities to contribute to the organisation's readiness for change, and equip us with the tools and shared learning that will support the Council to be able to deliver future events and projects of this size and scale.

4.2.60. The Commonwealth Games are putting Birmingham on a global stage and firmly on the map as a future events destination. Through the planning and delivery of the Games, the City Readiness service workstreams have developed Operations Plans that will exist as good practice guides beyond the Games for future events delivery. These plans will detail how readiness activities as a Host City should be planned and delivered – such as Command and Control (C3), Waste Management, and Traffic and Transport management plans.

- 4.2.61. Birmingham is the first Host City to deliver a fully integrated volunteer programme. We are using the Games as a springboard for developing a new Volunteer Strategy, offering staff the opportunity to undertake volunteering roles alongside their BCC jobs. This strategy will be key to maximising ongoing engagement with staff and generating a newly formed volunteer workforce to support both large scale city events and community focussed initiatives in the future.
- 4.2.62. Birmingham 2022 is the first Games to deliver an integrated Games Legacy programme, with all Games partners working towards five common goals – helping us to grow and succeed, to bring people together, to improve health and wellbeing, to be a catalyst for change and putting us on the map. By working in partnership we will have achieved far more for Birmingham than we could have done alone, and we have both strengthened existing partnerships while paving the way for new ones. This can only benefit the city over the longer term.
- 4.2.63. From a starting position of bidding for the 2026 Commonwealth Games, we successfully stepped in to rescue the 2022 Games, worked through Brexit and Covid-19, and can say that we have been fundamental to delivering a Games on time and on budget. The scale of this achievement should not be overlooked or downplayed, and citizens, members of staff and partners of all stripes should take genuine pride in our shared success.
- 4.2.64. This event is the start, not the end, of a golden decade of opportunity for the city, and it is incumbent on all of us to think about what comes next. Our new Major Events Strategy will act as a catalyst towards drawing more world class events to Birmingham, and our efficient and effective delivery of the Birmingham 2022 Commonwealth Games will give confidence to national government that the Council is a trusted delivery partner.
- 4.2.65. As we move beyond the Games, further information will be reported on the short, medium and long term benefits of being a Proud Host City - not just for the Council in isolation, but as part of a highly effective partnership that has come together for the people of Birmingham, and delivered a Games For Everyone.